Job satisfaction of Employees: Issues and Challenges *

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ABSTRACT
Work satisfaction or employee satisfaction is defined in different ways. Some people think it's a matter of how satisfied someone is with their work, that is, whether they like the individual aspects or aspects of the work or work, such as the type of work and the care provided. Others believe that it is not as simple as this definition suggests, but instead a multidimensional psychological response to their work plays a role. Researchers have also found that a measure of work satisfaction depends on how much you measure your feelings about work (emotional work satisfaction) or cognition of work (cognitive work satisfaction).

I. INTRODUCTION

Work satisfaction or employee satisfaction is defined in a variety of ways. If the content is an individual with his work, other words think that it is easy, such as whether the individual aspects and facets of work such as work and supervision are like. Other people believe that this definition is suggested, and instead is not so easy to suggest that some multidimensional psychological responses are involved in work. Researchers also point out that work satisfaction is different to the extent that they measure emotions about work (satisfied with emotional work). Or research on work (satisfied with cognitive work).

Concept of Job Satisfaction

The concept of work satisfaction has been developed in different ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job). Spector (1997) lists 14 common facets: Appreciation, Communication, Coworkers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision).

A more recent definition of the concept of job satisfaction is from Hulin and Judge (2003), who have noted that job satisfaction includes multidimensional psychologicalresponses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral components. Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their job. Therefore, for individuals, emotional work satisfaction reflects the level of joy and well-being that their work generally evokes. Cognitive work satisfaction is a more objective and logical assessment of various aspects of work. Cognitive work satisfaction can be one-dimensional if it involves assessing only one aspect of the work, as follows: For example, paid or maternity leave, or multidimensional when two or more aspects of work are evaluated at the same time. Cognitive job satisfaction does not assess the degree of joy or happiness that arises from a particular job aspect, but what these job aspects are satisfied by the craftsman compared to voluntary goals or other jobs. Measure the degree to which it is determined to be. While cognitive job satisfaction may help

elicit emotional job satisfaction, the two components are separate and not necessarily directly related, with separate precedents and consequences.

Work satisfaction can also be seen in the broader context of various issues that affect an individual's work experience and quality of work. Work satisfaction can be understood in terms of relationships with other important factors such as general well-being, stress at work, control at work, homework interface, and working conditions.

A study title "Analysis of Factors Affecting Job Satisfaction of the Employees in Public and Private Sector", in India concluded that in India Employees tend to love their job if they get what they believe is an important attribute of a good job. Weightage factor of each such attribute based on exhaustive survey has been calculated. Region, sector and gender wise study of job satisfaction has provided consistent picture with respect to distribution of data set analyzed showed that most of the employees in Indian industry are not satisfied with their job except for a few like male in commerce sector and female in education sector. Total job satisfaction level of males is found to be higher than that of woman. Total job satisfaction level in manufacturing sector is found to be very low.

Definitions

Job satisfaction can define as extent of positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high job satisfaction, it means that he really likes his job, feels good about it and value his job dignity. – **ANDREW BRIN**

According to P. Robbins – Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction.if you dislike your job intensely, you will experience job dissatisfaction.

History

Anonymous employee surveys became commonplace to record job satisfaction in the 1930s. Although prior to that time there was the beginning of interest in employee attitudes, there were only a handful of studies published. Latham and Bud worthnote that Unbrockin 1934 was one of the first psychologists to use the newly developed attitude measurement techniques to assess factory worker attitudes. They also note that in 1935 Hop pockconducted a study that focused explicitly on job satisfaction that is affected by both the nature of the job and relationships with coworkers and supervisors.

Measurement

The majority of job satisfaction measures are self-reports and based on multi-item scales. Several measures have been developed over the years, although they vary in terms of how carefully and distinctively they are conceptualized with respect to affective or cognitive job satisfaction. They also vary in terms of the extent and rigor of their psychometric validation.

