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JOB SATISFACTION IN CORPORATE ORGANIZATIONS: A REVIEW OF THE STUDIES



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Abstract: Job Satisfaction is psychological aspect, which influence every employee in an organization to improve or decline their efficiency. The paper gave many definitions and related concepts of job satisfaction. Importance of job satisfaction is also analyzed. A few of the studies conducted on job satisfaction in different organizations is also reviewed.

Key words: Job Satisfaction , Organizations , psychological , analyzed.

INTRODUCTION :

In every primitive times work has been man's total way of life. It was not separated from other spheres of life. The incentive for work was immediate satisfaction of needs. As society changed, magic and aesthetic considerations were stripped from work. Even when it has been dissociated from the other spheres of life, it forms the most important activity of man. Work has been the central activity for man since the very primitive days. It is directed towards satisfaction of primary needs. It brings those material rewards, which provide to him subsistence, and at the same time, it decides a man's status in society. It is the work role that identifies and even defines man. Hence, it is but natural that every man seeks satisfaction in his major activity-the work.

Man primarily works to satisfy needs. Needs may vary from individual to individual and culture to culture. Satisfaction of needs is essential both for physical survival as well as providing man with pleasure and comforts. Thus, every man works; work, as a social activity is essential part of man's life. It fills the greater part of the working day for most of the adult population in modern society. People seek satisfaction or need frustration is reflected in their behaviours. So the study of human behaviour is very essential in every industrial activity. This can be achieved through scientific job attitude studies. The study of industrial attitudes such as job satisfaction and morale are two of the most important academic and applied subjects of research, since these constitute the core of industrial harmony.

When employees join an organization, they bring with them a set of wants, needs, desires and past experiences that combine to form job expectations. Job satisfaction expresses the amount of agreement between one's emerging expectations and rewards that the job provides. One of the surest systems of deteriorating conditions in an organization is low job satisfaction. High job satisfaction, on the other hand, is desired by management because it tends to be connected with the positive outcomes that managers want.

High job satisfaction is one hallmark of well managed organization and is fundamentally the result of effective behavioural management. It is a measure of the continuing process of building a supportive human climate in an organization (Vaid and Nareshkumar, 1995).

JOB SATISFACTION IN RELATION TO PRODUCTIVITY:

Job Satisfaction is perhaps the major area where academicians are trying to define, identify, and measure, the industrialists are seeking it, and government is enthusiastically supporting it. It is reported that in 1970 it has been estimated that there are over five thousand articles published on the job satisfaction. Such is the importance of the 'concept'. Job satisfaction is an integral component of organizational climate and an important element in management - employee relationship. Job satisfaction is a positive emotional state that occurs when a person's job seems to fulfill important job values, provided these values are compatible with one's needs. Job satisfaction, in simple words, is an individual's emotional reaction to the job itself. It is a person's attitude towards the job. People spend a sizeable amount of their time in work environment. From any minimally humanitarian point of view, they expect that portion of their lives to be more or less pleasant, agreeable, satisfying.

JOB SATISFACTION: DEFINITIONS

Job satisfaction is very difficult to define because it is an intangible, unseen, unobserved variable and a complex assemblage of cognitions (beliefs or knowledge) an emotional feeling (sentiments or evaluations) and such behavioural tendencies. Job satisfaction may be viewed as the pleasurable emotional state resulting from the perception of one's job as fulfilling or allowing the fulfillment of one's important job values, provided these values are compatible with one's needs. According to P.C. Smith et al job

satisfaction is the persistent feeling towards discriminating aspects of the job situation.

E.A. Locke admits that job satisfaction and job dissatisfaction are seen as function perceived relationship between what one wants from one job and what one perceives it as offering or entailing.

Hoppock defines (1935) job satisfaction as —"any combination of psychological and environmental circumstances that causes a person truthfully to say, —I am satisfied with my job".

Bullock (1952) defined job satisfaction as, —"an attitude which results from a balancing and summation of many specific likes and dislikes experienced in connection with job. These evaluations may rest largely upon one's own success or failure in the achievement of personal objectives and upon the perceived contribution of the job and company towards these ends".

