

A STUDY OF JOB SATISFACTION AND THEIR CONSEQUENCES

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ABSTRACT : Job satisfaction, represents one of the most complex area facing today organisation when it comes to managing their employees. Job satisfaction of employees is very important .If they are satisfied there productivity is more which increases the overall effectiveness of organisation .This study explains the concept of job satisfaction and their consequences. Job satisfaction is the collection of feeling and beliefs that people have about their current job. The present study highlighted the impact of job satisfaction on employee productivity, turnover, absenteeism, physical and psychological health.

Keywords: job satisfaction, Satisfaction, productivity

INTRODUCTION :

It was Luther who sanctified work and characterized work as “the base and key of life” (Vincent and Mayers 1971). It fills the greater part of the waking day for most of the adult population in modern society. Basically, Job Satisfaction depends upon satisfaction of needs. Often needs are too many, one has to meet by doing extra jobs or extra hard work. Satisfaction is a result of individual’s perception. It is an individual feeling or state of mind. Morale is also concerned with satisfaction that one derives from the job. Ordinarily, it is enjoyable, but when people do not get what they aspire for, work ceases to be a source of pleasure and dissatisfaction creeps in. Job satisfaction is a collection of feelings that an individual hold toward his or her job. In short, Job Satisfaction is a synchronization of what organization requires of its employees and what the employees are seeking from organization. It is a positive attitude towards one’s job. Job satisfaction is a employee sense of achievement and success is generally perceived to be directly linked to productivity as well as personal wellbeing, **It implies doing a job one enjoys, doing it**

well and being suitably rewarded for one's efforts. Job Satisfaction implies enthusiasm and happiness with one's work.

The Concise Oxford Dictionary of Current English, (1992, p. 1412). defined Work refers to "someone's job"

Shartle (1952) has offered the following definitions of the term "**Occupation**", "**job**", "**position**".

"An **occupation** is a group of similar jobs found in several establishments"

"A **job** is a group of similar positions in a single plant, business establishment, institution or other work place"

"A **position** is a set of tasks performed by a person, there are as many positions as sjob"

According to Encyclopedia of psychology, "Job is a task an occupational activity performed by in return for a monetary reward".

Rue and Byers (1996) defined job satisfaction is made up of five components:

- Attitude towards colleagues
- General working condition
- Attitude towards education system
- Financial benefits
- Attitudes towards supervision

Locke (2000) defined job satisfaction "a pleasurable or a positive emotional state resulting from the appraisal of one's job or job experience." Job satisfaction can be viewed as an employee's observation of how well their work presents those things which are important to them. Simply put, "job satisfaction is an attitude people have about their jobs.

For the purpose of this study, it can also be concluded that job satisfaction is a work related attitude that symbolizes an emotional feeling of accomplishment that can be either quantitative or qualitative. (Newstrom and Davis 1997).

REVIEW OF LITERATURE

Plncus, J. David (1988) investigated in this study the relationship between perceptions of communication climate and job satisfaction of supervisory employees in the banking industry. A systematic random sample was drawn from 68 commercial banks in Orange County, California, during the late spring of 1985. Thirteen banks were selected for the study, and 137 supervisory personnel from those banks were surveyed (with a 71% response rate or 98 useable questionnaires). The questionnaire measured Dennis' five communication factors: (1) perceptions of superior-subordinate communication; (2) reliability of organization information; (3) supervisors' empathy for subordinates; (4) upward communication and influence; and (5) reliability of information from subordinates and peers. Job satisfaction questions examined compatibility with fellow employees, adequacy of immediate supervisor, satisfaction with their job as a whole, effectiveness of the organization, and satisfaction with economic rewards. Finding of the study revealed that positively perceived organizational communication is positively and significantly related to job satisfaction. Analysis also revealed a positive link between organizational trust and influence. A major contributor to supervisors' job satisfaction was their communication with top management and their ability to influence workplace decisions--not their communication with immediate supervisors.

