

KEY DETERMINANTS OF JOB SATISFACTION AND ITS IMPACT ON PUBLIC SERVICE SECTOR EMPLOYEES

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ABSTRACT

Job satisfaction is an important aspect for an organization's success. A successful organization is the one with satisfied workers. The focus of the study is to find out the major determinants of job satisfaction and whether they have any impact on the job satisfaction of the employee of public sector organizations. Thus, all those determinants which provide a fit among individual variables, nature of job, and situational variables determine the degree of job satisfaction. The study also focuses on various measuring methods of job satisfaction by which we can measure satisfaction of employee by taking these factors into consideration. The factors and measuring techniques responsible for job satisfaction were identified through a literature review of various articles related to job satisfaction. A Focus group discussion among employees was also conducted.

Keywords: Job Satisfaction, Employees, Public Sector organizations

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1. INTRODUCTION

1.1 Job Satisfaction

Organizations are made of people and function through people. Without people organizations cannot exist. The resources of men, money, machinery and material are collected, Coordinated and utilized through people. These resources by themselves cannot fulfill the objectives of an organization. This needs to be united into a team. It is through the combine efforts of people that material and monetary resources are effectively utilized for the attainment of common objectives. Without united human efforts no organization can achieve its goals. All the activities of an organization are initiated and completed by the most significant resource and it is most important factor of the production. According to **L.F.Urwick,** **” Business houses are made or broken in long run not by markets or capital, patents, equipment but by men”**. Of all the resources manpower is the only resource, which does not depreciate, with passage of time.

Human resource is considered to be the most valuable asset in any organization. It is the sum total of inherent abilities, acquired knowledge and skills represented by the talents and attitudes of the employees. Hence human resources should be utilized to a maximum possible extent, in order to achieve individual and organizational goals. It is thus, the employee’s performance to a large extent is influenced by motivation and job satisfaction.

Hoppack brought the term “job satisfaction” to limelight. He reviewed 32 studies on job satisfaction conducted prior to 1933. Job satisfaction refers to a person’s feeling of satisfaction on job, which acts as motivation to work. It is not a self satisfaction, happiness or self contentment but the satisfaction on the job.

1.2 Definitions

According to Hoppack, Job Satisfaction is “the combination of Psychological, Physiological and environment circumstances that cause a person to truthfully say “I am satisfied with my job”. This definition points to the factors effecting job satisfaction but does not indicate the nature of job satisfaction.

Job Satisfaction defined by Robbins P.Stephen as “the difference between the amount of rewards workers receive and the amount they believe they should receive”.

Locks give a comprehensive definition of job satisfaction as “a pleasurable positive emotional state resulting from the appraisal of once job or job experience”.

Job satisfaction is an individual’s emotional reaction to the job itself. It is a person’s attitude towards a job. Job satisfaction refers to one’s feeling towards one job.

Job satisfaction is a positive emotional state that occurs when a person’s job seems to fulfill important job values provided their job values are compatible with one’s needs.

Satisfaction of employees need for esteem, autonomy, and self actualization would in turn lead to high employee notification. Individual high in need for self actualization, esteem, production, enchases and consideration was positively by effective supervision.

1.2 Nature of job satisfaction

It expresses the amount of agreement between one’s expectations of the job and the rewards that the job provides .Since job satisfaction involve expectations .It relates to equity theory, the psychological contract and motivation.

The nature of one’s environment affects one’s feelings on the job. Since a job is an important part of life; job satisfaction influences one’s general life satisfaction.

1.3 Job Satisfaction and its impact

In the organization the first and foremost requirement is employee’s satisfaction in all the spheres and areas of concern impossible. Unfortunately not everyone receives the satisfaction from his job. Job satisfaction results when the quality needed for a particular job and the qualities of an individual are fitting in.

There is growing awareness among employees on job satisfaction and working climate etc. Job satisfaction refers to an employee’s general attitudes towards his job. The satisfaction or dissatisfaction from the job gives to the psychological problem of morale.

The importance of job satisfaction is fairly evident from description of importance of maintaining morale in any industry. If an employee is not satisfied with his work, then both the quantity and quality of output will suffer .If employees job satisfaction increases then there is improvement in both quality and quantity of production.

Job satisfaction is a pleasurable job emotional state resulting from the appraisal of ones job or job experience. Job satisfaction is the result of employees perception of how well their job provides those things which are viewed as important in job satisfaction and country workers, working conditions and work itself.

