

Critical Analysis of Job satisfaction in Service industry: A Review

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Abstract — Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations.

Keywords— Job satisfaction, Indicators, factors of job satisfaction, Approach of job satisfaction

INTRODUCTION

A successful organization is one which is capable to create an environment where the potential of each employee is realized and actively applied in achieving the objectives of an organization. In the modern world, the level of employee's engagement and the quality of work are directly proportional to the success of an organization and contributes towards its growth. So managers are always concerned with identifying ways to boost morale, increase productivity and gain competitive advantage. So a major focus is on factors influencing productivity rather than enhancing the quality of product.

Factors influencing productivity can be classified into two categories: Controllable or internal factors & Non-controllable or external factors. Controllable (internal factors) includes Product, Technology, Plant & equipment, materials, Human factors(job satisfaction), Work methods, Management style, Financial Factors, Sociological factors. Non-controllable (external factors) includes Natural Resources, Government policy, and infrastructure. From the above mentioned factors, job satisfaction is major factor which influence productivity.

An employee will incline towards the growth and success of the organization only if he is satisfied with his work as well as with the organization. So, in order to access the level of satisfaction of employees, it is important to know exactly what matters most to them. Job satisfaction is one's attitude towards his job (positive or negative). The basic element of employee job satisfaction is satisfaction in work and the work environment. 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". Job satisfaction is defined as all the feelings that an individual has about his/her job[1].Wadhwa and Wadhwa[2]defines job satisfaction as the orientation that employee has towards his work. He believes that jobs are important as they help in achieving organizational objectives. Employee job satisfaction is determined by the presence of job pleasure and absence of job discontent. Job discontent and job pleasure are important ingredients of job satisfaction [3]. The behavior of an employee is influenced by his attitude and values. An employee, who is happy, is always satisfied with his work and this improves the quality.

INDICATORS OF JOB SATISFACTION

Job satisfaction benefits the organization in many ways. It is also a good indicator of longevity. The various measures of job satisfaction are as follows [3]:

1. Helps In Employee Retention
2. Increase Productivity
3. Reduce Turnover, Recruitment, Training Cost
4. Improved Teamwork
5. Increased Quality of Service
6. Enhances Employee Loyalty
7. Reduce Absenteeism

8. Deliver Superior Value To Customers
9. Increased Performance
10. Happiness/Joy/Pleasure of Employee

FACTORS AFFECTING JOB SATISFACTION

There are variety of factors that makes people feel positive or negative about their job. Job satisfaction can be influenced by variety of factors. One of the biggest prelude to the study of job satisfaction was the Hawthorne studies. These studies primarily credited to Elton Mayo [4] of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

A research conducted by Mosammod Mahamuda Parvin and M M Nurul Kabir [5], shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction. Daljeet Singh Wadhwa et.al. [6] in their research identified that environmental, organizational and behavioral factors are the probable causes behind employee job satisfaction have a positive impact on job satisfaction. Another study by Nawaraj Chaulagain and Deepak Kumar Khadka [7] conducted among Healthcare Professionals reported that responsibility, opportunity to develop, staff relations and patient care were significantly influencing factors for job satisfaction. According to Ethica Tanjeen [8] some factors that are point of high concern to employees regarding their satisfaction are job security, promotion, relationship with superiors. The factors that lead to lowest satisfaction are freedom, relationship with immediate supervisor and promotion. As success of an organization depends mostly on the performance of employees so they need to be satisfied. Jaime X. Castillo and Jamie Cano [9] found that Hygienic and motivation factors are responsible for job satisfaction. The findings imply that employee were most satisfied with the content of their job and least satisfied with the context in which their job was performed.

Factors that lead to hold positive or negative job perceptions can be summarized as follows.

Recognition

It is an act of notice, praise, or blame supplied by one or more superior, peer, colleague, management person, client, and/or the general public. Recognition is also a factor of motivation in Hertzberg's two factor theory.

