

A

Seminar report

On

Job Satisfaction

Submitted in partial fulfillment of the requirement for the award of degree
Of MBA

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Preface

I have made this report file on the topic **Job Satisfaction**; I have tried my best to elucidate all the relevant detail to the topic to be included in the report. While in the beginning I have tried to give a general view about this topic.

My efforts and wholehearted co-corporation of each and everyone has ended on a successful note. I express my sincere gratitude towho assisting me throughout the preparation of this topic. I thank him for providing me the reinforcement, confidence and most importantly the track for the topic whenever I needed it.

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Introduction

Job satisfaction is one of the most researched variables in the area of workplace psychology, and has been associated with numerous [[Psychosocial issues - the changing world of work]] organizational factors]] ranging from leadership to job design. This article seeks to outline the key definitions relating to job satisfaction, the main theories associated with explaining job satisfaction, as well as the types of and issues surrounding the measurement of job satisfaction. While it is also important to explore what factors precede and is impacted by job satisfaction, this is covered in a separate article.

Importance of studying Job satisfaction in a Health Care Institution

Hospitals personnel have difficulties in meeting the needs of their patients of their own needs are not met; therefore hospital managers have responsibility to both staff and patients. According to the literature job satisfaction in health care organisations work arrangements to possibility to participate activity in the decision-making process; effective communication among staff and supervisors and to be able to express freely one's opinion. Collective problem solving and the attitude of management are also important to the satisfaction of the employees.

Job satisfaction can be increased by attending to motivating factors, such as making work more interesting, requiring more initiative, creativity and planning. This is especially relevant when budget constraints limit increases to pay and benefits. Managers who grapes the importune of factors, affecting the well-being of staff are more likely to gain improved performance from the various groups of hospital staff. It is of almost importance to seek the opinion of employees and include them in decision-making and problem solving process. This will improve satisfaction among the employees and make them feel that they are part of organization.

Tools for Data Collection

There are two types of data collection namely primary data collection and secondary data collection.

- **Primary Data**

The primary data is defined as the data, which is collected for the first time and fresh in nature, and happen to be original in character through field survey.

Primary data collection, you collect the data yourself using methods such as interviews and questionnaires.

- **Secondary Data**

In research, Secondary data is collecting and possibly processing data by people other than the researcher in question. Common sources of secondary data for social science include censuses, large surveys, and organizational records. In sociology primary data is data you have collected yourself and secondary data is data you have gathered from primary sources to create new research. In terms of historical research, these two terms have different meanings. A primary source is a book or set of archival records. A secondary source is a summary of a book or set of records.

Workers' Roles in Job Satisfaction

If job satisfaction is a worker benefit, surely the worker must be able to contribute to his or her own satisfaction and well-being on the job. The following suggestions can help a worker find personal job satisfaction:

- Seek opportunities to demonstrate skills and talents. This often leads to more challenging work and greater responsibilities, with attendant increases in pay and other recognition.
- Develop excellent communication skills. Employers value and reward excellent reading, listening, writing, and speaking skills.
- Know more. Acquire new job-related knowledge that helps you to perform tasks more efficiently and effectively. This will relieve boredom and often gets one noticed.
- Demonstrate creativity and initiative. Qualities like these are valued by most organizations and often result in recognition as well as in increased responsibilities and rewards.
- Develop teamwork and people skills. A large part of job success is the ability to work well with others to get the job done.
- Accept the diversity in people. Accept people with their differences and their imperfections and learn how to give and receive criticism constructively.
- See the value in your work. Appreciating the significance of what one does can lead to satisfaction with the work itself. This helps to give meaning to one's existence, thus playing a vital role in job satisfaction.
- Learn to de-stress. Plan to avoid burnout by developing healthy stress-management techniques.

Assuring Job Satisfaction

Assuring job satisfaction, over the longterm, requires careful planning and effort both by management and by workers. Managers are encouraged to consider such theories as Herzberg's(1957) and Maslow's (1943) Creating a good blend of factors that contribute to a stimulating, challenging, supportive, and rewarding work environment is vital.

Because of the relative prominence of pay in the reward system, it is very important that salaries be tied to job responsibilities and that pay increases be tied to performance rather than seniority.

