



Job Satisfaction: A Study on Long Term and Short-term Attainment of Needs

Shaifali¹

Assistant Professor
SRM IST, Ghaziabad, India

Ashish Kumar²

Dean
IET, Ghaziabad, India

Sateesh Kumar Shivhare³

Assistant Professor
SRM IST, Ghaziabad, India

Abstract

When it comes to managing their personnel, one of the most significant difficulties managers confront today is job satisfaction. Employees are an organization's most important resource; the longer an employee works for the company, the more valuable it gets. Many studies in various fields have been undertaken to establish the impact of job satisfaction on employees. Employees that are content in their jobs have a strong belief that working for that company is the best alternative for them. The study's goal was to determine the impact of an employee's job satisfaction. This research also discusses several elements that influence employee satisfaction. Maslow and Herzberg's ideas along with different reports published in The Economic Times and Fortune India are being employed to achieve the study's goal. The findings suggest that job satisfaction has a direct impact. Job satisfaction is influenced by a variety of socioeconomic and personal characteristics, including age, gender, incentives, work environment, education, and length of service. Not only limited to it, Job satisfaction is related with how different external factors affect it, namely, interactions with the co-workers, supervisors, etc or future prospects such as increased salary, promotion. Consequence of dissatisfaction are also discussed through this study. Moreover, the study will also include that an employee satisfied with his job at present may not be satisfied with his job in future. The parameters of Job satisfaction keep changing person to person or as a person grows into his/her life.

Keywords: Job Satisfaction, Dissatisfaction, Need, Growth, Employee

Introduction:

Job-satisfaction is a specific subset of attitudes held by an organisation's members. It is possible to understand better the extent to which organisations are meeting employees needs and expectations by periodically measuring job-satisfaction within their organization. Katz and Van Manen (1977) discovered three groups of elements that were relevant to 3000 employees in various state and municipal administrations in an investigation of employment factors that were important to them, these are: -

- i) The job itself: - Corresponding to intrinsic-factors
- ii) The interaction context: Contextual aspects that have to do with co-workers, supervisors, and other persons in the workplace were addressed.
- iii) Three Organizational Policies: Contextual elements that had to do with salary, promotion procedures, working conditions, and other matters that were not directly under the employee's or supervisor's control.

Each of the three areas mentioned above was found to be related to job satisfaction to some extent. If an employee has a favourable attitude toward these elements and conditions, his efficiency will undoubtedly be higher than if he has a negative attitude. Job satisfaction is most likely a reflection of an individual's general attitude toward their work.

Objectives of the study:

1. To determine the impact of need attainment on job satisfaction.
2. To understand that parameters for job satisfaction changes with time and growth.

Hypothesis of the study:

1. When compared to dissatisfied employees, satisfied employees are more productive at work.
2. A satisfied employee today cannot be satisfied with his job for the rest of his career.

Literature Review:

Different authors have different views on Job Satisfaction. Some of them are list down as follows:

In the words of Locke, it is "a pleasurable or positive emotional state resulting from the appraisal of one's job and job experience".¹ When Hoppock defined job satisfaction as "any number of psychological, physiological, and environmental conditions that lead a person to express happiness with their job," he provided one of the early definitions.

Job satisfaction was described by Vroom (1982) as worker's emotional orientation toward their existing job positions.

Similarly, according to Schultz (1982), job satisfaction is simply people's psychological attitude toward their Job.

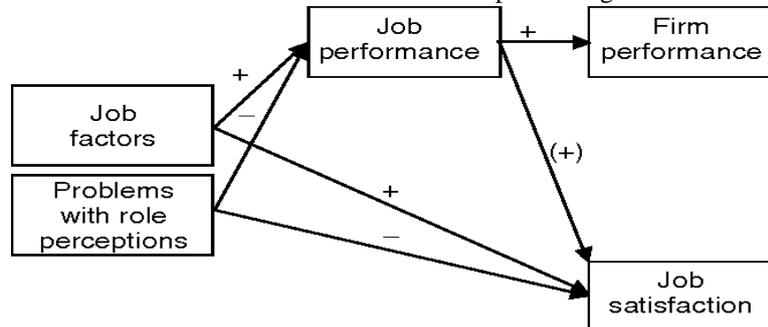
As per Siegal and Lance (1987), Job satisfaction is an emotional response that indicates how much people enjoy their work.

Finally, Lofquist and Davis (1991) defined work satisfaction as an individual's positive affective reaction to the target environment as a result of the individual's assessment of the amount to which the environment satisfies his or her needs.