Decker, P. &Borgen, F.(1993) conducted the study by using a sample of 249 adult men and women employed in full-time positions, found that education, work experience, and age were positively related to job satisfaction. In fact, persons with more work experience had respect for their jobs, could apply their experience to that work, and might like the physical work environment.

Andrew,C.Andrew,O. and Peter,W. (1996) investigated in this study the relationship between job satisfaction and age by using survey responses from a large sample of British employees. For overall job satisfaction, satisfaction with pay, and satisfaction with the work itself, a strongly significant U-shape is observed. This study thus provides strong evidence for a U-shaped relationship between age and job satisfaction. The importance of changes in expectations with increasing age is emphasized in this study.

Raul Diego, V. Raul Diego, J.A, Olivar Parra, S. (2001) determined factors, causes and antecedents of job satisfaction which have been examined on specific professional sectors. This study examined the level of job satisfaction of 366 banks clerks employed in branch placed in Balearic Islands. It also examined the relationship on the one hand the characteristics of particular job and the task and on the other job satisfaction in relation to supervision, age, salary and qualification. The finding of the study also indicate the most important factors determining the subordinates job satisfaction were linked to the branch managers assumption of the role, their esteem, mobility, representation and tolerance towards uncertainty on the contrary, the level of job satisfaction was positively related to psychological well being, personal satisfaction and geographical setting.

Luddy (2005) conducted the study to ascertain the levels of job satisfaction experienced amongst employees at a public health institution in the Western Cape region. For this study a quantitative, non-probability convenience sampling design was used to assess job satisfaction. A biographical questionnaire and the Job Descriptive Index questionnaire (JDI) were administered to gather the data. The JDI measures job satisfaction on five job facets, namely, pay, promotions, supervision, co-workers and the work itself. Descriptive and inferential statistics were used to analyze the data. The Finding of this study indicates that employees at the public health institution in the Western Cape expressed satisfaction with their co-workers, followed by the nature of the work and the supervision they receive. Opportunities for promotion and pay emerged as major sources of dissatisfaction. With the exception of marital status, the relationship between occupational class, race, gender, educational level, tenure, age, income and job status with job satisfaction was found to be significant. Although the research indicates that job satisfaction is significantly related to variables such as work, remuneration, supervision, promotion, and co-workers. However, the role of other potentially confounding extraneous variables on job satisfaction needs to be contemplated for future research.

Green, C., Heywood, J.S. (2008) investigated in this study the influence of performance related pay on several dimensions of job satisfaction. The Finding of this study revealed performance related pay is associated with increased overall satisfaction, satisfaction with pay, satisfaction with job security and satisfaction with working hours. It appears to be negatively associated with satisfaction with the work itself. Yet, after accounting for worker fixed-effects, the positive associations remain and the negative association vanishes. These results appear robust to a

variety of alternative specifications and support the notion that performance pay allows increased opportunities for worker optimization and do not generally demotivate workers or crowd out intrinsic motivation.

THE CONSEQUENCES OF JOB SATISFACTION

Job Satisfaction is a desirable outcome. It is important to know how from managerial and organizational effectiveness perspective if at all, satisfaction relates to desired outcome variables. For instance, if job satisfaction is high, will the employee perform better and the organization are more effective? If job satisfaction is low will there be performance problems and ineffectiveness. In examining the outcomes of job satisfaction it is important to break down the analysis in to series of specific outcomes. Following are the some of the outcomes of job satisfaction. Numerous authors have highlighted that job satisfaction impacts on employee productivity, turnover, absenteeism, physical and psychological health (**Johns, 1996; Luthans, 1989; Mullins, 1996**).