So, in essence, job satisfaction is a product of the events and conditions that people experience on their jobs. Brief (1998) wrote: "If a person's work is interesting, her pay is fair, her promotional opportunities are good, her supervisor is supportive, and her coworkers are friendly, then a situational approach leads one to predict she is satisfied with her job" (p. 91). Very simply put, if the pleasures associated with one's job outweigh the pains, there is some level of job satisfaction.

What Causes Job Satisfaction?

Rewards

“Employees are more satisfied when they feel they are rewarded fairly for the work they do,” notes the National Business Research Institute. An institute survey of more than 15,000 workers found that employees who feel they are rewarded fairly experience less job-related stress. Rewards don’t mean compensation alone, however. Health insurance, dental insurance, vacation time and retirement plans also fall into this category.

Opportunities

Workers want to be able to use their skills and abilities in a way that contributes to the organization, says the Society for Human Resource Management. In addition to promotional opportunities, workers also want to be challenged on the job. The National Business Research Institute recommends employers offer jobs with increasing levels of leadership and responsibility and give promising employees a role in interesting projects.

Supervision

Job satisfaction increases when employees have a good relationship with their immediate supervisors. Workers want input on the decisions that affect them and adequate freedom to do their jobs, advises the NBRI. “Increased autonomy can give employees a greater sense of responsibility for the outcomes of their work and, in turn, may increase their satisfaction,” the SHRM research finds. Communication between workers and an organization’s leadership also plays a strong role in job satisfaction. Managers should share information with employees regularly and open the door for two-way communication. Employees should also have avenues to share feedback and suggestions with management.

Job Security

Employees enjoy their work more when they aren’t worried about losing their jobs. In the SHRM survey, employees of mid-sized and large businesses placed more weight on job security as a job-satisfaction factor than workers at small companies did. Male employees considered job security a more important factor in satisfaction than female staff members did.

Theories of job satisfaction

Job satisfaction theories have a strong overlap with theories explaining human motivation. The most common and prominent theories in this area include: Maslow's needs hierarchy theory; Herzberg's motivator-hygiene theory; the Job Characteristics Model; and the dispositional approach. These theories are described and discussed below.

Hierarchy of needs

Although commonly known in the human motivation literature, Maslow's needs hierarchy theory was one of the first theories to examine the important contributors to job satisfaction. The theory suggests that human needs form a five-level hierarchy (Figure 1) consisting of: physiological needs, safety, belongingness/love, esteem, and self-actualisation. Maslow's hierarchy of needs postulates that there are essential needs that need to be met first (such as, physiological needs and safety), before more complex needs can be met (such as, belonging and esteem).



Figure 1: Maslow's Five-level hierarchy

Maslow's needs hierarchy was developed to explain human motivation in general. However, its main tenants are applicable to the work setting, and have been used to explain job satisfaction. Within an organisation, financial compensation and healthcare are some of the benefits which help an employee meet their basic physiological needs. Safety needs can manifest itself through employees feeling physically safe in their work environment, as well as job security and/ or having suitable company structures and policies. When this is satisfied, the employee's can focus on feeling as though they belong to the workplace. This can come in the form of positive relationships with colleagues and supervisors in the workplace, and whether or not they feel they are a part of their team/ organisation. Once satisfied, the employee will seek to feel as though they are valued and appreciated by their colleagues and their organisation. The final step is

where the employee seeks to self-actualise; where they need to grow and develop in order to become everything they are capable of becoming. Although it could be seen as separate, the progressions from one step to the next all contribute to the process of self-actualisation. Therefore, organisations looking to improve employee job satisfaction should attempt to meet the basic needs of employees before progressing to address higher-order needs. However, more recently this approach is becoming less popular as it fails to consider the cognitive process of the employee and, in general, lacks empirical supporting evidence. In addition, others have found fault with the final stage of self-actualisation. The lack of a clear definition and conceptual understanding of self-actualisation, paired with a difficulty of measuring it, makes it difficult to measure what the final goal is or when it has been achieved.

