

Job satisfaction and its determinants: A review paper

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ABSTRACT

It has been an established fact that Job satisfaction is one of the most widely researched subjects in the area of organizational behavior and human resource management. The experts believe that the satisfied employees are likely to be more productive and committed to their job. In the present scenario, where most people are concerned with high expectations of work and earning, the concerns like job satisfaction must be considered with meticulous care as the workforce that isn't satisfied cannot contribute with the best of their skills. It is quite pertinent to understand the areas that are sensitive towards the employee satisfaction. Also, necessary care should be taken to ensure that all the employees are satisfied with their role towards the organization. Every organization must trace the factors that contribute to the employee satisfaction. Knowing and understanding these factors will help the organization stay intact with the employee loyalty and keep their trust towards building a successful professional relationship. As much as it is important for the objectives of the company to be fulfilled, it is important that employees are given due recognition. It is the workforce that makes a company successful in the business. And so, it is mandatory that they are held in a state of contentment with what they are and what they do towards the firm. In the present paper an attempt has been made to present a review of past literature associated with job satisfaction. The purpose of the review is to identify gaps and explore different factors affecting job satisfaction.

Key Words : Employees, Satisfaction, Participation, Contentment, Productivity, Factors affecting job satisfaction

INTRODUCTION

Job Satisfaction is understood as the state of contentment that every employee wants to embrace in his or her career. It is of extreme significance for workers to stay upbeat. The satisfied and contented workers are the ones who are highly motivated and attached to their organization and continue to work with it even in the most exceedingly awful situation. The Employee satisfaction prompts a positive vibe at the workplace and is helpful in creating a wonderful milieu. One of the most important advantages of employee satisfaction is that the individuals barely consider leaving their present occupations.

In today's highly challenging and competitive world many factors such as working conditions, workload, stress level, financial rewards, cooperation from peer members and opportunity for

advancement have become inevitable part of work performance. Employees with high satisfaction level tends to qualitatively contribute more. There are number of variables /elements which gives a rise to stress both at family level and work place level. There is a need of work life balance which plays an important role in long term sustainability of organizational success. Job dissatisfaction emerges also because of the mismatch of the expectation of both the employees and organization. Thus improving employees' job satisfaction is one of the most important tasks in any organization. The concept of job satisfaction should be clear and transparent enough so that it can be easily achieved. Therefore, through this study an attempt has been made to explain and clarify the concept of job satisfaction. The present paper reviews some of the most important works done in the field of job satisfaction.

Job satisfaction: Meaning and definition:

According to the Cambridge Dictionary, Job satisfaction is the feeling of pleasure and achievement that you experience in your job when you know that your work is worth doing, or the degree to which your work gives you this feeling (Job satisfaction meaning in the Cambridge).

The most-used research definition of job satisfaction is by Locke (1976), who defined it as “.. a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences (Locke, 1976).”

Spector (1997) considers job satisfaction as, “an attitudinal variable which reveals the extent to which individual likes his job, and is always positively correlated with job performance.”

Mullins (2005) says that, “Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative”.

Mullins (1999) highlights the factors influencing job satisfaction (Fig. 1) of workers as follows:

- (a) Individual factors such as personality, education, intelligence/ abilities, age, marital status, orientation to work and so on;
- (b) Social factors such as relationship with co-workers, group working and norms, opportunities for interaction and informal organization;
- (c) Cultural factors such as underlying attitudes, beliefs and values;
- (d) Organizational factors such as nature and size, formal structure, personnel policies and procedures, employee relations, nature of work, technology and work organization, supervision and styles of leadership, management systems and working conditions;
- (e) Environmental factors such as economic, social, technical and governmental influences.



Fig. 1 : The factors influencing job satisfaction as propounded by Mullins

The literature associated with job satisfaction:

Javed *et al.* (2014) conducted a study on determinants of job satisfaction and its impact on

employee's performance and turnover intentions. In order to gather data for understanding job satisfaction, a sample of 200 respondents was collected from various organizations of Bahawalpur, in Pakistan. The main target to collect sample data was university employees, bankers and schools' employees. The aim of the study was to examine the satisfaction level of the employees and to help organizations to know about the elements that influence job satisfaction. The researchers acquired employee empowerment and workplace environment as the antecedents to understand their effect on job satisfaction, and further the impact of job satisfaction on job loyalty, job performance and turnover intention. The results showed significant positive association of employee empowerment, workplace environment, job loyalty and job performance with job satisfaction. Furthermore, the research suggested that there is a significant negative relationship between job satisfaction and turnover intention. The findings also demonstrate that there is no significant relation of turnover intention with employee empowerment and job performance.

