Research Paper

Job Satisfaction and its Importance: A Review of Literature

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Abstract:
The most dynamic and important are the human resources in an organization and they need to be properly motivated. The reason behind motivation is that it leads to job satisfaction which in turn helps in employee engagement and reducing turnover in an organization. Bringing satisfaction at the work place and satisfying the employees is not an easy task for the organization. Identification and removal of the job satisfying and dissatisfying factors respectively is crucial and important for the employer. Thus, providing job satisfaction is a hard task for the organization to do.

Job satisfaction as a topic of research is much-discussed and many researchers and experts' have tried and identified various factors which belief directly effects work productivity, employee turnover and employee retention. McNamara has defined job satisfaction as: "………... one's feelings or state of mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, e.g., the quality of one's relationship, the quality of the physical environment in which they work, the degree of their work etc" [1]. The present investigation is carried out to highlight some of the research work done in this area and find out the determinants of the job satisfaction and its importance at the work place.

Keywords: *Human resources, job satisfaction, motivation, dissatisfying factors.*

I. INTRODUCTION

One of the researchers has opined that job satisfaction is any mixture of psychological, physiological and environmental circumstances, which is the basis of a person being truthfully, satisfied with his/her job.[2]

Locke defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" [3].

Feldman and Arnold have defined job satisfaction as, "Job satisfaction will be defined as the amount of overall positive affect (or feelings) that individuals have towards their jobs" [4]

Some investigators have stated that job satisfaction is a union of positive and negative reaction that workers have towards their work. When a worker joins an organization, he/she carries with him/her the requirements, desires and experiences which he/she hope for from his/her job. Job satisfaction represents the extent to which expectations matches with the real situation at the workplace. Job satisfaction is closely linked to that individual's behaviour in the work place. [5]

Many researchers found in their studies that job insecurity is one of the common reasons contributing towards employees' job dissatisfaction.[6] [7]

Job satisfaction has close relationship with life satisfaction which means that those people who are satisfied with their lives tend to be satisfied with their job and people who are happy with their job tend to be satisfied with their lives [8].

Some investigators in their research found that job satisfaction is a complicated phenomenon which is guided by elements like salary, working environment, autonomy, communication and organizational commitment [9].

A researcher identified three criteria that influences how much hard work employees put in their job. They work hard when: (1) they have a feeling of job pride, (2) when they find their jobs fascinating and meaningful, and (3) when employees are acknowledged for their work and the task they have finished [10]. Some investigation in the area stipulate that the different facets of job satisfaction could be split according to Herzberg's two dimensions. The innate satisfaction refers to job tasks and job content such as variety, free will, skill utilization, self-actualization and self-empowerment [11] [12].

A researcher in the field clearly expressed that job satisfaction has direct effect on level of absenteeism, commitment, performance and productivity. Furthermore, job satisfaction not only enhances the retention and engagement of employees but also lessens the cost of hiring new employees [13].

In a study it has been asserted that income or compensation is the most valuable element of job satisfaction among the public sector managers.[14] In another examination it has been found that satisfied employees are likely to be more high yielding, innovative, and devoted to their employers, and recent investigations in this area have shown a direct correlation between staff satisfaction and patient satisfaction in health care organizations.[15]

Job satisfaction is the magnitude to which the employee is satisfied with his present work and the extent to which his needs and wants are satiated by the job [16].

In important research study it has been affirmed that employee satisfaction is associated with positive employee behaviour such as having a customer orientation. Job satisfaction can be a leading contributing element for the success of a service industry employer. It is undeniable that satisfied employees tend to lead to satisfied guests [17]. One researcher established that job satisfaction is the consequence of various elements like pay, promotion, the work itself, administration, relationships with co-workers and chances for promotions [18].

One investigation has also agreed that job satisfaction affects the standard of the services the employees are contributing. [19]

A group of investigators have recognized job satisfaction as a evocator of turnover intention; they contend that it is a mediating variable between organizational identification and turnover intention. According to their study, organizational identification feeds into job satisfaction which in turn, anticipated the turnover intention [20]. Some researchers threw light on dominant factors like low job security, working conditions and the nature of work, low wages and lack of advancement, low job autonomy directly affects the level of job satisfaction of employees [21] [22].

