



A STUDY ON THEORETICAL CONCEPT OF JOB SATISFACTION

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Abstract

One of the key elements that has caught the attention of the organization and academics is job satisfaction. Managers have given the notion of job satisfaction a lot of weight in light of the escalating competitiveness brought on by globalization. This may be as a result of the findings of numerous researches showing that organizational commitment is significantly influenced by work satisfaction.

Employees that are extremely satisfied will work harder and make great contributions to the effectiveness and efficiency of their organizations. Employee commitment to their employer will increase as a result of higher performance and job satisfaction. Therefore, the goal of this work is to strengthen the theoretical notion of job satisfaction.

Keywords: Employees; Job Satisfaction; Theory.

Introduction

The complex attitude a person has towards their employment might be characterized as job satisfaction. It is an enjoyable emotional state brought on by the belief that one's work is assisting them in achieving their professional objectives. According to Vroom (1964), a worker's immediate work task and work position inside a certain work organization are referred to as their "job."

Goal-directed conduct is thought to be present in both individual and organizational behavior. Every human activity has a fundamental motivation, and the majority of activities are attempts to optimize satisfaction by addressing a variety of drives, some of which Maslow (1943) highlighted. According to the definition of contentment in daily language, one is satisfied when they receive what they need, want, expect, deserve, or believe to be their rightful claim. "Job satisfaction" was defined by Hop pock in 1935 as "any assortment of emotional, biological, and external factors that lead an individual to honestly state I am satisfied with my job." Such an explanation highlights the range of factors that affect job happiness and workplace satisfaction, According to Blum (1968), "results from a balancing and summation of many distinct opinions and preferences experienced in connection with the job satisfaction, according to Vroom (1964), is "a person's positive attitude regarding every aspect of the work situation." Based on these definitions, we may conclude that job satisfaction is a complicated phenomenon that is heavily influenced by employee perceptions and expectations. Job satisfaction is defined as "a positive attitude or a pleasurable emotional state that results from specific work-related experiences" in the current study.

Objective

To explore various job satisfaction speculates.

Theories related to job satisfaction

Various complex variables have been considered while studying job satisfaction. Many attempts have been made to explain satisfaction with work in various ways. Even though there are theoretical and



practical distinctions between the two notions, considering motivation separately from work satisfaction in the debate is quite difficult, as can be shown by reflecting on these theories. The methods used to analyze work motivation are closely related to those used to conduct job satisfaction research, hence the two are closely related.

The various concepts of job satisfaction are combined into two categories: content theories and process theories. While the latter group focuses with the dynamics of this motivational process, the former category emphasizes the specific variables that drive an individual into employment. Although these hypotheses have drawn criticism, they serve as the groundwork for the creation of subsequent theories. Therefore, if the contributions of the key theorists are not considered, any discussion of job satisfaction will be lacking and unsatisfactory. Therefore, a very concise review of the key hypotheses is made in the section that follows.

1. Content Theory

The content theories are interested in finding the needs and drives that people have and how they are put to use.

Maslow need hierarchy theory

One of the most well-liked ideas on motivation is Maslow's Hierarchy of Needs Theory. It is a psychological theory that explains why people have strong motivation to meet their needs and is based on a system of hierarchical order. The theory of motivation was initially presented by Abraham Maslow in 1943 for his paper of the same name. It is based on a hierarchy of requirements that starts with the most fundamental wants and progresses to higher levels.

The major objective of this need hierarchy theory is to fulfil the last and highest need, which is the need for self-actualization. It is frequently utilized in psychology lectures as well as as a component of organizational behavior in business studies.

Let's read in depth about the many levels of Maslow's theory of the hierarchy of needs.

1. **Physiological needs:** Of all the wants that humans have, the physiological needs are thought to be the most fundamental. These are necessities that are absolutely necessary to our survival. Examples of physiological demands include things like food, water, shelter, warmth, and a healthy balance of homeostasis. Abraham Maslow added sexual reproduction as one of the most basic wants in addition to the ones mentioned above because it is necessary for the survival of the species.
2. **Safety Needs:** After fundamental needs like those for food, drink, shelter, etc. are met, there is an instinctive drive to advance to the next level. The requirements for safety are the following level. Security and safety are the person's top concerns in this situation. Safety and security can refer to a variety of things, including a reliable source of income that offers financial security, protection from all kinds of strange disasters, animal assaults, emotional stability, and physical safety, which is safety for one's health. Finding work, obtaining insurance, selecting a safe neighborhood to reside with family, and other steps taken by an individual to ensure safety and security include these.
3. **Social Needs (sometimes referred to as Love and Belonging Needs):** According to the need hierarchy hypothesis, this is the third level. After having satisfied his physiological and safety needs, a person reaches the stage where he or she seeks approval from others in the form of



love and belonging. Human behavior is mostly governed by emotions at this time, and there is a strong need to form emotional connections.

