

APPRAISE OF THE LITERATURE OF JOB SATISFACTION

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Abstract - Job satisfaction is playing a crucial role for manager's in order to maintain satisfaction levels among the employees. It is the level of contentment employees feel about their work and this can in turn affect the performance of the employees. The study aims in identifying the determinants of job satisfaction. This will help the managers to boost satisfaction levels among the employees. When the employees working in the organisation are satisfied, then their motivation level and attachment towards the organisation increases resulting in the increase of productivity and profitability.

Key Words: job satisfaction, determinants, attachment

1. INTRODUCTION

Job satisfaction refers to the contentment of the employees with their work. It means fulfilment of their desires and needs at work. According to Cranny, *et. al*, (1992), the job satisfaction is a combination of a lot of different facets. Overall job satisfaction describes a person's overall affective reaction to the set of work and work-related factors whereas the facets of satisfaction involves workers' feelings towards different dimensions of the work and work environment. According to Spector, P.E. (1997), job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.

2 DETERMINANTS OF JOB SATISFACTION

Work environment

The retention rate of employees can be increased when the satisfaction level of employees increases. The increase in

satisfaction level will in turn increase the attachment level of employees towards the organisation so that they will become more loyal. All these can be achieved by the ingrained norms of the reciprocity and exchange theory which proves that if the employee's perception of organizational support increases then all the above can be achieved (Meyer & Allen, 1997).

The satisfaction level of the employees will result in enhancing the satisfaction level of customers which will in turn increase the organizational productivity (Potterfield, 1999). Therefore, the organizations should try to meet the employee expectations in order to meet the job satisfaction. In addition, emotional state of the employees will also affect their satisfaction. The managers should keep employees in their mind when they are creating working environments in the organisation as it should be desirable for them.

The factors that motivate and satisfy employees are diverse tasks, kind co-workers and an appealing working environment. Employees agree that an optimistic feeling is created when the organisation provides them a pleasant working atmosphere (Bjerker, Ind and Paolli, 2007). A recent study by Yen, Yeh, and Lin (2007) has found that satisfaction levels among employees can be significantly enhanced by job enrichment. By enriching a job and providing more skill variety the job satisfaction increases.

To investigate whether the employees are satisfied by the work culture and measuring the job satisfaction in the workplace is critical for the success of the organisation. This in turn increases the profitability of the organization as it is having competitive advantage (Kelley, 2005).

The satisfaction levels of the employees can be enhanced when the degree of autonomy provided

by the organisation to carry out the daily task and to take decisions related to their work is increased. The employees will become more happy when the organisation provides them the opportunity to use their knowledge and skills to the maximum, resulting in greater satisfaction (Guthrie, 2001).

Organisation Fit

Sims and Kroeck's (1994) study of person-organization fit in hospitals identified that ethical work climate is in fact a very important variable. The study supported that employees like working in environments that match their ethical preferences. The results indicated that as the length of tenure with the organization increased, the differences between the expected and actual climate decreased. But above all, their findings highlighted that job satisfaction and organizational commitment are positively related to the employee intentions to stay.

The study conducted by (Holm and Hovland 1999) show that the psychological contract between the employee and employer will be greatly reduced when there is a change in the organizational structure and decline in job security. There are many factors that lead to the employee dissatisfaction. A poor fit between employee expectation and the reality may lead to dissatisfaction. Employers who are deemed unethical by their employees are viewed as such because they appear to give more importance only for the company revenues, rather than the employees who are working for them. The employer perception of this kind may lead to employee dissatisfaction and intention of the employees to leave the organisation will also increase. Dissatisfaction will also arise when there is no flexibility with the work environment or any source of engagement activities for the employees. The nature of the work will become more stressful or tedious leading to the increase in employee turnover rate (Kay & Jordan-Evans, 1999).

The job satisfaction occurs when there is an effective orientation of an employee towards his or her work (Price, 2001). It is considered as a global feeling about the work or as a combination of variety of aspects or dimensions of the work. The global approach is used when the interest is of overall attitude while the dimensional approach is used to explore and find which part of the work is producing satisfaction or dissatisfaction among employees.

