

DETERMINANTS AND CONSEQUENCES OF JOB SATISFACTION – A CONCEPTUAL ANALYSIS

M.Jannathul Firdouse

Ph.D. Research Scholar – Part Time,

Department of Commerce,

Bharathidasan University,

Tiruchirappalli

Dr.K.Neelamegam

Assistant Professor,

Department of Commerce

Government Arts College,

Veppanthatai

JETIR

Abstract

The importance of job satisfaction is fairly evident from a description of the importance of maintaining morale in any industry. Fringe benefits refer to all those monetary benefits that the employees receive in addition to direct remuneration. There have been attempts to establish whether specific variables such as gender, age, personality and job and life satisfaction are predictive of job-satisfaction.

Keywords: Job Satisfaction, consequences, employee.

INTRODUCTION

Job satisfaction is the end feeling of a person after performing a task to the extent that a person's job fulfills his dominant needs and is consistent with his expectation and values. Job satisfaction refers to an employee's general attitude towards his job. It is the result of the pleasurable or positive emotional state of mind from the appraisal of one's job or job experience. The importance of job satisfaction is fairly evident from a description of the importance of maintaining morale in any industry.

ORGANISATIONAL POLICY

A policy is a predetermined course of action established to guide the performance of work towards accepted objectives. A good organisational policy provides clear thinking, uniformity, continuity, delegation, human value base, job security, flexibility, justice and fairness and reasonability.

WORK ENVIRONMENT

The efficiency of an employee depends, to a great extent, on the environment in which he works. Work environment consists of all the factors which act and react on body and mind of an employee. According to industrial psychology the physical, mental and social conditions in which people work are analysed to suggest improvements in them. If the work environment is congenial, fatigue, monotony and boredom are minimized, and work performance and morale can be maximized.

TRAINING AND DEVELOPMENT

Successful candidates placed on the jobs need training by which the attitudes, skills and abilities to perform their duties effectively are shaped. Employees must be trained to operate machines, reduce scrap and avoid accident. If the employee looks to the future and perceives opportunities for satisfaction and for attainment of the rewards and conditions that lie ahead, morale will tend to be high.

PERFORMANCE APPRAISAL

Performance appraisal may be understood as the assessment of an individual's performance in a systematic way, the performance being measured against such factors as job knowledge, quantity and quality of output, initiative, leadership abilities, supervision, dependability, co-operation, judgement, and health, and is made at regular interval. The appraisal system is to be free from bias.

EMPLOYEE REMUNERATION/ INCENTIVES

Remuneration is the compensation which an employee receives in return for his or her contribution to the organisation. Remuneration occupies an important place in the life of an employee. His or her standard of living, status in society, motivation, loyalty and productivity depend upon the remuneration he or she receives.

Incentives are monetary benefits paid to employee in recognition of their outstanding performance.

EMPLOYEE FRINGE BENEFITS

Fringe benefits refer to all those monetary benefits that the employees receive in addition to direct remuneration. Fringe benefits are popular because they enhance employee earnings, help to attract and retain competent personnel, reduce fatigue, minimize overtime cost and discourage labour unrest. Fringe benefits help build up a good corporate image and seek to enhance employee morale.

EMPLOYEE MOTIVATION

Management is the art of getting things done through other people. When other individuals work together in group, a proper environment should be created and maintained to achieve the cherished goals of the organisation. The personnel will work up to the satisfaction and expectations of the management only when an interest in their job is created. Inspiring this interest in the minds of the employee is motivation.

EMPLOYEE PARTICIPATION IN MANAGEMENT

Employees' participation in management seeks to bring about a change in the attitude of employees. Through participation they will consider themselves an integral part of the industrial undertaking rather than mere working hands. Participation provides the employees an opportunity to express themselves thereby satisfying their non-economic needs. It provides them a sense of belonging, pride and accomplishment.

EMPLOYEE INTERPERSONAL RELATION

The confidence of an employee in fellow employees influences morale. When a man is confident that his co-employees are loyal to him and will provide advice and assistance whenever necessary his morale is likely to be good. The confidence of individuals is the goal of the group. A leadership can win the confidence of employees through sympathetic and friendly behaviour. There should be an impartial, helpful, and capable team of supervisors and managers and their sympathetic attitude towards employees will increase the morale of employees.

