

A THEORETICAL APPROACH TO THE JOB SATISFACTION

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Abstract: Job satisfaction is on the top of the important targets for an establishment which is in the process of total quality. Because, the provision of total quality, first of all, is based on the sincere commitment to work of the corporate employees/managers and being satisfied with their jobs; namely, doing their jobs fondly. The role of motivation about the productivity and the efficiency is a topic which has been studied and debated for years. Because, the company's success depends on employees' skills and willingness. With zero-error production of services, ensuring full customer satisfaction and employee in a harmonious relationship with their colleagues and work is the primary target of "job satisfaction". Composing customer contentment and loyalty, however, depends on making the firm's employees satisfied and the degree of saturation for their job.

In this study, by the theoretical approach to job satisfaction it was attempted to emphasize the theories explaining job satisfaction and the importance of the job satisfaction works and also what the job satisfaction and the relationship between employee attitudes are.

Keywords: job satisfaction, importance of the job satisfaction, theories explaining job satisfaction

Introduction

The persistence of the establishments depends on enriching the palette of products and services offering their customers and producing better quality, cheaper and more useful products, improving business processes by continuously analyzing and increasing their performance. In this sense, for establishments, measuring organizational devotion, job satisfaction for local customer contentment, quality, time, structure of organization and its strength gain a high importance. It can be only so possible for the employees who communicate with customers one-to-one and the employees in manufacturing to process by fulfilling their duties impeccably (perfectly), obstruct the wastage of enterprise and exhibit positive behaviors like this, with construction of an emotional bond with their job and establishment. When the employee likes the job he made and feels himself as a precious person in enterprise, he won't spare to exhibit beneficial attitudes for the enterprise. He will work as if he were working in his own job with this satisfaction. Establishments cannot overlook this positive atmosphere resulting from job satisfaction, even if, for their own benefit. Establishments should organize social activities, to instill a sense of job satisfaction for their employees and should do

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activities which would cause the employees, no matter what they do (cleanliness, transportation, production, management), to thinking that if they didn't do their job, the production process would cease and create the feeling for an individual employee as if he were doing the most important job in the enterprise, establishing a social networking.

Job satisfaction – definition and extent

Job satisfaction

Job Satisfaction is a general expression of workers' positive attitudes built up towards their jobs. Workers maintain an attitude towards their jobs as a result of diverse features of their job, social status that they've gained about their jobs and experiences in their job environment. This attitude can be also negative towards work. If the economic benefits, the social status, the job's own specific characteristics and the job expectation employees hoped, are appropriate for employees' desires, there is job satisfaction. Positive attitudes of employees towards the whole business environment as a result their experiences of work-environment are called job satisfaction.

Besides its answering the individual needs of physiology and security, if job also effects the person's feelings and values in positive way, then it can be said that there is a job satisfaction[5].

As it is known, job satisfaction has been a subject to scientific researches with "Hawthorne" studies in 20th centuries. Job satisfaction is described as pleasurable or positive emotional state as a result of evaluation of the job or job experiences [16]. Churchil, Ford & Walker (1974) describe the term of "job satisfaction" for salesmen as a state relating with being satisfied with the emotional devotion, conferment (rewarding), all characteristic features constituting the job environment and the job itself[22].

Job satisfaction is a concept which has a close relationship with motivation and activity. Therefore, this topic will be studied under the unit of motivation or unit that contents motivation. The main cause for that is the assumption that workers satisfied with their jobs are more productive, effective, and in a better approach about their jobs compared with those who aren't satisfied with their jobs [11].

Owing to this assumption, job satisfaction studies are incited first in order to increase the effectiveness and productiveness of workers. These studies carried out with sponsorship of managers and enterprise owners, have especially emerged in USA. However, the idea that there is a positive relationship between job satisfaction and the productiveness of workers doesn't confirm by all scientific studies. For instance, Brayfield and Crockett, in their studies, have proved that

there is not an admirable relationship between the behaviors and attitudes of staff and their performances[10]. Even though it can be said that there are some studies, which prove no relation between job satisfaction and productiveness of workers, generally, conditions in practice opposite that. Because the positive effect of satisfaction on motivation and effectiveness cannot be denied.

The relationship of job satisfaction and Attitudes

Job satisfaction is an attitude that workers put on towards their jobs. Attitude is one of the important subjects focused on in social sciences. Attitude is the process of enthusiasm and recognition resulting from specific values and beliefs, in relation to one aspect of an individual's own world's internal world [7]. It is also possible to define attitude as the summation of sense, belief and thoughts which the individual forms in direction with his perceptions about his environment. In a sense, attitude is the stimulant of behavior or the knowledge which prepares the individual for behavior [6]. Attitude, especially about senses, have importance because of the fact that they give continuity to the personality of individual, they give meaning to his daily activities and mentalities and that they facilitate his attempt made in order to gain various aims [14].

