

A Study of Human Work Behavior towards Job Satisfaction in Organizations

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ABSTRACT

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on 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. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations. Job satisfaction is one of the most crucial but controversial issues in industrial Psychology and behavioural management in organization. It ultimately decides the extent of employ motivation through the development of organizational climate or environment satisfaction is specific subset of attitudes held by organizational members. It is the attitude one has towards his or her job. Stated another way, it is one's effective response to the job. Job satisfaction in a narrow sense means attitudes related to the job. It is concerned with such specific factors has wages, supervision, steadiness of employment, conditions of work, social relation of the job, prompt settlement of grievances, fair treatment of employer and other similar items. Job satisfaction is related to different Socio-economic and personal factors, such as: Age, Sex, Incentives, Working Environment, Education, duration of work etc.

1. Introduction

Job satisfaction is a general attitude which is the result of many specific attitude in three areas, namely (i) specific job factors; (ii) individual characteristics; and (iii) group relationship outside the job. These factors can never be isolated from each other for analysis. The approach which since to be opted is that job satisfaction is the favourableness or unfavourableness with which employees view their works. It results when job requirements suit to the wants and expectation of the employees. However, a more comprehensive approach requires that many additional factors be included before a complete understanding of job satisfaction can be obtained. Such factors, such as the employee's age, health, temperament, desires and level of aspiration should be considered. Further, his family relationships, social status, recreational outlets, activity in organizational labour-political or purely social, contribute ultimately to the job satisfaction.

2. Job Satisfaction and Behaviour

Is there any relationship between how successfully an employee performs and the degree to which he is satisfied with the various aspects of his job? The answer to that question is not yet clearly established. Vroom (1964) has done an excellent job of examining the relationship between job satisfaction and various aspects of job behaviour. Vroom categorized studies in terms of which job behaviours are correlated with job satisfaction. He groups them into studies of turnover, absenteeism, accident, and job performance. In summarizing the research related to job satisfaction to job behaviour variables, Such as:

- i. There is a constant negative relationship between job satisfaction and the probability of resignation.
- ii. There is less consistent negative relationship between job satisfaction and absenteeism.

- iii. There is some indication of a negative relationship between job satisfaction and accidents.
- iv. There is no single relationship between job satisfaction and job performance. Correlations between these variables vary within an extremely large range.

3. Importance of Job Satisfaction

Despite its wide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact there is no final definition on what job represents. Therefore before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered. Different authors have different approaches towards defining job satisfaction. Some of the most commonly cited definitions on job satisfaction are analysed in the text that follows. Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place. Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job

one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment.

4. Factors Relating to Job Satisfaction

Job satisfaction is derived from many interrelated factors. Every factor has its own importance and which cannot be neglected. All these factors are subject to change from time to time and therefore study of these factors is important. These factors are:

1. Personal Factors

- i. Sex:** In most of the investigations on the subject, it is revealed that generally women are satisfied with their job than man. This may be because of multiple role of women when they take position outside home. It was found that, women prefer to work with friendly people, good social position in spite of less pay.
- ii. Age:** Studies have found different results in different groups on the relationship of age with job satisfaction. Some feel that age has little relationship with job satisfaction but this relationship has importance in some job situations. In some groups job satisfaction is higher with increasing age in other groups it is lower.
- iii. Education:** In this relationship some studies show that there is a tendency for the more educated employees to be less satisfied and conversely the less educated employees to be more satisfied. But, other studies shows no relationship at all and certain variables such as; companies advancement policy in relation to education have to be considered.
- iv. Time of Job:** Several studies show that job satisfaction is higher in first few days then falls slowly.

2. Factors in Job

- i. Type of Work:** The most important factor in the job is the type of job. Studies have shown that in job causes greater job satisfaction than the routine work. Other studies have shown that a majority of factory employees to be dissatisfied where as a minority of professionals were dissatisfied.
- ii. Skill Required:** Where skill exists to considerable degree, it tends to become the first source of satisfaction to the employees. Satisfaction in condition of work or in wages became prominent only where satisfaction in skill has materially decreased.
- iii. Occupational Status :** Occupational status shows a very high correlation with intelligence, income and year of education. It has been found that employees are more dissatisfied in the jobs which have less social status and prestige.
- iv. Responsibility:** Responsibility also plays a major part in an industry .Thus studies on responsibility among factory managers have been found more significance leading them to job satisfaction.

