JOB SATISFACTION: A CONCEPTUAL FRAMEWORK

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ABSTRACT

Employees are considered to be the vital resource of all resources available for any organization. They have to be handled and utilized in a proper way to get optimum results. To get optimum results, mere contribution from employees is not sufficient. Contribution from satisfied employees is so high than normal contributors. Job satisfaction is one of the prominent research studies that most of the companies are investing their time to identify various job satisfaction variables. Job satisfaction is defined as all the feelings that an individual has about his/her job. Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. The present study has been done from different research articles on job satisfaction and different variables of job satisfaction that are found in their studies. All the variables are depicted in the form of review of literature on job satisfaction. The study also proposes a conceptual model of job satisfaction.

KEY WORDS*: Job satisfaction, satisfaction, Drivers of job satisfaction, welfare facilities, organisational commitment,*

INTRODUCTION

Employee is considered to be the crucial resource of all resources available for the organizations. Studying and identifying factors related to job satisfaction among employees is input in formulating future policies and plans of the organizations. Job satisfaction is an important ingredient for increased productivity and contribution in the work. It is a most frequently studied variable in organizational behavior research, and also a central variable in both research and theory of organizational phenomena ranging from job design to supervision (Spector, 1997). Dawis and Lofquist (1984) defined job satisfaction as the result of the worker's appraisal of the degree to which the work environment fulfills the individual's needs. Lease (1998) defined job satisfaction as the degree of an employee's affective orientation towards the work role occupied in the organization. Job satisfaction may be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Dunnette and

Locke, 1976).

OBJECTIVES OF THE STUDY

The major objective of the study is to study various drivers or variables of job satisfaction that are cited in different studies done on job satisfaction and its impact on organization. The study also attempts to bring out a conceptual model of job satisfaction.

METHODOLOGY OF THE STUDY

The data has been collected from different databases such as, Google Scholar, Emerald, Research gate, Ebsco, CrossRef etc.

REVIEW OF LITERATURE

Job satisfaction is defined as all the feelings that an individual has about his/her job. It is an affective reaction to a job that results from the person's comparison of actual outcomes with those that are desired, anticipated, or deserved. Organ and Hammer (1991) pointed out that job satisfaction represents a complex assemblage of cognition, emotion and tendencies. It has also been defined as psychological reward that is experienced directly by an employee (Stoner and Freeman, 1992). Job satisfaction is also defined as reintegration of affect produced by individual's perception of fulfillment of his needs in relation to his work and the surrounding it (Saiyaden, 1993). Sowmya and Panchanatham (2011) revealed in their study that high satisfaction of bank employees in their jobs will lead to higher productivity, higher involvement and a less likelihood of resignation compared to employees who are less satisfied. Locke (1976) has described job satisfaction as an emotional response. Traditionally, job satisfaction has been defined "as the feelings a worker has about his or her job or job experiences in relation to previous experiences, current expectations, or available alternatives" (Balzer, Kihm, Smith, Irwin, Bachiochi, Robie, Sinar & Parra, 1997, p.7). Hulin and Judge (2003) have defined job satisfaction as "multidimensional psychological responses to one's job" (p. 255).Several studies have been conducted to identify different factors leading job satisfaction among employees and measure their relative impact on the

productivity. The roots of the study of job satisfaction lies in the Hawthorne studies conducted during 1924-1933 and credit goes to Elton Mayo of the Harvard Business School. These studies resulted into "Hawthorne Effect" which states that changes in work conditions temporarily increase productivity. Later famous behavioral studies expert, Abraham Maslow (1954) suggested that human needs form a five-level hierarchy starting from physiological needs, safety needs, social needs, esteem to self-actualization needs. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985).Herzberg et al. (1959) came up with the two-factor theory of job satisfaction and postulated that satisfaction and dissatisfaction were two separate and sometimes even unrelated phenomena. Intrinsic factors named 'motivators' (that is, factors intrinsic to the nature and experience of doing work) were found to be job 'satisfiers' and included achievement, recognition, work itself and responsibility. Extrinsic factors which were named as 'hygiene' factors were found to be job 'dissatisfiers' and included company policy, administration, supervision, salary, interpersonal relations and working conditions which are essential to successful and smooth running of organizations . In their studies, Kennedy and White (1997) found that the employee training programs within the organization for the particular job were revealed to be significant in improving and developing the level of service rendering by an organization as the skills of employees boosted with the particular training and ultimately it increased customer satisfaction and attachment with the business.. Spector (1997) has identified most popular job satisfaction instruments and summarized the following facets of job satisfaction, are appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work itself, the nature of the organization itself, an organization's policies and procedures, pay, personal growth, promotion opportunities, recognition, security and supervision, Job

