

A STUDY ON JOB SATISFACTION AMONG EMPLOYEES AND HOW IT AFFECTS

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ABSTRACT

Contented employees are productive employees, and contented employees are more likely to be productive. To meet the ever-changing and growing problems of sustaining the organization's productivity by keeping its staff consistently engaged and motivated, employee job satisfaction is crucial. Additionally, the management faces challenges from the workforce's diverse needs, environmental pressures, and growing health expenditures. This could be resolved by establishing a work atmosphere that encourages people to perform exceptionally well at work and achieves work-life balance while preserving employee job satisfaction. The general characteristics of the different factors that affect employee happiness are described in this study, along with some strategies for maximizing it.

Keywords: turnover, satisfaction, employee performance, and deviation

1. INTRODUCTION

A person's feelings about their work, whether favorable or negative, are collectively referred to as employee satisfaction. A component of life satisfaction is job satisfaction. It is the degree of happiness or fulfillment that comes with a job. A person's emotional reaction to their work is known as job satisfaction. One of the most well-liked and extensively studied subjects in organizational psychology is job satisfaction (Spector, 1997). According to Locke (1976), job satisfaction is a pleasant or upbeat emotional state brought on by an evaluation of one's work or work-related experiences. Job satisfaction has been examined as an antecedent to numerous outcomes as well as a result of numerous personal and workplace factors. Higher job satisfaction is typically associated with lower absenteeism, lower turnover, increased productivity, greater organizational engagement, and greater life satisfaction (Lease, 1998).

A person's degree of job satisfaction can be influenced by a number of things. Pay and benefits, the perceived fairness of a company's promotion system, leadership and social relationships, the job itself (the range of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements), and the quality of working conditions are some of these factors. People are thought to be more satisfied when they are happier at work. Since the human relations approach gained popularity, the idea of job satisfaction has grown in significance. A diverse range of factors, circumstances, emotions, and behavioral patterns are involved in job satisfaction.

2. REVIEW OF LITERATURE

Both those who work in organizations and those who research them are interested in the topic of job happiness. Numerous organizational phenomena, including morale, conflict, leadership, motivation, performance, and attitude, have been directly linked to job satisfaction. Scholars have endeavored to ascertain the different elements of job satisfaction, quantify the relative significance of each element, and investigate the impact these elements have on workers' output.

Spector (1997) defines job satisfaction as an individual's feelings toward their jobs and various facets of their jobs. According to Ellickson and Logsdon (2002), job satisfaction is the degree to which workers like their jobs. Job satisfaction, according to Schermerhorn (1993), is an affective or emotional reaction to different facets of an employee's employment. According to C.R. Reilly (1991), job satisfaction is the sentiment that an employee has about his or her work or attitude toward work in general, which is impacted by how one views one's employment. Job satisfaction, according to J.P. Wanous and E.E. Lawler (1972), is the total of job facet satisfaction across all aspects of a job. Abraham Maslow proposed a five-level hierarchy of human needs in 1954, which included self-actualization, safety, belongingness and love, esteem, and physiological needs. Some scholars have approached job satisfaction from the standpoint of need fulfillment, drawing on Maslow's theory.

According to Hussami (2008), job satisfaction and discontent are influenced by both the nature of the work and the expectations that an employee has of it. Job satisfaction will rise with reduced convenience costs and more organizational, social, and intrinsic rewards (Mulinge & Mullier, 1998). According to Vidal, Valle, and Aragón (2007), job satisfaction is a multifaceted, complicated phenomena that is impacted by a number of elements, including

compensation, working conditions, autonomy, communication, and organizational commitment. Compensation is seen differently by different people. The terms "reward," "recognition," "wages," and "compensation" are employed in various contexts (Zobal, 1998). As per the American Association, compensation is defined as "cash and non-cash remuneration provided by the employer for services rendered. According to the findings of a survey conducted by Kathawala et al. (1990), salary was the primary determinant of the motivation and job satisfaction of paid workers in the automotive industry. The survey aimed to evaluate the different aspects of the job and how the workers rated them in terms of motivators and satisfiers. According to the findings, pay was considered as the most important job component for job satisfaction, and performance-based pay increases were ranked as the most important job component for motivation. Pay is a very useful instrument for both turnover and retention. Additionally, it encourages loyalty to the company, which improves recruitment and retention (Zobal, 1998; Moncarz et al., 2009; Chiu et al., 2002).

