

A Theoretical and Conceptual Analysis of Job Satisfaction

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Abstract

Job satisfaction represents an individual's overall emotional and cognitive evaluation of their employment experience. It encapsulates how content, fulfilled, or frustrated an employee feels regarding various dimensions of their work. Job satisfaction is a critical construct in organizational psychology and management, serving as a powerful predictor of both individual well-being and organizational performance. Job satisfaction refers to the positive emotional state and sense of fulfillment and employee experiences in relation to their. It is psychological and emotional state that reflects how content, positive and fulfilled an employee feels about their job. High job satisfaction leads to increased productivity, better quality of work and reduced employee turnover. In Modern Era Contemporary research views job satisfaction as a dynamic, multi-factorial state influenced by psychological capital, work-life balance, organizational justice, remote work flexibility, and emotional intelligence in leadership. This present research paper highlights the theoretical background of the concept of job satisfaction.

Keywords

Job satisfaction, implication, human resource, history,

Introduction of job satisfaction

In accordance with the changing trends in organization in today's era of globalization, the employees of the organization are gaining importance as the human resource of the organization. The primary motive of each & every organization is to maximize its profit. This objective can't be attained by the organization without the active participation of their human resource. Therefore keeping employees motivated and satisfied is important to the organization for its future success. In any organization, 5Ms are very important, i.e. Men, Machine, Money, Method and Materials. When organization issuing excellent machine, material and has good potential market, using good methods but doesn't have well trained, prompt, and qualified men power. Then, its business will not thrive. Now every organization is giving importance to their men power (human resource). If organization is having good, clever and trained human resource, then chances of the organization failure are decrease, without good human resource all resources cannot be operated effectively. It proves by this sentence of Andrew Carnegie¹ said, "Take away my factories, my plants, take away my railroads, my ships, my transportation; take away my money, strip me of all these, but leave me my men and in two or three years, I will have them all again." Andrew Carnegie defines the importance of man power in organization and the potential of human resource to bring long term success to the organization. Human resource is most vital asset for organizational development. It is the source that makes other source use and gets best return out of them. So, human resource is very significant in management, their behavior is also getting more important in organization. For effective management, it is necessary to understand people's behavior at work place.

Human behavior is uncontrollable, unpredictable and ever changing so it is very difficult to predict it. In today's scenario management cannot ignore the human behavior. Management must consider, their needs, their expectations from organizations. But getting best of human resource requires enormous moves by organization and their management. If the human resource or employees are happy and contented with the moves and actions of employer they do their best for the best of organization. But if they are not in this state they might cause organization

unmatchable loss. Thus managing human resource has become an art. Management always tries to use that art to satisfy their workforce. The greater the level of satisfaction of employees is, the higher will be returns for organization. Employee's attitudes are important to human resources management because they affect organizational behavior. In particular, attitude relating to job satisfaction and organizational commitment are of major interest to the field of organizational behavior and the practice of human resource management. Whereas the discussion of attitudes so far as direct implications, job satisfaction focuses on employee's attitudes towards their job and organizational commitment focuses on their attitudes towards the overall organization.

History

The history of job satisfaction stems back to the early 1900's with the situations perspective on job satisfaction. This perspective states that satisfaction is determined by certain characteristics of the job and characteristics of the job environment itself. This view has been present in the literature since the first studies by Hauser, Taylor and the various projects at the Western Electric plants in Hawthorne. These studies follow the assumption that when a certain set of job conditions are present a certain level of job satisfaction will follow. The Hawthorne Studies are considered to be

the most important investigation of the human dimensions of industrial relations in the early 20th century.

One of the biggest preludes to the study of job satisfaction was the Hawthorne studies². These studies conducted from 1924 to 1933, primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions on workers' productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

Scientific management (Taylorism) also had a significant impact on the study of job satisfaction. Frederick Winslow Taylor³, in his book *Principles of Scientific Management*, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labor and piecework towards the more modern approaches of assembly lines and hourly wages. The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a faster pace. However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction.

Subsequently, the second world war had a negative impact on the development of the topic, but after that there was quick growth in the field and theories were put forward, such as the Herzberg theory⁴ in 1957, which opposed Hoppock's idea that job satisfaction is a continual variable. Herzberg suggested that it is a dichotomous variable (negative/positive) or continuous variables at the end of the twentieth century, studies on the topic of job satisfaction became more extensive and were concerned not only with the human behavior and relationship but also with employee relations to work. So research on job satisfaction became more complex and extensive and it also started to include other fields, such as education.