Job satisfaction can also be defined as a worker's contentment with the benefits he or she receives from his or her job, particularly in terms of intrinsic motivation. (Statt, 2004).

The word "job satisfaction" refers to people's attitudes and sentiments toward their jobs. Job satisfaction is shown by positive and favourable views toward the job. Job dissatisfaction is indicated by negative and unfavourable attitudes toward the job. (Armstrong, 2006).

If the influence of job performance on job satisfaction is negligible, company interventions aimed to improve job performance should not have a direct effect on job satisfaction and related outcomes, such as employee turnover, as Brown and Peterson (1993) point out. A Typical job satisfaction Model can be understood with the help of the figure below:



Notes: Signs indicate the direction of effects according to the literature (Brown and Peterson 1993). Parentheses indicate a hypothesized relationship that has not been confirmed by empirical results.

Figure - 1ⁱⁱ

The diagram suggests that Job factors and problems with role perceptions affects Job satisfaction and Job performance, which in turn, affects the firm performance.

Factors influencing Job Satisfaction:

Several studies have been conducted in the past to investigate the factors that influence job satisfaction. Job satisfaction has been linked to two types of variables in these studies: organisational and personal.

1. Organisational Variables:

a. Level of Employment: Individual satisfaction rises with job level. This is due to the prestige and self-control associated with higher-level positions. This link between occupational level and job happiness is explained by social reference group theory, which states that some jobs are valued more than others in our society. As a result, persons in high-value employment will like them more than those in low-value jobs. The need fulfilment theory may also play a role in the connection. People with higher-level employment have more of their needs met than those with lower-level jobs.

b. The Nature of the work: The more the variance in job characteristics and the less repetitiveness of the duties that must be completed, the more satisfied the persons engaged are. Because job content is a function of occupational level in terms of diversity and nature of tasks required, the theoretical ideas presented above apply here as well.

c. Considerate Leadership: People appreciate being handled with respect. As a result, attentive leadership is associated with greater job satisfaction than inconsiderate leadership.

d. Growth and Increment Opportunities: These two variables are positively associated to job satisfaction when all other factors are equal.

e. Working Group Interaction: Interaction is pleasant when:

- i) It leads to the realisation that other people's attitudes are similar to one's own, which allows for easy calculation of the other's behaviour and serves as self-validation.
- ii) It leads to acceptance of one person in between others.
- iii) It makes achieving objectives easier.

2. Personal Variables:

a. Age: The majority of research on the relationship between age and job satisfaction, when controlling for characteristics like occupational level, appears to show that the two variables have a generally favourable relationship up to the preretirement years, after which there is a sharp decline in satisfaction. In later years of life, a person aspires to higher and more prestigious positions. Finding new avenues for progress halts his dissatisfaction.

b. Level of Education: When occupational level is held constant, the educational level has a negative association with job satisfaction. The higher the degree, the larger the reference group that the individual consults while evaluating his or her employment benefits.

c. Gender: There is still no conclusive evidence that women are more content with their jobs than males, even when controlling for job and occupational level. Given women's generally lower career aspirations, one may expect this to be the case. Several other studies have discovered numerous different determinants of job satisfaction. Stagner, Flebbe, and Wood found general working conditions, union management relations, general quality of supervision, and grievance handling procedure as indicators of job satisfaction in their 1952 research of 715 male unionised rail-road workers.

Gadel found ease of commuting to work, coworkers, working hours, and corporate status as correlations in his 1953 research of 301 female typists and clerks. Ross and Zander found that recognising autonomy, completing meaningful job, and fair evaluation of work done were major correlates in their 1957 study of skilled women workers in a large organization.

Durganand Sinha discovered employment status, nature of work, supervisory behaviour, and work group as correlations in his 1958 research of office and manual workers.

Measurement of Job Satisfaction:

Job satisfaction can be measured in a variety of ways.

The Likert scale is by far the most prevalent approach for gathering data on job satisfaction (named after Rensis Likert). Yes/No questions, True/False questions, point systems, checklists, and forced choice answers are some of the less prevalent approaches for assessing job satisfaction. An Enterprise Feedback Management (EFM) system is commonly used to collect this information.

The Job Descriptive Index (JDI), developed by Smith, Kendall, and Hulin (1969), is a commonly used job satisfaction questionnaire. It assesses employee satisfaction in five areas: salary, promotions and prospects for advancement, co-workers, supervision, and work itself. The measure is straightforward: participants answer yes, no, or cannot determine (marked by a question mark) whether supplied statements adequately characterise their profession.