Job satisfaction embraces what employee sense and perceives about the job and what are their experiences at work, and whether they feel pragmatic or pessimistic about the job [23] [24]. According to a study job satisfaction is one of the most habitually researched areas in organizational behaviour investigation, and it is also an underlying variable in both research and theory of organizational experience which extends from job design to supervision [25]. It has been stated that the traditional model of job satisfaction focuses on all the feelings that an individual has about his/her job [26]. Another investigation in the area on the other hand expressed that extraneous motivation refers to other factors such as pays, co-workers and work conditions.[27]

A group of examiners in their inquiry tried to institute a connection between turnover and job satisfaction and has opined that it is associated with the turnover and the position assigned to the employees on their return, as well as the accuracy of their expectations that determines their job satisfaction [9].

An investigator stated that job satisfaction and dissatisfaction is contingent upon the nature of the job as well as on the expectation what's the job offers to an employee. In the study it has been said that if employees are more satisfied with their job it will enhance their ability of innovation and productivity; a direct relationship has also been established with customer satisfaction.[28] According to the researcher the low wages and less job satisfaction are the major components that are negatively affecting the employee engagement. Lack of support from management/administration, lack of respect and motivation are also the attributes of the job dissatisfaction [28]. Job satisfaction and organizational faithfulness have a negative effect on turnover intentions, whereas perceived alternative job opportunities had a significant positive correlation with turnover intentions and is an important factor connected with turnover intention among IT professionals in Pakistan [29]. In a study it has been expressed that job satisfaction is an assemblage of various feeling and beliefs that a person has about his ongoing job. A person's extent of job satisfaction and frame of mind about the jobs as a whole can stretch from extreme satisfaction to extreme dissatisfaction [30]. People also can have different view point about different aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay. In a probe by an investigator on job satisfaction among nurses, it has been deduced that there exists a positive correlation between job satisfaction and other variables like organizational commitment, organizational support, level of education, and transformational leadership. When nurses are provided with a proportionate amount of job freedom and equitable workloads, they are more likely to be committed to the organization [28].

Job satisfaction is a complicated phenomenon which is affected by factors like salary, working environment, autonomy, communication and organizational commitment [31].

Another important research investigation made on a sample of 32 executives and non-executives' employees it has been established that both internal as well as external components of job satisfaction have a

negative impact on turnover intent of employees. It has been found that, the internal satisfaction is significantly inversely correlated with turnover intent as contrast to the external satisfaction [32].

II. OBJECTIVES OF THE STUDY

This investigation on review of literature on job satisfaction undertakes the following objectives:
i)   To throw light on some of the research works that have been done in the area of job satisfaction.
ii)   To extract the determinants of job satisfaction and its importance at work place.

III. METHODOLOGY

The present investigation is descriptive in nature and only secondary data has been used to fulfil the objectives of the research. The whole research work is divided into two broad parts. The first part examines the available literature for finding out the major determinants which plays a key role in attaining job satisfaction. The second part specifically concentrates on the importance/ relevance of job satisfaction at the work place.

IV. MAJOR DETERMINANTS OF JOB SATISFACTION

One examiner viewed job satisfaction as a person's perception towards his/ her job and the different facets of their work [33]. A group of investigators forwarded their view on job satisfaction as the extent of fondness of the work by the employees [34]. Job satisfaction has been considered as a concoction of psychological, physiological and environmental situations which makes people happy with their job. Hoppock stressed on the fact that job satisfaction is an internal feeling which arises within a person, where the person concerned feels good with his job, although job satisfaction is highly influenced by many external factors [2].

