
JOB SATISFACTION: HOW COMPANIES ARE MAKING WORK MORE REWARDING? - EFFECTS OF COVID 19

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Abstract

Keywords:

Job satisfaction;
Remote working;
Telecommuting;
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For months, the world has watched in horror as the global outbreak of severe acute respiratory syndrome coronavirus 2 (SARS-CoV 2), which causes coronavirus disease (COVID 19), has spread across the globe. The rapid expansion of SARS-CoV 2 has caused significant disruption to the lives of individuals in every region of the world. To date, SARS-CoV 2 has infected more than 511.67 million people and resulted in more than 6.25 million deaths. COVID 19 is a serious threat to public health, and the shutdown of human resources could have a debilitating impact on the ability of organizations to continue providing services to their customers and clients and critical human resource functions such as payroll, benefits administration, and employee assistance programs.

The personnel of the organization, who were once satisfied with their current roles, have now begun to question their responsibilities and duties and are looking for ways to increase their productivity. As a result, many are beginning to explore work-from-home options. During this pandemic situation, organizations are evolving many engagement activities like online family engagement practices, virtual learning & development, online team building activities, webinars, and other ways to increase employee engagement while maintaining the operational core of the business.

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Introduction

The global outbreak of severe acute respiratory syndrome coronavirus 2, which causes coronavirus disease (COVID 19), has substantially altered daily life for individuals around the world. The impacts of COVID-19 on workers and workplaces across the globe have been dramatic. COVID-19 impacted organizations of all sizes and sectors. In the present business situation during the COVID- 19 pandemic, employee engagement has become one of the utmost prominent primacies for human resource managers and practitioners in organizations due to lockdown. Organizations nowadays are constantly developing innovative and effective means to engage the employees during this tough time.

COVID-19 is both a global health crisis and an international economic threat. The business and industry shutdowns that were implemented and mandated across the world to curb the spread of the virus have generated a wide array of unique challenges for employees and employers. An organization is able to achieve success when the workforce and the personnel involved will be able to acquire job satisfaction from the job performances and the other associated factors. Amongst all the assets of the organization, human resources are regarded to be the most significant and a valuable asset, which is essential for the adequate operation of all the other resources of the organization. When the human resources are satisfied with their jobs, then they will contribute towards the functioning of the organization to the best of their abilities and enhance productivity. Job satisfaction describes how contented an individual feels with his job; this concept not only benefits the employees but also the organizational structure to a large extent.

During this pandemic situation, organizations are evolving many engagement activities like online family engagement practices, virtual learning and development, online team building activities, webinars with industry experts, online conduct weekly alignment sessions, team meet- ups over video conference for lunch, short online game sessions, virtual challenges and competitions, online courses, appreciation sessions, communication exercises, live sessions for new- skill training, online counseling sessions, recognition and acknowledgment session, webinars dealing with anxiety and stress, providing online guidance for exercise and meditation, social interactions in a virtual office, classrooms training modules digitally, e- learning modules, and many more creative learning sessions.

Literature Review

Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. (Spector, 1997) Three thousand studies had been done on job satisfaction alone by the time Locke prepared his study nearly 20 years ago. Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much values a given facet of work (e.g. the degree of autonomy in opposition) moderates how satisfied / dissatisfied one becomes when expectations are / aren't met. When a person values a particular facet, job his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. According to him job satisfaction is "...a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience." That is, it is the discrepancy between what an employee values and what the situation provides.

Smith et al. (1969, p. 6) suggested that "...job satisfaction are feelings or affective responsive to facets of the situation." Dawis and Lofquist (1984) defined job satisfaction as the result of the worker's appraisal of the degree to which the work environment fulfills the individual's needs.

In the present world, the level of employee's involvement and the quality of work are directly proportional to the accomplishment of an organization and contributes towards its progression. It is an integral duty of the managers to always be concerned with recognizing the ways to increase morale, productivity and gain competitive advantage. An employee will get inclined towards the growth and accomplishment of the organization only if he is satisfied with his work as well as with the organization. In order to assess the job satisfaction amongst the employees, it is vital to identify the aspects that concern them; the attitude of the individuals towards their jobs is termed as job satisfaction (Grover, &Wahee, 2013).