According to Friedlander and Margulies' (1969) research, management and cordial employee connections have a positive impact on job satisfaction. Nonetheless, this finding runs counter to Herzberg's (1966) assertion that job happiness is unaffected by supervision. As part of working circumstances, Arnold and Feldman (1996) advocated for elements like temperature, lighting, ventilation, noise level, hygienic practices, working hours, and resources. The employee would prefer to work in an environment that will increase their physical comfort and convenience. Among other things, the lack of these working conditions may have a negative effect on an employee's physical and mental health (Baron and Greenberg, 2003). Working circumstances include things like temperature, lighting, ventilation, noise level, cleanliness, working hours, and resources, as demonstrated by Arnold and Feldman (1996). Given how intellectually and physically taxing their professions are, workers may believe that unfavorable working circumstances will only lead to subpar performance.

Objectives of the Study

The following is the study's goal:

- To determine the elements that affect workers' job happiness.
- To determine how workers' job satisfaction affects their output.
- To determine the elements that raise employee satisfaction levels

Importance of Employee Satisfaction for the Organization:

1. Increase the retention of employees.
 - Boost output.
 - Boost client satisfaction.
 - Cut down on training, hiring, and turnover expenses.
 - decreased breakage and waste.
 - decreased number of accidents.
 - decreased absences.
 - increased client loyalty and pleasure.
 - more vivacious workers.
 - enhanced collaboration.
 - higher-quality goods and/or services as a result of more capable, motivated staff.
2. The significance of worker satisfaction for the worker
 - Employees will think that the company will provide long-term satisfaction.
 - The caliber of their job will be important to them.
 - They will produce and provide the client with exceptional value.
 - They have a stronger dedication to the company.
 - They produce more work

FACTORS INFLUENCING EMPLOYEE JOB SATISFACTION

1. **Compensation and Benefits Policies:** When it comes to employee satisfaction, this is the most crucial factor. The amount of reward that an employee anticipates from their effort is known as compensation. When employees compare their pay packages to those of other individuals working in the same field, they should be pleased with their competitive compensation packages. When one receives just and equal benefits, one feels satisfied. The following points can be categorized under this heading:

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- Wages or salaries
 - Bonus
 - Rewards like HRA, medical allowance, and educational allowance etc.
2. **Job Security:** The assurance or trust that an individual will remain in their current position is known as job security. Workers who have a high degree of job security are unlikely to lose their position very soon. A worker's performance, the company's success, and the state of the economy all have an impact on job security; some occupations or employment possibilities are fundamentally more secure than others. The points listed below fall within this category:
- Transfer ability
 - Reasonable and accessible goal
 - Leaves
3. **Good working conditions** give employees a sense of security, comfort, and motivation, which in turn boosts employee motivation. Conversely, unfavorable working conditions make workers fearful of their health. Employee productivity will increase with the level of comfort in the workplace. The following points fall into this category:
- feeling secure and at ease in the workplace.
 - equipment and tools.
 - ways of operation.
 - Parking facilities and security personnel.
 - air-conditioned and well-ventilated, with decent light fans.
 - Clean and well-maintained restrooms, rest areas, and office space.
4. **Relationship with Superior Authority:** You need your supervisor's expert advice, helpful criticism, and overall understanding at every step, therefore having a positive working relationship with them is crucial. The following points fall into this category:
- The rapport with the direct supervisor.
 - Interaction between senior management and staff.
 - How the employee is treated.
5. **Career Development and Promotion:** Receiving a promotion can be viewed as a major life accomplishment. Increased income, accountability, power, autonomy, and prestige are all promised and delivered. The employee's level of satisfaction is determined by their chances of being promoted. The points listed below fall within this category:
- A chance to advance.
 - Equal growth opportunities regardless of gender.
 - The training course.
 - The chance to put skills and abilities to use.
6. **Styles of Leadership:** The leadership style can influence the degree of job satisfaction. Democratic leadership significantly improves employee satisfaction. Democratic bosses encourage camaraderie, deference, and a friendly work environment. Employee satisfaction, on the other hand, is poor among workers under autocratic and authoritarian bosses. The points listed below fall within this category:
- Favor a democratic leadership approach;
 - Value warmth, friendship, and respect.
7. **Work group:** People naturally want to engage with other people. As a result, it is a widely observable truth that groups exist within organizations. Because of this trait, a work group is formed in the workplace. Employees that are isolated don't like their jobs. The impact that the work groups have on employee satisfaction is impressive. The points listed below fall under category 108. connection to the other members of the group.
- Group dynamics
 - Cohesion within the group
 - Need for connection.
8. **Personal Variables:** The employees' motivation and personal aspects to operate successfully and efficiently are also greatly maintained by the personal determinants. Psychological considerations might have an impact on employee satisfaction. Employee satisfaction is therefore determined by a variety of personal factors.

Personality, Expectation, Age, Education, and Gender Differences are the five variables that fall under this category.

