

Multidimensional Aspects of Job Satisfaction and Its Relationship with Turnover Intention

Sanam Ravish

Research Scholar(D.C.R.U.S.T.,Murthal)

Aarti Deveshwar

Assistant Professor(D.C.R.U.S.T.,Murthal)

Abstract:

Job Satisfaction is defined as feeling of relief an employee gets from his job. It includes constitutive elements ranging from salary, job profile, increments, promotion perspectives, goal consistency, etc. There may be factors that inhibit the growth of this feeling of relief. Factors which inhibit such feeling may lead to higher turnover intention indirectly. However, Job satisfaction, once reached, reduces turnover intention. Turnover intention depends upon many factors such as lack of constitutive elements of job satisfaction. It may also depend upon organizational commitment as well as job involvement. More satisfied employee may remain more committed to his organization, as also more satisfied one shall also remain more involved in his job because if satisfaction is possible in present job, employee will get more involved to derive this feeling of relief more and more, whereas if satisfaction is meager or not possible, possibility of drive to get more involved does not arise. This research paper is an attempt to establish cumulative effect of multi-dimensional aspects on employees' job satisfaction and relationship of job satisfaction with Turnover Intention.

Keywords: Job Satisfaction, Turnover Intention, Etc.

Introduction:

Employees seek job for a variety of reasons. Salary is, though, an important objective, a variety of other reasons also influence employee behavior. All such reasons that employees seek constitute the dependant variable, that is, their subsequent behavior. If some reasons are non-existent in an organization, employees may not feel good and thus their behavior in the organization gets affected. Some reasons are far more important than others, such that even if the less important ones are non-existent, employee behavior remains oriented towards their organization. Some factors give rise to other factors and they together reinforces particular employee behaviors. Job satisfaction may differ along a wide spectrum depending upon different types of occupation, organizational specificity i.e. context and job roles. Prolonged or intense job dissatisfaction can result in increased turnover intention. Turnover intention among employees may differ along many dimensions. It also depends on the amount of emotional labor that is involved in performing a job. Incentives, physical working conditions, influence and participation, loss of control, increasing job demands, frequent interferences, strict supervision, relations with co-workers, support from superiors, communication channels, psychosocial work environment, workload, job security, career development, role ambiguity, organizational structure, etc play a collusive effect on employees' psyche and behavior in organization. Difference between the levels of job satisfaction could also be found at the level of placement of employees within the organization such as frontline employees may encounter such feelings more frequently. Sometimes socio-psychological aspects play more important role in determining job satisfaction levels. Whether an employee is feeling motivated and relaxed, whether he understands his job profile and priorities, informal group aspects, etc. also figure in determining satisfaction levels and the employee's feelings about leaving his job.

Review of Literature:

Research studies spanning decades on various Firms, and kinds of work reveal that when workers are questioned to assess divergent aspects of their work such as promotion chances, colleagues, and so forth, the kind of the work itself usually appears as the vital factor (Judge & Church, 2000; Jurgensen, 1978). Mckinnon et al.(2003) directed a

research focusing on the areas of divergent manufacturing firms in Taiwan. They found organizational cultural values of respect for people, Innovation, Stability and aggressiveness had consistently relevant relation with job satisfaction. Also, Huang and Wu (2000) indicated the organizational culture of public business agencies will have relevant impact on job satisfaction.

Objectives:

1. To Identify the Multidimensional aspects leading to determination of level of Job Satisfaction.
2. To identify the Consequent effect of Job Satisfaction on Turnover Intention.

Concept of Job Satisfaction:

Economic aspects such as increment in salary, rewards, employees welfare programmes, promotional schemes find important relevance in achieving employee job satisfaction. Social work environment i.e. informal groups, grapevine, informal communication channels, group standards about work and management helps in improving already achieved job satisfaction when there is some degree of satisfaction already present due to other factors. Physical work environment which includes ventilation, cleanliness, proper lighting, clean drinking water, proper and clean rest rooms mainly helps in avoiding job dissatisfaction. Psychological aspects vary from person to person. More motivated and positive employee may feel more satisfied with his job even in comparatively poor work environment, while less motivated employee with negative orientation may feel even more dissatisfied in better work environment. Recognition needs of employees play important role for employees who are more inclined to seeking recognition. If such expectations are fulfilled employees feel highly satisfied about their job due to the status it provides, however, if such expectations are not fulfilled, employees may feel quite low about their job profile and status it provides thus leading to low job satisfaction. Individual experiences, relations with colleagues, financial needs, need for stability, employee's family situation, etc are individual aspects which comes in to play while determining employees' behavior in the organization. Thus individual aspect has its own bearing on satisfaction level of employees.

Factors having bearing on level of Job Satisfaction are therefore classified as follows:

1. Economic Aspects
2. Social Aspects
3. Physical Aspects
4. Psychological Aspects
5. Individual Aspects
6. Recognition Needs

Economic and Physical aspects can together be called Organizational Factors. The big-picture approach reflects a multi-dimensional aspect which is very intricate and includes in itself all other factors thus having push-pull effect on satisfaction level of employees which is distinctive to every particular organization depending on its overall aspects i.e. economic, social, physical, etc. This gives a complex interplay of various aspects characteristic to every organization on each of its employees depending on the individual aspects of such employees.

Job Satisfaction and Turnover Intention:

The level of Job Satisfaction thus reached by employees due to this complex interplay of various aspects in relation to their individual aspects and priorities become the determining factor i.e. it helps create the intention whether to stay in the organization or leave it. Turnover intention depends on various factors. Organizational factors, socio-psychological factors, individual factors have cumulative effect on the employees' psyche and thus induces their behavior in particular direction. If level of job satisfaction is more employees find it easy to stay longer, if however,

there is low job satisfaction, employees tend to decide on quitting the job in search for more satisfying prospects. Thus job satisfaction helps determining employees' intentions about quitting job and HR managers may help create such environment and such policies that may help increase the level of job satisfaction among employees. There need to be consistency in efforts for increasing job satisfaction keeping in mind its multi-dimensional nature.

Conclusion:

Job satisfaction has determining role in employees' turnover behavior. There is no dearth of factors occupying employees' mind and thus their behavior. HR managers may innovate in any direction. The need is to maintain consistency in efforts on the level of research as well as continuous application of satisfying measures, so that employees' job satisfaction may be increased.

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