Morse (1953) considered job satisfaction as a function of (i) job content, (ii) identification with the company, (iii) financial and job status, and (iv) pride in group performance. Smith (1955) defines that the job satisfaction is "the employee's judgment of how well his job on the whole is satisfying his various needs".

Vroom (1964) defined job satisfaction as "affective orientations on the part of the individuals towards work roles which they are presently occupying".

Blum and Naylor (1968) have reported, "Job satisfaction is a general attitude which is the result of many specific attitudes in three areas, namely, specific job factors, individual characteristics, and group relationship outside the Job".

In 1973, Pestonjee concluded a definition based on the available definitions, "Job satisfaction is a summation of employee's feelings in four important areas, viz., Job, Management, Social relations and Personal adjustment".

Herzberg and Others (1957) in their review of attitude studies, revealed ten major factors constituting job satisfaction with nearly 150 specific aspects. These are: (i) intrinsic aspects of job, (ii) supervision, (iii) working conditions, (iv) wages, (v) opportunity for advancement, (vi) Security (vii) Company Management (viii) social aspects of job, (ix) communication, and (x) benefits.

According to Locke (1976), —job satisfactions may be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.

IMPORTANCE OF JOB SATISFACTION:

Job satisfaction has been the centre of concentration for researchers over three decades. The reasons for such concentration are manifold:

1. Job Satisfaction has some relation with the mental health of the people
2. Job Satisfaction has some degree of positive correlation with physical health of individuals
3. Spreads goodwill about the organization
4. Individuals can live with the organization
5. Reduces Absenteeism and Turnover

Many factors influence job satisfaction of employees. Review of research reveals the following important

determinants of job satisfaction: 1) Supervision 2) The Work Group 3) Job Content 4) Occupational Level 5) Specialization 6) Age 7) Race and Sex 8) Educational Level

Ways to Improve Job Satisfaction:

To mitigate dissatisfaction or to improve job satisfaction a number of interventions can be undertaken. Some of the most important of them are:

1. Improving Working Conditions
2. Transferring Discontented Workers
3. Changing Perceptions
4. Initiate Morale Building Programmes.

JOB SATISFACTION: REVIEW OF LITERATURE

Donohue and Heywood (2004) estimate the determinants of job satisfaction for younger US workers. While age representative data from both the USA and Britain routinely show women reporting greater job satisfaction, this is not true for the younger US cohort in National Longitudinal Survey of Youth sample. Finds no gender satisfaction gap, but does find that the job satisfaction of women is less sensitive to both actual and comparison earnings than that of men. Moreover, estimates an expanded specification showing substantial gender differences in the influence of fringe benefit provision (including childcare) on job satisfaction. The expanded specification also demonstrates that while general skills are associated with greater job satisfaction, specific skills are associated with lower job satisfaction, argues that the results are in keeping with human capital theory.

Droussiotis and Austin (2007) aimed to identify job satisfaction issues for managers from large organizations in Cyprus. It aims at identifying Cypriot managers' areas and levels of job satisfaction and developing recommendations for ways Cypriot managers can improve job satisfaction. Primary data are collected from a questionnaire using closed ended questions. Data analysis methods used include frequency distributions, factor analysis and regression analysis. Results indicate that there are three areas that influence the job satisfaction levels for managers in Cyprus: self-fulfillment, independence, and job environment. It appears that managers in the private sector experience higher levels of job satisfaction in issues regarding their self-fulfillment. In addition, managers supervising large numbers of employees have higher job satisfaction levels for elements in their job environment than managers with smaller numbers of subordinates. This study is limited to Cypriot managers in large organizations in Cyprus. This is believed to be the first study to look at job satisfaction levels in Cyprus. These results provide some information that may be useful to employers in Cyprus as they work to ensure their managers experience high levels of satisfaction with their jobs.

