



## ORIGINAL RESEARCH PAPER

## Management

### STUDY ON FACTORS INFLUENCING THE JOB SATISFACTION

**KEY WORDS:** Job satisfaction, attitudes, job security, relationship, conflicts, turnover.

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#### ABSTRACT

Job satisfaction studies often focus on the various, parts that are believed to be important, since these jobs related attitudes predispose an employee to behave in certain ways. It also affects a person's general well being. Job satisfaction depends on many various factors like satisfaction with pay, promotion opportunities, fringe edges, job security, relationship with co-workers and supervisors, etc. Job satisfaction might cause value reduction by reducing absences, task errors, conflicts at work and turnover.

#### INTRODUCTION

Job satisfaction is that the extent to which individuals like or dislike their jobs. It is an employee's sense of accomplishment and success on the duty. Job satisfaction contributes to the efficiency and effectiveness of business firms. Positive and favourable attitudes towards the duty indicate job satisfaction. Negative and unfavourable attitudes towards the duty indicate job discontent.

Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for efforts. It means enthusiasm and happiness with ones work. Job satisfaction leads to recognition, income, promotion, and achievement of goals resulting in a feeling of fulfilment.

Job satisfaction is set by a collection of personal and job factors. Personal factors relate to workers age, length services, intelligence, skill, and other personality or temperamental factors

The employee's attitude towards the job and organization as well becomes positive when they realize that their job facilitates them in achieving their needs and values, directly (by performing it) or indirectly (by the package they get). In short, it represents the difference between employee's expectations and experience he/she derives from the job. The wider the gap, the more is the dissatisfaction.

#### STATEMENT OF THE PROBLEM

Retaining workers help to create a better environment, and makes it easier to recruit quality talent and save money. A person is additional possible to be actively sorting out another job if they have low satisfaction; whereas while, an individual who is happy with their job is a smaller amount possible to be job seeking. This study identifies the factors of employee's job satisfaction and suggests some different recommendations or strategies for retaining the employees.

#### OBJECTIVES OF THE STUDY

In order to above mentioned purpose, this study addresses the following main objectives:

- To know the various factors affecting the employee job satisfaction.
- To know the consequences of job satisfaction.
- To know the various methods of measuring employees job satisfaction.
- To suggest some steps or methods of improve job satisfaction.

#### SCOPE OF THE STUDY

This study is based on the factors affecting the employee's job satisfaction. This study contains theoretical aspects of job satisfaction in a common sense. This study results will be useful in improving employee's job satisfaction in an organisation.

#### REVIEW OF LITERATURE

Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964).

The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

We think about that job satisfaction represents a sense that seems as a result of the perception that the task enables the material and psychological needs (Aziri, 2008).

#### FACTORS INFLUENCING JOB SATISFACTION

##### 1. Personal factors

##### Age

Younger people have higher levels of energy, enthusiasm and positive outlook. This results in increased job satisfaction. Older people are generally tired and have higher levels of frustration. Therefore their job satisfaction would be less.

##### Gender

Generally women tend to have higher job satisfaction when compared to men.

##### Educational qualifications

People who have higher educational qualifications have lesser job satisfaction. They have higher levels of ambition and want to grow fast. If their job does not provide quick growth opportunities, the result would be job dissatisfaction.

##### Experience

People who are experienced have better ability to solve problems and face difficult situations. Therefore their levels of job satisfaction would be high. People with lesser experience would get irritated when facing difficult and complex situations.

##### Capacity

Employees with the required knowledge and capacity can perform well. Good performance results in better job satisfaction. If employees do not have the required capacity, performance would be poor. Therefore job satisfaction would be less.

##### Fulfilment of expectations

Employments have expectations relating to the nature of the job, pay and benefits. If these expectations are fulfilled, it would result in job satisfaction. If expectations are not fulfilled, employees would be dissatisfied.

##### 2. Organisational factors

##### Working conditions

Employees spend a considerable amount of time at their work

spot. Good working condition such as adequate lighting, ventilation and space would result in better satisfaction. If working conditions are poor, job satisfaction would be low.

### Growth opportunities

Employees look forward to career growth, higher pay and responsibilities. Job satisfaction would be high if employees are provided career growth opportunities. If growth opportunities are less, satisfaction would be less.

### Work load

If the workload is too high and time to complete work is less, satisfaction would be less. Frustration levels of employee would be high.

### Stress

If employees are very less while work load is more, it would lead to stress. There could be conflicts among employees and between the superior and subordinates. This would lead to anxiety and stress.

### Interpersonal relationships

Relationship with peers, superiors and subordinates influence job satisfaction. If there are healthy relationships in the workplace, it would increase job satisfaction of the employee. If an employee has rude managers and colleagues his job satisfaction would be less.

