



ROLE OF JOB SATISFACTION OF EMPLOYEES AT WORK PLACE

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Abstract

For any organization to succeed its employees plays an important role. Satisfaction of the employees at workplace is essential to the success of any business. There are numerous reasons why employees can become discouraged with their jobs. The reasons can be working conditions, work load, lack of career advancement, recognition etc. The reasons for which employees are dissatisfied varies from employee to employees. For example an employee say 'A' may feel satisfied with advancement and an employee say 'B' may feel satisfied with pay. Here two varying factors for which they give value (Herz-Berg's Two Factor Theory) Ultimately low job satisfaction results in employee turnover, absenteeism, decreases work productivity, lowers morale etc. Hence it is the responsibility of the management to identify what exactly the employee seeks, expects and accordingly creates, provide what they want and which satisfies them and there by satisfaction levels of the employees can be enhanced. Open door policy of the employer enables employee to express their grievances so that the employer can manage grievance and can prevent chances of low job satisfaction.

Keywords: Job Satisfaction, Herz-Berg, Morale, Open Door Policy, Grievance.

INTRODUCTION

As discussed above employees are the key role players for any organization to succeed and satisfaction of them at workplace is very much needed. Dissatisfaction of employees ultimately has its impact on productivity of the organization. Hence the management has to continuously monitor what makes employees feel dissatisfied and measures taken to correct them

What is job Satisfaction?

Job satisfaction has been defines in many different ways. Some believe it is simply how content an individual is his (or) her job. In other words, whether (or) they lay the job (or) individual aspects of job like nature of work/supervision. Others believe as multi-dimensional psychological responses to one's job involvement.

It is defined as the extent to which people like (satisfaction), dislike (dissatisfaction) their jobs. This definition suggests job satisfaction as general / global affective reaction that individuals hold about their jobs.

It is defined as the extent to which a person's hopes, desires, and expectations about the employment he is engaged in are fulfilled.

IMPORTANCE OF JOB SATISFACTION

Employee satisfaction is of utmost importance for employees to remain happy and also deliver their level best. Satisfied employees are the ones who are extremely loyal towards their organization and stick to it even in the worst scenario.

- The first benefit of employee satisfaction is that individuals hardly thin of leaving their current jobs. Employee satisfaction in a way is essential for employee retention. Organizations need to retain deserving and talented employees for long term growth and success.
- Employee satisfaction is essential to ensure higher revenues for the organization. No amount of training or motivation would help, unless and until individuals develop a feeling of attachment and loyalty towards their organization.
- Satisfied employees tend to adjust more and handle pressure with ease as compared to frustrated ones. Employees who are not satisfied with their jobs would find a problem in every small thing and be too rigid. They find it extremely difficult to compromise or cope up with the changing times. On the other hand, employees who are happy with their jobs willing participate in training programs and are eager to learn new technologies, software's which would eventually help them in their professional career. Satisfied employees accept challenges with a big smile and deliver even in the worst of circumstances.
- Dissatisfaction of employees at work results in an employee's withdrawal from the job and company can range from mild to severe. Tardiness, in showing up for work and coming back from breaks, shows a lack of interest by the employee for his or her responsibilities. This may escalate to the employee not showing up to work entirely. Hence



it is the responsibility of the employer to ensure the satisfaction of all the employees. They need to take all the necessary measures that make an employee satisfy with the work.

THEORIES/MODELS

1) **AFFECT THEORY** : Was proposed by Edwin.A.locke.The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states how much one values a given facet of work (eg: the degree of autonomy in a position) moderates how satisfied /dissatisfied one becomes when expectations are not met. When person values a particular facet of a job, his satisfaction is more greatly impacted both positive very (when expectations are not met), compared to one who does not value that facet.

2) DISPOSITIONAL APPROACH

Dispositional approach suggests that job satisfaction is closely related to personality. It postulates that an individual has a strong predisposition towards a certain level of satisfaction and that these remain fairly constant and stable across time. The evidence for this approach can be divided into indirect studies and direct studies.

A significant model that narrowed the scope of the disposition approach was coring self. Evaluation model proposed by Timothy A.Judge,Edwin.A.locke,and Cathy.C.Durham in 1997.Judge et al.argued that there are 4 core self-evaluations that determine one’s disposition towards job satisfaction, self-esteem, general self-efficacy, locus of control and neuroticism. This model states that higher levels of self-esteem (the value one places on his/her self)and general self-efficacy (the belief in one’s own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her/his own life,as opposed to outside forces having control, leads to higher job satisfaction finally lower levels of neuroticism lead to higher job satisfaction.

