

JOB SATISFACTION-AN OVERVIEW

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Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Job satisfaction is a variable matter.

E. A. Locke quoted as "Job Satisfaction is a pleasurable or positive emotional state from the appraisal of one's job or experience."

It usually depends on the mind of employee/worker. Positive attitude regarding to any work of a person is stated as job satisfaction. It is a mental condition of a person to any type of work. Someone may feel satisfaction to a work and in contrary another person may feel unsatisfactory to the same work depending on their attitude regarding the work/job. Job satisfaction is depended on a person who will take his job positively or negatively in his own career. The following article describes about the various aspects of Job satisfaction, factors affecting it and how to negate the negative attitude in job satisfaction._

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MODELS IN JOB SATISFACTION

Affect theory

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

Dispositional approach

The dispositional approach suggests that individuals vary in their tendency to be satisfied with their jobs, in other words, job satisfaction is to some extent an individual trait. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins raised apart have similar levels of job satisfaction

A significant model that narrowed the scope of the dispositional approach was the Core Self-evaluations Model, proposed by Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham in 1997. Judge et al. argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction:

- Self-esteem,
- General self-efficacy,
- Locus of control,
- Neuroticism.

This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction

Equity theory

Equity Theory shows how a person views fairness in regard to social relationships such as with an employer. A person identifies the amount of input (things gained) from a relationship compared to the output (things given) to produce an input/output ratio. They then compare this ratio to the ratio of other people in deciding whether or not they have an equitable relationship. Equity Theory suggests that if an individual thinks there is an inequality between two social groups or individuals, the person is likely to be distressed because the ratio between the input and the output are not equal.

Discrepancy theory

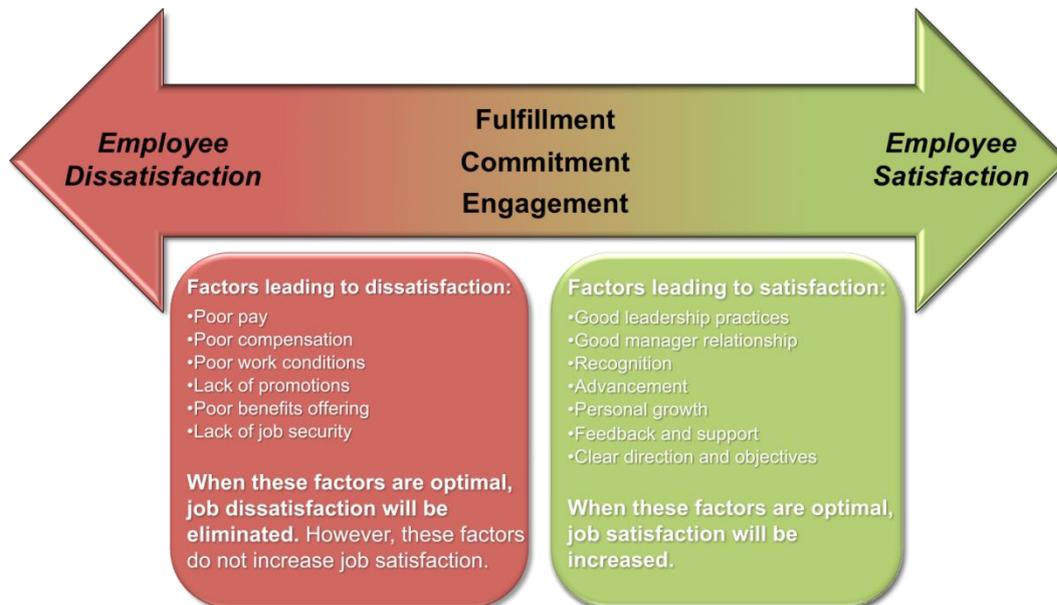
The concept of discrepancy theory is to explain the ultimate source of anxiety and dejection. An individual who has not fulfilled his responsibility feels the sense of anxiety and regret for not performing well. They will also feel dejection due to not being able to achieve their hopes and aspirations. According to this theory, all individuals will learn what their obligations and responsibilities are for a particular function, and if they fail to fulfill those obligations then they are punished.