The job satisfaction amongst the employees is determined by the presence of job pleasure and absence of job dissatisfaction. Job dissatisfaction and job pleasure are regarded to be important constituents of job satisfaction. The behavior of an employee is influenced by his attitude and values. An employee, who is pleased and cheerful at the workplace, is always satisfied with his work and this improves the quality of his work. Job satisfaction benefits the organization in numerous ways. It results in the decline in complaints and grievances, absenteeism, turnover, and termination; it improves punctuality and employee morale. It is also a good sign of longevity; the individuals who are satisfied with their jobs, remain within the workplace for a long period of time (Grover, &Wahee, 2013).

Bernard Marr (2020) analyzed in his work that COVID 19 pandemic has forced humankind to innovate and change the way we work and live. COVID-19 might be taxing our systems and patience, but it's also building our resilience and allowing us to develop new and innovative solutions out of necessity. The author has made nine predictions of what our world may look like once we have left the pandemic behind.

Dobrica Savic (2020) in his research paper talks about Work from home (WFH), a phrase commonly used since the onset of COVID-19, and can be defined generically as employees working outside company premises. The two other popular terms, often used synonymously to describe work from home, are *telecommuting* and *remote work*. The author talks about the recent transformation of the workforce and states that the organizations that have enhanced their IT capabilities and remotely engaged their employees are in a much better position to not only survive these unprecedented circumstances, but to overcome the short and long term challenges that will inevitably follow.

Alison Doyle (2020) in his article states that when you telecommute, you work outside of an organization's brick-and-mortar location, and you usually use technology to help you do your job and connect with your employers or employees. The article also talks about how telecommuting actually works and the various pros and cons associated with telecommuting.

Chanana,N & Sangeeta (2020) in their paper discusses that work-from-home regime is challenging for employees as well as for organizations during this difficult situation. And due to this problem, companies need to develop various employee engagement practices, so that employees can easily work from home and stay committed, satisfied, and motivated. Virtual relations should be crucial for companies to enhance the engagement of employees. Engaged employees always achieve objectives very smoothly and organizations know very well that engaged employees are a key to success in this tough time.

Mercer (2020) in a post at its website in April 2020 stated that their offices are largely empty, but the work continues from the employee's homes. People around the world are adjusting to working from "out of the office" and interacting via video chat and other digital platforms. So, there are bright spots to relish about this new way of working. But being thrown unexpectedly onto a path of life-altering changes — along with a health crisis and widespread uncertainty — can also cause fear and anxiety. It is the responsibility of the leaders to provide clear and accurate communication, reexamine the status quo to find the silver linings, and share hope with those who are behind you in the journey. We're all in this together, and as a global community, we have rich data and experience in dealing with pandemics. By sharing knowledge and positive outcomes, we can also have hope for healing and ongoing success.

Objectives of the study

- Explore the new factors responsible for job satisfaction.
- Investigate the major issues and challenges faced by the organizations during COVID 19.
- Highlight the various initiatives organizations have evolved during this pandemic.
- Highlight the successful organizations which developed themselves during this pandemic.

Research method

The nature of the study is both exploratory and descriptive. The study is investigative as the research aims at classifying the issues and challenges faced by the organizations during this pandemic and evolution of various alternatives to overcome this pandemic situation. Secondary data is used for the study. For which I have used books, online newspapers, journals, business magazines, research articles, websites and reports of WHO published from time to time.