The **Brief Index of Affective Job Satisfaction** (BIAJS) is a 4-item, overtly affective as opposed to cognitive, measure of overall affective job satisfaction. The BIAJS differs from other job satisfaction measures in being comprehensively validated not just for internal consistency reliability, temporal stability, convergent and criterion-related validities, but also for cross-population invariance by nationality, job level, and job type. Reported internal consistency reliabilities range between .81 and .87.

The **Job Descriptive Index** (JDI), is a specifically cognitive job satisfaction measure. It measures one's satisfaction in five facets: pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. The scale is simple, participants answer either yes, no, or can't decide (indicated by '?') in response to whether given statements accurately describe one's job.

Other job satisfaction questionnaires include: The Minnesota Satisfaction Questionnaire (MSQ), the Job Satisfaction Survey (JSS), and the Faces Scale. The MSQ measures job satisfaction in 20 facets and has a long form with 100 questions (five items from each facet) and a short form with 20 questions (one item from each facet). The JSS is a 36 item questionnaire that measures nine facets of job satisfaction. Finally, the Faces Scale of job satisfaction, one of the first scales used widely, measured overall job satisfaction with just one item which participants respond to by choosing a face.

Relationships and practical implications

Job satisfaction can indicate work behavior such as the citizenship of an organization or withdrawal behavior such as absenteeism or dismissal. In addition, work satisfaction can partially mediate the relationship between personality variables and deviant work behavior.

One common research finding is that job satisfaction is correlated with life satisfaction. This correlation is reciprocal, meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. However, some research has found that job satisfaction is not significantly

related to life satisfaction when other variables such as non-work satisfaction and core self-

evaluations are taken into account.
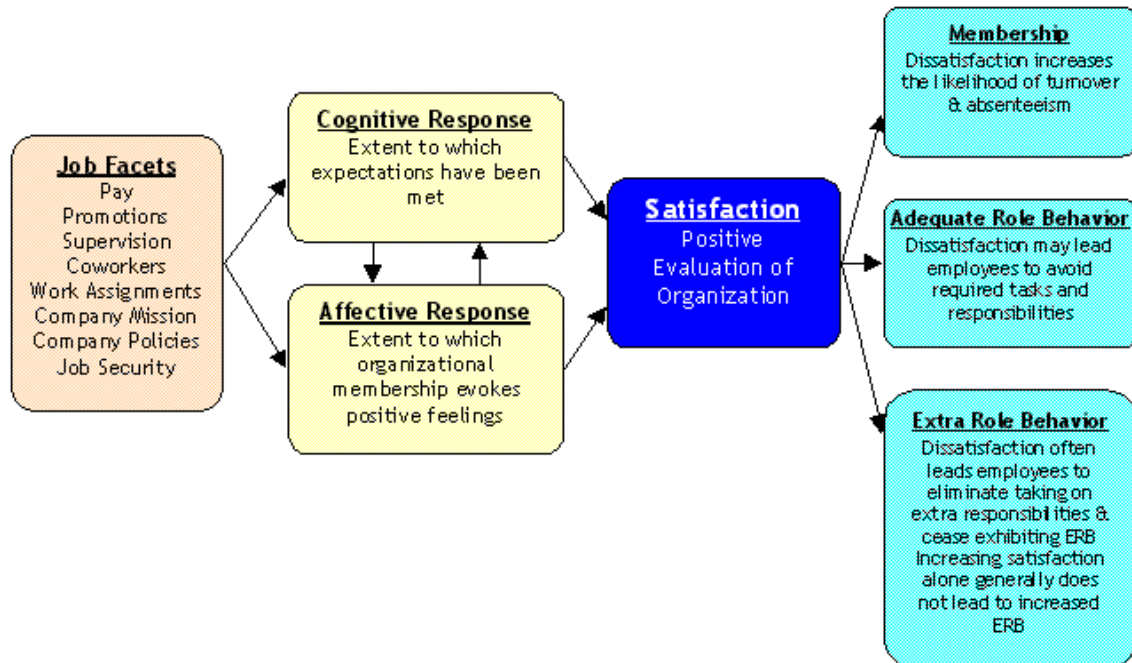
An important finding for organizations to note is that job satisfaction has a rather tenuous correlation to productivity on the job. This is a vital piece of information to researchers and businesses, as the idea that satisfaction and job performance are directly related to one another is often cited in the media and in some non-academic management literature. A recent meta-analysis found surprisingly low correlations between job satisfaction and performance. Further, the meta-analysis found that the relationship between satisfaction and performance can be moderated by job complexity, such that for high-complexity jobs the correlation between satisfaction and performance is higher than for jobs of low to moderate complexity. Additionally, one longitudinal study indicated that among work attitudes, job satisfaction is a strong predictor of absenteeism, suggesting that increasing job satisfaction and organizational commitment are potentially good strategies for reducing absenteeism and turnover intentions. Recent research has also shown that intention to quit alone can have negative effects on performance, organizational deviance, and organizational citizenship Behaviour In short, the relationship of satisfaction to productivity is not as straightforward