3) **DISCREPANCY THEORY**: The concept of discrepancy theory is to explain the ultimate source of anxiety and dejection. An individual who has not fulfilled his responsibilities feels the ensue of anxiety and regret for not performing well. They will also eel dejection due to not being able to achieve their hopes and aspirations. According to this theory, all individuals will learn what their obligations then they are punished. Over time, these duties and obligations consolidate to form an abstracted set of principles, designated as a self-guide. Agitation and anxiety are the main responses when an individual fails to achieve obligation/responsibility.

This theory also explains that if achievements and aspirations also form an abstracted set of principles, referred to as the ideal self-guide. When the individual fails to obtain these rewards. They begin to have feelings of dejection, disappointment (or) even depression.

4) **EQUITY THEORY**:This theory argues that a major input into job performance and satisfaction is the degree of equity (or inequity)that people perceive in their work situation.

Shows how a person views fairness in regard to social relationships such s with an employer. A person identifies the amount of input (things gained) from a relationship compared to output (things given) to produce an input/output ratio. They then compare this ratio to the ratio of other people in deciding whether /not they have an equitable relationship. This theory suggests that if an individual thinks there is an in equilibrium between two social groups/individuals, the person is likely to be distressed because the ratio between input and output are not equal.

Person’s outcomes		Other’s outcomes
-----	<	-----
Person’s inputs		Other’s inputs
Person’s outcomes		Other’s outcomes
-----	>	-----
Person’s inputs		Other’s inputs
Equity occurs ,when:		
Person’s outcomes	=	Other’s outcomes
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Person’s inputs		Other’s inputs



5) HERZ –BERG THEORY

Also called as Two-factor theory. It points out two factors that could satisfy and dissatisfy an employee in his job. The first factor would be the motivational factors that would encourage an employee to have a better work performance, and as a result, attain satisfaction. The factors as listed as below:

MAINTENANCE FACTORS/HYGIENE FACTORS/DISSATISFIERS

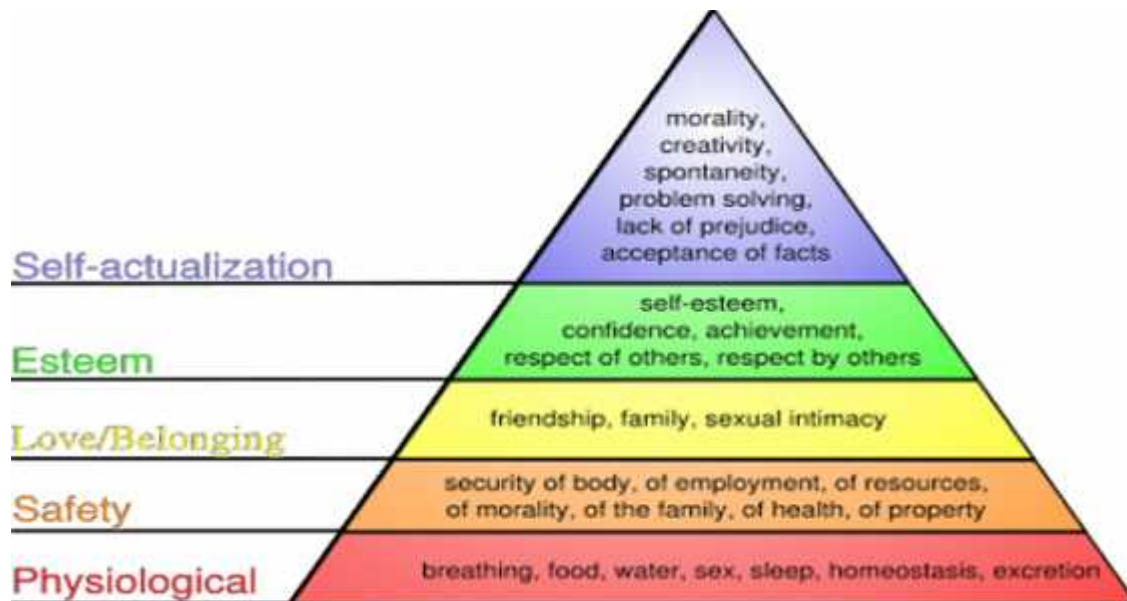
- Job context
- Extrinsic factor
- Company policy and Administration
- Quality of Supervision
- Relations with Superiors
- Relations with Subordinates
- Pay
- Job Security
- Work Conditions
- Status

MOTIVATIONAL FACTORS/SATISFIERS

- Job Content
- Intrinsic Factors
- Achievement
- Recognition
- Advancement
- Wor Itself
- Possibility of Growth
- Responsibility.