Thakur (2014) worked on the effect of employee engagement on job satisfaction in IT sector. The purpose of this study was to find out the effect of employee engagement on Job Satisfaction in IT Sector. Primary as well as secondary data was collected to carry out the research. The study was carried out on officers as well as the clerks of IT sector. The findings showed that work motivation amongst others could be improved through increasing job authority and accountability. However, at the clerical level, rewards and sanctions are significantly associated with job involvement.

Neog and Barua (2014) conducted a study on 'Factors Influencing Employee's Job Satisfaction: An Empirical Study among Employees of Automobile Service Workshops in Assam'. The main objective of this study was to assess the factors responsible for influencing employees' job satisfaction. This study aimed at studying relationships between fair compensation and job satisfaction; supervisor support and job satisfaction; working environment and job satisfaction; and job Security and job satisfaction. The result revealed that salary is the most important factor for influencing job satisfaction of employees. Apart from salary, it was found that the influence of supervisor support, healthy working environment, proper work-life balance, career opportunities and promotion, proper training and development opportunities are also very important factors for determining employee's job satisfaction. Data was collected from 100 respondents by visiting the authorised service workshops of ten automobile manufacturers. The result of this study showed that the job satisfaction level of employees was average and it called for management attention towards enhancing the employee job satisfaction level.

Chahal *et al.* (2013) investigated the level of job satisfaction of Canara Bank employees in Delhi. Based on a survey, the study attempted to gain insights into the satisfaction level from the perspective of the Bank employees. Factors including salary of employees, performance appraisal system, promotional strategies, employee's relationship with management and other co-employees, training and development program, work burden and working hours were found important for improving job satisfaction of bank employees in Canara bank. Increase in level of these factors can improve overall satisfaction of employees, the research concluded.

Singh and Das (2013), investigated the moderating effects of selling experience on the relationship between job satisfaction and sales performance, customer orientation and sales performance, and adaptive selling behaviors and sales performance, taking the context of business to business (B2B) insurance selling. Using a sample of 380 business-to-business insurance salespersons from an emerging market (India) to validate their model, the authors tested several hypotheses using structural equation modeling (SEM). They concluded that experience works with customer-oriented selling in making the more experienced salespersons better performers. It was

also found that for less experienced salespersons, the impact of job satisfaction on performance is weaker than for more experienced salespersons. In addition, it was found that more experienced salespersons' performance is better explained using job satisfaction and customer-oriented selling rather than their adaptive selling behaviors.

Dizgah *et al.* (2012) conducted a survey in one of the 31 provinces of Iran among the public sector employees. Population size was taken to be 6863 and sample size of 323 was selected through non-probabilistic sampling. Both in-role performance and innovative performance were found to have meaningful relation with job satisfaction. They suggested that managers should elucidate tasks of employees so that they are clear about their rights and duties. They should also provide good working conditions so that employees can come up with innovative ideas.

Aziri (2011) in his study said that job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Although a lot of research has been conducted on job satisfaction all over the world, this is one of the least studied research fields. He further said that many studies demonstrate an unusually large impact of the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. There is a considerable impact of the employees' perceptions for the nature of his work and the level of overall job satisfaction. Financial compensation has a great impact on the overall job satisfaction of employees was concluded by the author.

Kumbhar (2011), in her paper titled, 'Impact of Performance Appraisal on Corporate Profitability', examined the role of HR in performance appraisal process. She emphasized upon the importance of the appraisal process and different types of appraisal and their effectiveness. According to her, performance appraisal is an important basis for corporate personnel decisions. In recent years it has become very necessary to find more scientific, effective and fair assessment method, to examine the current performance appraisal for the success and failure of an organization.

Jandaghi *et al.* (2011) conducted a descriptive cum field study through questionnaires distributed among 158 employees in Iran to study relation between job security and job satisfaction. The results depicted that satisfaction among permanent employees was higher than that among contractual ones. Employees who had greater job security were not only more content but also more committed to the organization.