3. Factors controlled by the management

i. Wages: Wages are the most important factor of the job satisfaction. Higher the wages more the job satisfaction, but this is not necessarily lead to cover all employees satisfaction. Studies show that in some cases salary was rated well blow in job satisfaction, but security and opportunities for advancement by highly educated class of people is much higher than salary.

ii. Working Condition: Comfortable working conditions are ranked an important factor also. Better the working condition less will be fatigue and more will be job satisfaction.

iii. Benefits: Other benefits have been ramped as an important factor also. Since studies show that highly educated employees having a good pay give more importance to benefits and facilities.

iv. Security: All the studies show that employees want a steady work The higher will be the job satisfaction when there is a job security and vice -versa. But studies also show that security is also less important to better educated persons.

v. Opportunity for Promotion: Studies show that after years in the job people will give more importance to advancement than pay. Job satisfaction is more ebullient where there are ample opportunities for career advancement.

5. Factors of job satisfaction

Job satisfaction is under the influence of a series of factors such as: The nature of work, Salary, Advancement opportunities, Management, Work groups and Work conditions. A somewhat different approach regarding the factors of job satisfaction is provided by Rue and Byars, Figure 1

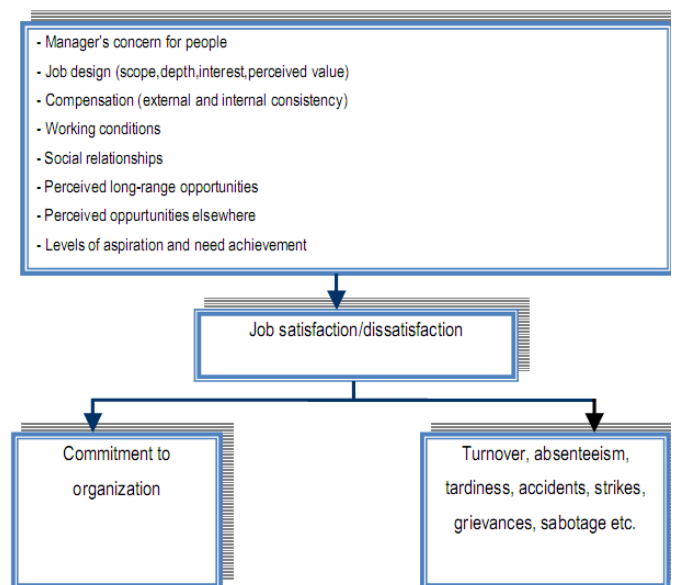


Figure 1 Determinant of Satisfaction and Dissatisfaction

When talking about factors of job satisfaction the fact that they can also Cause job dissatisfaction must be kept in mind. Therefore the issue weather job satisfaction and job dissatisfaction are two opposite and excludable phenomena? There is no consensus regarding this issue among authors. Herzberg's Two Factor Theory is probably the most often cited point of view. In fact the main idea is that employees in their

work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction. Therefore all factors that have derived from a large empirical research and divided in factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction.

6. Effects of job satisfaction

Job satisfaction causes a series of influences on various aspects of organizational life. Some of them such as the influence of job satisfaction on employee productivity, loyalty and absenteeism are analysed as part of this text. The preponderance of research evidence indicates that there is no strong linkage between satisfaction and productivity. For example a comprehensive meta-analysis of the research literature finds only a best estimate correlation between job satisfaction and productivity. Satisfied workers will not necessarily be the highest producers. There are many possible moderating variables, the most important of which seems to be rewards. If people receive rewards they feel are equitable, they will be satisfied and this is likely to result in greater performance effort. Also, recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and

organizational level improvements. Finally there are still considerable debate whether satisfaction leads to performance or performance leads to satisfaction. Employee loyalty is one of the most significant factors that human resource managers in particular must have in mind. Employee loyalty usually measured with the Loyalty and can cause serious negative consequences when not in a high level.

7. Conclusions

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Although thousands of papers and research have been conducted on job satisfaction all over the world, in the Republic of Macedonia this is one of the least studied research fields. Many studies have demonstrated an unusually large impact on 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 employee's 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.

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