EMPLOYEES WELFARE FACILITIES

Employee welfare is in the interest of the employee, the employer and society as a whole. For the employee, welfare measures help to counteract the negative effect of the factory system. These measures enable the employee and his family to lead a good life. Welfare facilities like housing, medical help and children's education, recreation, etc., help to improve the family life of the employees. For the employer, welfare measures lead to higher morale and productivity of labour.

SAFETY AND HEALTH OF THE EMPLOYEE

Good health and adequate safety of employees are essential for the successful functioning of any industry. Industrial safety and morale are directly related to each other. Safety measures prevent accidents and ensure regular flow of work. Safety also helps to improve the morale and productivity of employees. It contributes to team work and a sense of belonging among employees.

TRADE UNION

A trade union is a voluntary and continuing association of employees to protect and promote their interest. Employees join unions to secure steady employment,

economic benefits, protection, and sense of belonging, self-expression, recognition and status

EMPLOYEE GRIEVANCES HANDLING

Many a time, grievances are the cause of low employee morale. The use of a well-established procedure helps in redressing employee grievances promptly. A sound procedure should be installed for quick and impartial redressal of employee grievances. Such a procedure will help to avoid dissatisfaction and negative attitudes among employees. The case of the employee is presented to the appropriate authority in time putting an end to unpleasant arguments and conflicts.

CONSEQUENCES OF JOB SATISFACTION

After explaining the factors of job satisfaction the researcher now wants to explain about the consequences of job satisfaction as follows:

Job Satisfaction and Productivity

The relationship between job satisfaction and productivity is not definitely established. The consensus, however, is that in the long-run job-satisfaction leads to increased productivity. The strongest implication of much of the research is that the two variables, job-satisfaction and performance, are relatively independent of each other. There seems to be at least two possible reasons for this. The first is that in many jobs variations in satisfaction cannot lead to variations in productivity. Secondly, even when correlations do appear, the associations may be spurious, since both may be associated with other factor. In other words, job-satisfaction and productivity may be well have largely separate casual paths: one set of factors (e.g. investment in technology) determines productivity, another set (e.g. perceived equity of rewards) produces job-satisfaction. There are some conditions under which high productivity more clearly leads to high job-satisfaction. One condition is that the employees perceive that intrinsic and extrinsic rewards are contingent upon their productivity. The second condition is that the extrinsic rewards (pay for

example) be distributed equitably. Inequitable distribution fails to convince the employees close correlations between hard work and rewards.¹

There is no simple formula for predicting a employee satisfaction, because an employee who performs well in his job gets both intrinsic and extrinsic rewards which will lead to his satisfaction. A poor performer will feel worse about his incompetence and will receive fewer rewards. He will be less satisfied with his work experiences. Furthermore, the relationship between productivity and job satisfaction is not entirely clear. The critical factor is what employees expect from their jobs and what they are receiving as rewards from their jobs. Although job satisfaction itself is interested and important, perhaps the “bottom line” is the impact that job satisfaction has on organizational commitment, which affects the goals of productivity, quality, and service. If employees are committed to an organization, they are more likely to be more productive.² Human resource managers contribute to improved productivity directly by finding better and more efficient ways to meet their objectives and indirectly by improving the quality of work life for employees. Productivity is the ratio of an organization’s outputs (goods and services) to its inputs (people, capital, materials, and energy).

Productivity increases as an organization finds new ways to use fewer resources to produce its output. In a business environment, productivity improvement is essential for long-run success. Through gains in productivity managers can reduce costs, save scarce resources, and enhance profits. In turn, improved profits allow an organization to provide better pay, benefits, and working conditions. The result can be a higher quality of work

² Robert L. Mathis, and Jackson. John H. (2000) Human Resource Management, ninth edition, south-Western College Publishing, Thomson Learning, U.S.A, pp. 89-91.

employees, who are more likely to be motivated toward further improvements in productivity.³

Job Satisfaction and Employee Turnover

Turnover is process in which employee leave the organization and have to be replaced. Like absenteeism, turnover is related to job dissatisfaction. Turnover occurs when employees leave an organization and have to be replaced. Excessive turnover can be a very costly problem, one with a major impact on productivity. But cost is not the only reason turnover is important. Lengthy training times, interrupted schedules, additional overtime, mistakes and not having knowledgeable employees in place are some of the frustrations associated with excessive turnover.

