



EMPLOYEE JOB SATISFACTION

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ABSTRACT

Job satisfaction has a big impact on how an employee performs his job. Both elements have an impact on job safety and employee perception of it. A satisfied employee devotes himself to work, performs orders better, cares for others and for himself. He feels safe in the enterprise. The aim of the paper was to assess employ-ees' job satisfaction and their work performance with use of simply survey. In order to achieve this aim, a survey was conducted among employees of a chosen metallurgi-cal enterprise who were asked to assess level of their job satisfaction. The employees defined their job satisfaction by referring to 20 statements describing this satisfaction and evaluating three factors that were used to compute the satisfaction index. The survey allowed for indication the general level of employee satisfaction. This paper analyzes the level of job satisfaction among employees of commercial banks along with the consideration of gender, age and experience differences. Four commercial banks were selected using purposive sampling method for the study. Further, a total of 260 respondents were selected randomly from the four banks' head offices and branch offices located in Kathmandu Metropolis. The modified Minnesota Satisfaction Questionnaire (MSQ) was used to gather data about the job satisfaction of respondents. The results indicate that almost 66% of employees are satisfied or highly satisfied with their jobs. 'Job security' is the most significant factor of job satisfaction to the employees of commercial banks in Nepal. Level of job satisfaction does not differ significantly between male and female employees. However, there are significant differences in level of job satisfaction among various age groups of employees.

Keywords: job satisfaction, work performance, work safety

1. INTRODUCTION

The employee is an essential element in the process of implementing the enterprise's mission and vision, especially in the production sphere. Employees should meet the performance criteria set by the organization to ensure the quantity and quality of their work. To meet organizational standards, employees need a work environment that allows them to work freely without problems that can stop them from reaching their full potential (Raziq and Maulabakhsh, 2015). They also need appropriate superior that will provide them with this environment, but above all, he will motivate them to work in the right way, make them feel satisfied with their work. Each person has different criteria for measuring own job satisfaction. The factor that influences it, is the style of management, but also payments, working hours, schedule, benefits, stress level and flexibility. Job satisfaction is related to productivity, motiva-tion, work performance and life satisfaction (Abuhashesh et al.,2019), which means that this also applies to the private lives of employees.

Job satisfaction is related with human resource management (HRM). Research has shown time and again that HRM practices can make important and practical differences in terms of three key organizational outcomes: productivity, quality of life and profit (Cascio, 2002). The level of job satisfaction of the employees in the organization play vital role for the retention and attraction of the competent human capital in the organization. A satisfied worker tends to be less absent from his or her job, contribute for the benefit of the company and would like to stay in the organization (Adhikari, 2009). On the other hand, a dissatisfied worker has negative attitudes and prefers to remain absent too often, always remains unhappy with the supervisor, tries to leave the company once an opportunity is available, and remains in stress (Adhikari 2009). Therefore it is very essential for the organization to create a job satisfied environment within it. Employees' overall feelings towards the job is influenced by job security, pay and benefits, training and career advancement opportunities, opportunity to use skills and knowledge, relationship with immediate co-workers, supervisors and managers, recognition of performance, job characteristics, working environment, autonomy and independency, participation in decision making, corporate culture etc. Job satisfaction can be an important Job

Satisfaction of Employees in Commercial Banks The Journal of Nepalese Bussiness Studies Vol. IX No. 1 December 2015 ISSN:2350-8795 The Journal of Nepalese Bussiness Studies 64 indicator of how employees feel about their jobs and a predictor of work behaviours such as absenteeism and turnover. It is common that employees who are satisfied with their jobs are more likely to stay with their employers. Keeping a cadre of happy and motivated employees, however, is often elusive as the expectations of employees shift. As life becomes more challenging, employees may become more stressed. Therefore, the factors long thought to satisfy employees may be shifting, depending on attributes such as the gender and age of employees. In addition to demographic factors, the economic landscape in which most companies are operating is of particular interest

One way for organizations to gauge their knowledge of employee needs is to recognize the degree to which their perceptions are accurate when matched up against employees' perceptions. So knowing employee state on job satisfaction would provide useful information for the organizations. The core focus of this paper is to assess the present status of job satisfaction level of employees in Nepalese commercial banks and to associate the relations of employees job satisfaction with age, gender and job experience of the employees.