as often assumed and can be influenced by a number of different work-related constructs, and the notion that "a happy worker is a productive worker" should not be the foundation of organizational decision-making. For example, employee personality may even be more important than job satisfaction in regards to performance.

Absenteeism
Numerous studies have been done to show the relationship between work satisfaction and absenteeism. For example, Goldberg and Waldman looked at absenteeism in two dimensions as total time lost (number of missed days) and the frequency of time lost. Self-reported data and records-based data were collected and compared. Following absenteeism measures were evaluated according to absenteeism predictors.
1. Self-report time lost
2. self-reported frequency
3. records-based time lost
Only three categories of predictors had a significant relationship ratio and were taken in account further:
- Health
- Wages
- Position level

This research results revealed that absenteeism cannot be predicted by job satisfaction, although other studies have found significant relationships.

DETERMINANTS OF JOB SATISFACTION

Job satisfaction or Employee Satisfaction (also referred to as morale) is one of the most widely used variables in organizational behavior. It is an employee's attitudinal response to his or her organization. As an attitude, job satisfaction is summarized in the evaluative component and composed of cognitive, affective, behavioral components. As with all attitudes, the relationship between satisfaction and behavior, most specifically job performance and membership, is complex. The following sections summarize the cognitive and affective components of job satisfaction; their relationship to organizational inducements systems and their impact on performance and membership.

The Evaluative Component

An individual's overall response to the employing organization is summarized in the evaluative component. It represents dislike vs. like for the organization. When asked for a single response to the question, how satisfied are you with your job, individuals response with their overall evaluation.

The Cognitive Component

An individual's perceptions, opinion, beliefs and expectations regarding the organization are the focus of his or her cognitions. Employees hold cognitions about each of the four major inducement systems. Cognitions in which the individual perceives that his or her expectations have been met generally lead to positive evaluations. Additionally, positive evaluations are more likely when cognitions (expectations) support a positive and secure future with the organization. Some of the specific cognitions regarding each inducement systems are:

Reward Inducement System. Individuals develop expectations regarding their pay through negotiations, comparison to others, and promises made. Satisfaction is increased when these salary expectations are met. Likewise, individuals develop an expected timetable for advancement. The extent to which these timetables are met also influences the individuals' cognitive evaluation.

Managerial Inducement System. Satisfaction with one's boss is a function of how he or she meets your mental model (expectations) of how a leader should behave.

Task Inducement System. The extent to which one's assigned task and responsibilities meet role expectations is the major determinant of an individual's cognitive assessment of his or her job. Work designs that include variables such as autonomy, responsibility and task identity tend to lead to high levels of satisfaction with work because they allow for challenge which when met, lead to validation of important skills and competencies.

Social Inducement System. How coworkers behave relative to your expectations of them and how they help or hinder your job performance is the basis of the cognitive appraisal of this inducement system.