High employee turnover is of considerable concern for employers because it disrupts normal operations, causes morale problems for that stick on, and increases the cost involved in selecting and training replacements. The employer does whatever possible to minimize turnover, making employees feel satisfied on their jobs, and being one such. The withdrawal behavior of employees is modified by certain factors. Loyalty to the organization is one such. Some employees cannot imagine themselves working elsewhere, however dissatisfied they are in their present job. Availability of other places of employment also influences turnover

Job Satisfaction and Absences

Correlation of satisfaction to absenteeism is also proved conclusively. Employees who are dissatisfied are more likely to take “mental health” days, i.e. days off not due to illness or personal business simply stated, absenteeism is high when satisfaction is low. As in turnover, absenteeism is subject to modification by certain factors. The degree to which people feel that their jobs are important has a moderating influence on their absence.

³ Werther, J.R. William B. and Keith Davis (1989) Human Resources and personnel Management, Third Edition, Mc Graw- Hi, International Edition, New York, p.9.

Employees who feel that their work is important tend to clock in regular attendance. Besides, it is important to remember that while high job-satisfaction will not necessarily result in low absenteeism, low satisfaction is likely to bring about high absenteeism. Absenteeism is expensive. Being absent from work may seem like a small matter to an employee but if a manager needs 12 people in a unit to get the work done, and 4 of the 12 are absent most of the time, the unit's work will probably not get done, or additional workers will have to be hired.

Job Satisfaction and Safety

Poor safety practices are a negative consequence of low satisfaction level. When people are discouraged about their jobs, company, and supervisors, they are more liable to experience accidents. An underlying reason for such accidents is that discouragement may take one's attention away from the task at hand. Inattention leads directly to accidents. For example, many hand injuries from power tools can be attributed to the operator not paying careful attention.

Job Satisfaction and Job Stress

Job stress is the body's response to any job-related factor that threatens to disturb the person's equilibrium. Prolonged stress can cause the employee serious ailments such as heart disease, ulcer, blurred vision, lower back pain, dermatitis, and muscle aches. Chronic job-dissatisfaction is powerful source of job stress. The employee may see no satisfactory short term solution to escaping this type of stress. An employee trapped in a dissatisfying job may withdraw by such means as high absenteeism and tardiness; or the employee may quit. Employees under prolonged stress stemming from job-dissatisfaction often consume too much alcohol, tobacco, and drugs. These employees are costly to the management in terms of time lost due to frequent absences and increased payments towards medical reimbursement.

Job Satisfaction and Unionization

The job-dissatisfaction is a major cause for unionization, dissatisfaction with wages, job security, fringe benefits; chances for promotion and treatment by supervisors are

reasons, which make employees, join unions. Another dimension is that job- dissatisfaction can have an impact on the tendency to take action within the union, such as filing grievances or striking.

Other Effects of Job-satisfaction

The satisfied employees tend to have better mental and physical health and learn new job related tasks more quickly. All things considered practicing managers and organizational behavior researchers would agree that job-satisfaction is important to an organization. On the other hand, when job-satisfaction is low, there seems to be negative effects on the organization that have been documented. So if only from the standpoint of viewing job-satisfaction as a minimum requirement or point of departure, it is of value to the organization's overall health and effectiveness and is deserving of study and application in the field of organizational behavior.⁴ There have been attempts to establish whether specific variables such as gender, age, personality and job and life satisfaction are predictive of job-satisfaction. There has also been considerable interest in the complex relationship between an individual's job-satisfaction and satisfaction with other aspects of his or her life.⁵

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⁴ Ibid, Aswathappa K. (1996), pp.146-148.

⁵ Roy S. K. and A. Sreekumar Menon, (1974). Motivation and Organizational Effectiveness, Shri Ram Center for Industrial Relations and Human Resource, New Delhi India, pp.150-157.