Job satisfaction is related to productivity, turnover and absenteeism. Where there is satisfaction, there is commitment to the organization and will decrease turnover rate. Highly satisfied employees have better mental and physical health, learn job related tasks more quickly.

Basically, job Satisfaction is determined by the discrepancy between what individual's expect to get of their jobs and what the job actually offers. A person will be dissatisfied if there is less than the desired amount of job characteristic in the job.

1.4 Measuring Job Satisfaction

There are various ways of measuring job satisfaction

1.4.1 Rating Scales

The most common approach for measuring job satisfaction is the use of rating scales. These scales fall in to two general categories one is called Tailor-made scales, which are conducted for a particular setting or a project. The second set comprised standardized scales, which before these use, have been developed to establish group norms on scales and to ensure reliability and validity of the measuring instruments. It is Tailor made scales, which are frequently used in practice.

1.4.2 Critical Incidents

Herzberg and his associates in their research on the two factors theory of motivation developed the critical incidents in the approach to the measurement of job satisfaction. Employees were asked to describe incidents in their job when they were then the content analyzed in determining which aspects were closely related to positive and negative attitudes.

1.4.3 Interviews

Personal interviews are yet another method of measurement of satisfaction. Employee is interviewed individually and the responses reveal their satisfaction or dissatisfaction.

1.4.4 Action Tendencies

These represent the inclinations people have to avoid or approach certain things. By gathering information about how they feel like acting with respect to their jobs; the job satisfaction can be measured.

1.4.5 Use of existing information

Before conducting any formal satisfaction survey, managers do well to examine two other methods of assessing employees through constant interaction and communication. This is a particular and timely method of determining the job satisfaction. Besides there are a number of indicators already available in the organization, and their collection in the form of reports will throw much light on degree of employees satisfaction. Some of the available data relate turnover absenteeism, performance, suggestions, accidents, grievances and the like.

1.4.6 Job satisfaction surveys

Management conducts job satisfaction survey in order to get information for making sound decisions. A job satisfaction survey is a procedure by which employees report their feeling towards their job and work environment. The response are then combined and analyzed; various ways of measuring job satisfaction are available as stated above.

They are most reliable and valid methods of measuring job satisfaction. The most well known job satisfaction survey is the *job descriptive index*. It has been used in a large variety of organizations, with employees from all different levels of education and income.

The two most widely used approaches are a single global rating and summation score made up of a number of job facts. The single global method is nothing more than asking individuals to respond to one question, such as “all things considered, how satisfied are you with your job”? Respondents then reply by circling a number between one and five that corresponds to answer from “highly satisfied” to “highly dissatisfied”.

The other approach, summation of job facets is more sophisticated. It identifies key elements in a job and for the employees feeling about each. Typical factors that would be included are the nature of work, supervision, present pay, promotion opportunities and relations with co-workers, working conditions. These factors are related on a standardized scale and then added up to create an overall job satisfaction score.