Two-factor theory (motivator-hygiene theory)

Frederick Herzberg's two-factor theory (also known as motivator-hygiene theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and

organizational goals (Hokinson, Porter, & Wrench, p. 133). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

FACTORS AFFECTING JOB SATISFACTION



VARIABLES OF SATISFACTION/DISSATISFACTION

✚ Life Satisfaction

Life satisfaction is often considered separately from job satisfaction with regard to productivity in the workplace, but since the majority of this research is correlational, it is crucial to explore potential relationships between these two factors themselves rather than strictly with regard to performance. Research suggests there is in fact a significant relationship between job satisfaction and life satisfaction, with a correlation of 0.44 (based on a meta analysis of 34 studies with a combined sample size of 19,811) (Tait et al., 1989). With this relationship being correlational, causation cannot be determined, though it is suggested that the nature of the relationship is reciprocal or bi-directional.

✚ Engagement

It is difficult to establish all the antecedents that lead to job satisfaction. However, an additional construct that has a positive correlation to job satisfaction is engagement.

Keith Davis stated as " Job satisfaction is a set of the favorable or unfavorable feelings with which employees view their work."

In a meta-analysis, the correlation between job satisfaction and engagement is 0.22 (Harter et al., 2002). Stirling (2008) notes that 20 percent of engaged individuals do 80 percent of the work. An engaged team member is one who is enthusiastic about the organization and the work they do. Examples of employee engagement include a team member helping another struggling to complete a task, or an associate who take over and completes a pending task in the absence of the responsible party. Therefore, it is crucial to continue to cultivate job satisfaction among such highly productive individuals. A study completed examined three possible factors which play a part in employee engagement. The three factors are vigor, dedication, and absorption (Alarcon & Lyons, 2010). Vigor is directly related to the amount of energy and effort an individual will put forth to complete a task, regardless of difficulties (Alarcon & Lyons, 2010). Dedication relates to the amount of overall significance a task carries and absorption is the depth of work immersion the individual experiences (Alarcon & Lyons, 2010). The study found that the three factors all had an impact on engagement, however they also noted that a positive disposition toward one's job also correlated with positive engagement (Alarcon & Lyons, 2010).

THE IMPORTANCE OF JOB SATISFACTION

Job satisfaction has been linked to many variables including performance, absenteeism and turnover, which will be discussed further in this section. Job satisfaction is significant because a person's attitude and beliefs may affect his or her behavior. Attitudes and beliefs may cause a person to work harder or work less. Job satisfaction also impacts a person's general well being for the simple reason that people spend a good part of the day at work. Consequently, a person's dissatisfaction with work could lead to dissatisfaction in other areas of life.

✚ Employee performance

The relationship between job satisfaction and job performance has a long and controversial history. Researchers were first made aware of the link between satisfaction and performance through the 1924-1933 Hawthorne studies (Naidu, 1996). Organ (1988) believes that when the definition of job performance includes behaviors such as organizational citizenship (the extent to which one's voluntary support contributes to the success of an organization) the relationship between satisfaction and performance will improve. Judge, Thoreson, Bono, and Patton (2001) discovered that after correcting the sampling and measurement errors of 301 studies, the correlation between job satisfaction and job performance increased to 0.30. It is important to note that the connection between job satisfaction and job performance is higher for difficult jobs than for less difficult jobs (Saari & Judge, 2004).

✚ Employee turnover

According to a meta-analysis of 42 studies, the correlation between job satisfaction and turnover is 0.24 (Carsten, & Spector, 1987). One obvious factor affecting turnover would be an economic downturn, during which unsatisfied workers may not have other employment opportunities. On the other hand, a satisfied worker may be forced to resign his or her position for personal reasons such as illness or relocation. This holds true for the men and women of the US Armed Forces, who might fit well in a job but are often made to relocate regardless. In such case, it would be next to impossible to measure any correlation of job satisfaction. Furthermore, a person is more likely to be actively searching for another job if they have low satisfaction; whereas, a person who is satisfied with his or her job is less likely to be job hunting.



