

A COMPREHENSIVE LITERATURE REVIEW ON EMPLOYEE JOB SATISFACTION

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I. INTRODUCTION

Job satisfaction is crucial not just for the employee but for employers as well. A satisfied employee is an asset to the organization. However the word 'satisfied' is subjective and can mean different meanings to different individuals. For instance job satisfaction has been defined as the degree to which employees have a positive affective orientation towards employment by the organization (**Price, 1997**). Another definition which supports affective component is one which defines it as an affective (emotional) reaction to a job that results from the incumbents comparison of actual outcomes with those that are desired (Cranny, Smith, Stone, 1992).

In a survey conducted by career builder India it was found that though employees were satisfied with their current job but still they would actively look for the current openings. Thus the survey concluded that job satisfaction may not necessarily result in job loyalty.

Employee job satisfaction is associated with how people perceive, think, and feel their jobs (**Spector, 1997**). The investigators have defined job satisfaction as the general behavior and employee's attitudes towards his job (**Robbins et al., 2010**).

Job satisfaction is enjoyable emotional state ensuing from appraisal of one's job and job experience (**Locke, 1976**). **Ellickson and Logsdon (2002)** support this view by defining job satisfaction as the extent to which employees like their work. **Reilly (1991)** defined job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. **Wanous and Lawler (1972)** refers job satisfaction is the sum of job facet satisfaction across all facets of a job.

Hawthorne study (1924-1933) is truly a prologue to the study of job satisfaction. The study was conducted by Elton Mayo of the Harvard Business School who solicited to find the effects of different conditions on the workers productivity. The study was a series of four experiments which ultimately showed that changes in work conditions temporarily effects productivity. Later it was observed that the increase in productivity was from the fact that they were being observed. This was a strong evidence that workers work for reasons other than pay as well and that those reasons are equally important.

Another theory that has contributed to the understanding job satisfaction is the motivation-hygiene theory of the American psychologist Frederick Herzberg (1923 to 2000). The results of he theory were based on the

interviews conducted in the late 1950s with accountants and engineers. The respondents were asked to explain the times when they felt good or bad about their jobs. Through these interviews Herzberg identified two dimensions to job satisfaction: motivation and hygiene. The motivation factors included recognition, achievement, the work itself, responsibility, advancement and growth. The hygiene issues, such as company policies, supervision, salary, interpersonal relations and working environment, are considered as the conditions to be met in order to prevent dissatisfaction.

Herzberg's theory did not take into account the individual needs and differences and was criticized on the same grounds. This further led the researchers Richard Hackman, from Harvard University, and Greg Oldham, from the University of Illinois, to create a job characteristics model in 1976. Hackman & Oldham's Job characteristics Model is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model talks of five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.). The five core job characteristics can be combined to form a motivating potential score for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors.

II. OBJECTIVE

To review the literature pertaining to job satisfaction of employees.

2.1 Literature Review

Morge (1953) in his study on the Job satisfaction of the employees of white collar jobs found that fifty five male teachers were satisfied with their job with oppose to thirty five percent female employees who were not satisfied with their job. This study highlighted the relationship between gender and job satisfaction and concluded that satisfaction is affected by gender.

Gardon (1955) in his research on the Job satisfaction of the workers of industrial concern and human needs industries found that if person's individual needs are satisfied then their job satisfaction increases; thereby reflecting a positive relation with the job satisfaction.

Bidwel and Charles (1956) studied on the Job satisfaction and school management and concluded that effective education is necessary to develop good image of the school and that teachers' Job satisfaction increased by perfect management.

Sinha and Singh (1961) studied the relationship between job satisfaction and absenteeism. A random sample was selected from various departments of Tisco, Jamshedpur. The sample consisted of high and low absentee workers. Respondents consisted of 50 each from both the categories. Job satisfaction questionnaire consisted of items of four components of job satisfaction namely nature of work, wages and security, supervisors and supervision and company's overall personnel policy. It was found that low absentees were significantly more satisfied with their job than high absentees.

Sinha and Sharma (1962), conducted a research on attitude and job satisfaction with the help of randomly selected 100 workers which were from a light engineering factory around Calcutta. It was found that job

satisfaction was inversely related to favorable attitude towards the union. This implies, greater the job satisfaction, the less favorable was the attitude towards the union.