4. Esteem needs: According to the hierarchy of needs theory, this is the fourth level of needs. It has to do with a person's desire to be acknowledged in society. It addresses gaining acceptance and esteem in society. When a person's need for love and belongingness is satisfied, the need for acceptance and acknowledgment arises. The individual needs to build self-esteem and a sense of value in addition to receiving acknowledgement from others.
5. Self-actualization-The fifth level of Maslow's theory of the hierarchy of needs is self-actualization needs. The term "self-actualization needs" refers to the greatest level of needs. It has to do with the need for an individual to reach or realize their maximum talent or potential. At this point, everyone strives to be the best version of themselves. In other words, the road of personal development and evolution is self-actualization.

Using this classification, Maslow argues that as a person advances in life, his needs vary, and if he is unable to meet these requirements, he will essentially be unhappy, even if he is unaware of it.

Clayton Alderfers Erg Theory (1969)

In order to bring Maslow's hierarchy of requirements more in line with evidence from empirical study, Alderfer simplified it into three essential human needs. Maslow's hierarchy was preserved, but he condensed the levels to three and called them Existence, Relatedness, and Growth, or ERG, on the grounds that the middle tiers had some overlap. Existence is the most fundamental need that is concerned with ensuring one's physical survival. It encompasses the basic wants for food, drink, and shelter that can be met through compensation, perks, a secure workplace, and some forms of job stability. All relatedness requirements revolve around social interaction and the satisfaction it might bring in the form of emotional support, respect, acknowledgement, and a sense of belonging. Friends and family can assist anyone meet these responsibilities both on and off the job. The drive for growth is self-centered and includes a need for personal development that can only be met by making the most of one's skills. According to ERG theory, needs exist on a continuum at different tiers, and depending on the circumstances, a lower level need may or may not exist in the presence of a higher level need.

Frederick Herzberg Two Factor Theory (1959)

Maslow's need hierarchy theory has been altered in a particular manner by Frederick. Two component theory and hygiene theory are other names for his theory. According to him, there are some workplace satisfactions and dissatisfactions for employees. Job satisfaction is correlated with intrinsic elements, and job discontent is correlated with extrinsic factors. On the subject of "What do people want from their jobs?" he developed his theory. He prompted participants to provide in-depth descriptions of such instances in which they felt exceedingly good or exceptionally terrible. He deduced from the responses that the reverse of satisfaction is not dissatisfaction. Even when unsatisfactory aspects of a work are eliminated, the job may still not be gratifying. He claims that while the existence of particular elements in an organization is natural, it does not result in fulfilment. However, I'm disappointed because they didn't respond. Similar to this, there are some elements whose absence does not lead to unhappiness but whose presence has a motivating effect.

Douglas McGregor Theory X and Theory Y

McGregor proposed theories X and Y to explain employee behavior. According to Theory X, men who are inherently indolent detest working; they must be coerced into doing so. Later, McGregor discovered that these behavioral patterns are a result of management decisions. Only for a short time can low level incentives like money, security, and the like inspire the average worker. When



management disbelieves that a worker is working towards higher level demands, he develops a distrustful mindset and adopts an apathetic attitude that could be mistaken for laziness. Therefore, McGregor's Y theory proposes that man is creative and has the capacity for self-discipline to work. Making the most of employees' creative potential by giving them the means to satisfy their higher order wants should therefore be the key responsibility of management. According to the McGregor idea, employees will be content with their jobs when there are possibilities for them to meet their requirements on a variety of levels.

David McClelland's Needs Theory

A 1961 book titled "The Achieving Society" by American behavioral psychologist David McClelland identified three fundamental human wants as the driving forces behind ambition and achievement. McClelland taught at Harvard and Boston. N-Ach (need for achievement), N-Pow (need for power), and N-Aff (need for affiliation) were the three needs. These standards could vary from person to person and society to society. It was unimaginable that every person would have the same degrees of satisfaction for all three requirements, as these would vary depending on the person's background, society, culture, and level of education. Since it states that many of these requirements are formed through time and depend on the experiences of the specific individual, McClelland's theory—also known as the "learned needs theory"—became known as the "three need theory." The results at work depend on the job requirements being properly matched, and placing someone with high achievement needs in a position that would be best suited for someone with high affiliation needs will lead to a mismatch and potential underperformance.

