



A THEORETICAL REVIEW ON JOB SATISFACTION

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ABSTRACT

When a person comes to work, brings with him his total personality, his attitudes, likes and dislikes, his personal characteristics and these, in turn, influence the satisfaction he derives from his work. It becomes important to examine how his personal characteristics influence his job. Personal characteristics here refer to such bio-social variables as age, marital status, education, length of service, and income, etc., Job satisfaction is how content an individual is with his or her job. This paper explains the brief concept of job satisfaction, theories, determinants and the importance of job satisfaction.

KEY WORDS: Job satisfaction, rewards, working conditions.

1. INTRODUCTION

Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees.

Job satisfaction reduces absenteeism, labour turnover and accidents. Job satisfaction increases employee's morale, productivity, etc. Job satisfaction creates innovative ideas among the employees. Individuals may become more loyal towards the organization. Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers.

Most people generalize that workers are concerned more about pay rather than other factors which also affects their level of satisfaction, such as canteen facilities, bonus, working conditions, etc. these conditions are less significant when compared to pay.

There are often two different levels of job satisfaction: **Affective job satisfaction** and **Cognitive job satisfaction**. Affective job satisfaction is a person's emotional feeling toward the job as a whole. Cognitive job satisfaction is how satisfied a person feels concerning an aspect of his or her job, such as pay, hours, or benefits.

2. THEORIES OF JOB SATISFACTION

There are vital differences among experts about the concept of job satisfaction. Basically there are four approaches/theories of job satisfaction.

- i) Fulfillment theory.
- ii) Discrepancy theory.
- iii) Equity theory.
- iv) Two-Factor theory.

2.1) Fulfilment Theory

The proponents of this theory measure satisfaction in terms of

rewards a person receives (or) the extent to which his needs are satisfied further they thought that there is a direct/positive relationship between job satisfaction and the actual satisfaction of the expected needs the job satisfaction cannot be regarded as merely a function of how much a person receives from his job. This led to the development of the discrepancy theory of job satisfaction.

2.2) Discrepancy Theory

The proponents of this theory argue that satisfaction is the function of what a person actually receives from his job satisfaction and what he thinks he should receive or what he expects to receive. When the actual satisfaction derived is less than expected satisfaction it results dissatisfaction.

2.3) Equity Theory

The proponents of this theory are of the views that a person's satisfaction is determined by his perceived equity. Which in turn is determined by his input, output balance is the perceived ratio of what a person, receives from his job relative to what he contributes to the job this theory is of the view that both under the over rewards lead to dissatisfaction while the under-reward causes feelings of unfair treatment over-rewards leads to feelings of discomfort.

2.4) Two - Factor Theory

As discussed earlier, this theory was developed by Herzberg, Mausner, Peterson and cap cell who identified certain factors as satisfiers and dissatisfies, Factors such as achievement recognition responsibility etc. are satisfiers on the other hand, factors such as supervision, salary, working conditions etc. are dissatisfies.

3. FACTORS/DETERMINANTS OF JOB SATISFACTION

Job satisfaction refers to a general attitude which an employee retains on account of many specific attitudes.

The various factors influencing job satisfaction may be classified into the following categories:



- Environmental factors
- Personal factors
- Factors inherent in the job
- Factors controlled by the management
- General determinants

3.1. Environmental Factors

These factors relate main to the work environment, They are:

- **Job Content:** Herzberg suggested that job content in terms of achievement, recognitions, recognition, advancement, responsibility and work itself tend to provide satisfaction but their absence does not cause dissatisfaction. Where the job is less repetitive and there is variation in job content and job satisfaction tends to be higher. Specialization increases repetitiveness leading to boredom and monotony. But greater variety of tasks may not increase satisfaction unless the tasks form a unified, integrated and meaningful whole.
- **Occupational Level:** The higher level of the job in organizational hierarchy the greater the satisfaction of the individual. This is because positions at higher level are generally better paid, more challenging and provides greater freedom of operation. Such jobs carry greater prestige, self-control and need satisfaction. One study revealed that professional people were the most satisfied, followed by salaried workers and factory workers were the least satisfied with their jobs.
- **Pay and Promotion:** All other things being equal, higher pay and better opportunities for promotion lead to higher job satisfaction.
- **Work Group:** Man is social animal and likes to be associated with others interactions in the work group help to satisfy social and psychological needs and, therefore, isolated workers tend to be dissatisfied. Job satisfaction is generally high when an individual is accepted by his peers and he has a high need for affiliation.
- **Supervisions:** Considerate supervision leads to improve job satisfaction of workers. A considerate supervisor takes personal interest in his subordinates and allows them to participate in the decision making process. However, authoritarian people may be more satisfied under the supervision of high status and strongly directive leaders. Employee satisfaction from supervisor behavior depends upon the influence which the supervisor exercises on his own superior.