Conclusion

The COVID-19 pandemic has had a huge impact on society, and not just in the way of travel restrictions and quarantine stations. The pandemic has also led to millions of people working from home. For some, this means they can avoid the crowded offices and still get their work done. For others, it means the office is closed and their jobs are at risk. In the years leading up to the pandemic, many organizations were reluctant to allow their workers to work from home. This was often due to fears that these arrangements would harm organizational culture or reduce productivity. This Resistance to Remote Work, as it came to be known, was largely due to the Impact of Traditional Work and Organizational Norms on the Way we Work Today. In the years following the COVID-19 pandemic, a new set of work-from-home norms have emerged. These new norms have created an opportunity for organizations to position themselves as leaders or innovators by finding unique ways to foster community amongst their work-from-home team. Facebook, for example, has announced that it will be making remote work arrangements permanent throughout its entire workforce. Meanwhile, Shopify has been experimenting with new ways to bring its work-from-home team together, including weekly dinner meetings and professional development workshops.

As the impact of these changes has started to be felt, organizations have begun to announce their intentions and roadmaps for adjustments. Some, like Facebook and Shopify, are making these arrangements temporary, with plans to reevaluate them at the end of the year. Others, like Google and Twitter, are making these arrangements permanent. In all cases, the end result will be a varied set of HR policies and procedures that must be adapted to support a remote workforce. For example, employers will have to consider how best to support employees who are still making the majority of their interactions in the office, and who may require more face time as a result. They will also have to consider how best to support employees who are primarily working from home, and who may require a different level of support (e.g., more frequent communication, face time) than their in-office counterparts. In the long run, this will likely result in a new set of norms around working hours and frequency of communication, as well as a successful employee performance that is measured in different ways.

Meanwhile, employees will have to learn how to perform at a higher level when working remotely, and will have to develop new skills to ensure that their work is getting the recognition it deserves. Feedback is an essential part of any organizational change strategy, and it will be critical as companies begin to adapt their remote work policies over the coming months. The first step in incorporating employee feedback is to clearly articulate the policy shift and the impact it will have on the day-to-day lives of employees. This isn't as easy a question as it might sound. For example, will a company that is announcing a remote work policy over the summer still consider the vacation requests of employees who will be primarily working from home in the months to come? It's no secret that the pace of change in the workplace has never been faster. The automation of previously manual tasks, the expansion of digital technologies, and the proliferation of new ways to work have all contributed to an environment of constant upheaval. The result has been significant uncertainty among employers about how to best manage their workforce going forward. And while there's no one right answer, organizations would do well to consider how to maintain relationships and foster community amidst this unprecedented change.

The pandemic that's gripped the nation has everyone running around like chickens with their heads cut off, but that shouldn't stop your organization from continuing to operate as usual. In fact, it's more important than ever to stay motivated and productive since so many COVID-19 infected individuals have been putting the entire country in danger. This is a golden opportunity to implement some innovative and creative employee engagement practices to keep your employees motivated, stimulated, committed, and satisfied during these trying times. Today, working from home is a necessity, not a privilege for the modern employee. It's given that you can't expect anyone to show up to the office when they're feeling under the weather. That being said, there's still plenty you can do to remain productive when you're at home. The key is to implement an effective work-from-home regime that's tailored to your specific needs as an organization.

In the past, working from home was only viable for those with flexible jobs or careers that didn't require them to be in the office. Today, virtual relations should be crucial for companies to enhance the engagement of employees. With the right platform and system in place, you can have remote employees working together to create a cohesive team regardless of their physical location. You can also set up video conferences and virtual meetups to bring your employees together regardless of where they are in the world.

You can achieve a lot when you have a motivated, engaged workforce. Employees will be more likely to go the extra mile when they're highly committed to the goals of the organization. They'll also be more likely to show up to work on time, perform their duties

to the best of their ability, and ultimately achieve objectives very smoothly. This will result in increased productivity, improved morale, and a happier, more loyal workforce. To achieve this, organizations also need to be able to recognize the various facets that motivate and derive employee engagement in organizations. These include factors such as work-life balance, work-life integration, job variety, and company culture. The right work-from-home policy should also be able to incorporate these various facets so that it caters to the unique needs of your employees. This will result in a better overall work-life balance, which will inevitably lead to increased productivity and employee retention.

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