9. **Other Factors:** A number of other significant factors influence how satisfied employees are with their jobs. The points listed below fall within this category:

- Group extroversion (feeling like a member of the family).
- Support and criticism.
- Using technology, including the internet, to perform work.

IMPACTS OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE

- **Contentment and Efficiency:** It's a misconception that contented employees are more productive. According to several studies, contented employees are more likely to be productive. Contented employees are more productive, and extremely happy employees are more productive. Organizations with happier employees have more productive staff.
- **Contentment and Absenteeism:** While it makes intuitive that unsatisfied employees are more likely to miss work, contented employees have fewer preventable absences. Turnover and Satisfaction: Contented workers are less likely to leave. Companies take steps to keep top performers and weed out underachievers.
- **Workplace Deviance and Satisfaction:** Employees who are happy at work are less likely to engage in deviant behavior, whereas unsatisfied workers engage in antisocial behavior, such as attempts at unionization, substance misuse, workplace theft, excessive socializing, and tardiness.
- **Organization Citizenship Behavior (OCBs) and Satisfaction:** Employee satisfaction increases the likelihood that they will act outside of the call of duty when they believe the company treats them fairly and they have faith in it.
- **Contentment and Client Contentment:** Customer service is improved by contented employees. Because they are more amiable, cheerful, and responsive; they are also less likely to leave, which promotes the development of enduring client relationships; and they have more experience, happy employees raise customer satisfaction. Customer unhappiness raises staff work discontent.

HOW TO IMPROVE EMPLOYEE SATISFACTION

The morale of the organization is usually reflected in the attitudes of its employees. Since they represent the business to the public, contented staff members are crucial in customer service and sales roles.

1. **Consistent, Clear, and Concise Communication:** Employees in many organizations are unaware of the mission, vision, and goals. Maximizing the abilities or competencies that each employee brings to the company can be achieved by creating a corporate culture that demands individuals to be an essential part of the firm. Employees should be kept updated on the company's status, advancements, problems, and challenges, as well as how they directly contribute to the company's success.
2. **Getting to Know Your Staff and Forming a Group:** Hiring the right person for the right position and having clear, expressed expectations for employees are two ways to achieve this. Every organization should take the time to establish accountability and trust, set clear expectations, and reaffirm their dedication to the company. They should also cultivate a culture of cooperation in order to overcome obstacles, gain new advantages, and advance the company's success.
3. **Training and Other Enhancement Programs:** Give employees the instruction, coaching, and training they need to improve their abilities and demonstrate your interest in their success and preparedness for additional responsibilities.
4. **Empower Workers Throughout the Organization:** Increase new responsibilities to suitable levels throughout the organization. Encourage sensible decision-making and let those who are closest to the problem make the final decision. Make sure your worker understands that you have faith in them to perform their duties as effectively as possible.
5. **Work Itself:** By implementing work rotation, job expansion (such as task and knowledge expansion), and job enrichment, we may raise employee satisfaction. Employees should be able to reach the target.
6. **Equitable Pay and Benefits:** An organization's pay and benefit policies are its most crucial component. However, you should base your regulations on "suitability" rather than "best."

7. **Promotion and Career Development Opportunities:** Create initiatives to publicize all titles inside the company and create career development plans for each title. Every employee should have the opportunity to use their skills, competencies, and creativity within the organization.
8. **Track Performance and Give Credit for Contributions:** People are inherently scorekeepers. Take advantage of this by keeping an eye on constructive behavior and contributions and praising as necessary. Encourage people to perform at higher levels by understanding how they stack up against expectations. We should create a fair and appropriate evaluation system and motivate workers to complete their tasks.
9. **Give Regular, Honest comments:** Don't hold off on giving comments until an emergency arises. Rather, provide regular constructive feedback on the worker's performance on a wide range of topics, foster loyalty, push them to reach new performance levels, and be honest.
10. **Provide the Best Equipment and a Safe Working Environment:** Make an investment in your staff by ensuring that their tools and equipment don't hinder their achievement. Provide them with the greatest resources so they can perform at the highest level for the company, clients, and market. Businesses should develop programs for workplace health and safety.

3. CONCLUSIONS

Based on the discussions above, we may conclude that employee attitudes generally represent the company's morale. Because they are the company's public face, contented employees are crucial in customer service and sales roles. In order to improve staff performance and productivity which in turn leads to high profits, customer satisfaction, and customer retention every firm should create methods that fortify the workplace and raise employee morale and contentment.

When it comes to managing their staff, one of the most challenging topics facing managers today is job satisfaction. To ensure employee satisfaction, managers and policymakers have focused on offering a variety of facilities to their staff. Employee job satisfaction and performance can both be improved by providing a positive work environment and favorable working conditions. This will encourage employees to provide their best effort.

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