Attitudes are composed of three main elements. These are emotion, thought and behaviors. The element Emotion is related with the condition of individuals being positive, negative or neutral towards things. The element of Thought is composed of individual knowledge towards things. The element of behavior is related with action area, which is the outer appearance of knowledge and emotion elements [12]. The most important feature of behaviors is that they generate with the interaction of biological, psychological and social elements of behaviors [13].

The elements of behaviors, as mentioned above, are studied by psychologists being reduced to three titles. However, with the effects of which factors, approaches, and behaviors related with this, come into being and according to which environmental stimulants they are shaped by, is a debatable subject. Bio-psycho-social system approaches asserted by Lipowski, Engel and Leih's in recent years are the most important ones of these. According to Bio-Psycho-Social approaches, the fundamental base of various behaviors and approaches of human-beings is the common structure that biological, social, and psychological factors among which there is a functional relation and which form a system together constitute [19].

Some of the most important elements that create and effect attitudes according to Miner, called environmental factors, which are described as community, family, social groups, business organizations and other elements of previous and future. Environmental stimuli are the source of attitude items that consist of information, emotion and behavior [18].

Attitudes are formed under the influence of environmental factors. Job satisfaction, as an attitude, is also shaped under the influence of environmental factors. Environmental factors are family, religion, legal and moral rules and values, history, the prevailing mindset of the society in general, cultural elements etc. Because of that there is a close relationship of attitudes that accepted or rejected by employee with their socio-economic and socio-cultural personalities.

Theories explaining job satisfaction

One of the most important theories which explain the job satisfaction is Lawler's theory. He [15] explains job satisfaction in four basic conditions: *The Fulfillment theory* which explains the reaching of the thing needed. *The Discrepancy theory*, difference, contradiction and conflict theory. *The Equity theory*, about equality and the fourth one is *The Two-factor theory*.

According to the Fulfillment theory, the basic rule of the happiness of workers is to satisfy their demands and getting their wishes. Workers are satisfied if their demands are totally provided. Namely, the more a worker earns the more he is satisfied and the less a worker earns the less he is satisfied. A higher rank job or an interesting job can satisfy them too.

The Discrepancy theory is concerned on what the workers are expecting and what they are getting. Their expectations, evaluations and hopes of workers about their works are more important than what they are having in real. Difference between expectations and gatherings are the base of this theory in light of these three questions:

1. What do workers wish?
2. What are their expectations?
3. What can they get actually?

Accord to the *Equity theory*, workers ponders about what are his qualifications, contribution to the work and the job's contribution to him. It means creating an attitude of worker against the work he does. If the worker is paid over his work he will feel guilty but if he is paid under what he deserves his feeling for justice will rise.

The Two-factor theory regards the elements of reasons of fulfillment. Negative elements are lower wages, no job guarantee and such factors. Fulfillment elements are, as Herzberg (1976) stated; realization of worker himself and reaching his goals [15].

By his two factor theory, Herzberg advanced Maslow's main, physiologic and self realization theory and fortified it with his. Maslow's theory [17] is based on the comparison of the best and worst conditions at work. The conditions in which the workers fell well are called the motivators; the bad conditions are called

defensive factors (hygiene). According to him, preserving factors lead unsatisfactory conditions and contrary motivator elements lead fulfillment. The bad factors are: corporation policies and management, work condition, salary, status and relations with co-workers. The motivators are: success, fame, specialties of work, responsibility, awards and advancement [13].

There are many studies about job satisfaction. Some prove a direct connection between motivation, quality and job satisfaction, but some prove the contrary. Although some scientists such as Brayfield and Crockett think negatively about this direct connection, most scientists believe this relation. Motivation of workers is about their fulfillment at work. All corporations should work on subjective studies about job satisfaction to retain their existing customers and attract potential ones. In regard of studies from past to this day, completely organized corporations are aware of this important process.

The advancement of job satisfaction studies

Job satisfaction- classical management approach

Job satisfaction studies first emerged when Taylor's classical approach [21] was criticized. Taylor had connected doing a work and increasing productivity directly to its own inside elements. For this reason he regarded the work's own elements and work organization but not the worker. According to Taylor, there is no special ability. All workers are the same. All processes can be analyzed step by step without requiring any talent and anybody who wants to learn this process can be a first class worker, the most difficult works can be learned by any worker [4].

Organization and management theories are at the top of the factors that encourage job satisfaction studies. These theories come from the organization structures in which workers do their jobs. At first, it was Taylor's theory which leads these studies. But this secondary theory rather regards the performers, humans not works as Taylor does.

The classical approach which is a combination of Weber's bureaucratic management approach and Taylor's scientific approach regards workers as machine and economic beings. Workers are biologic (human) beings who are doing jobs to earn their needs (economic aims). According to this, what workers should do is to follow the instructions of managers carefully. So the rewards will come as money in the end. To earn more money, the worker will use his abilities wisely. The classical theory therefore is minimizing the human needs [10, p. 23].