satisfaction and its relating factors. He also felt that, the above approach has become less popular with increasing emphasis on cognitive processes rather than on underlying needs so that the attitudinal perspective has become predominant in the study of job satisfaction. Vigoda (2000) stated that perception of organizational politics was found to have negative relationship with job attitudes (job satisfaction and organizational commitment), a positive relationship with intention to leave the job (exit), and a stronger positive relationship with negligent behavior (neglect). Sharma (2005), in his study of school teachers in Himachal Pradesh revealed that they were satisfied with their work, working conditions, salary structure, job security, promotional policies, institutional plans and policies, relationship with their co-workers, functioning of authorities (head) and their compatibility. Singh & Kohli (2006), Thakur (2007) and Jha et al. (2008) shows that organizational contextual factors such as pay, growth opportunities, job security, among others, influence an employee's perception of job satisfaction. Kamal and Sengupta (2008), Jegan and Gnanadhas (2011) and Wae (2001) found that bank employees with a long duration of working experience reported a higher level of job satisfaction than employees with less experience. The studies of (Pati& Reilly, 1977; Mahajan, Churchill, Ford, & Walker, 1984; Putti &Kheun, 1986; Ruth, 1992; Gratto, 2001; Clercq&Rius, 2007) have revealed that the Organizational climate is positively related to the job satisfaction and organizational commitment. The higher organizational climate will lead to higher job satisfaction and more organizational commitment. Abbas (2011) reported that financial factors, working conditions, supervision and advancement opportunities are associated with the overall satisfaction of the banking professionals. Archana Singh et al. (2011) study reveals that factors namely, pay, job interest, leadership, career growth, working environment, job responsibility etc. serves as stimulators for employee satisfaction in technology sector. Deshwal (2011) also found that the variables named as working conditions, organizational

policies, independence, promotion opportunities, work variety, creativity, compensation, work itself, colleagues' cooperation, responsibility, social status of job, job security, achievement and students' interaction were associated with job satisfaction. Jagannathan and Sunder (2011) in their study of employees of the Life Insurance Corporation of India in Tamil Nadu reported that the job security, recognition for work, supervision, pay, grievance handling procedures and other financial facilities had significant impact on their job satisfaction. Wadhwa et al. (2011) reported that factors of working conditions, fair rewarding, promotion opportunities, salary, adequate authority, supervisors influence the job satisfaction of employee. Anitha.S (2011) in her article "A Study on Job Satisfaction of Paper mill employees with special reference to Udumalpet Palani Taluk", found that most of the employees are satisfied with the working conditions and welfare facilities, rewards and also grievance handling procedure in the organizations .The author has suggested that organization should also concentrate on provision of additional facilities like canteen facilities and rest room facilities for getting better job satisfaction levels among employees. According to (Dawson, 1987) Job autonomy, leadership behavior, social relations and the job itself are also among the important factors of job satisfaction. Velnampy.T & Sivesan.S (2012) in their research "Determinants of Employees Job Satisfaction: A Study on banking Industries in Srilanka" that most of the respondents are satisfied with direction of supervision, participation in decision making, and with superior relationships. The author suggested that banks need to be consistent in managing the employee satisfaction in order to achieve the organizations goals effectively. Moreover, job satisfaction is generally believed that higher job satisfaction is associated with increased productivity, lower absenteeism, and lower employee turnover (Hackman & Oldham, 1975). Well hoarer (2012) in his article "A study on Job Satisfaction and its consequences on work productivity in textile mills" found that fewer employees are satisfied with

management relationship. Most of the respondents are highly satisfied with opportunities for interaction with each other, and satisfied with the working environment, working hours. The author suggested that organization has ro maintain the good relationship with co-workers and employees. Aarti et al. (2013) identified factors, namely: salary of employees, performance appraisal system, promotional strategies, employee's relationship with management and other co- employees, training and development program, work burden and working hours important for improving job satisfaction of the Canara Bank employees. Suman Devi and Suneja (2013) witnessed that significant difference exists between employees of public and private sector banks in various aspects of job satisfaction such as pay, fringe benefits, supervision, training and development. But these differences are not significant in case of the aspects, in relation to co-workers, employee's empowerment, supervision, performance appraisal and nature of job. Usop et. al. (2013) carried out a study on work performance and job satisfaction of 200 teachers of 12 selected public schools in the Cotabato city of Philippines. They reported that school policies, supervision, pay, interpersonal relations, opportunities for promotions and growth, working conditions, work itself, achievement, recognition, and responsibility were significantly associated with job satisfaction of teachers.The study of Orisatoki, Rand Oguntibej. (2010) reveals that job satisfaction of the employees can be increased by proper understanding the needs of the employees. For example matching the individual's strengths and preferences in a particular area , on the basis of the jobs or tasks can be assigned. Narasimha Rao (2001), in his study "Cultural Fit and Job Satisfaction in a Global Service Environment " identified that job satisfaction increases as s fit between the values of individual and the values of organization. Mira Singh (1990) in her study "Management of organisations behaviour" proved that employee provided greater participative opportunity exhibits higher levels job satisfaction.

