

# Employees Job Satisfaction: The Backbone of Every Organisation

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**Abstract**—*Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Job satisfaction is a general attitude towards one's job, the difference between the amount of reward workers receive and the amount they believe they should receive. Employee is a back bone of every organization, without employee no work can be done. So employee's satisfaction is very important. Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers.*

*This study focus on employees job satisfaction and from which factor they are getting motivated to work in the same organisation. We had used questionnaire method to find out the satisfaction level and the motivating factor. The motivating factor which has been measured are as follows : On time salary, job security, relation with the supervisors, relation with the co-workers and working condition. It has been seen that salary on time and job security is the motivating factor for the employee to work in the same organisation. On time salary is the most important job satisfaction factor among the employees. When asked for the feedback they have addressed that may be the salary less or more, when it is given on time the satisfaction level increases, motivated to do work and trust towards that organisation increases. Job security were all the employees wish to secure for the future, when they have been provided with some assurance their motivation level increases but at the same time other factor is also important.*

**Keywords:** *Job satisfaction, Job security, Motivation, , Rewards, working condition.*

## 1. INTRODUCTION

Job satisfaction is the collection of tasks and responsibilities regularly assigned to one person, while a job is a group of positions, which involves essentially the same duties, responsibility, skill and knowledge. Job satisfaction has some relation with the mental health of the people. It spreads the goodwill of the organization. Job satisfaction reduces absenteeism, labour turnover and accidents. Job satisfaction increases employee's morale, productivity, etc. Job satisfaction creates innovative ideas among the employees. Individuals may become more loyal towards the organization. Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers.

Naturally it is the satisfied worker who shows the maximum effectiveness and efficiency in his work. Most people generalize that workers are concerned more about pay rather than other factors which also affects their level of satisfaction, such as canteen facilities, bonus, working conditions, etc. these conditions are less significant when compared to pay.

The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs.

## 2. LITERATURE REVIEW

Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. C.R.Reilly(1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. J.P. Wanous and E.E. Lawler (1972) refers job satisfaction is the sum of job facet satisfaction across all facets of a job. Abraham Maslow(1954) suggested that human need a from a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfilment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985).

Intrinsic motivation theory posits that the motivation to work is intimate and work itself is fulfilling (Deci and Ryan 1985). Self perception theory (Bem 1972) and cognitive dissonance

theory (Festinger 1957) also posit that attitudes are inferred from behaviour or adjusted to be consistent with behaviour. Few studies have found support for job performance having a significant effect on job satisfaction (Iaffaldano and Muchinsky 1985). Organisational studies of the sales force invariably find that the relationship of job performance to job satisfaction is weak (Bagozzai 1980, Brown and Peterson 1993). As noted by Brown and Peterson 1993 if the effect of job performance on job satisfaction is insignificant, firm actions designed to increase job performance should not have a direct effect on job satisfaction and related outcomes like employee turnover.

Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what's the job supply to an employee (Hussami, 2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge and Mullier, 1998; Willem et al., 2007). Job satisfaction is complex phenomenon with multi facets (Fisher and Locke, 1992; Xie and Johns, 2000); it is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment (Lane, Esser, Holte and Anne, 2010; Vidal, Valle and Aragón, 2007; Fisher and Locke, 1992; Xie and Johns, 2000).

The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 2003). Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Arnold and Feldman (1996) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

**3. RESEARCH HYPOTHESIS**

Salary on time and working condition is the most important motivating factor for the employee to work in the same organisation than other factor.

**4. PROCEDURE**

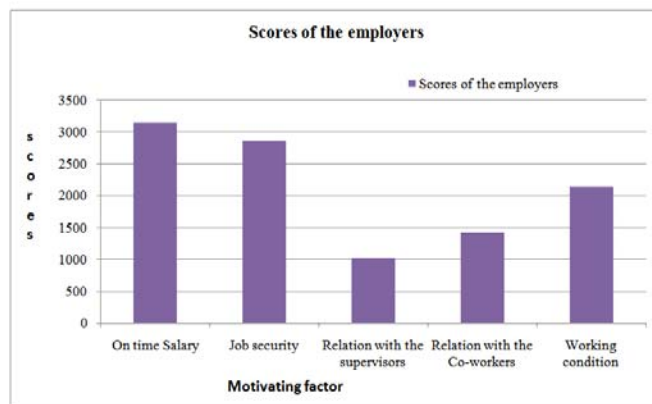
Questionnaire method was used to find out the job satisfaction level and the motivating factor. This questionnaire has been administered to 120 employees with no age limit. Snowball technique was used to collect the data.

**5. RESULT AND DISCUSSION**

Motivating factor which has been measured are as follows: On time salary, job security, relation with the supervisors, relation with the co-workers and working condition.

**Table 5. 1: Total response of the employees**

Motivating Factor	Scores
On time Salary	3151
Job security	2859
Relation with the supervisors	1024
Relation with the Co-workers	1422
Working condition	2148



**Graph 5.2: Graphical representation of the total response of the employees**

Result shows that salary on time and job security is the most important motivating factor for the employee to work in the same organisation. On time salary is the most important job satisfaction factor among the employees. When asked for the feedback they have addressed that may be the salary less or more, when it is given on time the satisfaction level increases, motivated to do work and trust towards that organisation increases. Job security were all the employees wish to secure for the future, when they have been provided with some assurance their motivation level increases but at the same time other factor is also important but not as important as the two stated above.

**6. CONCLUSION**

Our research hypothesis " Salary on time and working condition is the most important motivating factor for the employee to work in the same organisation than other factor" is partially proved. More than working condition factor job security is more important motivating factor for the employees to stay in the same organisation.

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