➤ Job Satisfaction & Productivity:

The old view is that “a happy worker is a productive worker” does not clarify the relationship between job satisfaction and productivity. The content theories of motivation assume a direct relationship job satisfaction and improved performance. The expectancy theories consider in detail the relationship between job satisfaction, motivation and performance. From the result of twenty studies, Vroom found that no simple relationship and only a low median correlation between job satisfaction and performance. **Porter and Lawler found that job performance leads to job satisfaction and not the other way round.** Research findings indicate that the relationship between satisfaction and productivity is positive, but very low and inconsistent (**Johns, 1996**). According to **Luthans (1989)**, although a relationship between job satisfaction and productivity exists, the relationship between these variables is not strong. The author maintains that the most satisfied employee will not necessarily be the most productive employee.

➤ Job Satisfaction & Physical and Psychological Health:

Spector (1997) states that individuals who dislike their jobs could experience negative health effects that are either psychological or physical. On the other hand, **Luthans**

(2002) mentions that employees with high levels of job satisfaction tend to experience better mental and physical health.

➤ **Job Satisfaction & Turnover:**

Research has uncovered a moderately inverse relationship between job satisfaction and turnover. High job satisfaction will not itself keep turnover low, but it does seem to help. On the other hand, if there is considerable job dissatisfaction, there is likely to be a high turnover. A study conducted by **Steel and Ovalle (1984)** established a moderately strong relationship between job satisfaction and turnover, indicating that less satisfied workers are more likely to quit their jobs.. However **Newstrom and Davis(1997)** argues that there can be some possible outcomes resulting from turnover. This could lead to internal promotion and appointment “New Blood”.

➤ **Job Satisfaction & Absenteeism**

Research has demonstrated a weak negative relationship between satisfaction and absenteeism. As with absenteeism, many other variables enter in to decision to stay home besides satisfaction with the job. For example there are moderately variables such as the degree to which people feel that their job are important, A research among state government employees has found that those who believed that their work was important had lower absenteeism than did those who did not feel this way.

➤ **Job Satisfaction & Customer Satisfaction:**

Research generally agrees that job satisfaction has a positive effect on customer satisfaction. There are two main reasons for this relationship. First employees in a good mood display friendliness and positive emotions are more naturally and frequently, and this creates positive emotions for customers. Second satisfied employees are less likely to quit their jobs, so they have better knowledge and skills to serve clients. There is some evidence that customers build their loyalty to specific employees, not to organization, so keeping employee turnover low tends to build customer loyalty. For example **Wegmans food market rationale** is that customer satisfaction follows from employee satisfaction. In other words, it is difficult to keep customer happy if employee morale is low.

➤ **Job Satisfaction & Accidents:**

According to **Kirehner (1961)**, **Accidents are the means of preventing anger and frustration and getting attention.** Research on the relationship between job satisfaction and accident, generally shows that the higher the satisfaction with the job lower is the rate of accidents. Though it is difficult to explain such a relationship but generally a satisfied employee would not be careless or negligent and encounter lesser possibilities of running in to accident situation. The more favorable attitude towards job would make them more positively inclined to his job and there would be a lesser probability of getting to an unexpected, in correct or uncontrolled event in which either his action or the reaction of and object or person may result in personal injury. (**Mirza S.Saiyadain**).

➤ **Job satisfaction & Life Satisfaction:**

The extent to which job and life satisfaction are connected has long been a question which many researcher have attempted to answer. What reduces the strength of relationship is the range of other factor life satisfaction. And as the **Luthans** study shows, orientation to work varies considerably. For Individuals more involved in work the general wellbeing –work well being correlation can be higher. But even amongst those who are highly work involved the correlation between general and job wellbeing is not necessary high. Multiple role conflicts can be one of the prices paid by those whose work has a great centrality. Such conflicts can radically undermine job satisfaction.

CONCLUSION : Job Satisfaction may be a resultant feeling of satisfaction which the employee achieves by gaining from the job what he expects from it to satisfy his needs. It may be a function of the need strength or expectation and the potentiality of the job to provide for the fulfillment of needs.

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