**What drives job satisfaction?**

**Abstract:** The current article aims to explain the concept of job satisfaction by analyzing various definitions and highlight its significance in a competitive scenario, from the perspective of organization. It also aims at determining the common drivers of job satisfaction irrespective of streams for which people work.

**Key words:** Job Satisfaction, productivity, customer satisfaction, drivers of job satisfaction.

**Meaning:**

Job satisfaction is one of the most sought out topic in industrial psychology. Organizations have realized the importance of this concept and are keen on measuring the levels of satisfaction levels of their employees.

Hoppock defined job satisfaction as “any combination of psychological, physiological and environmental Circumstances that cause a person truthfully to say I am satisfied with my job.” (Aziri, 2011) Analysis of this definition reveals that besides physiological, Job satisfaction deals with the inner feeling of a person regarding how they feel about their job. The external environmental factors do impact this feeling.

According to Wikipedia, “Job satisfaction is a measure of workers’ contentedness with their job, whether they like the job or individual aspect or aspects of jobs, such as nature of work or supervision.” Which means the level of job satisfaction reveals the level of satisfaction due to job or various aspects of job.

Vroom’s Defined job satisfaction as “affective orientations on the part of individuals toward work roles which they are presently occupying.” This definition highlights the approach of a person towards their work roles as the job satisfaction.

According to Spector “job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job.”

Therefore, it can be said that job satisfaction is a feeling good or bad towards one's work. People join an organization with certain expectations, which is formed because of factors like their needs, desires and experiences. The perception of the person regarding their expectation being met leads to the feeling of job satisfaction.

Job satisfaction is very vital as it impacts the productivity of a person. People with high level of job satisfaction, exerts higher levels of efforts to fulfill the tasks assigned to them and derive the sense of accomplishment when the job is done well. This enhances their productivity.

**Relevance of Job satisfaction:**

**Impacts customer satisfaction:** Employees are the face of the organization, therefore customer – centric organization have to consider employee satisfaction as very essential, as it impacts their performance, whether they have direct interaction with the customers or not. In scenarios, where the employees have direct interaction with the customers, a satisfied employee would be able to serve external customers more efficiently, as the discontent or contentedness of an employee is often reflected in their behaviour while interacting with the customers. In situations, where employees do not interact directly with the customers, the low level of satisfaction will translate into higher errors and defects in the work process which will impact the productivity and thus the customer satisfaction.
Impacts employee motivation and productivity: Good monetary and non-monetary benefits along with the good working environment have always been a good motivator. Motivated employees will remain associated with an organization and contribute to the well-being of the organization. Thus, it will impact productivity positively. Further a satisfied employee can take care of their own well-being, therefore the problems relating to stress at work place absenteeism will reduce, leading to employee contributing more productively to the organization.

Impacts turnover ratio: High employee turnover ratio speaks volumes about the organization. Higher turnover ratio also implies draining of trained talents from one organization to the competitor's organization, which may further increase competition in the market. The company which has high employee turnover will lack the experience curve due to non-stable work force which will further impact its position in a competitive market place. On the other hand, a highly satisfied employee serves as a brand ambassador of the organization and will not think about getting disassociated with the organization.

Organization will attract efficient talent: Satisfied employees serve as word of mouth publicity and thus fresh talents would look forward to be a part of such an organization. Thus, it leads to larger number of qualified people applying for jobs, in such an organizations which means the organization has a choice of selecting the best of talents available. Besides this the happy employees would refer their friends and family members under referral programs.

Reduction in HR: Satisfied employees are motivated and often do not leave the organization, therefore the cost on frequent hiring and training can be kept minimal in the long run and thus HR budget could be used for the welfare and boosting the morale of the existing employees.

Components of Job satisfaction

(BasuMallick, 2020) “Job satisfaction, is non-quantifiable metric, it is defined as a positive emotional response you experience when doing your job or when you are present at work.” As job satisfaction cannot be quantified, measurement becomes a difficult task. “Leading organizations are making an attempt to measure job satisfaction with the help of surveys.” As job satisfaction is a feeling of being content or discontent with the job, it varies from person to person. People working in the same organization under the similar conditions may feel differently about their job, monetary and non-monetary benefits like: job conditions, Compensation, appreciation, rewards and organizational policies. Therefore, organization needs multidimensional approach to measure employee satisfaction levels.

People working in various sectors, industries and at different levels find satisfaction in various components, an attempt is being made to list down few components which are sought after by the employee irrespective of any streams of work.

Care for human resource: An organization which cares about its employee’s wellbeing and career and effectively communicates it through their actions, gestures, newsletters, incentives, rewards and recognition, is believed to have won their employees. Such organizations usually have highly committed employees with a high degree of sense of belonging. An organization which take care of their human resource and value them during their tough times will usually get complete support from their employees (BasuMallick, 2020) “ Companies like Google and Starbucks, also feature employee happiness and satisfaction stories as part of their communication strategy.”