Job satisfaction represents the match between employees' expectation from the job and their real experiences with the job. When there is no discrepancy between expectations and reality, they are satisfied with their jobs. The researcher also highlighted the fact that job satisfaction is an individual's attitude in the work place. In fact, it can be said that it is a blend of positive and negative feelings towards the work [5]. A researcher argued that job satisfaction can be viewed as a person's positive and negative feelings towards their work. Positive feelings lead to job satisfaction whereas negative feeling towards the work lead to job dissatisfaction [35]. When human beings are able to meet their material and psychological needs from their jobs which make them feel happy at the work place, it can be termed as job satisfaction. [36]

Job satisfaction is a state of being happy and satisfied. It is a state where a person feels fine and secure with what he/ she have. There are a number of factors that can influence a person's level of satisfaction. Some of the major and most common determinants of job satisfaction are stated below.

Table 1: Determinants, Contributing authors and research Papers

Determinants	Authors	Research Papers	Year
Salary	Dyer and Therialut [37]	The determinants of pay satisfaction	1976
	Sokoya [14]	Personal Predictors of Job Satisfaction for the Public Sector Manager. Implications for Management Practice and Development in a Developing Economy.	2000
	Nguyen *et. al*., [38]	Relative Pay and Job Satisfaction. Some New Evidence	2003
	Calisir et.al., [39]	Factors affecting intention to Quit among IT professionals in Turkey	2011
Participation in Decision-Making	Lee and Ho [40]	Quality of work life the case of Hong Kong	1989
	Cambey and Alexander [41]	The relationship of job satisfaction with organizational variables in public health nursing	1998
Career Growth and Opportunity	Lussier [42]	Human relations in organizations: A skill – building approach	1990
	Murthy [43]	Of man and management	1996
Job Security	Ashford *et. al*.,[6]	Content, causes, and consequences of job insecurity: A theory-based measure and substantive test	1989
	MacNeil [45]	Reactions to job insecurity in a declining organization: A longitudinal study.	1994
	Reisel *et. al* [44]	The effects of job insecurity on satisfaction and perceived organizational performance	2007
Proper Balance Between Personal and Professional Life	Kossek, Dass and Demarr [46]	The Dominant Logic of Employer Sponsored Work and Family Initiatives: Human Resource Managers' Institutional Role.	1994
	Kinman [48]	The work- home interface, in Jones, F. and Bright, J. (Eds)	2001
	Ciere, Holmes, Abbot and Pelti [47]	Achievement and challenges for work/ life balance strategies in Australian Organizations.	2005
Proper Leadership	Taylor [49]	Employee resourcing	1998
	Lok and Crawford [50]	The relationship between commitment and organizational culture, subcultures, leadership styles, job satisfaction in organizational change and development.	1999
	Griffin, Patterson and West [51]	Job satisfaction and team work: the role of supervisor support	2001
Reward and Recognition	Deeprose [53]	How to Recognize and Reward Employees	1994
	Flynn [54]	Is your recognition program understood?	1998
	Barton [55]	Recognition at work	2002

Congenial Work Environment			
	Forsyth and Copes [60]	Determinants of job satisfaction among police officers	1994
	Reiner and Zhao [57]	The determinants of job satisfaction among United States Air Force's security police	1999
	Ellickson and Logsdon [59]	Determinants of job satisfaction of municipal government employees	2001
	Carlan [36]	The search for job satisfaction. A survey of Alabama policing	2007
	Spector [56]	Job Satisfaction: Application, Assessment, Causes and Consequences.	2008

4.1 Salary

Money helps a person to live and provides a sense of security, status and prestige in the society. A study found that there is an association between level of payment and job satisfaction [37]. In a study on managers working in public sector, it has been found that income in monetary terms is one of the major determinants of job satisfaction [14]. In another inquiry conducted it has been inferred that salary or pay has a direct impact on job satisfaction [38]. A group of investigators added that salaries and incentives are major factors in governing job satisfaction [39].