For instance, those with strong affiliation requirements will thrive in cooperative and social settings and typically excel in customer service and public relations.

2. Process Theories

The process theories make an effort to outline the steps involved in the formation of various motivations in recognition of the fact that an employee's motivation influences their perception and experience of pleasure and discontent. They provide an explanation of how employees are motivated, covering everything from initial behavior energization to behavioral alternative selection to actual effort. The following sections list the significant theories that are pertinent to the context of job satisfaction.

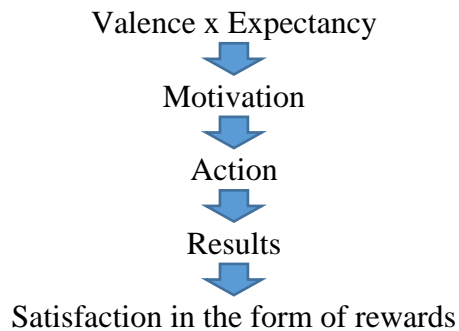
Vroom's Valence Expectancy Theory

Victor Vroom's theory of motivation is the one that is most frequently accepted. Expectancy theory is the name given to his theory. According to the idea, the likelihood that an action will result in a particular consequence and how appealing that outcome is to the individual determined how strong a desire to act in a particular way will be? According to the expectation theory, an employee may be motivated to perform better if they believe that doing so would result in outstanding performance ratings, which will then enable them to realize their personal goals through a reward.

Motivation = Valence x Expectancy

The theory focuses on three things:

Efforts and performance relationship
Performance and reward relationship
Rewards and personal goal relationship



The Equity Theory

According to Adams' equity theory, people are motivated by injustice and constantly compare their efforts to those of those around them at work as well as the incentives given to them. Equity is compared to the idea of fairness included in the incentives provided to coworkers for their achievements in the workplace. A fair workplace where everyone is treated equally envisions same results for similar inputs; if some employees perceive that others are receiving more incentives for equivalent labor, they will undoubtedly put forth less effort overall. If a person is working hard and observes an ineffective and unproductive coworker receiving the same wage, they may become demotivated to continue working at the same level. Without the introduction of fairness in the evaluation and reward process, motivation is thus exceedingly challenging.

Goal Setting Theory of Edwin Locke

People accomplish goals more quickly when given clear, explicit objectives rather than ambiguous assignments. A goal-oriented approach also helps staff work without misunderstandings. According to the goal-setting principle, employees are encouraged to work more and perform better when the goals they must reach are established at a higher quality. It is centered on the idea of "self-efficacy," which refers to a person's confidence in their ability to complete a challenging activity.

Porter and Lawler Model

Based on expectancy theory, Lyman W. Porter and Edward E. Lawler created a more comprehensive model of motivation. It is concerned with perception, effort reward, and satisfaction. Employee individual effort is impacted by the value of the anticipated reward as well as the perception of the labor required to execute and earn the reward. Thus, performance depends on aptitude, effort, and a correct perception. Other intrinsic and external rewards will be given for the performance or success. The employees contrast the actual award with the reward that they believe is fair. Employee happiness or discontent will follow from this. The satisfaction is great if there is little or no discrepancy between the equitable reward as perceived and the actual reward. Employee happiness or unhappiness will be the outcome of this. The satisfaction is great if there is little or no discrepancy between the actual reward and the equitable reward as perceived. There will be a sense of unhappiness if the perceived equitable recompense is not given.

Conclusion

In order to improve results in any organization, it is crucial to address the issue of job happiness. This study briefly presents various factors that must be clarified for a study on job satisfaction. The terms for job attitude, morale, and job satisfaction are all thoroughly explained. Job satisfaction has an impact on a variety of aspects, including productivity, employee retention, absenteeism, safety, stress,



unionization, and others. There are various ways to gauge job happiness. Rating scales, the job description index, the Minnesota satisfaction questionnaire, the critical incidence, the interview, and action tendencies are some of them. There are many ideas that account for happiness at work. The need hierarchy of Abraham Maslow, the ERG theory of Clayton Alderfer, the two-factor theory of Frederic Herzberg, the theories X and Y of Douglas McGregor, the need theory of David McClelland, the equity theory, the goal-setting theory, and the Porter and Lawler model are some examples.

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