Support the hobbies of employees: The work place which gives scope to its people to engage in their hobbies like reading books during their breaks and does not consider it as wastage of productive hours, fosters the feeling of happiness and content in the minds of its employees. One should understand that in today’s competitive environment, where everyone has to prove oneself, every moment, is stressful. Nurturing hobbies is one of the ways to combat stress. But today’s lifestyle doesn’t permit it, as major part of the week is spent at work. Therefore, if the organization provides conducive environment like a
recreation room with indoor games, library for those who love to read, will enables employees to return to work a fresh with reduced levels of stress. It will help them in rejuvenating and continuing further with more energy. Employees do value such gestures of the employers.

**Growth opportunities:** The world is moving at a very fast pace and so are the people living in it. Gone those days where people used to join the organization and planed their retirement from the same. Now people want to scale up at a faster pace and don’t mind hopping jobs for better growth prospective. Therefore, in order to retain their talent, organization needs to formulate their growth policies accordingly and communicate the same in the organization, so that the people will have clarity regarding, what they can aim at what interval of time. The organization should provide well-structured training programs to enable their employees to take up various roles within the organization. This will keep the dynamic resources of the organization motivated.

**Two way feedback:** The purpose of the feedback is to accelerate the performance of the organization and keep the organization in the right track. Therefore, the organization should develop the culture of two way feedback. The organization can communicate to their employee about the areas in which they have excelled along with the areas in which there is a scope of improvement, Similarly organization should provide forums where the employees can interact with the decision makers and give feedback regarding the company as they are working at various levels and have a scope of interacting with the customers and may understand the environment in a better way. Their ideas and suggestion should be taken seriously and acted upon. If their voice is being heard and acted upon the employees feel elated and develop a sense of belonging.

**Work life balance:** (BasuMallick, 2020) As per the 2019 Workplace Happiness Report by Udemy, work-life balance adds meaning to the job for 37% of professionals. Productivity is the priority for any concern but it should not take the place of well-being of the employees. Paid leaves, Mandatory leaves, work-from-home day and flexible working hours are great ways to maintain balance between both work as well as productivity. An organization should aim to create a positive work life balance, so that the employees can operate with open mind and contribute at their maximum potential.

**Positive working environment:** organization should ensure that they have a culture of mutual growth. Appreciation and correction both are required for the prospering of an organization. organization should never let the culture of criticism seep into their culture. This might ruin the productivity and motivational levels of the employees. Demotivated employees will not be able to contribute anything for the betterment of the organization. Feedback should be constructive and positive for the betterment of people as well as the organization. Therefore creating a positive work environment adds on to the levels of job satisfaction. (BasuMallick, 2020) "A poll by Gallup found that 75% of voluntary attrition can be attributed to the behavior of immediate supervisors and not the job itself." Organization should ensure that their harmony exists in the organization between superior and subordinate. Any issues pertaining to bullying or criticizing can be identified by anonymous survey or skip meeting and corrected timely.

**Fair policies:** fair policies also aids in enhancing the level of job satisfaction. organization which ensures that all its employees are treated well and get a fair chance for growth irrespective of age and gender will lead to higher job satisfaction. Also if a person has any innovative ideas for the betterment of the organization, they need to be heard and let them foster their creativity in problem identifying or solving. This will inculcate the sense of accomplishment and further lead to the feeling of satisfaction.

**Job Security:** An insecure employee will not be able to concentrate on the work. It's a major area of concern of today's employees, as we are advancing towards automation at high pace. The organization should maintain the regular flow of communication between the employees and the leaders, who can update them about the changing roles of employees and how things will change in their respective industry. They should be trained and equipped to face the changes in the future. This will boost their confidence in the management and definitely impact their levels of dedication.
Conclusion:

Job satisfaction being a feeling good or bad, an employee has about their job. It has to do a lot with the inner psychology of individuals. As every person has different levels of aims and aspirations their definition of being satisfied varies.

There are certain factors which lead to job satisfaction, irrespective of industry and people. Every working individual seeks for the institutions which give them the fair growth opportunities and a positive working environment, has a culture of constructive two-way feedback, values work life balance, ensures job security and cares for its employees and supports their hobbies. Existence or absence of these factors impacts the levels of employee job satisfaction.

Cited References:


VI. https://www.toolbox.com/hr/engagement-retention/articles/what-is-job-satisfaction/

********************************************************************************

Mr. Yash Vaghela
Sr. Academic Coordinator
Unitedworld School of Business
Karnavati University
Gandhinagar

Copyright © 2012 – 2021 KCG. All Rights Reserved. | Powered By: Knowledge Consortium of Gujarat