The Job in General Index is a measure of job satisfaction in general. It's a step forward from the Job Descriptive Index, which focuses too much on particular aspects and not enough on overall job satisfaction.

The Minnesota Satisfaction Questionnaire (MSQ), the Job Satisfaction Survey (JSS), and the Faces Scale are some more job satisfaction questionnaires. The MSQ has a long version with 100 questions (five items from each facet) and a short form with 20 questions that assesses job satisfaction in 20 facets (one item from each facet). This is a rating scale for gauging job satisfaction in which people rate how satisfied they are with various aspects of their jobs. People that fill out this scale rate their satisfaction with many aspects of their lives, such as their pay, by assigning one number to each: 1 = extremely dissatisfied, 2 = dissatisfied, 3 = neither satisfied nor dissatisfied, 4 = satisfied, 5 = extremely satisfied.

The JSS is a 36-item survey that assesses nine different aspects of job satisfaction. Finally, one of the first widely used instruments, the Faces Scale of Job Happiness, rated total job satisfaction with just one item, which participants responded to by selecting a face.

Consequences of Job Dissatisfaction:

Workers that are dissatisfied might express their feelings as shown in the diagram below.

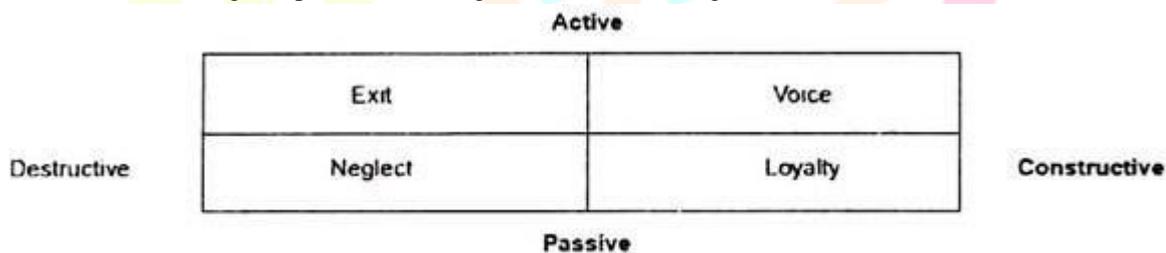


FIG. EXPRESSION OF DISSATISFACTION

Figure - 2ⁱⁱⁱ

The answers are categorised into two categories: constructive/destructive and active/passive.

Exit: Individual begins job search and resigns from current position.

Voice: Employees make an effort to improve their working conditions. Increased union activity and communication are vital during the process of submitting suggestions to management.

Loyalty: When confronted with external criticism, employees act passively. They sit back and wait for things to become better on their own.

Neglect: Allowing extended absenteeism, a lack of interest in quality control, targets, quotas, and other factors to exacerbate the situation. They put in less effort and show less interest.

Factors that can improve Job Satisfaction:

1. Complaint Redressal Process: Workers lose faith in management and grow frustrated when their complaint/grievances are not effectively addressed. Therefore, grievances should be carefully heard and problems should be resolved as soon as possible.

2. Promising Future: Every employee is anxious about his or her future potential. If the regulations of an organization clearly define the prerequisites for promotion and development, and if the worker receives the expected promotion and pay raise at the appropriate time, he or she will be more content with his or her job and confident in his or her future. If the worker, on the other hand, believes that even good work will not be recognised, he or she would grow frustrated and the same will reflect back in his/her work.

3. Testing the ability and Progress of Employee: Every worker wishes to be compensated for his or her abilities. If he or she has received further training or improved his/her capacity to work in some way, he or she should be compensated for the improved skill with a raise in compensation. Workers have a high level of job satisfaction in organisations where management monitors their aptitude and progress. It is critical that management provide employees with opportunities to advance to higher levels.

If, on the other hand, the organisation pays no attention to its employee's abilities or enhanced efficiency, it will suffer in the long run because the employees will lose interest in their positions and will be less likely to try to improve their efficiency. This occurs because they believe that improving their credentials or efficiency has nothing to do with advancement or promotion.

4. Acknowledging Innovative Ideas: In general, a worker who works in a certain environment is best able to say how and where improvements can be made. When employees are encouraged to offer methods to improve productivity and working conditions, they frequently come up with quite useful suggestions. This increases job satisfaction because when a person is recognised for a

good practical suggestion, he or she is more likely to devote attention to his or her task in order to receive additional praise. If suggestions are ignored, the employee becomes unsatisfied, and his or her creativity is stifled over time.

