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Job Satisfaction

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Abstract: Think about the best job you've ever had. What made it so? Chances are you probably liked the work you did. In fact, of the major job satisfaction facets (work itself, pay, advancement opportunities, supervision, coworkers), enjoying the work is almost always the one most strongly correlated with high levels of overall job satisfaction. Interesting jobs that provide training, variety, independence, and control satisfy most employees. In other words, most people prefer work that is challenging and stimulating over work that is predictable and routine.

You've probably noticed that pay comes up often when people discuss job satisfaction. There is an interesting relationship between salary and job satisfaction. For people who are poor (for example, living below the poverty line) or who live in poor countries, pay does correlate with job satisfaction and with overall happiness. But, once an individual reaches a level of comfortable living, the relationship virtually disappears. In other words, people who earn well are, on average, no happier with their jobs than those who earn a little less. Studies reveal that there isn't much of a relationship between the average pay for a job and the average level of job satisfaction. Jobs that are compensated handsomely have average job satisfaction levels no higher than those that are paid much less.

KEYWORDS: Job satisfaction, Pay , Work.

I. INTRODUCTION

Job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organization. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs.

There are consequences when employees like their jobs and when they dislike their jobs. One theoretical model-the exit-voice-loyalty-neglect framework-is helpful in understanding the consequences of dissatisfaction. The framework's four responses, which differ from one another along two dimensions: constructive/destructive and active/passive. The responses are defined as follows.

Exit. The exit response involves directing behavior toward leaving the organization, including looking for a new position as well as resigning.

Voice. The voice response involves actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity.

Loyalty. The loyalty response involves passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to "do the right thing."

Neglect. The neglect response involves passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort, and increased error rate.

Exit and neglect behaviors encompass our performance variables-productivity, absenteeism, and turnover. But this model expands employee response to include voice and loyalty-constructive behaviors that allow individuals to tolerate unpleasant situations or to revive satisfactory working conditions. It helps us to understand situations, such as those sometimes found among unionized workers for whom low job satisfaction is coupled with low turnover. Union members often express dissatisfaction through the grievance procedure or through formal contract negotiations. These voice mechanisms allow them to continue in their jobs while convincing themselves that they are acting to improve the situation.

II. DEFINITIONS

“Job satisfaction is a general attitude towards one’s job: the difference between the amount of reward workers receive and the amount they believe they should receive.”

-P. Robbins

Job satisfaction defines as “The amount of overall positive affect (or feeling) that individuals have toward their jobs.”

-Hugh J. Arnold and Daniel c. Feldman

“Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job dissatisfaction.”

-Andrew J Dubrins

Human life has become very complex in now-a-days. In modern society the needs and requirements of the people are ever increasing and ever changing. When the people needs are not fulfilled they become dissatisfied. Dissatisfied people are likely to contribute very little for any purpose. Job satisfaction of industrial workers is very important for the industry to function successfully. Apart from managerial and technical aspects, employers can be considered as backbone of industrial development. To utilize their contribution they should be provided with good working conditions to boost their job satisfaction.

Any business can achieve success and peace only when the problem is understood and solved. Satisfaction and dissatisfaction of workers are problem of efficiency absenteeism, labour turnover require a social skill of understanding human problems and dealing with them scientific investigation.

The following are the factors that serve the purpose to solve the human problems in the industry.

a) Pay

Wages do play a significant role in determining satisfaction. Pay is an instrumental in fulfilling so many needs. Money facilitates the obtaining of food, shelter, and clothing and provides the means to enjoy valued leisure interest outside of work. Moreover, pay can serve as symbol of achievement and a source of recognition. Employees often see pay as a reflection of organization. Fringe benefits have not been found to have strong influence on job satisfaction as direct wages.

b) The Work itself

Along with pay, the content of work itself plays a very major role in determining how satisfied employees are with their jobs. Workers want jobs that are challenging; they do not want to do mindless jobs day after day. The two most important aspect of the work itself that influence job satisfaction are variety and control over work methods and work place. In general, job with a moderate amount of variety produce the most job satisfaction. Jobs with too little variety cause workers to feel bored and fatigue. Jobs with too much variety make workers to feel psychologically stressed and burnout.

c) Promotion

Promotional opportunities have a moderate impact on job satisfaction. A promotion to higher level in an organization typically involves positive changes in supervision, job content and pay. Jobs that are at the higher level of an organization usually provide workers with more freedom, more challenging work assignments and high salary.

d) Supervision

Two dimensions of supervisor style:

1. Employee centered or consideration Supervisors who establish a supportive personal relationship with subordinates and take a personal interest in them.
2. The other dimension of supervisory style influence participation in decision making, employee who participates in decision that affect their job, display a much higher level of satisfaction with superior and the overall work situation.

e) Work group

Having friendly and co-operative co-workers is a modest source of job satisfaction to individual employees. The working groups also serve as a social support system of employees. People often used their co-workers as sounding board for their problem as a source of comfort.

f) Work condition

Employees' desire to work in good working condition because it leads to greater physical comfort. The working conditions are important to employees because they can influence life outside of work. If people are require working long hours and or overtime, they will have very little felt for their families, friends and recreation outside work.