4.2 Participation in Decision-Making

Participation in decision making helps in motivating employees and in turn brings satisfaction in the job. Participation brings a sense of intimacy among the employees and brings a feeling among them that they are not only the executors but also the decision makers in the organization. In a research a positive relation was found between participation in decision-making process and employees' job satisfaction [40]. An investigation on nurses asserted that participation in decision-making contributes firmly towards job satisfaction.[41]

4.3 Career Growth Opportunity

Employees always want to move up the career ladder and as such be promoted [42]. Dissatisfaction arises when there is lack of growth and promotion opportunities. One examiner expedited a view that existing employees are happy when there exist a sound and fair promotion policy, which also helps in attracting and drawing new employees [43]. Every employee working in an organization want to advance to higher level job positions, if there are no chances of growth and promotion, the employees get dissatisfied and tend to leave the organization [42].

4.4 Job Security

It has been established that job security is directly connected with job satisfaction whereas job insecurity with job dissatisfaction [6]. A study added that job dissatisfaction arises when there is job insecurity which leads to uncertainty and threat to the job [44]. Job security is an important component of a job that directly affects job satisfaction among employee [45].
Many researchers hold the view that job security is an important element of job satisfaction. Job security is the ability of a person to stay and retain the present job. Job security provides motivation to the employees, which ultimately leads to job satisfaction.

4.5 Proper Balance Between Personal and Professional Life

People have to perform many activities in their lives. They not only have to perform their professional activities to make their personal life move smoothly, but they must also be committed towards their personal and social life. Thus, a person has to strike a balance between their personal and professional life. Proper balance between the two leads to psychological satisfaction which in turn leads to overall satisfaction of the person concerned. An examination revealed that it is expected by the employees that employers should look after the issues of work life conflict [46]. Many researchers argued that to reduce the conflict between personal and professional role, there is an urgent need that the HR policies of organizations must accommodate the issue of work life need [47]. A study established that conflict in work-life is the strongest factor contributing towards job dissatisfaction [48].

4.6 Proper Leadership

Proper guidance and leadership are very important for motivating employees and achieving the organizational objectives. Employee satisfaction is influenced by the strength of relationship that exist between the leader and the employees [49]. It has been found in an investigation that commitment towards the job and satisfaction of the employees is greatly influenced by the leadership style adopted by the supervisor [50]. One study was of the view that supervisory support provides a positive impact on satisfaction [51]. However, a contradictory result was established by the famous motivational theorist Herzberg who was of the view that supervision does not play any role in job satisfaction [52].

4.7 Reward and Recognition

Rewards are very essential to keep the employees motivated. Acknowledgement of achievements and providing reward for it raise the morale of the employees and keep them positive with high energy and also helps in keeping their productivity stable and growing. Proper reward and recognition for good work done by the employees should be considered as their right. Therefore, it is an important ingredient and determinant of job satisfaction. A research study observed that a well-planned rewards program leads to increased productivity which enhances the participation level of the employees in organizational activities in a better and efficient way [53].

Acknowledging employees with rewards and recognition for the work performed helps in keeping high spirits among them which helps in creating a linkage between performance and motivation of the employees [54]. One research argued that recognition is the key factor in a reward system which differentiates the 'Fortune best companies' from other companies [55].

4.8 Congenial Work Environment

Good working environment emits positive energy, which influences the people working in the organization. Congenial work environment consist of not only a good physical environment where all the facilities required to do a work is necessary such as proper infrastructure, availability of tools and equipment to perform a work properly etc but it also includes a congenial psychological environment such as cooperation and coordination between employer and the employees and the employees and the employees, team spirit , proper communication between all the levels of management etc which are necessary for motivating the employees. An environment where team spirit is high, positivity is there among the people directly affects the performance as well as the outcomes. Studies have established a positive linkage between work environment and job satisfaction of employees [52] [56]. Many researchers concluded that one of the important determinants of job satisfaction is the work environment which prevails in the organisation [57] [58] [59] [60].