Job satisfaction- Neoclassic Management Approaches

As an alternative to classical theory, in this theory workers' communication, their wish to join the management and effective communication are base elements. It is alleged that these are more effective in terms of productivity. Accordingly, the quality and content of social communication and fulfillment are important subjects.

Human interactions theory gives importance to interactions and belonging sense next to the economical behaviors of workers. A person is not only an economic being but he is also bearing respect for others, realizing himself, wishing to advance. For this theory humans behave in related with other humans' behaviors. This is called social behavior. Even an ordinary worker and the boss do the same [20]. It is the human interactions theory which started job satisfaction studies. This theory gives importance to social factors. Especially light experiments carried out in Western Electric Corporation have proved that, humans' relations are effective in productivity and communication.

Attitudes about job satisfaction are regarded first of all a subject of management and psychology. But later was understood that it is not only related with psychology. Social factors are so important as them. For example; Yankelovich examined job satisfaction with gender, race, education, job, age and stated important results related with social factors[23].

The importance of job satisfaction studies

In industry communities, most people spend most of their time at work area. Because, in these communities, the quality of social relations is shaped by the farm of production, consumption and sharing which are base of economical actions. People make up their mind and desire their decides according to these three elements. Social theories developed about industry communities, take production, consumption and sharing focus.

In this study, it is focused on the production side of the employment-related part of industrial society. It is about the work satisfaction of workers. In industry community, the work life is very different from pre-industry. The field of work was organized in a new way which the works were not used to. A new field was born which is called work life. This triggered the birth of a new social group related to work and production .That is management organization.

Establishments are places where people spent most of their time in any way in modern communities. Work life is one of the most important topics in terms of social and individual action. Although subject has many sides as national, economy, development, social peace, syndicate....etc, for this work, the main important thing is satisfaction of people who spend most of their times in management organizations, the possibilities of economic actions, the planned work

systems, the quantities and the qualities of the works and the way how they own the management organization.

Managers employ people according to some specialties. Who produce what, in what scale, what quality, where, when and what salary is left to the speed of machine, specialties and expert of planning. The workers spend most of their times and efforts at work. They do job which they do not like and they make work with people who they do not know before.

The problems of management's workers which are about the working conditions are discussed nowadays. These discussions have taken the topic from management area to social and psychological [2]. Because work field problems are self social problems.

In our age, the success at work is regarded as an important criterion to be happy. The use of time, ability and knowledge, interaction with other people, showing of personal abilities and developing of them are important for work life. The scale of work satisfaction of people and objects which effect this satisfaction are significant for the productivity and belonging of workers to their management.

Happiness of people in work life is the same thing with the happiness in social life. Because an employee returning from work happy, will reflect this happiness to his family, friends and also his social environment.

Conclusion

The biggest milestone of work satisfaction is attitudes that are emotional stations coming out of bio-psycho-social actions. These attitudes change into behavior in work field and give important clues to find out and increase work power [8]. The workers who have positive attitudes against their job are much more successful.

As known, the theories, which give importance to "human object" in leadership and management, are more accepted nowadays. The effects of human object on production is understood and seen clearly. The supply of effectiveness and productivity of managements are just possible if the workers are willing and highly motivated on their works. In encouraging of the workers and making them satisfied those who are not pleased with their works, the means of motivation are highly important..

Job satisfaction is an emotion which comes out of climate, culture, and identification of managements which is bound to manager's fair behaviors. In the birth of this emotion, not only the quantitative but also the qualitative as mentioned in this paper has a big and important role.

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TEORETYCZNE PODEJŚCIE DO ZADOWOLENIA Z PRACY

Streszczenie Zapewnienie jakości w pierwszej kolejności opiera się na szczerym zaangażowaniu pracowników/menadżerów, ich oddaniu się pracy i odnoszeniu satysfakcji. Sukces przedsiębiorstwa w dużej mierze zależy od umiejętności pracowników i ich chęci. Pierwszorzędnym celem *zadowolenia z pracy* jest bezbłędna realizacja usług, co zapewnia satysfakcję klientów oraz harmonijne relacje między współpracownikami. W niniejszej pracy, stosując teoretyczne podejście do zadowolenia z pracy, spróbowano zaakcentować teorie wyjaśniające zadowolenie z pracy oraz istotę działania zadowolenia z pracy, a także, jaka jest relacja między zadowoleniem z pracy i stosunkiem pracownika.

工作满意度理论

摘要：工作满意度是建立完整的质量体系的重要目标。因为，总质量的规定，首先，是基于企业员工/经理和他们的工作是满意的，这就是，自愿地做他们的工作。因为公司的成功依靠员工的能力和工作的积极性。零误差服务，确保客户高度满意度，雇主在员工中的良好关系；工作的基本目标是工作满意度。客户的忠诚度和满意度取决于公司员工的工作满意程度。