Determinants of job satisfaction:

While analyzing the various determinants of job satisfaction, we have to keep in mind that : all individuals do no derive the same job environment and at the same degree of satisfaction though they perform the same job in the same environment and at the same time. Therefore, it appears that besides the nature of job and job environment, there are individual variables, nature of job, and situational variables determine the degree of job satisfaction. Let us see what these factors are

Individual factors:

Individuals have certain expectations from their jobs. If their expectations are met from the jobs, they feel satisfied. These expectations are based on an individual's level of education, age, occupation level, nature of job and other factors.

Level of education: level of education of an individual is a factor which determines the degree of job satisfaction. For example, several studies have found negative correlation between the level of education, particularly higher level and job satisfaction. The possible reason for this phenomenon may be that highly educated person has very high expectation from the jobs which remain unsatisfied. In their case, Peter's principle which suggests that every individual tries to reach his level of incompetence, applies more quickly.

Age: Individuals experience different degree of job satisfaction at different stages of their life. Job satisfaction is high at the initial stage, gets gradually reduced, starts rising up to certain stage, and finally dips to low degree. The possible reasons for this phenomenon are like this. When individuals join an organization, they may have some unrealistic assumption about what they are going to drive from their work. These assumptions make them more satisfied. However, when these fall short of reality, job satisfaction goes down. It starts rising again as the people starts to assess the jobs in right perspective and correct their assumptions. At last, particularly at the far end of the career, job satisfaction goes down because of fear of retirement and future outcome.

Occupation level: Higher level jobs provide more satisfaction as compared to lower levels. This happens because high level jobs carry prestige and status in the society which itself becomes source of satisfaction for the job holders. For example, professionals derive more satisfaction as compared to factory workers are least satisfied.

Nature of job: Nature of job determines job satisfaction which is in the form of occupation level and job content which refers to the intrinsic value of the job which depends on the requirement of skills for performing it, and the degree of responsibility and growth it offers. A higher content of these factors provides higher satisfaction. For example, a routine and repetitive lesser satisfaction; the degree of satisfaction progressively increases in job rotation, job enlargement, and job enrichment.

Situational variables:

Situational variables related to job satisfaction lie in organizational context – formal and informal. Formal organization emerges out of the interaction of individuals in the organization. Some of the important factors which satisfaction is given below:

1. **Working conditions:** working condition, particularly physical work environment, like conditions of workplace and associated facilities for performing the job, determine job satisfaction. These work in two ways. First these provide means job performance. Second, provision of these affects the individual's perception about the organization. If these factors are favorable, individuals experience higher level of job satisfaction.
2. **Supervision:** The type of supervision affects job satisfaction as in each type of supervision; the degree of importance attached to individuals varies .in employee –oriented supervision, there is more concern for people which is perceived favorably by them and provides the more satisfaction. In job oriented supervision, there more emphasis on the performance of the job and the people become secondary. This situation decreases job satisfaction.
3. **Equitable rewards:** the type of linkage that is provided between job performance and rewards determines the degree of job satisfaction. If the reward is perceived to be based on the job performance and equitable, it offers higher satisfaction. if the reward is perceived to be based on considerations other than the job performance, it affects job satisfaction adversely.
4. **Opportunity:** It is true that individuals seek satisfaction in their jobs in the context of job nature and work environment by they also attach importance to opportunities for promotion that these job offer. If the present job offers opportunity of promotion is lacking, it reduces job satisfaction.
5. **Work group:** individuals work in group either created formally of they develop on their own to seek emotional satisfaction at the work place. To the extent such groups are cohesive; job satisfaction is high. If the group is not cohesive, the job satisfaction is low. In a cohesive group, people derive satisfaction out of their interpersonal interaction and work place becomes satisfying leading to job satisfaction.

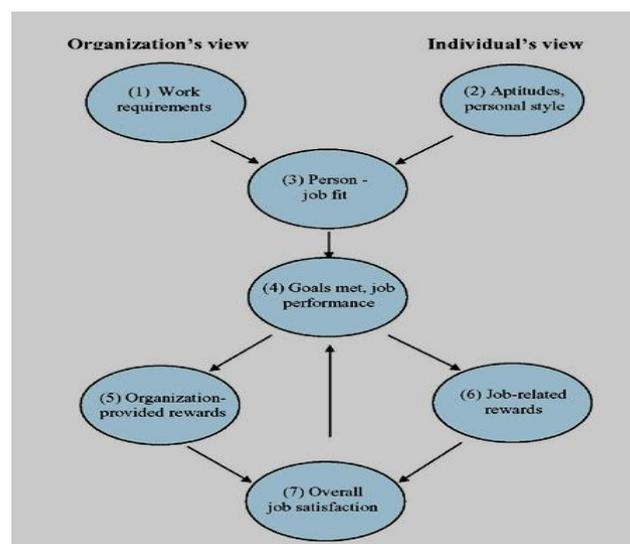
Application of Job Satisfaction in the Workplace

The application of job satisfaction in the workplace is a tough concept to grasp due to its individualistic and circumstantial nature. What one employee desires from their work, another may not. For instance, one employee may put their salary in high regard, while another may find autonomy most important. Unfortunately, one aspect alone will most likely not effect an employee's job satisfaction. According to Syptak, Marsland, and Ulmer (1999), there are numerous aspects of a job that an organization can manage to increase satisfaction in the workplace, such as:

- » **Company Policies** - Policies that are clear, fair and applied equally to all employees will decrease dissatisfaction. Therefore, fairness and clarity are important and can go a long way in improving employee attitude. For example, if a

company has a policy for lunch breaks that are the same length and time for everyone, employees will see this as the norm and it will help cut down on wasted time and low productivity.