Prasad (1964) studied the personality and the relative elements of Job satisfaction namely age and experience. In his study he concluded that the age of professionals had no effect on job satisfaction, while job satisfaction increase with the frequencies of experience thereby showing significant relation with the Job satisfaction.

Rajgopal (1965) in his study explored the relationship between satisfaction and productivity of textile mills workers belonging to high and low productive mills. Six mills, three high and three low (Productivity was indexed in terms of operative hours per unit of Production four the past three years) were chosen for the study. 75 workers each from high Productive and low Productive mills were chosen for the study. They were asked to indicate their degree of satisfaction/dissatisfaction on a 5-point scale ranging from extreme satisfaction to extreme dissatisfaction on thirty items representing seven aspect of work (i.e., salary, job, management, working condition, welfare facilities , coworkers, and union management relations). The results highlighted that high productive mill workers were significantly more satisfied with five of the seven aspect excluding job and coworkers.

Lodahl&Kejner (1965) found in a study that Job satisfaction is affected by meaningfulness of work and adequacy of supervision.

Kapoor and Rao (1969) had examined the age and attitude towards officers in understanding the Job satisfaction of 146 female employees. His research highlighted that female employee and married female employee having more than twenty five years of age always oppose against injustice and struggle against management too.

Jawa (1971) collected data on 70 semi-skilled workers in his study on anxiety and job satisfaction. On the basis of the anxiety scale filled by the respondents and their scores, anxiety was divided into three groups of high, average and low anxiety. In addition to this a satisfaction questionnaire was also filled by the respondents. The results indicate a trend of increasing satisfaction with decreasing anxiety level

Smith, Scott and Hulin (1977) selected 4000 managers of the 145 company for the sample of the study on Job satisfaction of professional employees of the company. It was found out through this research that satisfaction increase with the age. Thus, indicating a positive relation of Job satisfaction with the age.

Richmond, McCroskey and Davis (1982), stated that “moderately satisfied employees may be more productive than dissatisfied employee; extremely satisfied employees may form the type of work group known as the “happiness for lunch bunch” (McCroskey, Larson & Knapp, 1971) and be more of a social group than a work group, hence lowering productivity.

Bhatt (1987) studied the personality determinations of Job satisfaction of college teachers of Saurashtra University and all college teachers were included in the sample of the study. It was found that female teachers were more satisfied than male teachers, also no significant difference was found in the mean scores of married and unmarried teachers. It was also found that Job satisfaction had no significant relation with the age, area of the work, educational qualification and experience.

Sharma(1987) examined the effects of work culture on employee satisfaction, sense of participation, role stress and alienation in private sector and public sector and found that the private sector and the public sector varied

significantly on the dominant culture variables and there was significant correlation between the work culture variable and role stress variables.

Rajendran (1987) in a public sector industry highlighted a significant correlation between work culture and employee satisfaction.

Rain et al., (1991) stated that job satisfaction has a correlation with life satisfaction. People who are satisfied with life will tend to be satisfied with the job and vice versa

Cardona (1996) in a survey of members of the Association for Investment Management and Research found that 81% of the managers were satisfied or very satisfied with their job. Most managers named professional achievement, personal or professional growth, the work itself and their degree of responsibility more important than compensation as the factors that create positive feelings about their job. Factors like company policies, administration, relationships with supervisors, compensation and the negative impact of work on their personal lives were viewed as those which create negative feelings about the job.

National Center for Education Statistics, (1997) in a report on job satisfaction among American teachers identified that more administrative support and leadership, good student behavior, a positive school atmosphere, and teacher autonomy as working conditions associated with higher job satisfaction. A weak relationship was found between faculty satisfaction and salary and benefits. Research also shows that demographic variable such as age and gender have little or no significant impact on job satisfaction

Yankelovich Partners (1998) in their study surveyed 10,339 workers across 10 European countries, Russia, Japan, and the United States. Researchers consistently identified the same top five key attributes in a job: ability to balance work and personal life, work that is truly enjoyable, security for the future, good pay or salary and enjoyable co-workers. Across the four major geographic regions studied, importance of potential advancement and the opportunity to build skills as a way to maintain employability and job security was emphasized by the workers.

Karl & Sutton (1998) found that from an employee point of view, job satisfaction is a desirable outcome in itself. While from a managerial or organizational effectiveness point, job satisfaction is important due to its impact on absenteeism (1) turnover, (2) and pro-social “citizenship” behaviors such as helping coworkers, helping customers, and being more cooperative. Thus it becomes important for the managers to understand what employees value in order to redesign jobs, reward systems, and human resource management policies that will result in optimum job satisfaction and productivity.