Relationship (Supervisors, co-workers and subordinates)

The study conducted by (Balfour & Wechsler, 1991) follows the theory of reciprocity. When an employee gets into a mind-set that supervisors in the organisation are supportive, then his thought will be reflected. That is, they will become more committed towards the supervisor and the organization. This perhaps will result in higher job satisfaction. Thus supportive supervision is strongly related with organizational support, organizational commitment, and employee retention.

In the service industry, in order to achieve quality and profitability job satisfaction plays a fundamental role and without it, service industry cannot become successful Rachel W.Y. Yee, Andy C.L. Yeung, T.C. Edwin Cheng., (2008). Ritchie and O'Malley (2009) indicated that supervisors play an important role on employee's satisfaction. It is important to know how supervisors may influence on the perception between the organization and employees. Brandford, Crant and Philips (2009) also revealed the importance of a customer interaction with a satisfied salesperson. The quality of that interaction will help an employee to gain the motivation to work better.

The study conducted by Matt Wagenheim & Stephen Anderson (2008), showed that employees who are more satisfied with the relationship they enjoy with co-workers have a higher customer orientation. When an employee becomes customer oriented the loyalty of the customer increases. This results in increasing the profitability of the organisation.

Compaensation

The research work performed by Pearson (1991) has identified the basic factors that have significant impact on the employee motivation and satisfaction are payment, promotion and autonomy. According to the research work of Berlet and Cravens (1991) employee compensation systems play a major role in employee's performance. Compensation will enhance the job satisfaction level and helps to increase the motivation levels of the employees which will in turn result in the increase of employee productivity.

Kovach,1995) in his study examined the importance of work attributes that lead to job satisfaction. Employees were asked to tell the most and least preferred factor that will increase their satisfaction. Employees ranked good pay as the top factor and interesting work as the least factor. The managers should consult the employees before implementing any plan so that the organisation will get a pool of satisfied employees.

Rewards play a vital role in employee involvement in work. When an employee is rewarded and highly recognised for his achievement in his work the satisfaction level of the employee increases (Mohrman et al., 1996)

According to Williams et al. (2008), the research revealed that extent to which employees' pay increases and when they are able to meet their expectations their satisfaction level increases.

Leadership

According to (Wood, 1994) leadership style of the manager/supervisor plays a critical role in satisfying the employees. The employees work more effectively when the management adopts a specific leadership style. So, the management should do careful analysis before adopting a particular leadership style in order to increase the productivity of the organisation.

Development

Tracey and Nathan (2003) have showed in their research that the employee turnover rate and the sales revenue of the restaurant can be increased when the skills of the employees are improved by intense training efforts by the management. The research conducted by (Linz, 2003) show that in order to raise the satisfaction level among their employees, managers need to reduce the gap between the importance and likelihood values for work based characteristics that involve the acquisition of skills

Chiang et al., (2005) in his study found that training quality has a significant positive relationship with job satisfaction. This increases the employee's intention to stay in the hotel industry. Hence, the organisation should place emphasise on employee training as it has a significant effect on the retention of employees.

Motivation

According to the research conducted by (Fukuyama 1995) appreciation plays a critical role in motivating the employees. When an employee is not appreciated for his/her best performance then he/she will become disengaged in the work. And if this process repeats then the chances of an employee leaving the organisation will increase. The research conducted by Atkins et al., (1996) among hospitals showed that when the satisfaction levels of employees decreases it negatively impacts the quality of care the employees provide to the patients and ultimately has an adverse effect on decreasing the patient loyalty. The ultimate result is decrease in the profitability of the hospital.

Promotion

Bolman and Deal (1997) in his study revealed that promotions in work from an organization will give the employees a sense of security because they support and motivate employees to stay with the organization for a longer time, as they gain more opportunity to inherit more skills. The promotions

with training and opportunity to learn something new can influence the mentality of the employees to decide whether to continue to stay in the organisation because they will feel that the organisation is concerned about them and they will get a sense of security..

Spector (1997) summarized the following dimensions which will increase the satisfaction levels of employees: They include appreciation, communication, co-worker relationship, fringe benefits, working conditions, nature of the work itself, the nature of the organization itself, policies and procedures of the organisation, pay, personal growth, promotional opportunities, recognition, security and supervision. The presence of these factors will help in increasing the satisfaction level among the employees and motivate them to stay in the organisation.