### Fair remuneration

Employees expect fair and competitive remuneration according to their efforts. Opportunities to earn increments, special incentives, bonus, shares etc., provide higher job satisfaction.

### Job security

Employees who hold secure job plays an important role in influencing job satisfaction. If employees are not secure there would be anxiety, fear, stress and dissatisfaction.

### Nature of the job

The nature of the job plays an important role in influencing job satisfaction. If the job is interesting, challenging and matches the skills of the employee, job satisfaction would be high. If the job is boring and does not match employee's interest job dissatisfaction would be the result.

### Fair policies and practice

People who see that advancement choices are made in a reasonable and just way are probably going to encounter fulfilment from their employments. Very often employees are demotivated and dissatisfied with their jobs because unfair policies and practices prevail at their place of work. It is therefore of utmost importance for an organization to have a fair and equal system regarding practices and policies so that there is no discrimination and frustration.

### Caring organization

Care can be shown in various ways, but it takes into consideration career development, adult treatment, being taken seriously and being appreciated for a job well done.

When people feel that the organization; for which they are working, cares for them and takes actions to improve their work and lives, they are happy, and this creates higher satisfaction.

### Feedback

Not receiving feedback on their work can be quite discouraging for most people. Effective feedback will help the team members know where they are and how they can improve.

Authority also needs to know what kind of feedback the team members respond to best. Research shows that learners seek

and respond to positive feedback, while experts respond to negative feedback.

In the case of negative feedback, it's not enough to simply point out what is wrong. One should explain the reason something they did isn't working, and how it might be corrected.

## CONSEQUENCES OF JOB SATISFACTION

- Lower production and productivity
- Higher absenteeism
- Increased labour turnover
- Higher accidents
- Lack of commitment
- Poor image
- Difficult to attract talent
- Higher stress
- Poor health
- Unhappiness and frustration
- Frequent labour unrest
- More grievances

## METHODS OF MEASURING JOB SATISFACTION

### 1. Direct methods

#### • Survey methods

A survey can be conducted among employees to know their level of job satisfaction. Employees answer questions relating to their job, salary, benefits, relationship with superiors, subordinates, peers etc. from the responses collected, the level of job satisfaction can be assessed.

#### • Interview method

Interviews can be conducted among employees to assess their areas of satisfaction and dissatisfaction. Exit interviews of employees who quit their jobs can provide information relating to factors causing dissatisfaction.

### 2. Indirect method

#### 1. Labour turnover or Attrition

People who are not satisfied with the job would not continue in the same firm. High rate of labour turnover indicate high level of job dissatisfaction. If the labour turnover rate is less and within industry standards, it indicates job satisfaction.

#### 2. Accident rate

If workers are satisfied, they would take safety precautions and be focused in their work. This would result in avoiding accidents. Employees, who are dissatisfied, have low concentration and do not take safety measures. Therefore accident rates would be high.

#### 3. Absenteeism

Employees, who experience job satisfaction, regularly attend work. If employees are dissatisfied, they would frequently absent themselves. Therefore high rates of absenteeism indicate job dissatisfaction.

### Industrial relations climate

If the industrial relations is poor with high rate of strikes and lockouts, it indicates job dissatisfaction. If employees are satisfied, they would have better relations with management. Healthy industrial relations indicate that employees are satisfied with jobs.

## OVERALL ATTITUDE AND BEHAVIOUR

Employees, who are satisfied with their jobs, have a positive outlook towards life. They are optimistic, engaged in work, willingly co-operate with team members and contribute their best efforts.

### Steps or methods of improve job satisfaction

- Firm should be guided by human values. They should treat their employees fairly and with respect.

- Employees should be provided for growth in their career.
- There should be opportunities for employees to exhibit their initiative.
- Jobs should be made interesting and challenging.
- Jobs should be matched with the interest, knowledge and potential of employees.
- Remuneration and incentives should be according to employee contribution.
- Working conditions should be good and the work environment should be convenient.
- There should be healthy relationship with superiors, subordinates and peers.
- Employees should be informed of the importance of their contribution.
- Opportunities to improve skills and knowledge through training and development.
- Building a strong company image so that employees feel proud to work in a firm.
- Job rotation, job enrichment and job enlargement to reduce monotony and increase interest.

## CONCLUSION

Job satisfaction only helps to increase productivity and creativity of an employee. So management have to concentrate on employee's job satisfaction with special attention. Organisation management have to provide monetary and non-monetary incentives to their employees. This study covers the various factors and consequences of job satisfaction. And also this study suggests some methods to satisfy their employees for more productivity and to reduce employee's turnover ratio.

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