The paper aims at assessing the job satisfaction status of employees and identifying the significant factors that influence the job satisfaction of the employees in Nepalese commercial banks. The study also examines the relationships between job satisfaction and different demographic factors.

2. REVIEW OF LITERATURE:

In the organizational study, job satisfaction occupies a central role in many theories and models of individual attitudes and behaviors. The concept of job satisfaction has been defined in many ways. However, the most-used definition of job satisfaction in organizational research is that of Locke (1976), who described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." Job satisfaction is the amount of pleasure or contentment associated with a job (Dubrin, 1997). Syeyen and Van Wyk (1999) mentioned that job satisfaction is a feeling of pleasure as resulting from a person's perceptions of his or her work. Mwamwenda (1995) find a link between job satisfaction and productivity, commitment, fulfillment and continuance in a job situation.

Maslow (1989) postulated that within every person there exists a hierarchy of five levels of needs. They are physiological need (at the lowest level), the need for security, the social need, the need for esteem, and the need for self-actualization (at the highest level). The motivation-hygiene theory (the two-factor theory of motivation) is an extrapolation which states that all variables that make people feel either good or bad about their job can be divided into two groups i.e. motivators (satisfiers) and hygiene factors (dissatisfiers) (Herzberg, Mausner, & Snyderman, 1959).

Gender has received a great deal of attention in job satisfaction studies. Results are, however, mix or inconclusive. Studies by Clark (1997) and Sloane and Williams (2000) showed that generally women's job satisfaction is higher than men's even though women's working condition, compensation, working status, etc., are worse than men's. Although scholarly efforts have been made to interpret these puzzling findings, but fail to provide satisfactory explanations to the paradox of the contented women workers. There have been arguments suggesting that this could be well caused by systematic difference in occupations and work content experienced by women and men and, therefore, controlling for such difference would eliminates much of this gender satisfaction gap (Dex, 1988). Hakim (1991) termed the paradox 'grateful slaves' and provided a hypothetical explanation to this puzzle from the perspective of employment commitment. She argues that women's disproportionate satisfaction with their jobs can be explained by the different life goals between women and men.

Job satisfaction can be defined as a sense of employee achievements and success-es. It is generally believed that it is directly related to productivity and work perfor-mance, as well as to personal well-being. Job satisfaction means doing the work one likes, doing it well and being rewarded for own efforts (Kaliski, 2007; Aziri, 2011). People can also have different approach to various aspects of their work, such as the type of work they are doing, colleagues, superiors or subordinates and their salary (George and Jones, 2008). Different motivation style and leadership style can work in different way on every employee, resulting in increased work performance and job satisfaction. Therefore, job satisfaction is an essential element motivating employees and encouraging them to achieve better results (Raziq and Maulabakhsh, 2015). Ostroff (1992) says that employee satisfaction is of great importance not only for em-ployees but also for the entire organization. Because satisfied employees are usually happy and motivated to work, consequently the organization can get amazing results from their work, from the other side, those dissatisfied employees will not be encour-aged and will be disturbed by their work routine, they will run away from responsibility and even avoid work (sick leave, days off etc.) (Judge, et al., 2001). Job satisfaction is considered as one of the main factors of the effectiveness and effi-ciency of business organizations. In fact, the new managerial paradigm, which insists that employees should be treated primarily as someone who has their own needs and personal desires, is a very good

