

Impact and Influence of Job Satisfaction on Employees and Organization across Diverse fields with Supporting Theories

H. Ayesha Parveen, Dr. C. Anbalagn

Assistant Professor, Communication and Soft Skills Department,
K L University, Greenfields, Vaddesaram, Guntur-Dt. Andhra Pradesh, India

ayesha.klu@gmail.com, 9618873295

Professor of MBA, Head-Finance Research Group

KLU Business School, KL University, Greenfields, Vaddesaram, Guntur-Dt. Andhra Pradesh, India

dr.chinlakshanbu@gmail.com, 08790287493

Abstract-Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers. Naturally it is the satisfied worker who shows the maximum effectiveness and efficiency in his work. Job satisfaction factors differ from individual to individual. Most employees may be concerned about pay whereas few may generalize and be concerned with organizational climate. This paper discuss about the concept of Job satisfaction and how it is beneficial for the employees as well as organization. The theories supporting the influence of job satisfaction factors and determinants of job satisfaction also discussed there by hailing the importance of Job Satisfaction.

Keywords: Job Satisfaction, Organizational Climate, Employee satisfaction, Organizational variable, Personal variable.

Introduction

The growth of every country is dependent on the human resource available in that country. After 1990's with the advent of liberalization, globalization and privatization India has seen a robust growth in global arena. Significant part of the growth is attributed to the competent human resource available in our country.

Consider any important Organization though it is small or big, for them to flourish employee job satisfaction is a very vital factor. This job Satisfaction concept has been investigated by various disciplines such as Psychology (Argyle 1989), Sociology (Hodson, 1985; Kalleberg and Loscocco, 1983), Economics (Hamermesh 1977, 2001; Freeman, 1978), and Management sciences (Hunt and Saul, 1975).

Definitions of Job satisfaction

Organisations have significant effects on people who work for them and some of those effects are reflected in how people feel about their work (Spector, 1997)

Job Satisfaction in attitudinal variable is stated as; job Satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (Satisfaction) or dislike (dissatisfaction) their job. (Rose, 2001).

From the above mentioned definitions we can understand that Job Satisfaction is the important factor that motivates the employee and binds them in to the long term relationship with the organization.

Major types of job satisfaction

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The job satisfaction factors for any employee, may be of any profession are confined in to two major divisions such as intrinsic and extrinsic factors.

Intrinsic factors

Depending on the individual characteristics like ability to initiate, professional relation ship with co workers and superiors, the actual work the employee performs. This includes even the employee's perception towards the job, ability to handle stress, ability to handle work pressure, authority, responsibility, power etc.

Extrinsic factors

Situational factors as well as environmental factors like promotion, pay, job security, rewards such as increments and incentives etc., Recognition by the management, Advancement in Career, Opportunities for growth, good organizational climate, healthy competition, good peer group, etc., are also the external factors influencing the job satisfaction.

Determinants of Job Satisfaction

Job satisfaction is a psychological and mental state of the individual. Hence various authors have given different factors of job satisfaction. According to Stagner and Flebbe, the factors are general working condition, union-management relation, general quality of supervision, and grievance handling procedures. According to Ross and Zander, the factors are recognition, autonomy, doing importance work, air evaluation of work done. According to Durganand Sinha, the factors of job satisfaction are the job status, type of work, supervisory behavior and work group.

However, we can divide all the factors of job satisfaction on an individual into two groups:

1. Organizational variable
2. Personal variable

1. Organizational variable

a) Occupational level- The higher the level of the job, the greater the satisfaction of the individual. This is because higher level jobs carry greater prestige and self control. This relationship between occupational level and job satisfaction stems from social reference group theory in that our society values some jobs more than others.

b) Job content- Greater variation of job content and the less the repetitiveness with which the tasks must be performed, the greater the satisfaction of the individuals involved. Since job content in terms of variety and nature of tasks called for is a function of occupational level.

c) Considerate leadership- People like to be treated with consideration. Hence considerate leadership results in higher job satisfaction than inconsiderate leadership.

d) Pay and promotional opportunities- All other things being equal these two variables are positively related to job satisfaction.

e) Interaction and the work group- Interaction is most satisfying when:

- i. It results in the cognition that other person's attitudes are similar to one's own, since this permits the ready calculability of the other's behaviour and constitutes a validation of one's self;
- ii. It results in being accepted by others; and
- iii. It facilitates the achievement of goals.

2. Personal variables

For some people, it appears most jobs will be dissatisfying irrespective of the organizational conditions involved, whereas for others, most jobs will be satisfying. Personal variables like age, educational level, sex etc. are responsible for this difference.