Gohil(1999) studied on the motivation vis-à-vis job satisfaction and organizational perception of bank employees in Saurashtra region and was confined to the officer and clerical staff of the public sector commercial banks of the Saurashtra region. The study was conducted on 780 employees and a significant difference was found in the average scores of job satisfaction of managerial cadre and clerical. A significant difference was also observed between (a) academic qualification and means scores of job satisfaction, (b) family tension and means scores of job satisfaction, (c) family environment and means scores of job satisfaction. The study also highlighted correlation in length of service and mean scores of job satisfaction.

Ali and Akhtar (1999) studied and explored the effect which work culture has on employee satisfaction and found that those who scored high on work culture also differed significantly on satisfaction scale.

Wiggins & Bowman (2000) studied the relationship among career experience, life satisfaction, and organizational factors for managers. The study was conducted in healthcare organizations. Nine domains of important job skills, knowledge, and abilities necessary for success as healthcare managers were identified in a two stage Delphi analysis of American College of Healthcare Executives (ACHE) members. Cost/finance, leadership, professional staff interactions, healthcare delivery concepts, accessibility, ethics, quality/risk management, technology, and marketing were the nine domains.

Resheske (2001) examined job satisfaction among full time faculty of the College of Human Development at Wisconsin University. Thirty-six full time faculty members were included in the study. The results indicated that overall the faculty of the College of Human Development at UW-Stout was satisfied with their current employment and that group cohesion does play a role in overall job satisfaction. The study also determined that job autonomy, working with the students and fellow colleagues and supervisors were the top three best reasons for working here. It was also concluded that pay, having more time and assistance with meeting deadlines and having equal workloads between colleagues were the three top priorities for improving the work environment.

Harter (2002), selected 7,939 business units in 36 organizations for the sample of the study on job satisfaction sentiments and employee engagement. The study examined aggregated employee job satisfaction sentiments and employee engagement.

Schneider (2003) studied the relationships between several facets of employee satisfaction and organizational financial (return on assets; ROA) and market performance (earnings per share; EPS). The study included 35 organizations over a period of eight years. Significant positive relationships were found between attitudes concerning satisfaction with security, satisfaction with pay, and overall job satisfaction with financial (ROA) and market performance (EPS).

Niranjana and Pattanayak (2005) tried to explore the dynamics of organizational citizenship behavior, learned optimism, and organizational ethos represented by OCTAPACE in service and manufacturing organizations in India. The manufacturing sector was found to have a better work culture whereas service sector had high organizational citizenship behavior and learned optimism.

Singh (2009) revealed a significant difference between high and low work culture groups which is related to their satisfaction with management. The possible reason for it being the obligation towards others produced a sense of responsibility within individuals which made them more satisfied in comparison to low scorers on this dimension.

Vagh (2010) highlighted that most of the employees of Municipal Corporation of Saurashtra Region were not satisfied. Employees of the Municipal Corporations have many questions and there is a strong need to give the attention on solution of employees questions as and when it arises.

Adeniji (2011) in his study on Organizational Climate and Job Satisfaction among Academic Staff in Some Selected Private Universities in Southwest Nigeria. The study was based on the responses received from 293 respondents of five private Universities in the South-West Zone of Nigeria. The results showed a positive relationship between organizational climate and job satisfaction. Herzberg's Two-Factor theory was used as a framework for this study

Dev (2012) in his study on Public and Private Sector Banks found that clients of private sector banks are more satisfied than those of public sector banks in most of the dimensions except Interest rates and other Charges and

Accessibility whereas the clients of public sector banks are more satisfied than the clients of private sector. One area where both types of Banks are lacking the most is Customer orientation. Performance norms have also suffered in all types of banks. It was also observed that banks in India, especially the public sector banks need to equip themselves with the latest technology.

Gurusamy&Mahendran (2013), in their study found that Salary occupy the First Rank for determining job satisfaction compared with other major determinants. The study was conducted on 300 respondents and was limited to the automobile industries of India.

Rashid Saeed et al., (2014), in his study found promotion, pay, fairness and working condition to be the key factors that contribute to employee job satisfaction. The study was conducted on 200 telecom sector employees of Pakistan. It was concluded that money and compensation play an important role in the job satisfaction of the telecom employees of Pakistan.

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