5. Work Performance Evaluation: In any organisation, the manager or supervisor must provide critical feedback on the work completed by the employee in order to identify and correct the employee's mistakes. If the critique is delivered in a kind and cordial manner, more as a suggestion than a criticism, his or her job happiness is preserved. However, if a worker is humiliated or harshly criticised for his or her errors, he or she loses his or her peace of mind.

6. Increased compensation: Salary increases should be governed by clear and explicit rules that are applied fairly and consistently. If a worker receives the promised salary raise on time, he or she is content with his or her job. If this does not occur, unhappiness will follow. The most essential determinant in job happiness is an increase in compensation.

7. Appreciation for a Job Well Done: Workers lose enthusiasm in their work if they are not rewarded for great achievement, and the organisation suffers as a result. In general, the worker likes to work well and be occupied rather than simply passing the time. If he is also supported in his work by occasional words of praise and respect, he will be much more motivated to maintain a high level of efficiency, if not improve it. If he or she is not praised for their efforts, their excitement and devotion will quickly wane.

8. Ability based Promotion: Some people resign after completing their service time in every organisation, giving room for junior employees to advance. When a worker's advancement is based on his or her abilities, the worker's mental pleasure is maintained. If, on the other hand, promotion is contingent on other variables such as caste or personal favour, the worker's interest in his or her job would wane.

9. Correct Work Quantity: It is critical that the expected quantity of work does not exceed the individual's ability to finish it if job happiness is to be maintained. If he is forced to labour more than he can comfortably do for an extended period of time, he will get disgusted, unhappy, and exhausted.

10. For Equal Work, Equal Pay: A worker in any factory or office must be paid the same as other workers in his or her or other organisations for similar work. If this equality is maintained, the worker is satisfied. If it isn't, the worker will become dissatisfied. Therefore, now a days, labour unions are demanding that equal pay for equal effort be implemented.

11. The ability to seek assistance in solving problems: Frequently, the worker faces challenges at work that he or she cannot solve alone. In this circumstance, he or she should be free to seek assistance and instruction from co-workers or superiors. If this is the case, the employee will be happier at work.

12. Unnecessary intervention and criticism are not present: Nobody likes to put their self-respect on the line. If a worker is treated with unnecessary contempt or abuse, he or she will rapidly become unsatisfied. Therefore, he or she should be shielded from unproductive interruptions and criticism.

13. Regulated working hours: Work hours in any plant or office should be convenient and organised to provide the least amount of trouble to as many employees as feasible. Workers will get disgruntled if this is not addressed.

14. Leaves & Holidays: Workers in every industrial organisation should be given adequate rest and vacation time for festivals and other social gatherings. In addition to the weekly holiday, workers are now permitted to take approximately 10 casual and 30 earned leaves every year. In addition, holidays are offered for festivals and other occasions of general celebration. During pregnancy, female employees are given a reasonable amount of time off. Workers are generally satisfied when management in any organisation follows a flexible policy regarding employee leave.

Theories referring Job Satisfaction:

1. Hierarchy of Needs Theory: In his 1943 work "A Theory of Human Motivation," Abraham Maslow originally established the concept of a hierarchy of needs, which he expanded on in his subsequent book, Motivation and Personality. People are motivated to meet basic wants before moving on to more complex requirements, according to this hierarchy. Maslow's hierarchy of requirements is divided into five stages, starting with physiological needs at the bottom.



Figure - 3^{iv}

The *physiological requirements* are self-evident, and they include those that are critical to human life. Physiological needs that include breathing, food water, sleep, homeostasis (bodily needs like to maintain a temperature and blood sugar level), excretion. Shelter and clothes are also the examples of physiological requirements. Maslow classified sexual reproduction in this level of the hierarchy because it is necessary for the specie's survival and spread.

The needs get complex as we progress up Maslow's hierarchy to the second level. The *necessity for safety and security* becomes paramount at this level. People desire order and control in their life. As a result, the desire for safety plays a significant role in these behaviours. Basic safety needs majorly include financial security, health, security against accident or injury. Obtaining employment,

obtaining health insurance and health care, contributing to a savings account, and relocating to a safer neighbourhood are all examples of behaviours prompted by security and safety concerns.