Age- Most of the evidence on relation between age and job satisfaction, holding such factors as occupational level constant, seems to indicate that there is generally a positive relationship

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between the two variables up to the pre retirement years and that then there is a sharp decrease.

Educational level- With occupational level held constant there is a negative relationship between the educational level and job satisfaction. The higher the education, the higher the reference group which the individual looks for guidance to evaluate his job rewards.

Sex- There is as yet no consistent evidence as to whether women are more satisfied with their jobs than men, holding such factors as job and occupational level constant. Job satisfaction may be increased by increase in wages, promotion, praise for good performance good working conditions etc.

Theories on Job Satisfaction

Maslow's Needs hierarchy theory

The 19th century has seen a lot of research being done on Job satisfaction. Maslow's hierarchy of needs theory (1954) forms the basis of the discussions and assessments on job satisfaction. This theory supported the correlation between job satisfaction and sense of self actualization. Various dimensions are focused on depending on the theory such as physical, psycho- social, emotional and including the economical factors related to the job satisfaction in the work environment.

The Concept of Motivation

The concept of intrinsic and extrinsic motivational factors relating to the experience of job satisfaction was first documented by Herzberg, Mausner, Snyderman and Barbara (1967).

They identified two sets of job related factors influencing the job satisfaction. One group namely motivators (intrinsic factors), related to the actual performing of work, such as . These factors referred to matters such as recognition, responsibility, advancement, achievement, and

the nature of the work. The second set, namely, hygiene factors, comprised extrinsic factors relating to the work environment and included matters such as company policies, supervision, interpersonal relations and working conditions.

Characteristics of Motivation

From the above discussions of determining motivation, the following characteristics of motivation can be formulated:-

1. Individuals Differ In Their Motivation:

The viewpoint that, there is only one 'Economic Drive' which determines behavior is unacceptable. The goals to which an individual aspires are many and so are his motivations. Sometimes, the individual himself is unaware of his motivation. "Freud" uncovered this phenomenon while analyzing his critical patients. He found that in many ways man is like an iceberg. Only a small part is conscious and visible, the rest is beneath the surface, which is unconscious motivation. The presence of this explains why man cannot always verbalize his motivation, to attain certain goals or even tell what his goals are.

2. Motivation Change:

Motivations of each individual change from time to time, even though he may continue to behave in the same way. For example, a temporary worker may produce more in the beginning to become permanent. When made permanent he may produce more, this time to gain promotion, and so on.

3. Motivation Is Expressed Differently:

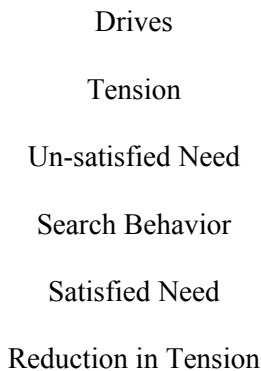
The ways in which needs are eventually translated into action also vary considerably between one individual and another. One individual

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with a strong security need may “play it safe” and avoid accepting responsibility for fear of failing and being fired. Another individual with the same security need may seek for more responsibility, for fear of being fired for low performance

- 4. **Motivation Is Complex:** It is difficult to explain and predict the behavior of an individual. The introduction of an apparently favorable motivational device, may not necessarily achieve the desired ends, if it brings opposing motives into play. In a factory when blue-green lighting was introduced to reduce eye strain, the output of men workers increased, but that of women workers decreased. On investigation, it was found that the latter disliked the change in lighting because they felt that the new type of lighting had made them look “Simply ghastly”.

The Motivation Process



A satisfied need creates tension that stimulates drives within the individual. These drives generate search behavior to find particular goals that, if attained, will satisfy the need and lead to the reduction of tension.

Expectancy Theory

Tolman and Lewin (cf. Tolman, 1951) conducted most of the original work on expectancy theory as a means of indicating satisfaction, Vroom (1967) is usually credited with the application of the theory within the workplace. Expectancy theory explains how people choose, or make decisions from various available options, which they perceive specifically to be the means of obtaining their goals. It also states that those efforts will lead to good performance and the attainment of desired outcomes.

Findings from research by Mosley, Meggins, and Pietri (1993) and Greenberg and Baron (1993) support the expectancy theory. Mosley *et al.* (1993) maintain that job satisfaction is strongly influenced by the rewards that the individual receives from his or her work. Greenberg and Baron claim that job satisfaction is determined by the degree to which job outcomes, like rewards, match those desired by the individual.

Value Theory

Locke's value theory offers another important perspective on job satisfaction (Locke, 1969), since it links a belief/value system to the experience of, and commitment to, attaining job satisfaction. When people perceive and experience what they are doing as fulfilling, their commitment and productivity increase. This, according to Locke, constitutes job satisfaction. By understanding the factors which acts as motivators to the individuals, the knowledge gained may be helpful for promoting better job satisfaction.