It should also be noted that the work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor's work. Some argue that Maslow's hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. This model served as a good basis from which early researchers could develop job satisfaction theories.

Concept of Job Satisfaction

Studies in the area of job satisfaction as an important and popular research topic started decades ago. In research designs, it has been used variously as dependent, independent and moderating variables. For the first time, in 1935, the concept of job satisfaction gained currency through the publication of monograph by Hoppock⁵ on Job satisfaction in

his monograph has defined job satisfaction as “any combination of psychological, psychological and environmental circumstances that causes a person truthfully to say I am satisfied with my job.”

Luthan⁶ in 1998 posted that there are three important dimensions to job satisfaction:

1. Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.
2. Job satisfaction is often determined by how well outcome meet or exceed expectations. For instances, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and co-worker. On the other hand, if they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.
3. Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These are the work itself, pay, promotion opportunities, supervision and co-workers.

There are several definitions of job satisfaction given by the various researchers. These are as follows

Bennett⁷ stated that “job satisfaction is the extent to which employees perceive their work favorably. High job satisfaction indicates a strong correlation between an employee's expectations of the rewards accruing from a job and what the job actual provides”

Locke⁸ in year 1969 defines “job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”

Bullock⁹ define job satisfaction or dissatisfaction as "a function of the feelings an individual has about his/her work”.

Job satisfaction has also been defined by Bengé and Hickeyas¹⁰ “the net result of various attitudes held by an individual at a given point in time. It is capable of swinging from one extreme to another, but usually reverts to a stable level that can be explained as good or poor”

Locke¹¹ propose that “Job satisfaction is an emotional response resulting from the achievement of one's values on the other hand job dissatisfaction is the emotional state resulting from the failure to achieve one's values. Therefore, job satisfaction and dissatisfaction are a function of the perceived relationships between what one desires from one's job and what one perceives the job to be offering”

Gruneberg¹² defined job satisfaction is "the individual's emotional reactions to a particular job"

The most comprehensive definition of job satisfaction was given by Locke¹³ following his thorough review and investigation of theories and definitions of job satisfaction. He states the following: "Job satisfaction results from the appraisal of one's job as attaining or allowing the attainment of one's important job values. Producing these values is congruent with or helps to fulfill one's basic needs"

Features of Job Satisfaction:

The features of job satisfaction are as under.

1. Job satisfaction is dynamic in nature. Manager cannot establish high job satisfaction conditions once and enjoys the same for forever.
2. Job satisfaction cannot be seen; it can be inferred.
3. Job satisfaction is a collection of feelings that an individual holds towards his/her job.
4. Job satisfaction represents an attitude rather than a behavior.

5. Job satisfaction is a person's attitude towards the job. Positive attitude towards the job leads to job satisfaction and negative feeling towards the job leads to job dissatisfaction.
6. Job satisfaction is influence by various factors. These factors are categorized into personal factors, job inherent factors and managerial aspects related to job.
7. Job satisfaction is determined by how well outcomes meet or exceed expectations.
8. Job satisfaction has relationship between morale and motivation of an individual.
9. Job satisfaction has influence on employee's performance, employee's efficiency, employee's loyalty, absenteeism, turnover rate and organization commitment.

Conclusion:

Job satisfaction is a collection of feelings that an individual holds towards his or her job. Job satisfaction represents an attitude rather than a behavior. The reaction one has toward the job is identified job satisfaction or dissatisfaction. Job satisfaction is a personal reaction, an emotional, and state. The expression job satisfaction covers the satisfaction derived from being engaged in work or in any pursuit of a higher order; it is essentially related to human needs and their fulfillment through work. Job satisfaction is a person's attitude towards the job. Positive attitudes towards the job are equivalent to job satisfaction whereas negative attitudes towards the job are equivalent to job dissatisfaction. Satisfaction is derived from the extent to which actual rewards fall short, meet or exceed the individual's perceived level of equitable rewards. If the actual rewards meet or exceed perceived equitable rewards, the individual will feel satisfied; if these are less than equitable rewards, he will be dissatisfied.

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