Basic motives that lead to Satisfaction

Bussing and Bissels (1998) in their study revealed that when there is a match between employee's expectations, needs, motives, and work situation with that of the organisation then the employee will be satisfied with the work he is performing. This helps in building satisfaction level among employees as their expectation is met with his or her work. This ultimate result will be the increase of the employee retention rate. Dissatisfaction with the work will reduce the aspiration level of employees. When an organisation provides employees with recognition and rewards apart from pay check it will be more satisfying for them. For instance, when the top management recognises the key employees by name the employees will become happier and be committed to the organisation (Metzler, 1998).

Employee will not become satisfied by only doing the allotted work properly. He will become satisfied when his needs and motives are satisfied. It is revealed that the levels of motivation will have both psychological and behavioural consequences on the employees: the psychological consequences

include satisfaction and organizational commitment; whereas the behavioural effects include higher productivity, lower absenteeism and lower intention of leaving the job (Foster, 2000).

A satisfied employee will work with more commitment. He will be loyal to the job. This could lead to customer satisfaction. This in turn increases the customer loyalty and benefits the organization with improved productivity and profitability (Hurley and Estelami, 2007). Job satisfaction is a multi-factorial construct. Job satisfaction contains basic factors, excitement factors and performance factors. Basic factors are those when an employee becomes satisfied after meeting the minimum requirements. Excitement factors means the job satisfaction rises in such a way that it increases customer satisfaction and performance factors result in satisfaction only when performance is high (Kurt Matzler, Birgit Renzl., (2007).

Empowerment

Among the methods of satisfying the employees, the empowerment of employees plays a critical role. When employees are given employee empowerment, then it leads to satisfaction. Employee empowerment and satisfaction will also result in customer satisfaction. Both satisfaction and empowerment lead to a greater organizational success (Isaiah O. Ugboro, Kofi Obeng., (2000)).

Value Efforts

According to (Rhoades & Eisenberger, 2002), when the contribution of an employee is valued and when the welfare of the employees is cared the satisfaction level of the employees will increase. This will ultimately result in increasing the retention rate of the employees. Various benefits can be obtained through training which includes the improvement of organisational productivity, increasing employee retention and satisfaction, and greater organisation commitment among others (Lashley, 2002).

Ashraf Shikdar & Biman Das (2003) concluded that job satisfaction improved

significantly as a result when the organisation provides a match between expected and actual standards. When there is feedback system introduced then the satisfaction level among the employees was found to be increased. The participative standard with feedback condition emerges as the optimum strategy for improving job satisfaction

Work-Life Balance

An organisation should work in a way to provide work-life balance to the employees, so that the employees will have time to allot for personal and social life. This will help in increasing the satisfaction level of employees. A satisfied employee will work with passion and this in turn will increase the satisfaction level of the customers (Manfredi & Holliday, 2004). Wright and Kim (2004) in the study found that many factors influence in increasing the satisfaction levels among employees. They are participation in decision making, task significance, clarity in role, performance feedback and career-development support

Communication

Lack of communication in the workforce is a major hindrance for job satisfaction. This usually occurs when the managerial staffs is isolated and does not know how to relate to their employees on a personal or professional level (Branham, 2005). Poor communication leaves employees feeling disconnected from the organization. This is detrimental to the wellbeing of the company because when an employee feels neglected, he or she will tend to perform at a lower level. This employee becomes unsure of his or her position within the company, and wonders what his or her purpose is within the workplace.

An employee will be satisfied with his/her working culture and environment if the content of the work is up to his/her satisfaction. Job security also plays a major role in raising the satisfaction level of the employees (Green and Tsitsianis, 2005). Chance of promotion for the employees

plays a vital role in satisfying the employees as it provides upward mobility. Achieving full satisfaction among employees is really difficult. Thus it may vary from employee to employee. Sometimes they need to change their behaviours in order to execute their duties more effectively to gain greater job satisfaction (Miller, 2006).