3.2. Personal Factors

Personal life exercises a significant influence on the job satisfaction. They include workers education, age, marital status and their personal characteristics family background socio economic background and the like.

- **Age:** Some research studies reveal a positive correlation between age and job satisfaction. Workers in the advanced age group tend to be more satisfied probably because they have adjusted with their job conditions. However, there is a sharp decline after a point perhaps because an individual aspires for better and more prestigious jobs in the later years of his life.

- **Sex:** One study revealed that women are less satisfied than men due to fewer job opportunities for females. But female workers may be more satisfied due to their lower occupational aspirations.
- **Educational Level:** Generally more educated employees tend to be less satisfied with their jobs probably due to their higher job aspirations. However, research does not yield conclusive relationship between these two variables.
- **Marital Status:** The general impression is that married employees and employees having more dependents tend to be more dissatisfied due to their greater responsibilities. But such employees may be more satisfied because they value their jobs more than unmarried workers.
- **Experience:** Job satisfaction tends to increase with increasing years of experience. But it may decrease after twenty years of experience particularly among people who have not realized their job expectations.

3.3 Factors Inherent in the Job:

These factors have recently been studied and found to be important in the selection of employees. Instead of being guided by their co-workers and supervisors they are guided by their own inclination to choose jobs in consideration of what they have to do.

- **Type of Work:** The most important factor inherent in the job is type of work. Several Studies have shown that varied work brings about more job satisfaction than does routine work. It is difficult to separate the importance of type of work, skill, pay and status, since they usually go together skill required to job satisfaction has a bearing on several other factors like kind of work, occupational status and responsibility. A study of the relation of skill to job satisfaction concluded, "Where skill exists to a job considerable degree it tends to become the first source of satisfaction.

3.4. Factors Controlled by Management:

They include the nature of supervision, job security, kind of work group, wage rate, promotional opportunities, and transfer policy, duration of work and sense of responsibilities. All these factors greatly influence the workers. Their presence in the organization motivates the workers and provides a sense of job satisfaction.

- **Security:** A summary of all the studies that can be compared shows that industrial employees say that what they want most is steady work. Security for old age was one of the five factors significantly related to the workers satisfaction. The other four were "interest in the job", "not being over worked", "ability to advice", and belief "that individual merit is rewarded". These five factors are even more important for satisfaction with the company than the satisfaction with the job.
- **Training and Development:** Job training and employees career development are become generally accepted activities in industry. The fact that training also reduces absenteeism and turns over suggestions that training has a favorable effect on morale and satisfaction.
- **Participation:** Participation means active in pursuit of a goal which involves the ego. The incentive of participation



of workers is becoming more and more prominent for causing greater job satisfaction. Participation appears to incorporate two strongest incentives, the social motives of self-respect and self-approval.

- **Motivation:** Motivation refers to the behavior itself or the end results of all inputs. This motivation is a six phased process beginning from the inner state or need deficiency and with need fulfillment.

3.5 General Determinants:

More important factors conducive to job satisfaction are menially challenging work, equitable rewards, supportive working conditions, and supportive colleagues.

- **Mentally Challenging Work:** Employees tend to perfect jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. These characteristics make but too much challenging creates frustration and feelings of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction.
- **Equitable Rewards:** Individuals who perceive that promotion decisions are made in a fair and just manner, therefore, are likely to experience satisfaction from their jobs.
- **Supportive Working Conditions:** Employees are concerned with their work environment for both personal comfort and facilitating doing a good job.
- **Supportive Colleagues:** People get more out of work than merely money or tangible achievements. For most employees, work also fills the need for social interaction: Having friendly and supportive co-workers lead to increased job satisfaction. The behavior one's boss also a major determinant of job satisfaction. Studies generally fin that employee satisfaction is increased when the immediate supervisor understands and friendly offers praise for good performance, listen to employee's opinions, and shows a personal interest in them.

4. BENEFITS OF JOB SATISFACTION

- One benefit of job satisfaction surveys is that they give management an indication of general levels of satisfaction in a company.
- Improved communication is another benefit of the surveys as communication flows in all directions as people plan the survey, talk and discuss its results.
- The job satisfaction survey can help discover the causes of indirect productivity problems, such as absenteeism turnover and poor quality work. As was discussed earlier, absenteeism and employee turnover are highly correlated with job satisfaction.