- » **Salary/Benefits** - Making sure employee salaries and benefits are comparable to other organization salaries and benefits will help raise satisfaction. If a company wishes to produce a competitive product they must also offer competitive wages. In addition, this can help reduce turnover, as employees will often be more satisfied when paid competitive wages as opposed to being underpaid.
- » **Interpersonal/Social Relations** - Allowing employees to develop a social aspect to their job may increase satisfaction as well as develop a sense of teamwork. Co-worker relationships may also benefit the organization as a whole; given that, teamwork is a very important aspect of organization productivity and success. Moreover, when people are allowed to develop work relationships they care more about pulling their own weight and not letting co-workers down.
- » **Working Conditions** - Keeping up to date facilities and equipment and making sure employees have adequate personal workspace can decrease dissatisfaction. A cramped employee is a frustrated employee plus faulty equipment provides frustration in trying to get work done.
- » **Achievement** - Making sure employees are in the proper positions to utilize their talents may enhance satisfaction. When employees are in the proper role and feel a sense of achievement and challenge, their talents will be in line with the goals best suited for them.
- » **Recognition** - Taking the time to acknowledge a job well done can increase the likelihood of employee satisfaction. Positive and constructive feedback boosts an employee's morale and keeps them working in the right direction.
- » **Autonomy** - Giving employees the freedom of ownership of their work may help raise satisfaction. Job satisfaction may result when an individual knows they are responsible for the outcome of their work.
- » **Advancement** - Allowing employees, who show high performance and loyalty, room to advance will help ensure satisfaction. A new title and sense of responsibility can often increase job satisfaction in an employee.
- » **Job Security** - Especially in times of economic uncertainty, job security is a very high factor in determining an employee's job satisfaction. Giving an employee the assurance that their job is secure will most likely increase job satisfaction.
- » **Work-life Balance Practices**- In times where the average household is changing it is becoming more important for an employer to recognize the delicate balancing act that its employees perform between their personal life and work life. Policies that respond to common personal and family needs can be essential to maintaining job satisfaction.



The image above displays the difference in viewpoints between an organization and an individual when it comes to overall job satisfaction

Effect of job satisfaction

The degree of job satisfaction affects an individual's physical and mental health. Since job satisfaction is a type of mental feeling, its favorableness or unfavorableness. Job satisfaction has a variety of effects. These effects may be seen in the context of an individual's physical and mental health, productivity, absenteeism and turnover.

Physical and mental health:

It affects the individual psychologically which ultimately affects his physical health. Further since a job is an important part of life, job satisfaction influence general life satisfaction. The result is that there is spillover effect which occurs in both directions between job and life satisfaction.

Productivity:

When job satisfaction increases, productivity increases. A happy worker will put more efforts for performance. However, this may not be true in all cases. For example, a worker having low expectations from his jobs may feel satisfied but he may not put his efforts more vigorously because of his low expectations from the job. Therefore, this view does not explain fully the complex relationship between job satisfaction and productivity.

Performance:

Job performance leads to job satisfaction. The basic factor for this phenomenon is the rewards attached with performance. These are two types of rewards- intrinsic and extrinsic. The intrinsic reward stems from the job itself which may be in the form of growth potential, challenging job, etc. The satisfaction on such a type of reward may help to increase productivity. The extrinsic reward is subject to control by management such as salary, bonus, etc. Any increase in these factors does not help to increase productivity though these factors increase job satisfaction.

Absenteeism:

Absenteeism refers to the frequency of job holder from the workplace either unexcused absence due to some avoidable reasons or long absence due to some unavoidable reasons. It is the former type of absence which is a matter of concern. This absence is due to lack of satisfaction from the job which produces a 'lack of will to work' and alienate a worker from work as for as possible.

Employee turnover:

Turnover of employees is the rate at which employees leave the organization within a given period of time. When an individual feels dissatisfaction in the organization, he tries to overcome this through the various ways of defense mechanism. If he is not able to do so, he apt to leave the organization. Thus, in general case, employee turnover is related to job satisfaction. However, job satisfaction is not the only cause being better opportunity elsewhere.

Improving job satisfaction:

Job satisfaction plays a significant role in the organization. Therefore, manager should take concrete steps to improve the level of job satisfaction.

1. Re-designing the job
2. Improving the quality of work life
3. Linking rewards with performance

Improving overall organizational climate

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