2. CONCEPTUAL MODEL OF THE PAPER

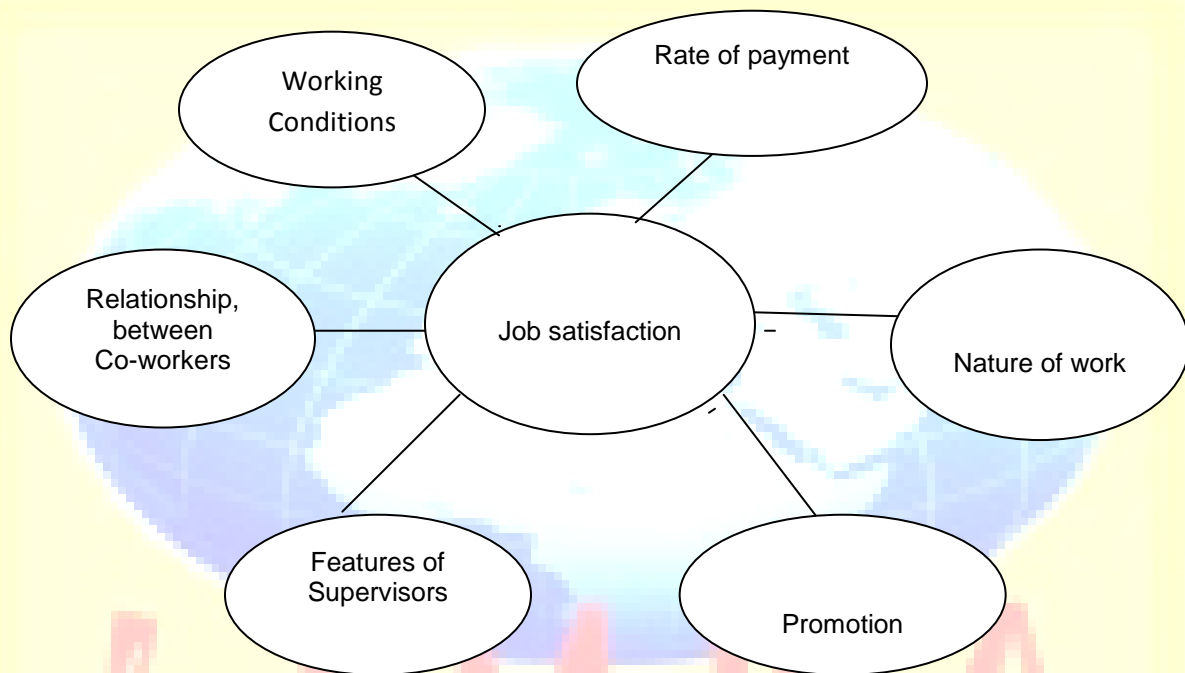


Fig: Key factors affecting Job Satisfaction

3. THE MOST IMPORTANT DETERMINANTS RELATING TO JOB SATISFACTION

Several job elements contribute to job satisfaction they are:

3.1. Pay

Pay plays a vital role in influencing job satisfaction. This is based on two reasons. one is money is an important instrument in fulfilling ones needs. The other is employees often see pay as a reflection of management concern for them. Employees want a pay system, which is simple,

fair and in line with their expectations. When pay is seen as fair ,based on job demands, individual skill level and community pay standards, satisfaction is likely to result.

3.2. Nature of work

Most employees crave intellectual challenges on jobs. They tend to prefer being given opportunities to use their skills and abilities and being offered a variety of tasks, freedom, and feed back on how well they are doing. These characteristics make jobs mentally challenging. Jobs that have too little challenge create Borden. But too much challenge creates frustration and a failure. Other conditions or moderate challenge, experience pleasure and satisfaction.

3.3. Promotions

Promotion opportunities affect job satisfaction considerably. The desire for promotion is generally strong among employees as it involves change in job content, pays, responsibility, independence, status and the like. It is no surprise that the employees take promotion as the ultimate achievement in his career and when if it is realized, he feels extremely satisfied.

3.4. Supervision

There is a positive relationship between the quality of supervision and job satisfaction. Supervision that establish a supportive personal relationship with subordinates and take an employee satisfaction.

Supervisor's actions for maintaining job satisfaction are:

- Maintaining open lines of communication
- Create a good physical environment
- Change the perception of dissatisfied employee
- Allow for participative management
- Conduct more building programmer.

3.5. Work Group

The work group does serves as a source of job satisfaction to individual and group members, with opportunities for inter. It is well known that, for many employees work fills the need for social interaction.

The work group is an even stronger source of satisfaction when members have similar attitudes and values. Having people around with similar attitudes caused less friction on day-to-day basis. Co-workers with similar attitudes and values can also provide some confirmation of person's self-concept." We are ok and you are ok".

3.6. Working conditions

Working conditions that are compatible with employee's physical comfort and those facilities doing a good contribution to job satisfaction. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the work place and adequate tools and equipment are the features which affect job satisfaction

4. CONCLUSION

Basically job satisfaction provides an employee with inner motivation and self encouragement so that he or she can give the best to his organization. Normally an employee who is satisfied with his work will facilitate in creating a positive working environment for people around. It will help in boosting the morale of the other employees in the organization.

It's a fact that majority of us work for money but monetary benefits should not be the sole criteria while selecting a job. There are other factors too. It is always recommended that you select a job which provides you with inner satisfaction and happiness. Life becomes happier and easier for an employee who is happy with his or her job.

Majority of the well reputed companies these days give lot of importance to measure the level of employee satisfaction at the work place. Hence employers these days emphasize a lot on a good HR system in the organization.

Job satisfaction is absolutely necessary and beneficial both for the organization as well as for the career development of the employee.

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