5. IMPORTANCE OF JOB SATISFACTION

Reduces Absenteeism and Turnover: High job satisfaction tend to have greater incomes and more education and enjoy more benefits, which promote longevity on the other hand chronic dissatisfaction with work represents stress which in turn takes its ill on the organization.

Job Satisfaction Has Some Relation With Mental Health of People: Many unresolved personal problems and make

adjustments arise out a person's inability to find satisfaction in his work. Job satisfaction is important for psychological adjustments and happy liking of an individual.

Job Satisfaction has some degree of Positive Correction with Physical Health of Individual: People with greater satisfaction tend to have greater incomes and more education and enjoy greater benefits, which promote positivity on the other hand chronic dissatisfaction with work represents stress which in turn takes its ill on the organization.

Here are some of the best HR practices that help in the creation of a highly satisfied and motivated work force.

Work environment: A safe and happy workplace makes the employees feel good about being there. Each one is given importance and provided the security that gives them the motivation and incentive to stay. This is usually achieved through internal surveys to find out whether they are satisfied and if not what they think needs to be changed.

Open Management: Employees don't like the feeling of being kept in the dark about what is happening in the company. They feel motivated and develop enthusiasm only when the management opens up to them and discusses the company policies, sales, clients, contracts, goals and objectives. This encourages participative management. Asking them for ideas on how to improve will get their creative juices flowing. Being open about everything related to the company will help in building trust and motivating the employees. This open management policy can be practiced using several tools.

Performance Incentives: Every good performance is appreciated in the form of a pat on the back, bonuses or giving some other compensation for a job well done. Organizations that struggle to keep up with the attrition rate are mostly those that think employees are "just" doing their job. Even if it is the employee's job, completion in an appreciable manner calls for an incentive, and this goes a long way in boosting the staff morale. These incentives can be implemented at the individual as well as the team level and it has been seen that this works wonders in getting the best out of the employees. But it is important to keep in mind that these bonuses should not be given without a reason, unless it is a commitment for annual bonuses or some such thing. Doing so will only reduce the perceived value of the bonuses.

Performance Feedback: This is one the methods that is being followed by many organizations. Feedback is not only taken from the boss, but also from other seniors and subordinates. Previously, appreciation was only sought from the immediate boss or the management, but now organizations understand the importance of collecting performance feedback from several quarters. The opinion of everyone matters, especially for someone who is in a leadership role at any level. Each person in the team is responsible for giving constructive feedback. This kind of system helps in identifying people who can perform well as leaders at higher levels in the organization. Even the senior level managers can use this system to their advantage, as a tool to improve themselves.



Employee Evaluation: Every company has an employee evaluation system in place but a good system links individual performance to the goals and priorities of the organization. This works well when achievements are tracked over a year. For a fair review of each employee, the evaluation, apart from being done by the boss, should be done by another person at a higher level, for whom the employee's contribution is important. Ratings can also be obtained by other employees. This ensures a fair and accurate rating of each and every employee.

Sharing of Knowledge: Knowledge sharing is a wonderful strategy that helps in the betterment of the employees and their work. Keep all the knowledgeable information in central databases that can be accessed by each and every employee. For example, if an employee is sent on some training, the knowledge that is acquired by that employee can be stored in these databases for others to learn from it. Even innovative ideas that the management deems fit for employees to see, can be stored here for all to see.

Publicize Good Performances: Every company has some employees who outperform others. Such performances should be highlighted and displayed where other employees can look at them; such as on the display boards and intranet etc. This will encourage others to give their best. A proper system should be set up to make a list of high performances at specific times in a year.

Discussions: Successful organizations nurture ideas and they understand that employees who are actually working and know the business can provide the best ideas. The management should have discussions with employees to get these ideas out of them. There can also be suggestion boxes to capture these ideas. Through this system, managers can find talented employees and develop them.

Rewards: While recognition of talent is highly important, this recognition has to be made public and what better way than holding ceremonies and announcing to the whole world (the employees), the achievements of a fellow employee. There can be nothing better for an employee than the heady feeling from a resounding applause.

5.3 CONCLUSION

Compensation, motivation, and promotions all have an influence on work satisfaction and play a critical part in every company. If the firm wants to keep its personnel, it needs to come up with a new way to compensate them and run motivating initiatives. Employees that are well rewarded will be encouraged, confident, and have favorable attitudes about their jobs, resulting in work satisfaction.

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