As per Maslow's theory, when we club the physiological and safety needs together, they are called the basic needs

Maslow's hierarchy of *social needs* includes things like love, acceptance, and belonging. Human conduct is driven by the need for emotional connections at this level. This desire is met by a variety of items, including friendships, romantic attachments, family, social groups, community, etc. It is critical for people to feel liked and accepted by others in order to avoid difficulties like loneliness, despair, and anxiety. Participation in groups such as religious groups, sports teams, reading clubs, and other group activities, as well as personal interactions with friends, family, and lovers, play a significant influence.

The need for *esteem*, that is, recognition and respect is found at the fourth level of Maslow's hierarchy. Once the demands at the bottom three levels have been met, the esteem needs take over as the primary motivator of conduct. At this level, gaining others' respect and appreciation becomes increasingly vital. People have a need to complete tasks and then have their efforts acknowledged. Emotional requirements include things like self-esteem and personal worth, in addition to feelings of accomplishment and prestige. People need to believe that they are valued by others and that they are contributing to society. Professional activities, academic achievements, athletic or team engagement, and personal hobbies can all contribute to meeting esteem requirements. People who are able to meet their esteem needs through good self-confidence and other people's acknowledgement are more confident in their talents. Those who lack self-esteem and others' respect, on the other hand, may experience emotions of inferiority.

The "psychological needs" of the hierarchy are made up of the esteem and social levels together.

The *self-actualization* needs are at the very top of Maslow's hierarchy. People who are self-actualizing are self-aware, concerned with personal improvement, less concerned with others' perceptions, and interested in realising their full potential. "What a man can be, he must be," Maslow remarked, alluding to people's desire to reach their full human potential. Maslow's definition of self-actualization is as follows: "It might be roughly defined as making full use of one's talents, abilities, and potentialities. Such folks appear to be content with themselves and achieving the best that they are capable of. They are persons who have reached or are on their way to reaching their full potential."

2. Two Factor Theory: The two-factor motivation theory, otherwise known as Herzberg's motivation-hygiene theory or dual-factor theory, argues that there are separate sets of mutually exclusive factors in the workplace that either cause job satisfaction or dissatisfaction" (Herzberg, 1966; 1982; 1991; Herzberg, Mausner, & Snyderman, 1959).

In the mid-fifties, Herzberg and his colleagues Mausner, Peterson, and Capwell begin their research on factors impacting job motivation. Their first step was to conduct a thorough evaluation of current studies on the subject. Herzberg conducted his now-famous poll of 200 accountants and engineers based on this review. Herzberg collected data for analysis using the critical incident method. Initially, the responders were asked two questions:

- i) When have you felt extremely pleased with your job?
- ii) When did you feel very bad about your job?

The results of this critical event strategy were intriguing. It was discovered that the elements that made respondents feel good and those that made them feel awful were completely different.

The same can be visualised from the image given below:

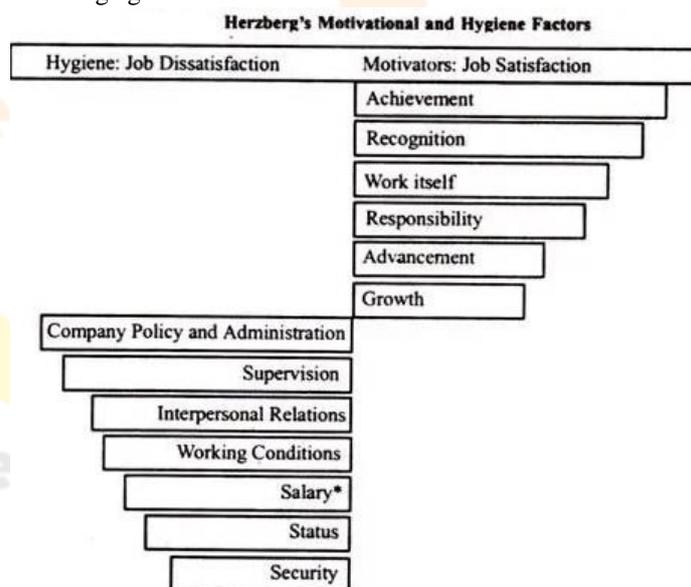


Figure - 4^v

Intrinsic elements, such as achievement, recognition, the work itself, responsibility, development, and growth, appear to be associated to job satisfaction when respondents are asked whether they feel good about their work. Motivators, satisfiers, and job content factors are all terms used to describe these factors. When they were unsatisfied, however, they focused on extrinsic variables such company policy and administration, supervision, work conditions, salary, status, security, and interpersonal relationships. Dissatisfiers, hygiene factors, maintenance factors, and work content factors are all terms used to describe these factors.