HIERARCHY OF NEEDS

Although commonly known in the human motivation literature, Maslow’s needs hierarchy theory was one of the first theories to examine the important contributors to job satisfaction .The theory suggests that human needs form a five-level hierarchy shown in the diagram below. It consists of: physiological need, safety, belongingness/love, esteem, and self-actualization. Maslow’s hierarchy of needs postulates that there are essential needs that need to be met first (such as ,physiological needs and safety),before more complex needs can be met (such as ,belonging and esteem).





- Physiological needs: Basic needs (food,shelter,clothing etc)
- Safety and security needs: Personal security, financial security, health and well-being
- Social needs : Sense of belongingness(family,friends,relatives etc)
- Esteem needs: Confidence, achievement, self esteem
- Self-actualization: What a person want to become

JOB CHARACTERISTICS MODEL

Job characteristics model (JCM) explains that job satisfaction occurs when the work environment encourages intrinsically motivating characteristics. Five key characteristics: skill variety, task variety, task significance, autonomy and feedback, influence three psychological states seen in the diagram. Subsequently, the three psychological states then lead to a number of potential outcomes, including job satisfaction. Therefore an organization's point of view, it is the thought that by improving the five cores job dimensions this will subsequently lead to a better work environment and job satisfaction.

WHAT ARE THE FACTORS AFFECTING JOB SATISFACTION?

As explained in Herzberg's Two –factors theory, some factors satisfy the employees and some factors dissatisfy the employees based on their personalities. Here are some of the factors listed

- **Working Conditions:** Because employees spend so much time in their work environment, it's important from management side to provide good working conditions
- **Workload and Stress Level:** Dealing with a work load that is far too heavy creates stress
- **Respect from co-workers:** Employees seek to be treated with respect by those they work with. Hence friendly environment has to be there.
- **Healthy relationships with supervisors:** Employees expect sound good relations with superiors, to have open door policy.
- **Financial rewards:** Job satisfaction is impacted by an employee's views about the fairness of the company wage scale as well as the current compensation him/her receiving.

EFFECTS OF LOW JOB SATISFACTION

If employees are not happy with their jobs, several areas of work are affected and their behavior can also affect other employee. A study published by "International Archives of Occupational and Environmental Health" found that workers who report low job satisfaction experienced several other issues at work as a side effect.

- **Low morale:** Job dissatisfaction leads to less involvement of employees in the attainment of organizational goals.
- **Productivity decreases:** Low job satisfaction coupled with low employee morale equals a lack of productivity in the work place. When someone is unhappy they don't focus well and they don't pay attention to their tasks.
- **High Employee Turnover:** Employee dissatisfaction creates high employee turnover rates where employees quit the organization.
- **Absenteeism:** When employee is not satisfied with any of the factors at work place then employee absents to the work
- **Job Stress:** When employees are not happy with their jobs, they are much more likely to experience and report stress on job.

MEASURES/STEPS FOR ENHANCING JOB SATISFACTION

STEP 1: FROM MANAGEMENT SIDE

a) KNOW YOUR EMPLOYEE

From management side it is the responsibility of the employers to know what an employee wants .As explained earlier what an employee's wants, for what an employee gives value and which gives him/her satisfaction varies from employee to employees (Herzberg Two factor theory).For example: Say 'A' employee may get satisfies with pay and other employee say 'B' may give value for advancement. So management should know what exactly their employees desires.

b) **CREATE, PROVIDE:** It is not only the responsibility of the management to know what satisfies them but it gets fulfills when management succeeds in creating and providing.

For example: Creating healthy working environment, good working conditions etc, providing advancement, opportunities, pay etc.



c) **OPEN DOOR POLICY:** The management should provide open door policy to the employees so that any grievance an employees can bring notice to the employer and grievance can be handled and obviously dissatisfaction is reduced.

STEP: FROM EMPLOYEE SIDE

It is not only the responsibility of the management but also the responsibility of the employees to say what they want, what satisfies them, what dissatisfies them.

CONCLUSION

Satisfaction of employees at work is important for any organizational success and so management has to keep in view of it and plan and act accordingly.

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