MEASURES OF JOB SATISFACTION

The following are measures of job satisfaction as outlined by Fields (2002):

- ✚ **Overall Job Satisfaction** - Cammann, Fichman, Jenkins, and Klesh (1983) developed this measure as part of the Michigan Organizational Assessment Questionnaire (OAQ). In this measure three items are used to describe an employee's subjective response to working in the specific job and organization (Fields, 2002, p. 20).
- ✚ **Job Descriptive Index (JDI)** - This was originally developed by Smith, Kendall, and Hulin (1969). There are 72 items in this index which assess five facets of job satisfaction which includes: the work, pay, promotions, supervision and co-workers. Through the combination of ratings of satisfaction with the facets, a composite measure of job satisfaction is determined. Roznowski (1989) updated the JDI to include work atmosphere, job content and work technology. A shorter 30-item version, was developed by Gregson (1990) based on 6 items which included work, pay, promotions, supervision and co-workers (Fields, 2002, p. 23).
- ✚ **Global Job Satisfaction** - Warr, Cook, and Wall (1979) developed this measure which includes 15 items to determine overall job satisfaction. Two sub-scales are used for

extrinsic and intrinsic aspects of the job. The extrinsic section has eight items and the intrinsic has seven items (Fields, 2002, p. 27).

- ✚ **Job Satisfaction Relative to Expectations** - Bacharach, Bamberger, and Conley (1991) developed this measure. It assesses the degree “of agreement between the perceived quality of broad aspects of a job and employee expectations” (Fields, 2002, p. 6). It is most effective in determining how job stresses, role conflicts, or role ambiguities can hinder an employee from meeting job expectations (Fields, 2002, p. 6).
- ✚ **Minnesota Satisfaction Questionnaire** - The long form of this survey is made up of 100 questions based on 20 sub-scales which measure satisfaction with “ability, utilization, achievement, activity, advancement, authority, company policies and practices, compensation, co-workers, creativity, independence, moral values, recognition, responsibility, security, social service, social status, supervision-human relations, supervision-technical variety, and working conditions” (Fields, 2002, p. 7). There is a shorter version of the MSQ which consists of 20 items. This can also be separated into two sub-scales for intrinsic and extrinsic satisfaction.
- ✚ **Job in General Scale** - This measure was developed by Ironson, Smith, Brannick, Gibson and Paul (1989). It consists of 18 items which describe global job satisfaction and can be used in conjunction with the JDI, which assesses satisfaction with five job facets. This was developed to “assess global satisfaction independent from satisfaction with facets” (Fields, 2002, p. 9).
- ✚ **Job Satisfaction Survey** - This was developed by Spector (1985) and contains 36 items based on nine job facets. The job facets include pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work and communication. When it was initially developed, it was specific to job satisfaction in human service, nonprofit and public organizations (Fields, 2002, p. 14).
- ✚ **Job Satisfaction Index** - Schriesheim and Tsue, (1980) developed this measure. It consists of six items that form and index what determines overall job satisfaction. The items are work, supervision, co-workers, pay, promotion opportunities and the job in general (Fields, 2002, p. 16).

CONCLUSION

An employee's overall satisfaction with his job is the result of a combination of factors -- and financial compensation is only one of them. Management's role in enhancing employees' job satisfaction is to make sure the work environment is positive, morale is high and employees have the resources they need to accomplish the tasks they have been assigned.

“Job satisfaction is more of a journey, not a destination, as it applies to both employees and the employer”

Attitude is the way of thinking. Job satisfaction is affected by how the employees take their job. If they are just getting it as temporary means for living, they may not be satisfied. They, very often compare the job and pay and perks, some of them may be satisfied whereas some others may not.

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