Promotion

Promotion refers to designate an actual change in upward direction in job status. The promotion to the next level will result in positive changes such as pay, autonomy and supervision.

Pay

These are the sequences of events in which compensation plays a major role. There is no doubt that monetary rewards may play a very influential role in determining job satisfaction. Salaries not market related, can lead to dissatisfaction.

Interpersonal Relations

It involves relationships with superiors, subordinates, and peers or colleague. If the employee experiences the healthy relationship with others within the organization so it will boost the morale and satisfaction toward the job and lead to the higher productivity.

Supervision

The supervisor's willingness to delegate responsibility and/or to teach subordinates is known as supervision. If workers view their superiors as fair, competent and sincere, the level of job satisfaction will be high. Vice-versa workers that perceive employers as unfair, incompetent and selfish will therefore experience a lower level of job satisfaction.

Policy and Administration

These are events in which some or all aspects of the organization were related to job satisfaction. Organizational policy plays an important part in the satisfaction of employee toward the job. These should be framed keeping in view of employee's needs and desire.

Working Condition

Physical working conditions and facilities are equally significant for job satisfaction of employees, viz:- Canteen, Proper lighting, Drinking water, crèches, clean washrooms.

Work Itself

The 'work itself' plays a critical role in determining how satisfied a worker is with the job:- the actual job performance related to job satisfaction.

METHODS /APPROACH OF JOB SATISFACTION

The content theory of job satisfaction rests on identifying the needs and motives that inspire people. The theory focuses on the inner needs driving people to act in that work environment. Suggesting management by observing employees behavior, can determine and predict their needs.

Abraham H. Maslow developed a need hierarchy theory. According to this theory, the urge to fulfill need is a prime factor in motivation of people at work. Human being strives to fulfill a wide range of needs. Human needs are multiple, complex and interrelated. Human needs form a particular structure or hierarchy. Physiological needs are at the base of the hierarchy while self-actualization needs are at the apex. Safety (security) needs, social needs and esteem (ego) needs are positioned in between. Lower-level needs must at least partially be satisfied before higher level needs emerge. As soon as one need is satisfied, another need emerges. This process of need satisfaction continuous from birth to death.

According to Herzberg, maintenance or hygiene factors are necessary to maintain a reasonable level of satisfaction among employees. These factors do not provide satisfaction to the employees but their absence will dissatisfy them. Therefore these factors are called dissatisfies. These are not intrinsic parts of a job but they are related to conditions under which a job is performed. On the other hand motivational factor are intrinsic parts of the job. Any increase in these factors will satisfy the employees and help to improve performance. But a decrease in these factors will not cause dissatisfaction.

In 1964, Vroom defined motivation as a process, controlled by the individual, which governed choices among alternative forms of voluntary activities. Motivation is a product of an individual's expectancy that a certain effort will lead to the intended performance, the instrumentality of this performance to achieving a certain result, and the desirability of the result (known as valence) for the individual. Expectancy theory explains the behavioral process of why individuals choose one behavioral option over another. It also explains how they make decisions to achieve the result they desire. Vroom introduces three variables within his expectancy theory: valence (V), expectancy (E), and instrumentality (I).

In 1963, John Stacey Adams introduced the idea that fairness and equity are key components of a motivated individual. Equity theory is based in the idea that individuals are motivated by fairness, and if they identify inequities in the input/output ratios of themselves and their referent group, they will seek to adjust their input to reach their perceived equity. Adams' suggested that the higher an individual's perception of equity, the more motivated they will be, and vice versa - if someone perceives an unfair environment, they will be demotivated [10].

CONCLUSION

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Unfortunately, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Researchers have used qualitative approach for identifying the factors of job satisfaction and to find their correlations. Thus, quantitative approach is still not used for studying job satisfaction phenomenon. So, there is a need to study and model job satisfaction using quantitative approach.

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