



Mini Review Paper

Job Satisfaction: A Review

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Abstract

Job satisfaction can be described as the evaluation of person's job and his company as contributing suitably to the attainment of one's personal objectives. The job satisfaction and dissatisfaction depends on the nature of job and also on the expectation from their job. Therefore, it is a function of the intended and actual performance and the perceived discrepancy. The concept of job satisfaction can be defined as the difference between the quantum of rewards received by employees and the amount they believe they should receive. The main objective of this study is to explain different dimensions of job satisfaction on the basis of a systematic review. This review study was accomplished through a broad and extensive review of literature. A total of 26 articles/research papers were reviewed.

Keywords: Analysis, Job, Satisfaction, Review, Rewards, Performance.

Introduction

Various experts has defined job satisfaction differently and it also differ time to time^{1,2}. It is clearly understood that each researcher make efforts on a very limited portion of the field and defines his/her variables in terms of the concepts with which he /she can work most comfortably. At times, it becomes very difficult to compare the results of various studies because of those different approaches and conceptual ideas³. According to Weiss HM, et al, job satisfaction is vaguely defined in organizational literature⁴. There is not much "consensus over the meaning of job satisfaction in nursing"⁵, and how job satisfaction is attained or how it is perceived by the people.

Today, improving employees' job satisfaction is one of the most important missions of all organizations and measurement of satisfaction of staff is the most important objective of every organization. The concept of job satisfaction should be clear and transparent to achieve this objective. Therefore, the aim of this study is to explain and clarify the concept of job satisfaction.

In this highly challenging and competitive world many factors like, working conditions, workload, stress level, financial rewards, cooperation from peer members and opportunity for advancement has become inevitable part of work performance. Employees with high satisfaction level tends to qualitatively contribute more. There are number of variables /elements which gives raise to stress both at family level and work place level. There is a need of work life balance which plays an important role in long term sustainability of organizational success. Job dissatisfaction emerges also because of the mismatch of the expectation of both the employees and organization.

Non-fulfillment of demand of both the parties leads to a greater dissatisfaction and ultimately causes the imbalance in the whole system. Flexible policies meeting the changing work related needs of organization and employees leads to a win- win situation for all stakeholders. There are different factors which may influence the performance of employees and affect their job satisfaction level. The main influencing factors can be personal factors, group factors and job factors. An individual performance gets influenced by their personal capabilities, traits and skills. Leadership style, size of the group and biographical traits are the prominent elements of group factors which can directly or indirectly influence the performance of an individual.

The concept of job satisfaction attracted many researchers and managers. They have stated job satisfaction as "the extent to positive orientation an employee expresses towards his or her job"^{6,7}. It is an affective attitude - a feeling of relative like or dislike toward something. Job satisfaction is generally defined as an employee's affective reaction to a job, which is based on comparing actual outcomes with desired outcomes. Locke⁸ defined "job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

Additionally, job satisfaction has emotional, cognitive and behavioral components⁹. Job satisfaction is the collection of beliefs and feelings that people have about their current job. Employees' levels of job satisfaction may range from extreme satisfaction to extreme dissatisfaction. "In addition to having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of

work they do, their coworkers, supervisors or subordinates and their pay”¹⁰.

Literature Review

Various research studies have been carried out to study the job satisfaction in employees of different occupations and education field to find out the level of satisfaction they maintain in their personal as well professional life with the work pressure they have in Institutions. Job satisfaction has the important topic of discussion and research which is very frequently used by human resource practitioners to frame HR policies and practices.

Vinokur-Kaplan¹¹ stated that “organizational factors such as workload and working condition were negatively related with job satisfaction”. In another study of general practitioners in England, “four job stressors were identified that were predictive of job dissatisfaction”¹². Fletcher and Payne¹³ identified that “a lack of satisfaction can be a source of stress, while high satisfaction can alleviate the effects of stress”.

The study of Landsbergis¹⁴ and Terry et al.¹⁵ showed that “high levels of work stress are associated with low levels of job satisfaction”. Park¹⁶ has asserted that “women traditionally perceive themselves as teachers and nurturers of pupils and that, owing to social expectations as well as informal gender stereotypes, they are more likely to desire job satisfaction in their teaching career”.

According to Cummins¹⁷ “job stressors are predictive of job dissatisfaction and employees have greater propensity to leave the organization”. The relationship between variables like physical health, psychological well-being and job satisfaction can be very important to academician. If any link is there between two variables, for academicians it could be possible to provide intervention in order to increase the level of one of the variables in expectation that the intervention will also improve the other variable as well¹⁸. Stout and Posner¹⁹ found “the role ambiguity, role conflict and job satisfaction were interrelated significantly with the highest correlation between stress and role ambiguity, role conflict and job satisfaction”. This study was conducted to assess the magnitude of organizational stress, levels of job satisfaction and job values of employees working in Nationalized Banks and LIC. Literature review carried out for this study can be put that “good organizational behavior toward its employees can increase the efficiency of organization and at the same time it also negatively influence employees return”²⁰ and also there exists a positive and significant relationship between organisational loyalty and job satisfaction in the academic staffs of Pakistan²¹.

Spector²² in an extensive review of the bibliography on the determinants of job satisfaction, found a “pronounced inconsistency among the results of different studies on salaries, work load and organization of work time”. He concludes that “when the results of different studies are combined with meta-

analysis, the mean correlations tend to be almost zero over dozens of studies and thousands of pollsters”. Azeem²³ found a “positive correlation between satisfaction with promotion opportunities and organizational commitment”. Boles et. al.²⁴ finds that “job satisfaction is strongly related to organizational commitment”. Higher commitment has been strongly associated with higher levels of job satisfaction among special educators²⁵. Job satisfaction is also found to be positively related to pay practice, promotion opportunities, quality of quality of employees’ relationship with their supervisor and quality of work life²⁶, whereas commitment has been positively related to promotion opportunities²⁷, supervision and pay²⁸. Duru²⁹ conducted a study of the factors influencing job satisfaction among faculty members at degree-granting colleges of education in Nigeria. Duru²⁹ compared job satisfaction levels of four groups of faculty: Christian faculty, Moslem faculty, other religious faculty, and non-religious faculty. In his study it was found that “Christian faculty members were more satisfied than were other religious faculty in the five variables of the Job Descriptive Index: work on present job, promotion, supervision, co-workers, and job in general”. Pay was a factor where faculty felt most dissatisfied. Duru²⁹ further discovered that faculty with more teaching experience had higher levels of job satisfaction. Doctoral degree holders found to be more satisfied with their present jobs.

Conclusion

Job satisfaction is a very important factor to improve employee performance. Many researchers have supported the fact that satisfied employees are productive employees. Job satisfaction is considered as multi-dimensional concept by various researchers. This includes beliefs, value system, attitudes and individual abilities. It is very important to achieve staff job satisfaction as satisfied staff has characteristics of responsibility, positive feelings, commitment and positive attitude. Other than this, “they should also have intelligent and creative, critical thinking and special planning for attaining competencies and job satisfaction. It helps staff for managing and controlling their job satisfaction, and it also creates positive attitudes, pleasant feelings, responsibility and accountability to self and others”.

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