indicator of the importance of job satisfaction in modern enterprises. Analyzing job satisfaction, it can be concluded that a satisfied employee is a happy employee and a happy employee is a successful employee (Aziri, 2011). The availability of superiors at the time of need, the ability to connect employees, stimulating creative thinking and knowledge of values, openness in the eyes of employees and the ability to communicate with employees are basic features of supervision. Various researches have shown that with good and effective supervisor, the level of employee satisfaction was high, while with poorer communication skills, the level of employee dissatisfaction was high (Schroffel, 1999; Raziq and Maulabakhsh, 2015). Rötze claims that there are four determinants influencing employee satisfaction: “supervisor/leader”, “job design”, “workplace environment” and “performance pay”. According to his research the factor supervisor/leader has not a so strong impact on motivation but is crucial for job-design satisfaction and affects the level of satisfaction with performance pay very much (Brenninger, 2015). So it can be claimed that managers can influence employee satisfaction, commitment and performance through appropriate leadership style. The leadership style can be viewed as a number of managerial attitudes, behaviors, traits and skills based on individual and organizational values (Mosadegh Rad and Yarmohammadian, 2006). The manager's influence on team management is particularly important in manufacturing enterprises, especially in heavy industry sectors, where men predominate among the employed. The superior leads the employee team differently, where there are also women, where employees sit in the office more often, and in different way in the men's team, whose main workplace is the production hall, who behave differently in men's company than in mixed company.

Furthermore, Wexley and Yukl (1984) defined job satisfaction as feelings and attitudes of the employee towards work. Specific factors should be controlled in order to induce contentment in an employee. The factors that lead to a prolonged satisfaction are called "motivators" by Herzberg. This satisfaction can generate achievement, recognition, work itself and responsibility (Herzberg, et al., 1959). The subject literature indicates a strong correlation between employee satisfaction and the effects of the organization's activities (Pietron-Pyszczek, 2010). Among the widely researched and verified relationships are the impact of job satisfaction on commitment to work (Sadler, 1997; Shepherd and Mathews, 2000), and thus on effectiveness, as presented by Yalabik et al. (2013) in their model: "Job satisfaction" influences "Commitment to work" which influences "Work performance".

3. IMPORTANCE OF JOB SATISFACTION :

Human capital in any organization is its greatest asset and this asset should not be compromised during times of economic disorder. The retention of good employees is essential for the organization to achieve consistent growth. During times of financial crisis in the organization, many employees intend to leave the organization due to payroll cuts and layoffs. In spite of such crisis, the organization can devote their attention for taking effective steps on selective basis to improve job satisfaction of the employees for their retention. If this is not done, top talented people may leave the organization adding to further crisis. It must be remembered that the supervisory and managerial staff has the capacity to maximize potential, creative abilities and talents of the entire workforce resulting in competitive advantage for the organization. The health of the organization depends on motivated workers and it is found that higher level of job satisfaction is achieved by keeping the employees engaged in their work. The productivity of the organization depends significantly on employee job satisfaction. It not only influences the maximum workforce but greatly improves the sense of morale and commitment towards the organization amongst the employees. These motivational feelings of proactive nature of the employees is a driving force for personal and professional career advancement in their present organization without thinking of leaving the organization for better prospects elsewhere.

Conducive work environment is one that gives workers a sense of pride in what they do. It is already mentioned earlier that in times of economic uncertainties, budget cuts and layoff, it is difficult but not impossible to maintain employee job satisfaction in the organization. However, employers that implement monetary as well as non-monetary initiatives to increase employee satisfaction definitely reap the benefits of reducing lethargy, absenteeism and lower employee turnover rates with greater organizational citizenship behavior and commitments.

4. WAY TO ENHANCE JOB SATISFACTION :

It is proved that employees experience sense of satisfaction in doing their tasks only when they are provided with motivating environment. The improvement in performance of workers, machinery, quality of products and increase in output are the responsibilities of the leaders of the organization which is essential to create high level of satisfaction among the employees. The motivation of the employees within the organization can be improved by taking following positive steps:

- Positive Work Culture
- Appreciation, Reward and Recognition
- Employee Participation
- Improve Workers' Skills and Potential
- Assessment of Job Satisfaction

Positive Work Culture: Providing a positive work environment is the first step to initiate job satisfaction within the employees. In order to do this, it is suggested to find out what motivates the workers and what turns them on. This is the most crucial aspect in the process of motivation. The authorities, if required, are required to go beyond the prescribed norms of duty to attend to the needs of the employees to create motivating working environment. It is reported by Walt Disney World Company that they have spread employee assistance centers strategically across the park which included services like employee discount programs, child care information, money orders, postage stamps, cheque cashing and bus passes, etc. as an effort to provide an excellent work environment for their employees. The company observed that job motivation and loyalty to the company is directly related to caring of employee needs at the workplace.