Motivator-Hygiene Theory

Herzberg's *motivator-hygiene theory* suggests that job satisfaction and dissatisfaction are not two opposite ends of the same continuum, but instead are two separate and, at times, even unrelated concepts. 'Motivating' factors like pay and benefits, recognition and achievement need to be met in order for an employee to be satisfied with work. On the other hand, 'hygiene' factors (such as, working conditions, company policies and structure, job security, interaction with colleagues and quality of management) are associated with job dissatisfaction.

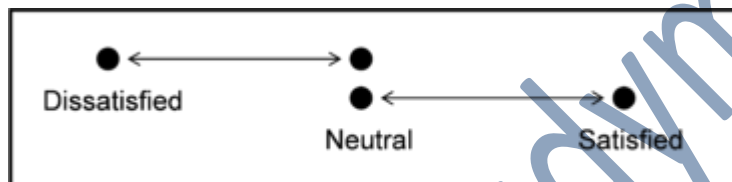


Figure 2: Graphical Representation of Herzberg's Description of Satisfiers and Dissatisfiers

Because both the hygiene and motivational factors are viewed as independent, it is possible that employees are neither satisfied nor dissatisfied. This theory postulates that when hygiene factors are low the employee is dissatisfied, but when these factors are high it means the employee is not dissatisfied (or neutral), but not necessarily satisfied. Whether or not an employee is satisfied is dependent on the motivator factors. Moreover, it is thought that when motivators are met the employee is thought to be satisfied. This separation may aid in accounting for the complexity of an employee's feelings, as they might feel both satisfied and dissatisfied at the same time; or neither satisfied nor dissatisfied.

Whilst the Motivator-Hygiene theory was crucial in first distinguishing job satisfaction from dissatisfaction, the theory itself has received little empirical support. Herzberg's original study has been criticised for having been conducted with a weak methodology. As a result, subsequent attempts to test this theory have obtained mixed results with some researchers supporting it and others not.

Job Characteristics Model

The Job Characteristics Model (JCM) explains that job satisfaction occurs when the work environment encourages intrinsically motivating characteristics. Five key job characteristics: skill variety, task identity, task significance, autonomy and feedback, influence three psychological states (Figure 3). Subsequently, the three psychosocial states then lead to a number of potential outcomes, including: job satisfaction. Therefore from an organisations' point of view, it is thought that by improving the five core job dimensions this will subsequently lead to a better work environment and increased job satisfaction.

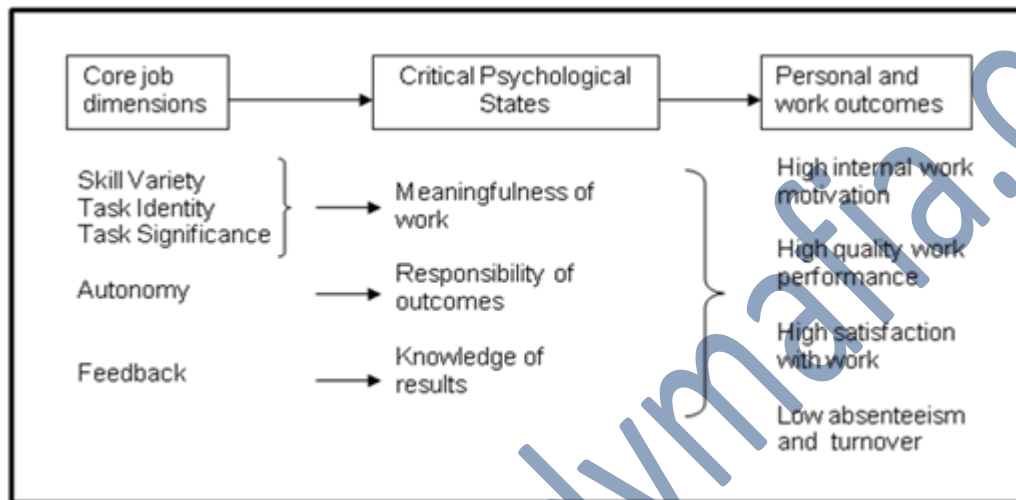


Figure 3: Job Characteristics Model

Unlike the Maslow or Herzberg's theories, the JCM has received more empirical support. However, it has also drawn criticism as many studies utilising this model investigate the direct impact core job dimensions have on personal and work outcomes, completely disregarding the critical psychological states. Despite this, the JCM and its impact on job satisfaction has been the subject of three reviews, which further lend support to the model. Further to this, Behson and colleagues' meta-analysis of 13 studies specifically focused on the role of critical psychological states, and found these psychological states to play a crucial practical and theoretical role within the JCM.