V. IMPORTANCE OF JOB SATISFACTION

Happiness in job is very important and relevant for the all-round development of the employee as well as the organization. Job performance and productivity can be enhanced only when employees are satisfied with their jobs which ultimately leads to motivation and lifts up the morale of the employees. Satisfied employees not only help in increasing production and profits but they also help in creating a good congenial working environment in the organization by promoting good inter personnel relationship among those working in the workplace. They also create a spirit to work for the organization, i.e., they imbibe a spirit of belongingness among the employees. Some of the importance or relevance job satisfaction in an organization are highlighted below.
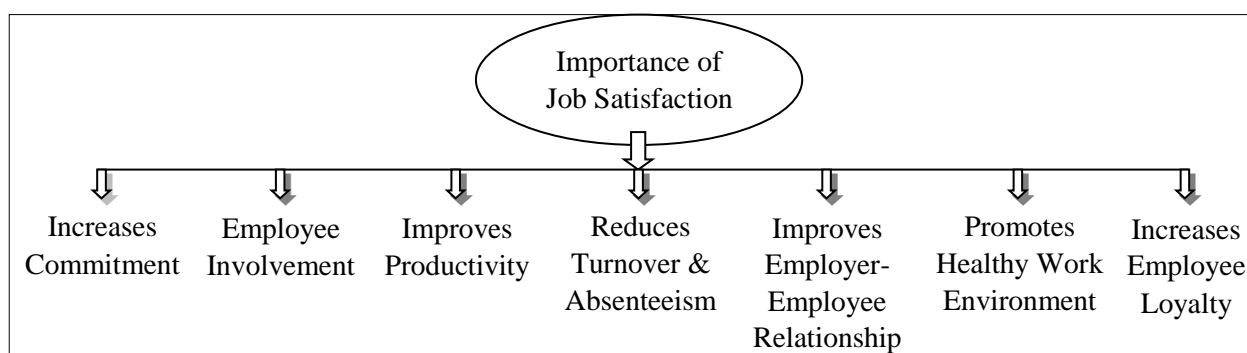
Fig 1: Importance of Job Satisfaction

5.1 Increases Commitment

Commitment towards one's duties in an organization is directly related to job satisfaction. More satisfied a person is with his job; more committed he will be towards his job. This fact has already been proved by many researchers in this field. An examination among nursing students in China found a positive correlation between job satisfaction and organization commitment and concluded that satisfied nursing students were more committed towards the health care services.[61] Similarly, another also established a strong and positive correlation of (r = .60, P < .001) between job satisfaction and organizational commitment among the health care staff in the United Kingdom [62].

5.2 Increases Employee Involvement

Employee involvement in work is expected by every organization. Proper involvement helps in performing the work in a smooth manner and also helps in delivering the best services. Job satisfaction has a positive influence upon job performance as it enhances job involvement. Job satisfaction and job involvement leads to high levels of performance among the employees [63].

5.3 Improves Productivity

Job satisfaction always has a direct impact on the productivity of the employees. Happy employees try their level best to give best performances in their jobs which helps in increasing their productivity**.** A study found that productivity is a good measure of job satisfaction and the direct result of satisfaction is improved productivity of the employees [64].

5.4 Reduces Turnover and Absenteeism

Satisfied employees love and respect their work and never think of leaving the organization. Therefore, researchers also argue that job satisfaction has a negative correlation with employee turnover intention. Observations and investigations by many researchers have revealed a significant negative relationship between job satisfaction and intention to leave the organization.[65] [66] [67] [68] [69] [70] [71] [72].

5.5 Improves Employer- Employee Relationship

Job satisfaction among employees also helps in building good relationship among the employer and the employees. Satisfaction among the employees indicates that they are happy with the facilities given by their employers. This results into lack of grievances among the employees and builds a strong bond between both the parties.

5.6 Promotes Healthy Work Environment

Job satisfaction always helps in creating a healthy work environment in the organization. When employees are happy with their job, they try to give their best services to the organization, a spirit of team work develops among them, and good employer–employee relationship develops which in turn helps in creating a healthy work environment.

