

Employee Job Satisfaction: A Review

Priya Gupta

Department of Masters of Business Administration
Assistant Professor, Rajasthan Institute Of Engineering And Technology, Jaipur

Abstract- Job satisfaction refers to the extent to which employees gain satisfaction and enjoyment from their workplace. Job satisfaction is mostly all about how a person likes his job. The job satisfaction and dissatisfaction depends upon the expectations from the jobs and nature of the job. Certain factors which leads to job satisfaction are growth, motivation, work environment, advancement opportunities and self-satisfaction. The main aim of this study is to explain the different dimensions of job satisfaction on the basis of systematic review. A total of 20 articles/research paper were reviewed.

Keywords- Satisfaction, Dissatisfaction, Factors, Growth, Motivation, Work environment

I. INTRODUCTION

Job satisfaction is a widely researched subject. Various literature suggests that higher job satisfaction is associated with better organizational and individual performance, increased productivity, lower absenteeism, and lower employee turnover. Unmet expectations from work have been found to be associated with low job satisfaction (Hackman, Oldham 1980; Kim 2002; Turnley, Feldman 2000; Taris et al. 2004, 2006). Many researchers have showed in their studies, the large impact of job satisfaction on the motivation of employees, while the level of motivation has an impact on productivity, and hence also on overall performance of business organizations. Employees are an important assets for all organizations, since they represent a significant investment in terms of locating, recruiting, and training let alone salaries, healthcare plans, bonuses, etc. The management of many organization develop their programs in order to increase the satisfaction level of employees. The longer an employee works for any company the more valuable they become for any organization.

In the highly challenging and competitive world many factors like growth, motivation, working conditions, work environment, workload, stress level, cooperation from peer members and opportunity for advancement has become inevitable part of work performance. Employee's high satisfaction leads to the contribution of higher work performance. There are number of elements which gives raise to stress both at family level and at work place level. There is a high need of work life balance which plays an important role

in a long term sustainability of organizational success and growth. Job dissatisfaction emerges because of the mismatch of the expectations of employees and organization. Non-fulfilment of demand of both the parties leads to a greater dissatisfaction and ultimately causes the imbalance. There are different factors which may influence the performance of employees and affect their job satisfaction level. The main influencing factors can be personal factors, group factors and job factors. An individual performance gets influenced by their traits, personal capabilities and skills. Leadership style, size of the group and biographical traits are the prominent group factors which could directly or indirectly influence the performance of employees.

II. LITERATURE REVIEW

Hassan et al (2013) found that compensation was the most important factor for job satisfaction. Various research studies have been carried out to study the job satisfaction in employees of different occupations and education field to find out the level of satisfaction they maintain in their personal as well professional life with the work pressure they have in Institutions. Job satisfaction has the important topic of discussion and research which is very frequently used by human resource practitioners to frame HR policies and practices.

Vinokur-Kaplan stated that "organizational factors such as workload and working condition were negatively related with job satisfaction". In another study of general practitioners in England, "four job stressors were identified that were predictive of job dissatisfaction". Fletcher and Payne¹³ identified that "a lack of satisfaction can be a source of stress, while high satisfaction can alleviate the effects of stress".

Employee satisfaction is extremely important especially in the areas of sales and services as they represent the company to customers. Khare and Pandey (2012) studied the impact of job satisfaction and organisational commitment and their impact on employee loyalty and found out that there was an impact of Job satisfaction and organisational commitment on employee loyalty. Kumari and Pandey (2011) implied that job performance was comparatively high when positive beliefs and affective experiences are salient and thus predominate at a certain point in time but that their

performance may be comparatively low at other times when negative beliefs and affective experiences are salient and predominate. Abugre and Sarwar (2013) identified that the reward system in an organisation plays a significant role in increasing the job satisfaction of employees, higher rewards and satisfied employees at work results in higher productivity of Business organizations. According to Cummins¹⁷ “job stressors are predictive of job dissatisfaction and employees have greater propensity to leave the organization”. The relationship between variables like physical health, psychological well-being and job satisfaction can be very important to academicians. Numerous studies found that job stress influences the employees’ job satisfaction and their overall performance in their work. Because most of the organizations now are more demanding for the better job outcomes. Literature review carried out for this study can be put that “good organizational behavior toward its employees can increase the efficiency of organization and at the same time it also negatively influence employees return”

III. CONCLUSION

Job satisfaction is a very important factor to improve employee performance. Many researchers have supported the fact that satisfied employees are the most productive employees. Job satisfaction is considered as multi-dimensional concept by various researchers. This includes beliefs, value system, attitudes and individual abilities. It is very important to achieve staff job satisfaction as satisfied staff has characteristics of responsibility, positive feelings, commitment and positive attitude. Apart from this, employees should have critical and imaginative thinking which in turn will increase the competencies, skills and job satisfaction of employees. It helps staff for managing and controlling their job satisfaction, and it also creates positive attitudes, pleasant feelings, responsibility and accountability to self and others”.

The findings of the research conclude that there is a significant impact of job satisfaction on employee performance .

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