Dispositional approach

This dispositional approach suggests that job satisfaction is closely related to personality. It postulates that an individual has a strong predisposition towards a certain level of satisfaction, and that these remain fairly constant and stable across time. The evidence for this approach can be divided into indirect studies and direct studies. Judge and colleagues have reviewed these areas in greater detail.

The indirect evidence comes from studies that do not explicitly measure personality. Data from the National Longitudinal Studies in the United States found that measures of job satisfaction

tend to remain fairly stable over 2, 3 and 5 year periods. This even includes significant employment changes, such as: changes in employer or occupation. Interestingly, a twin based study examined 34 twins whom had been raised independently of one another. This study found genetic factors accounted for 30% of job satisfaction levels when assessed in later life.

The indirect studies, however, are vulnerable to a number of important criticisms, namely that other unaccounted factors might be contributing to job satisfaction levels. This highlights the respective importance of studies directly assessing the role of personality. Most prominently, there is research evidence that self-esteem, self-efficacy, emotional stability and locus of control comprise a broad personality construct, which contribute to how an individual sees themselves. A review of 169 correlations between each of four affective constructs (i.e., self-esteem, self-efficacy, emotional stability and locus of control) and job satisfaction, found that as self-reported levels of self-esteem, self-efficacy, emotion stability and locus of control increased so did job satisfaction. Similarly, investigations into the link between the five factor model of personality and job satisfaction revealed neuroticism, conscientiousness and extraversion to have a moderate relationships with job satisfaction.

What are benefits of Job Satisfaction?

1. Job Satisfaction and Productivity: Is there any positive relationship between satisfaction and productivity? This controversy has been there over a number of years. Although, majority of people believe that there is a positive relationship, but research evidence concludes that there is not strong relationship between these two. According to the research findings of VROOM conducted in 1964, the medium correlation between satisfaction and performance is only 0.14. LAWLER and PORTER found that there is more evidence to suggest that job performance leads to job satisfaction and not the other way round. An employee who is a poor performer will get fewer rewards and will be less satisfied with his job experience.

However, the sayings that “A happy worker is a productive worker” are not always wrong. If people receive rewards which have both intrinsic and extrinsic value and they feel that there rewards are equitable, they will be satisfied and this will lead to greater job performance.

Moreover, research also includes that job satisfaction may not necessarily lead to improvement of individual performance but it does lead to departmental and organizational level improvement.

2. Job Satisfaction and Employee Turnover: Unlike the relationship between satisfaction and performance, research has concluded a moderate relationship between job satisfaction and turnover. High employee turnover is a matter of concern for the management as it disrupt the normal operations and continuous replacement of employees who leave the organization is costly and technically undesirable. Managerial concern is mostly for the turnover which arises because of job dissatisfaction. The employees, thus, tries to keep the employees satisfied on their jobs to minimize the turnover. Though, high job satisfaction in itself cannot keep the turnover low but considerable job dissatisfaction will definitely increase the employee turnover.

The employee turnover is affected by certain other factors also, in addition to job satisfaction. Commitment to the organization is one such factor some employees, however dissatisfied they are with their jobs, they cannot imagine themselves working anywhere else. Another important factor is the better opportunities of employment. Even if the people are highly satisfied with their jobs, they are willing to leave if there are better opportunities available anywhere else. If no other opportunities are available, the employees will stay where they are, irrespective of dissatisfaction.

On the overall basis, we can say that there is an important role played by job satisfaction in employee turnover.