Appreciation, Reward and Recognition: The appreciation of performance and personal recognition of employees by the management have proved to be a very powerful tool in building their morale and motivation. Informal and small celebrations are many times more effective than a formal annual grand function. Some innovative rewards in the form of kind and services are also creative ways to reward top performing employees which are more worthy than cash.

Employee Participation: It is experienced that wherever employees are involved in the decision-making process, they contribute their valuable ideas and suggestions and appear to be more committed and engaged with a sense of ownership and satisfaction in their work. If employees are not taken into confidence, it is likely that they might not take keen interest in the work which may not yield desired results. It is reported that Sony Corporation arranges annual Idea Exposition for exchange of ideas within departments in which scientists and engineers display projects and ideas they are working on. This has proved to create congenial atmosphere for innovation and further engagement of the concerned.

Improve Workers' Skills and Potential: Capacity building in respect of enhancement of knowledge, skills and proactive change in the attitude of the employees is achieved through effective training and education process. Training should be a continuous process in the organization due to the fact that well trained employees are more capable and are willing to accept more responsibility. In addition, these employees need less supervision and are capable of handling the customers most satisfactorily ensuring customer loyalty. Trained employees have in-depth knowledge of the business and are proactive with sense of satisfaction and high motivation ensuring healthy relationship between management and employees. It has been proved that training and education motivates employees making them more innovative and productive. It is reported that all customer contact people are given six weeks training before they ever answer the first phone call in Federal Express. These customer service people are tested every six months and are informed of the areas individually in which they need improvement with list of resources and lessons useful to them. Higher motivation and lower turnover are the results of intensive training and development programs in this organization.

Assessment of Job Satisfaction: Employee job satisfaction and their engagement in the organization could be measured by obtaining feedback in a specially designed evaluation format before and after the training programs which should be a continuous process. This ensures the areas of improvements in the workforce including change in their attitude, morale and motivation. It also suggests the management about the modifications required in the training courses and policy decisions in the interest of the organization. It is a fact that well-trained and motivated employees work with pride deriving a sense of satisfaction in their work to contribute to the success of the organization. Hence, good organizations conduct a job satisfaction survey of their employees at least once a year for continuous improvement.

5. STRATEGIES TO ENHANCE JOB SATISFACTION :

Considering the importance of employee job satisfaction in organizational development, it is essential to adopt suitable strategies by the organizations for building up their image on a sustainable basis. Following are some of the feasible and simplified strategies to improve employee satisfaction in the organization:

- Shared Mission and Vision
- Work Itself
- Compensation and Benefits
- Performance Appraisal

- Relationship with Supervisors
- Promotions and Career Development
- Build a Corporate Culture
- Working Condition and Environment
- Improvement Programs of Employee Satisfaction
- Employers by Themselves

Shared Mission and Vision: The employees in many organizations do not know the mission, vision and objectives of the organization in spite of being an integral part of the organization who contribute effectively for the development of the organization through their talents or competencies. It is, therefore, necessary to build appropriate corporate culture to achieve the mission and vision of the organization by involving each employee. Regular feedback should be obtained from employees to know their opinion in this regard.

Work Itself: The job satisfaction of employees can be increased by job rotation, knowledge enlargement, task enlargement and job enrichment of each employee on a periodical basis.

Compensation and Benefits: Suitable policies should be built as regards compensation and various benefits for the employees to motivate them, considering the financial position from time to time.

Performance Appraisal: The proper and fair assessment of the work done by each employee needs to be carried out with reasonable justice which certainly encourages employees to perform better

Relationship with Supervisors: Cordial employee-management relationship plays an important role in the development of an organization or vice versa. In order to have a cordial relationship of the employees with the management, the company should treat the staff fairly, be ready to help them, provide training to enhance their skills and positive attitudes, and be ready to listen and respond to employees.