Zhu *et al.* (2011) conducted a survey in government departments of 5 provinces of China. A demographically diverse group of 1027 respondents was selected as sample from various sectors. They tested degree and variance of job satisfaction across 5 attributes- attraction to policy making; commitment to public interest; self-sacrifice; compassion; and willingness to help others. The first 3 dimensions were found to have greater positive impact on job satisfaction.

Harouna Saibou (2011) conducted a study in the capital city of Niger through telephone and questionnaires distributed through email among 203 public sector employees. The survey dealt with questions related to job satisfaction, age, gender, education level, tenure and marital status. The employees were found to be satisfied with colleagues, supervisors and nature of work itself. However, they felt that management could provide them with higher salary and better opportunities for promotion. Except marital status, all other demographic variables were found to be strongly related with job satisfaction.

Malik *et al.* (2010) conducted a research study to identify the determinants of job motivation among physicians. A stratified random sample of 360 physicians was selected from public primary, public secondary and public and private tertiary health facilities in the Lahore district, Pakistan. The results suggested that intrinsic and socio-cultural factors like serving people, respect and career

growth were important motivators. Further, less pay and fewer opportunities for growth was a demotivator among primary and secondary physicians. Less personal safety and poor working conditions were important in the public sector, particularly among female physicians. Among private tertiary physicians' financial incentives other than pay and good working conditions were found to be the motivating factors in their jobs.

West and Berman (2009) conducted a study that examined the job satisfaction and professional backgrounds of senior managers in large special districts. Senior managers in these districts reported very high levels of job satisfaction, possibly among the highest of all such managers in public administration. Senior managers were satisfied or very satisfied with four of the most important determinants of job satisfaction: Pay, the opportunity to use one's talents at work, job security, and the ability to make a meaningful impact on one's region or community. About one fourth of administrators on management teams in large special districts had their highest degree in public affairs, and among those with a Master's in Public Administration degree, three fourths had experience in business. This study concluded that it's time to take special districts more seriously both in research and as a locus of activity and career development for public managers.

Arunima *et al.* (2009) conducted a research study to examine the job satisfaction level of public sector and private sector bank employees in India. The sample consisted of 340 bank employees from both sectors in India. The results of the study indicated that the means of the public and private banks were significantly different from each other. It was also found that private sector bank employees are more satisfied with their pay and growth aspects of job as compared to the public sector bank employees. On the other hand, public sector bank employees expressed greater satisfaction with job security as compared to private sector bank employees.

Mosadeghrad *et al.* (2008) conducted a descriptive, co-relational and cross-sectional study to gain a better understanding of the relationships between job satisfaction and organizational commitment of employees, and their impact on turnover intention at Isfahan Hospitals, Isfahan, Iran. Data were collected by the distribution of two questionnaires among 629 employees of these hospitals through a stratified random sampling method. The results of the study indicated that hospital employees were moderately satisfied with their jobs and committed to their organization. Employees' job satisfaction and organizational commitment were closely inter-related and correlated with turnover intention. The positive correlation between the two was expected, but there was also unexpected correlation with turnover intention. This might be due to external factors, such as job market conditions. The researchers concluded that as job satisfaction and organizational commitment have strong correlation with turnover, it is very important to reinforce them by applying the right human resource policies.

Conclusion and implications for further research :

The literature review indicates that, there are many factors which contribute to the job satisfaction of employees. According to the review, not only salary, incentives, working conditions are important predictors but also other intrinsic factors such as achievement, recognition, responsibility, opportunity for personal growth are also important for job satisfaction. These factors resemble to Herzberg's motivators in two factor theory and Maslow's esteem and self-actualization needs in the hierarchy of needs. From the past literature it is evident that job satisfaction leads to job performance and organizational commitment and which in turn leads to low turnover of employees. Job satisfaction is an important factor that employees work for organization. It includes extrinsic and intrinsic factors which helps to maintain and able and willing workforce. Any study done on this

topic will reveal the factor of feelings of employees. It is an interesting and significant area for conducting research. It is useful to the management of company to know the satisfaction level of employees and they can take measures to increase productivity. It is said that satisfied employee is a productive employee, any kind of grievances relating to organizational or personal level shall lead to an influence on the job. On the basis of above review of literature, it is revealed that more and more studies are required for examining the job satisfaction among employees so as to open newer vistas in the concerned field.

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