3. Job Satisfaction and Absenteeism: It has been conclusively proved that there is an inverse relationship between job satisfaction and absenteeism. When satisfaction is high, absenteeism is low and when satisfaction is low, absenteeism is high. Less satisfied employees are more likely to be absent from work due to avoidable reasons. This is known as voluntary absenteeism as against unavoidable absenteeism which is due to illness or other emergency reasons. Management must be concerned with voluntary absenteeism, because it is related to job satisfaction. Absenteeism can be modified by certain factors. Research has found that people who believe that their work is important have lower absenteeism as compared to those who do

not feel that way. Moreover, it is important to remember that while high job satisfaction will not necessarily result in low absenteeism (because of unavoidable absenteeism), but low job satisfaction will definitely bring about high absenteeism.

4. Job Satisfaction and Union Activities: It has been proved that satisfied employees are generally not interested in unions and they do not perceive them as necessary. Job satisfaction has proved to be the major cause of unionization. The employees join the unions because they feel that individually they are unable to influence changes which would eliminate the causes of job dissatisfaction. The level of union activities is related to the level of job dissatisfaction. Low level of dissatisfaction results in only grievances while higher levels of dissatisfaction will result in employee strikes.

5. Job Satisfaction and Safety: When people are dissatisfied with their jobs, company and supervisors, they are more prone to experience accidents. An underlying reason for this is that dissatisfaction takes one's attention away from the task at hand and leads directly to accidents. A satisfied worker will always be careful and attentive towards his job, and the chances of accidents will be less. Here, we are discussing about the avoidable accidents and not the unavoidable ones.

6. Other effects of Job Satisfaction: In addition, there are a number of other effects brought about by high job satisfaction. Highly satisfied employees tend to have better physical and mental health, learn the new job related tasks easily, and have less job stress and unrest. Such employees will become more co-operative such as helping coworkers, helping customers etc. Such behavior will improve unit performance and organizational effectiveness.

To conclude, we can say that job satisfaction results from the employee's perception that the job content and context actually provide what an employee values in the work situation. Organizationally speaking, high level of job satisfaction reflects a highly favorable organizational climate resulting in attracting and retaining better workers.

The Effects of Low Job Satisfaction

Job Stress

When employees are not happy with their jobs, they are much more likely to experience and report stress on the job. Workers who are satisfied or happy at work are much less likely to report feeling stressed out by their job. This is basic human nature -- if you are not doing something you enjoy, chances are you are going to feel dissatisfied and even little things will make you feel stressed out and unhappy.

Poor Overall Morale

When one employee is miserable doing their job, all of the other employees they come into contact with are going to be affected by their attitude. If they see someone who is so obviously miserable, it will begin to color how they view their own jobs. Negative attitudes can spread through a workplace like wildfire and, if they are not improved, the overall morale of the employees will take a sharp decline.

Lack of Productivity

Low job satisfaction, coupled with low employee morale equals a lack of productivity in the workplace. Again, we have basic human nature at work. When someone is unhappy, they don't focus well and they don't pay attention to their tasks. They find hundreds of other things to do that do make them happy, all the while ignoring the job they should be doing. When one member of a team displays low productivity, it is only natural for other members of the team to feel dissatisfied as a result, and their productivity will begin to decline as well. It is a vicious cycle that is all too common.

High Employee Turnover Rates

Low job satisfaction also creates high turnover rates with employees. Sooner or later, the employee is going to quit so that they can find a job they actually enjoy doing. Many industries such as food service suffer from high turnover rates and the inability to retain qualified workers. It is up to small business owners and managers to find a way to increase job satisfaction, particularly in difficult industries in which the jobs are tough and the pay is low.

Conclusion

Considering that job satisfaction impacts every employee across the globe it is hardly surprising that it has received a lot of attention in the research literature. However, this has led to a large number of definitions, theories and measures. At a European level the focus has been less about these traditional theories of job satisfaction.

Instead job satisfaction is typically examined as a consequence of workplace stress and the job demand-control model. Despite this, all together they are important in providing not only a better understanding of this concept, but as a resource where job satisfaction can be best understood and measured in different situations.

Care also needs to be taken as there are also numerous ill fitting theories and measurements which can harm our understanding of job satisfaction. It is also important to be aware on how job satisfaction impacts on worker health and productivity, which is explored further in the Job satisfaction: evidence for impact on reducing psychosocial risks article.

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