Promotions and Career Development: The organization should develop suitable strategy for promotions to each category of employees within a reasonable period. Similarly, training programs based on training needs analysis of employees should be conducted to enhance their capability. Career development programs if built properly increases retention reducing employee turnover

Build a Corporate Culture: As stated earlier, sharing culture produces positive results. This is possible only when there is cordial relationship between the coworkers and there is a well-defined channel of horizontal and vertical communication between them.

Working Condition and Environment: A pleasant work environment along with congenial working conditions keeps the employees happy which in turn increases the productivity. In addition to this, appropriate occupational health and safety management programs may be built for the wellness of the employees.

Improvement Programs of Employee Satisfaction: Many organizations just carry out appraisal of employee satisfaction but do not pay attention to the role of monitoring. The HR department must follow the monitoring methods for improvement programs of employee satisfaction. It is necessary to build sound solutions to improve satisfaction based on experiences gathered. Training programs should be arranged for all level of management about the importance of satisfaction and for exploring methods to increase satisfaction.

Employers by Themselves: The expectations from the employees must be realistic and the same should be clearly defined and communicated to them well in advance. Hiring the right employees at the right time for the right position can definitely ensure job satisfaction resulting in organizational development on a sustainable manner.

CONCLUSION

Job satisfaction of employees in any organization is of paramount importance to achieve the targeted goals on a sustainable basis. It is observed that free cafeteria food and flexible programs are not enough. It is experienced that job satisfaction is attributable to high self-confidence of the individuals. It varies from individual-to individual. The proactive attitude together with physical and emotional resources which are brought by the employees to the workplace decides the degree of job satisfaction amongst them. They are not only satisfied with their jobs but they also feel competent in work and life, which are mutually reinforcing. The research on the subject has put forth that building of employees' competencies and self-confidence through training, feedback and recognition should be a permanent activity of the organization. It is noticed that high job satisfaction is closely related to the feelings of effectiveness on the job. Similarly, it can only be achieved effectively by encouragement of genuine self-confidence of the employees. Such

highly satisfied employees ultimately show extraordinary devotion for mission, vision and enthusiasm for their work. They are excited to achieve mission-driven changes within the shortest time. In order to face new challenges by the individuals and groups, constant encouragement and suitable rewards are essential from the management. High job satisfaction correlates strongly with the feelings of having fun at work. Highly satisfied individuals also are reported to have found it easy to wake in the morning and that their sleep was deep and restful. Enhancement of performance through rest and recovery at the workplace is also reported by top performers in almost every field. It is evident that monetary and nonmonetary ways to enhance employee job satisfaction have to be adopted by the organization depending on the prevailing circumstances.

Working environment has a positive impact on the Job satisfaction of employees. Bad working conditions restrict employees to portray their capabilities and attain full potential, so it is imperative that the businesses realize the importance of good working environment. This research paper contributes towards the welfare of society as the results create awareness about the importance of good working environment for employee job satisfaction. The study impacts upon the future performance of businesses by taking working environment more seriously within their organizations to increase the motivation and commitment level of their employees. This way their work force can achieve better results. It also ensures that the employees of the organization will have the ease of working in a relaxed and free environment without burden or pressure that would cause their performance to decline. The progress that will be achieved in the business will directly help the economy of a country as developmental efforts will increase. In such conditions, the country will be able to handle the minor problems prevailing as it will be in a strong state to deal with them. The benefits of providing a good working environment to the employees are tremendous for both the organization and its employees. During the research certain limitations were there, such as the availability of time to conduct research for obtaining the required data. Time was one of the limitations faced which has restricted us to add more information about the importance of this topic. Another limitation was the access to data that was to be collected from various organizations. The information gathered was difficult to acquire since the employees of some organizations were hesitant to share their true opinions. We took special care of the ethical aspect related to the research by ensuring the respondents that their responses will be anonymous and confidential to which no one will have access. The issue has not been considered previously therefore, now firms have an opportunity to utilize the information from this research paper to design their future line of action that can help them ensure their long-term success. Such working environments where employees are made a part of the overall decision making process, being given flexible working hours, less work load, a team work approach and a supportive top management have positive impact on the performance of employees.

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