Importance of job satisfaction

A good volume of literature related to organizational behaviour, organizational culture and human resource management do speaks about the concept of job satisfaction.

The concept of people who are happy in their life are always happy in their job is called

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dispositional theory and there has been considerable amount of research done to support this theory. Let us discuss about the importance of job satisfaction and how it influences the contribution of the individual to the organization.

Job satisfaction increases the organization's productivity

As per the theory proposed by Herzberg, Job satisfiers relate to the content of the work such as "achievement, recognition for achievement, interesting work, increased responsibility, growth, and advancement. Herzberg (1974, p18).

Research aimed at finding the relationship between employee satisfaction and productivity began in 1980's with Benjamin Schneider's survey of satisfaction levels of employees and customers.

Studies such as Frederick Reichheld's "The Loyalty Effect," (1996) and James Heskett, W.Early Sasser, and Leonard Schlesinger's "The Service Profit Chain" (1997) produced the first sets of hard data quantifying the relationships.

Gallup reports that highly satisfied groups of employees often exhibit above-average levels of the following characteristics:

- a. Customer loyalty (56 percent)
- b. Productivity (50 percent)
- c. Employee retention (50 percent)
- d. Safety records (50 percent)
- e. Profitability (33 percent)

Job satisfaction increases the work effort

During 2001 a study published in personnel Psychology examined positive employee behaviour and attitudes influences the business outcomes or if the opposite, those positive business outcomes influences the employee behaviour is true. Research findings also indicate that job satisfaction of the employee leads to the Customer satisfaction which implicitly states that the employees with better

job satisfaction always tend to give their best work effort.

Job satisfaction decreases the absenteeism

When the employee job satisfaction increases from the above said references we have seen that it improves the contribution and effort of the employee there by improving the productivity of the Organization. If the job satisfaction of the employees increases that in turn decreases the absenteeism as the job satisfaction itself is the motivating factor for the employee.

Job satisfaction decreases the employee turn over

A Study in Personnel psychology broke down the employee attitudes and satisfaction into five measurable employee behaviors: Conscientiousness, altruism, civic virtue, sportsmanship, and courtesy. The study measured in each category and reviewed the turnover rates within the target population. Findings support the idea that employee satisfaction, behaviour, and turnover predict the following year's profitability, and that these aspect have an even stronger correlation with customer satisfaction.

Just Born experienced a 48 percent decrease in turnover rate (from 50 to two percent) after developing an employee-focused culture that has been communicated to and embraced by employees at all levels of this Pennsylvania candy company.

Job satisfaction improves the employee retention

As many as scholars who have done research on job satisfaction, found that there are many factors which explains why employees remain in or leave an organization, but scholars have consistently recognized employees' expressed intentions to stay as a reliable

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precursor to actual turnover and as reflective of employee commitment to the organization (Maertz and Campion, 1998; Griffeth, Hom, Gaertner, 2000; Hom and Griffeth, 1995; Hom and Kinicki, 2001). Every Organization is highly competitive to retain their employees as employee retention is a great advantage to them.

The concept of Psychological contract between the employees and the organization has been changed over a period of time. The employees also expecting good job satisfaction in the job they are doing or otherwise ready to with over to some other jobs supporting their norms. Particularly IT sector is struggling with high employee turnover and research has been done to find out the factors resulting in employee turnover and to promote retention.

Job satisfaction improves the organizational climate

A better match between employee and organizational values is related to employee attraction and turnover (Werbel and Gilliland, 1999). Job satisfaction is possibly the most studied attitude in organizational behavior (Cranny et al., 1992). A good organization should have encouraging climate for increasing the job satisfaction of the employee. This organizational climate promotes or inhibits the career growth of the employee. Recent study by Career systems International in 2005 showed the changing career paradigms. The survey results conducted on over 7,500 employees in diverse fields about retention factors and organizational climate concluded in finding out the top five factors as follows,

- i. Exciting Work/Challenge (48.4%);
- ii. Career growth/learning (42.6%);
- iii. Relationships/working with great people (41.8%);
- iv. Fair pay (31.8%); and
- v. Supportive management/great boss (25.1%).

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Conclusion

This study discusses that job engagement can be enhanced in an organization which gives importance to Organizational climate that supports the development of the employee along with the organization, leadership qualities and collaborative cultures. Studies also suggest that people who have good job satisfaction are less prone to workplace stress. Job satisfaction by itself is the motivator for better employee performance and also the catalyst for the organizational productivity. Job satisfaction improves the job security there by improves mental health of the employees.

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