The Affective Component

This component represents the feeling evoked by the organization. Does thinking about and association with the organization evoke pleasurable or uncomfortable feelings; feelings of anger or joy; feelings of security or stress; feelings of affirmation or invalidation? In general, positive affect results from information, feedback, and situations that affirms or reinforces the individual's self-worth and self-concept, while negative affect is evoked by invalidating situations (See Affective Motivation). Self-worth is validated when individuals feel accepted as values members of the organization and their competencies and core values are affirmed. When individuals are in a positive affect state while working, they tend to evaluate the organization positively. Some of the ways in which the individual's affective component is triggered by each of the inducement systems are:

Reward Inducement System. Pay has a pure instrumental meaning, that is, it is valued as means of purchasing necessary and desirable goods and services. Pay also has an expressive meaning in that it used by many as a major indicator of worth and status. The reward system impacts on an individual's emotional attachment to the organization by the degree to which one's pay and organizational position validates his or her self-worth and status.

Managerial Inducement System. One of the major sources of validation is social feedback. Positive affect is created when others affirm one's worth, competencies, values, and status. The extent to which one's boss indicates that you are a valued and skilled employee through his or her words or actions affects your emotional (affective) response to him or her.

Task Inducement System. Another source of validating feedback comes from direct task feedback. When individuals can affirm their competencies and values through their jobs,

positive affect is created. Emotional satisfying jobs either are intrinsically pleasures or create the conditions whereby the individuals feel that they are making a contribution to something of value and that they have an impact on the success or failure of goals and projects.

Social Inducement System. The extent to which employee enjoys social interactions at work and degree to which work social interactions are affirming of one's identity (acceptance, worth, and status) leads to satisfaction with coworkers. For high satisfaction to occur, peer (social) feedback and acceptance is generally unconditional and positive.

CONSEQUENCES OF JOB SATISFACTION AND DISSATISFACTION

The relationship between job satisfaction and employee behavior is complex. Job satisfaction combines with employee motivation to influence certain behavioral patterns.

Membership. The strongest tie between job satisfaction and behavior is found in the employee membership decision. In the evaluation is negative, employees tend to look elsewhere for employment when alternatives are available. When expectations of future security advancement or low (cognitive evaluation), the organization does not compare favorably to alternative employment sources. When individuals experience strong negative affect and are consistently in a negative affect the state, they avoid coming to work (absenteeism) and look for ways to relieve themselves of this negative affective state by looking for other means of employment (negative reinforcement). Therefore, we find a relatively strong relationship between satisfaction and long-term membership and dissatisfaction and turnover and absenteeism.

Adequate Role Behavior. As long as individuals remain satisfied in which to continue employment, they tend to do what is necessary to stay employed, that is, meet at least the minimum role expectations. Additionally, they engage in behaviors that maintain satisfying relationships with supervisors, subordinates, and co-workers. As individuals become dissatisfied with their work, they tend to look for ways to reduce minimum requirements. In some cases, extreme dissatisfaction (especially dissatisfaction that has a strong affective component) can lead to behaviors destructive to the organization. Highly dissatisfied employees can sabotage programs and services in an attempt to "get back" at the organization for its managers.

Extra Role Behavior. In order for additional role behaviors to occur, there must be a source of motivation (additional role behaviors and accidental wages, positive social feedback, positive task feedback, or goal achievement. Relationship). High levels of satisfaction enhance existing additional role behaviors motivated by the incentive system, but satisfaction alone does not generate high levels of additional role behaviors. However, dissatisfaction can have a powerful suppressive effect in supporting role behavior. This means that if an individual becomes dissatisfied, the additional role behaviors motivated by the incentive system can be reduced. Dissatisfied workers are unlikely to take on new responsibilities, get in the way to help their colleagues, or exceed work requirements to help their customers become customers. This is especially true if your boss or colleagues are the cause of your dissatisfaction. Increasing happiness (by removing the cause of dissatisfaction) can increase membership, but it does not create additional role behavior unless there is a source of motivation.

II.   CONCLUSION:

It is thus concluded that the employee satisfaction is an extremely vital component of any organization. If employees don't feel satisfied, the organization would not be able to function properly and will face numerous challenges in its functioning. Thus, it can be safely said that human resource is the area which requires maximum attention.