The theory of empowerment means giving autonomy to the employees in making decisions in their daily activities to increase their satisfaction with their jobs (Salazar et al., 2006). Chris Silva (2006) focuses on factors that help in increasing the satisfaction level of workers towards their benefit levels. The organisation should give importance to the factors that help in increasing the job satisfaction. The benefits includes retirement benefits, health care, benefit administration satisfaction and benefit level satisfaction Silva (2006) explained that studying the attitude of the workers has become a major issue because, by knowing the reasons that make an employee unhappy, the company can make arrangements to resolve the problem.

Job Security

Now-a-days employees prefer jobs that provide them security. If they feel that the organisation provides them with job security then it will increase an employee's commitment towards his job, and it has an important effect on an employee's rank of enthusiasm as they will become more loyal (Nohria et al., 2008).

Importance should be given to develop employees' skills and knowledge in terms of competency because hotel employees' job performance has significant effects on the quality of service and the productivity of a hotel. If the hotel employees are fully competent to perform tasks, their satisfaction level will increase. Then, this will result in positive outcomes for the hotel. (Lee, Kahn & Ko, 2008).

Flexibility and Autonomy

Findings of (Boomer Authority, 2009) indicate that there is a link between flexibility in working choices and in the advanced levels of job

satisfaction, accuracy, productivity, recruitment, and employee retention. When the employees are provided with certain degree of autonomy on the work and control on decision making on issues related to the work a sense of greater control and influence is enhanced which in turn helps in increasing the satisfaction levels. (Josephine Pepra Mensah 2010).

Variables Playing Key Role in Job Satisfaction

Turkyilmaz et al. (2011) investigated various studies related to job satisfaction and identified 17 main groups. These are: supervisor management; empowerment-participative management; salary, recognition, reward and promotion; teamwork and cooperation; training program, career development; working condition; communication; family-friendly policy; cooperate culture; compensation; job itself; organization as a whole; emotional exhaustion; performance management; recruitment; demographics; coworker relations. Mudor and Tooksoon (2011) revealed that supervision, job training, and pay practices are important attributes that could increase the job satisfaction which indirectly reduces the turnover intention of employees. They also stated that organisations should take into consideration of job satisfaction and implement human resource practices in the workplace to reduce turnover and achieve organisational goals.

Judge, *et. al.*, (1993) in his research mentioned that job satisfaction is positively correlated with motivation, work involvement, organizational citizenship behaviour, organizational commitment, life satisfaction, mental health, and performance in their work, are negatively related to absenteeism, turnover, and perceived stress and identify it as the degree to which a person feels satisfied by his/her job. Satisfaction levels among employees in clergy and religious order can be increased by employees themselves. They should be personally dedicated to the work they do. If the employees perform each

and every task with utmost commitment they will become satisfied (Wittberg 1993).

When an organisation is conducting research on the job satisfaction, the following factors should be kept in mind: one item cannot make all employees satisfied simultaneously. It varies according to the perception of employees. This means that the sum of all satisfying factors composes the employee's satisfaction level. As a general definition, the job satisfaction may be described as how pleased an employee is with his or her position of employment (Moyes, Shao, & Newsome, 2008).

Findings reveal that factors which have positive relation with satisfaction. That includes pay and benefits, degree of autonomy, challenging tasks, training, promotional policy, and the effect of supervision. The level of satisfaction an employee gains is the emotional state that the employee derives from the rewards which are linked with the work they do and are controlled by the management, his peers and superiors (Pepe, 2010)

Total Quality Management

Saleem et al (2012) in his research revealed that organizations should adopt self-efficacy of the employees which may lead to job satisfaction and retention of employees of the organizations for longer time. Arsi et al. (2012) use the elements of TQM practice to investigate their effects on job satisfaction and loyalty. The results suggested that top management commitment, employee empowerment, teamwork, job evaluation, employee compensation are critical factors of TQM practice that would positively affect the job satisfaction.

3 CONCLUSIONS

The employee job satisfaction can be increased when an employee is having good relationships with the colleagues, high salary, good working conditions, training and development opportunities and career developments. Although monetary rewards play a lead

role in satisfying employees, non-monetary rewards should also be given as a token of ap-preciation for well performing employees. A positive working environment and the work relationship should be created as it will lead to a pool of energetic employees which is beneficial in a mutual way resulting in the success of the industry

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