A THEORETICAL STUDY ON JOB SATISFACTION

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ABSTRACT:

Job satisfaction survey is a procedure by which employees report their feelings towards their job and work environment. 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. Whether a person is satisfied with his or her job can impact their job performance. It isn't always easy to measure job satisfaction, as the definition of satisfaction can be different for different people. Some studies have shown, however, that some high performing employees didn't feel satisfied with their job at all. If an organization is concerned about job satisfaction of their employees, management may want to conduct surveys to determine the current level of job satisfaction experienced by employees and employees say would need to improve to increase their level of satisfaction, because job satisfaction can vary for individuals. Management may want to implement several different strategies in order to help the majority of employees within an organization feel satisfied with their place in the company. There have been studies that show when human resources implement a series of positive practices there is financial gain for the organizations, creating a belief that there is a link between flexible work environments and shareholder value. This article gives the clear picture about what the job satisfaction is and the related aspects of it.

1.1 INTRODUCTION TO JOB SATISFACTION:

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 has some relation with the mental health of the people. It spreads the goodwill of the organization. Job satisfaction reduces absenteeism, labour turnover and accidents, and 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.

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.

1.2 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.

i) Fulfillment 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

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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.

ii) 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.

iii) 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.

iv) Two - Factor Theory:

As discussed earlier, this theory was developed by Hertzberg, Manusner, 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.

1.3 FACTORS OF JOB SATISFACTION:
There a different factor on which job satisfaction depends.
1) Personal factors
They include workers education, age marital status and their personal characteristics family background socio economic background and the like.

2) 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.

3) Factors controlled by the 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.

1.4 SOURCES OF JOB SATISFACTION:
Several job elements contribute to job satisfaction. That includes:
- Nature of the Work
- Wage Structure
- Working Conditions
- Work group
- Quality of Supervision and etc

1.5 DETERMINANTS OF JOB SATISFACTION:
The various factors influencing job satisfaction may be classified into two categories:
- Environmental factors
- Personal factors
- General determinants

Environmental factors relate to the work environment such as job content, Occupational level, pay & promotion, work group and quality supervision. Personal factors such as age, sex, educational level, marital status and experience. General determinants such as mentally challenging work, equitable rewards, supportive working conditions and supportive colleagues.

1.6 IMPORTANCE OF JOB SATISFACTION:
- **Reduces Absenteeism and Turnover:** High job satisfaction tend to have greater incomes and more

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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.

1.7. PRACTICES TO IMPROVE JOB SATISFACTION:

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

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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

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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.

1.8. CONCLUSION:

Job satisfaction is critical to the success of an organization. Without employee happiness with their jobs, no one would perform effectively, and it will be very difficult to achieve organizational goals and objectives without employee satisfaction.

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.

Job satisfaction helps employees perform at their best, which is why this study is being conducted to assess employee satisfaction with their jobs in any sector.

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