Goris (2007) writes to examine the moderating influence of communication satisfaction on the association between individual-job congruence and both job performance and job satisfaction. Moderated regression analysis was used to assess data collected from 302 employees addressing the research variables of job scope, growth need strength, satisfaction with communication, job

performance, and job satisfaction. Satisfaction with communication received weak support as a moderator of the individual-job congruence model; nevertheless, it received strong support as a main predictor of both performance and satisfaction. Low statistical power frequently reflected by moderated regression analysis may explain the weak support communication satisfaction received as a moderator. Different approaches for solving the presence of low power are discussed. On the other hand, the elusive venture of promoting and experiencing satisfaction with communication has been detected and the need for exploring the possible curvilinear effects of specific communication dimensions and organizational constructs on communication satisfaction is introduced. Variables associated with human interaction may be dysfunctional at both extremes. For example, upward communication might have favorable and unfavorable consequences on satisfaction with communication. Thus, dealing with communication satisfaction may necessitate the adoption of a contingency approach. The uniqueness of this research lies in its effort of exploring the moderating impact of communication satisfaction on the job characteristics model. The results encourage future research endeavors and particular management practices.

Job Satisfaction is defined as the positive emotional response to a job situation resulting from attaining what the employee wants from the job. This implies that job satisfaction can be captured by either a uni-dimensional concept of global job satisfaction or a multi-dimensional, faceted, construct of job satisfaction capturing different aspects of a job situation that can vary independently. In this study, job satisfaction is defined as members' attitude towards their present working conditions. Job satisfaction is a complex variable and is influenced by situational factors of the job as well as by the dispositional characteristics of the individual (Sharma and Ghosh, 2006).

Hackman and Oldham (1976) are pioneers in the study of job satisfaction as a psychological work construct in measuring employee fulfillment on the job. They describe job satisfaction in the form of 'Job Characteristics' model, which has five main facets directly impacting job satisfaction: task identity (how closely the employee can relate to their part of the task being completed), task significance (the importance of the employee's job on the task being completed), skill variety (whether the employee has a variety responsibilities or not), autonomy (the amount of control that the employee has over their job), and feedback (how confident the employee is that their job is being done well).

Job satisfaction may include several facets, such as satisfaction with pay, supervisor, workplace resources, availability of equipment, appraisal process, work environment, etc. Should manager's sense employees are not satisfied; resolution to this must be investigated by closely analyzing the reasons for the dissatisfaction. Once this is done, further action can be taken to resolve the source of dissatisfaction. From a workplace perspective, psychologists also believe that consequences of job satisfaction affect life satisfaction, job performance, organizational citizenship behaviour, role withdrawal, and counter productive

behaviour. Employees believe that their supervisors are one of the biggest reasons for job dissatisfaction as they may impose unnecessary constraints with the job, be unsupportive, show employee bias/ favoritism or may overly micro-manage tasks instead of delegating assignments. Another psychological aspect impacting job satisfaction is the emotional make-up that employees bring to the job. It is believed that —Emotion Regulation plays a key role in job satisfaction (Cote and Morgan, 2002). Theory of 'Emotion Regulation' states that: while the amplification of pleasant emotions increases job satisfaction, the suppression of unpleasant emotions decreases job satisfaction. This means that the more an organization can make employees feel emotionally attached, able to personally identify with or give of themselves in the work they do and get involved with the organization, the higher their levels of job satisfaction are likely to be.

Research has shown that work-life imbalance can cause lesser job satisfaction, organizational commitment, and intention to remain. At an individual level the thoughts of spending less time with family/ friends and lack of involvement in family/ social activities can also lead to tension and symptoms of withdrawal from work. At the family level, the guilt of less time spent with family related issues can add to the work stress. The problem is doubled if both the husband and wife are working. Making compromise usually falls with the woman of the house (Anilkumar and Krishnan, 2005).

CONCLUDING REMARKS:

A few of the literature published on job satisfaction revealed that job satisfaction got significance in the western countries more compared to India. As such, many of the organizations in the western countries are assessing and evaluating the job satisfaction of their employees. In India, still there is need to develop the concept of job satisfaction and also apply to the corporate organizations. In this regard, the HRD of every corporate organizations must measure the job satisfaction of their employees and assess the factors which are influencing job satisfaction. Based on such assessment, it is also need to improve working conditions in the organizations, so as to increase the efficiency of employees and productivity of the organizations.

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