According to Herzberg, satisfaction and dissatisfaction are two distinct dimensions, not opposite poles of one. Removing unsatisfactory aspects of the job does not make it more enjoyable. Motivators influence satisfaction, while hygienic factors influence dissatisfaction. Managers who strive to eradicate elements that contribute to job dissatisfaction may achieve serenity, but not necessarily job satisfaction. Rather than motivating their employees, they will appease them.

As mentioned by *The Economic Times*, Jan 18, 2022, 06:03 PM IST, *Business News>Jobs>71% of Employees rethinking their careers: Report*

According to a survey, 71 percent of workers surveyed are evaluating their jobs and may pursue a different vocation as a result of the ongoing pandemic's influence on the job market and as a motivator for employees resetting their priorities. While economies around the world grappled with a new wave of Covid-19, the event had a significant impact on the labour market, according to a report by global job site Indeed. As many as 71% of employees surveyed said they are rethinking their careers and may even look into "whether a different career is worth pursuing." The Indeed India Hiring Tracker HY2 2021 is based on a poll done by Valuvox in October and November 2021 among 1,219 companies and 1,511 employees. According to the report, 51% of respondents questioned whether their present employment is satisfying their goals, while 67% questioned whether they are in the correct position. Another 61% of employees indicated they are seriously considering reprioritizing their job in favour of other life objectives, according to the report. According to the report, three out of ten employees are considering abandoning their existing positions as a result of the re-evaluation.

This notion occurred to a bigger number of male employees (31%) than female employees (19%), according to the research.

According to the data, Covid-19 has caused a paradigm shift in employee priorities. According to the report, job satisfaction was considered as the most significant component for 68% of surveyed employees, followed by wage and job satisfaction for 62%.

Work-life balance came in third with 61% of employees prioritising it, according to the report.

Although employees desire flexibility, work-life balance, a sense of purpose, and job satisfaction, the report indicated that achieving these goals may take some time.

According to the survey, 77% of employees stated their businesses do not offer flexibility, while only 7% had the option of working less hours for less income.

It noted that regardless of hierarchy or educational levels, the majority of employees (49%) worked five days a week, with 51% clocking 6-8 hours per day.

According to the report, the percentage of women working 6-8 hours has increased somewhat to 43% from 41% before Covid.

Surprisingly, 40% of employees stated they had no intention of working less hours, and at least 35% claimed they would not work fewer hours in 2022, according to the report.

"As employees reprioritize their careers, the tracker observes employers and employees working together. Workplace flexibility is still a hot topic, and it's critical to pay attention to what employee needs in order to help them thrive in a new setting.

"Businesses are well over the recovery period and are primed for great growth," Indeed India Head of Sales Sashi Kumar remarked. This analysis helps us analyse that an employee satisfied today with his job dynamics may get dissatisfied with the change in demographics around.

Conclusion:

Job satisfaction is most likely a reflection of an individual's general attitude toward the attainment of their organizational and personal needs. It is concluded from the study that need attainment is an important factor in Job satisfaction. A few of us might say that a satisfied need is no more a motivator in Job satisfaction, however, the requirement for the attained need will always be there. The organisations that don't pay attention towards employee satisfaction are obvious to face consequences like exit or voice into the organisation, although there will be employees who try to neglect or ignore the situation as they don't want to compromise with their loyalty towards the organisation.

To handle such situations carefully:

1. The organisation can plan for skip level meetings wherein the management which is not very active with day-to-day performance of the employees, can get a chance to know the challenges faced by them.
2. Growth path should be clear to the employees as in how one can grow into the organisation and what will be the parameters for the same.
3. Employees should be given a chance by allowing them to innovate new ideas and giving them the opportunity to perform under the required supervision.
4. A fair platform for the rewards and recognition should be provided to all the employees to showcase their achievements during a particular timeframe/tenure.
5. A flexibility to perform any given task within the given deadlines should be provided to the employees.

As the comparison of Maslow's and Herzberg's theory suggest an employee look forward for higher level needs only if the basic needs are being met such as physiological needs or working conditions, safety and security or salary, love and belongingness or interpersonal relationships, this can also be concluded through the study that the priorities of employees keep on changing with time. The same is explained in the study with the help of two reports wherein the pre covid statistics shows that 75% of respondents were satisfied with their jobs, however, these numbers have been changed during the pandemic showing that 71% of respondents are rethinking their career.

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