5.7 Increases Employee Loyalty

Employee loyalty is essential for the success of any organization. The more loyal the employees are toward their job, the more the chances of them to remain in their jobs. There is no doubt about the fact that satisfied employees are very much loyal to their organizations. The fact has been proved by research conducted by Vanderberg and Lance. In their research study, they conducted a survey among 100 professionals working in information services for a period of five months during which they concluded that a strong relationship exists between job satisfaction and employee loyalty. They were of the view that the more intense the level of job satisfaction among the employees the more the level of employee loyalty [73].

VI. MODEL OF DETERMINANTS AND OUTCOME OF JOB SATISFACTION

After analysing the available literature on Job satisfaction, the researcher tried to develop a model with the identified determinants of Job satisfaction and the outcome of the same. A graphical representation of the model is depicted below. The model is very simple where the determinants of job satisfaction are identified and if the determinants or factors are there in the job it leads to certain outcomes. If the job lacks those determinants or factors it may lead to job dissatisfaction, employee turnover and absenteeism from work.
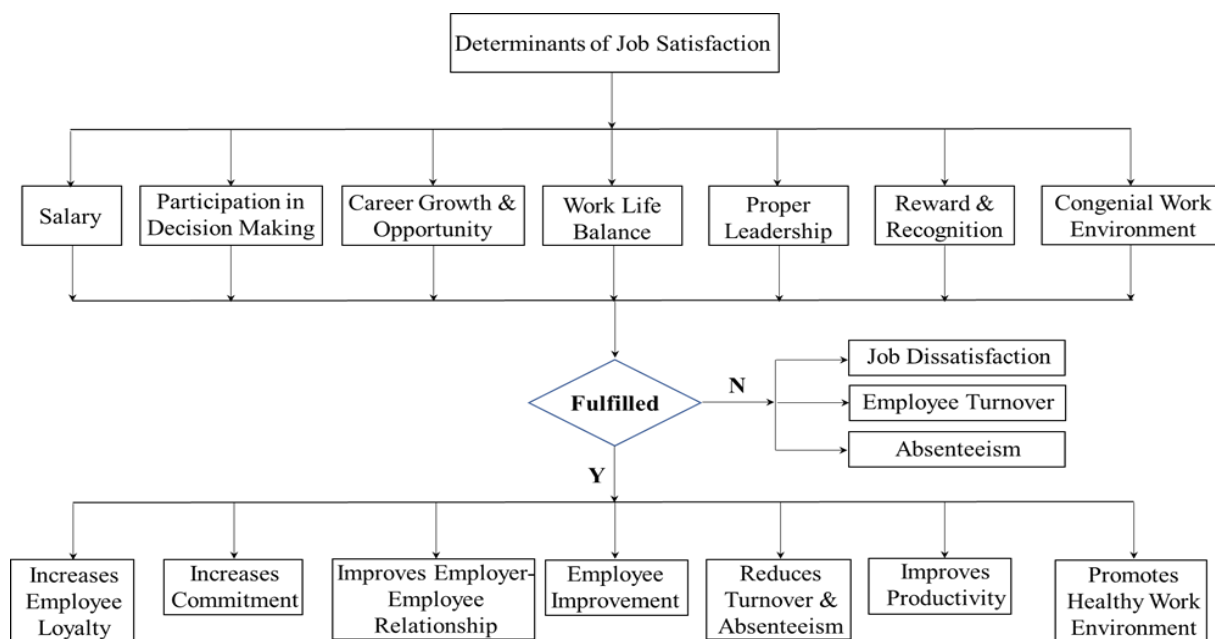
Fig 2: Model of Determinants and Outcome of Job Satisfaction

VII. CONCLUSION

Understanding the satisfaction level of employees at the work place is a difficult task and is a complex area of study. Satisfaction level cannot be measured easily and it varies from person to person. A high salaried employee may also be not satisfied in the job because the employee may not give much weightage to monetary benefits. Satisfied employees at workplace are always well motivated and can help in the growth of the organization. It is important on the part of the management to take care of all the important elements or determinants of job satisfaction and monitor that the employees are well satisfied and motivated at the work place.

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