Working conditions	Khalil – Ur Rahman, Waheed Akhter and Saad ullah Khan (2017), Spector(1997), Sharma(2005), Abbas(2011),Archana singh et al, Deshwal(2011), wadhwa et al(2011), Anitha S(2011),
Salary and its structure	Spector(1997), Sharma(2005), Kumar & Garg(2010), Archana Singh et al, Jagannatham & Sunder(2011), wadhwa et al, Aarti et al(2013),Usop et al, Opkara(2002), Lehal(2004), Singh & Kohli (2006), Thakur(2007), Jhaet al
Promotional opportunities/ growth opportunities/opportunities for career progression	Parul Agarwal, Dr. Prabhath Kumar(2015), Usop et al, Aarti et al(2013), wadhwa et al, Deshwal(2011), Abbas(2011), Sharma(2005), Opkara(2002), Lehal(2004)Singh & Kohli (2006), Thakur(2007)
Relationship with supervisor or head or supervisor's support	Sharma(2005), Abbas(2011), Jagannatham & Sunder(2011), wadhwa et al, Suman Devi & Suneja, Usop et al, Velnempy T & Sivesan, Lehal(2004), Spector(1997),
Relationship with co workers or colleagues	Sharma(2005), Deshwal(2011), Aarti et al(2013), Well Hoarer(2012), Opkara(2002), Lehal(2004)
Work itself	Sharma(2005), Opkara(2002), Lehal(2004), Spector(1997)
Welfare facilities	Kumar & Garg(2010), Anitha S (2011)
Organizational policies	Khalil – Ur Rahman, Waheed Akhter and Saad ullah Khan (2017), Deshwal(2011), Spector(1997), Usop et al
Participation in decision making	Velnempy T & Sivesan, Sundar(1994), Mira Singh (1990)
Achievement and recognition	Spector(1997), Usop et al
Variety of work	Deshwal(2011)
Style of leadership excercised	Archana Singh et al, Foels, Driskell, Muller, and Salas (2000)
Interest in the job	Archana Singh et al
Performance appraisal	Suman Devi & Suneja, Aarti et al(2013)
Grievance handling procedure	Anitha S (2011), Jagannatham & Sunder(2011)
Job security	Sharma(2005), Deshwal(2011), Jagannatham & Sunder(2011), Spector(1997)
Organizational politics	Vigoda (2000)
Understanding the preferences and strengths of the employees in assignment of job or task	Orisatoki, R & Oguntibej. O
Social support in the work place	Ros Intan Safinas Munira, Ramlee Abdul Rahman (2016)

Table1: Variables of job satisfaction

OUTCOMES OF JOB SATISFACTION

Job satisfaction plays an important role in contributing to both positive and negative behaviors at the workplace. The positive side of job satisfaction results in increased commitment towards work, increased productivity, increased morale, less intentions to quit The negative behavior results in deviant behavior such as frequent absence from the work place, lack of discipline in performance, high intentions to quit, less commitment towards work, feeling boredom and stress, high employee turnover causes problems in successful administration of the organizations (Diala & Nemani, 2011; Heneman et al., 1980, 1986; Rego & Cunha, 2008; Spector, 1997).
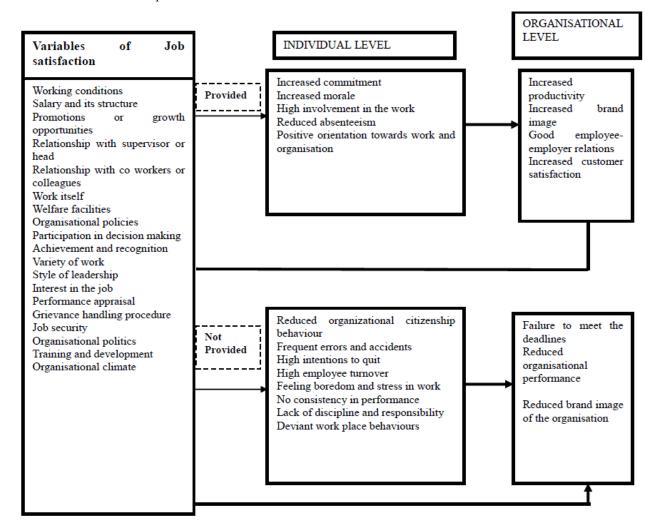

Figure 1: A model of job satisfaction

CONCLUSION

Hundreds of studies have been carried out in order to understand the nature of job satisfaction and to identify its antecedents and consequences (Petty, McGee and Cavender, 1984; Loher *et al.*, 1985). In general, this paper studied various literature reviews about factors or variables of job satisfaction and its consequences on individuals and organisations both positive and negative in a comprehensive manner. This study identifies that certain job satisfaction variables like working conditions, salary and its structure, promotion or growth opportunities, relationship with head or supervisor, relationship with colleagues have been identified as the most important job satisfaction variables in majority of the studies studied for preparing this article. A few studies are highlighting variables like organisational climate, organisational politics, the type of leadership are also cited as job satisfaction variables.

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