2. SATISFACTION OF EMPLOYEES IN AN ORGANIZATION

2.1 Introduction – The Basics

Many studies have been carried out by numerous researchers on all the above factors, and they all have added to the knowledge base. As we know that there are many factors which play an important role in the success of the organization are like strategy, finance, leadership, branding, marketing and so on. So, it is very important for every organization to understand their employees. In, an organization every human being is given a certain set of tasks to perform, where he or she is working for, and these set of tasks is known as his or her job in an organization. Now, it is an important thing for every organization to check whether their employees are working properly or not. So, there are certain parameters like employee efficiency, employee performance, etc. which helps them in understanding their performance, and they have found that these parameters are good enough to achieve organizational predetermined goals and objectives or not and these questions are only answered by an internal audit of the employees.

In their article on employee satisfaction: the success factor M. R. Foster and RN-BS ARM JD have mentioned that “Satisfied employees can bring the success for the organization” (37). So, it is very important for every organization to know whether their employees are satisfied or not? Job satisfaction is a tool to check whether a person is happy with his/her job or not. It is important for every organization to know about job satisfaction of his employees because the success of the organization depends on the satisfied employees of the organization. Every organization wishes that their employees perform their best and be a part of organizational success. Employee efficiency, employee performance, and organization effectiveness are related to each other and similar to other organization and employees, it is also important for faculties of academic institutes. However, we have realized that most critical among all above is people managing people.
2.2 Job Satisfaction – Introduction And Meaning In General

Job satisfaction means (How much a person is happy and contended with the task given to him/her?). If employees are happy with their job, they are known as more satisfied employees. There is a myth that job satisfaction and motivation are the same, but it is not true that they are only linked to each other.

Job design refers to the allocation of jobs to the employees according to skills. Job design is useful to enhance employee job satisfaction and performance within a specific period; job design contains methods like job rotation, job enlargement and job enrichment which are widely used to increase employee job satisfaction and strengthen job design. There are other factors like management style and culture, employee involvement, employee empowerment and autonomous work groups which influence employee job satisfaction. Job satisfaction is a very important attribute which most frequently assessed by organizations. We can measure the job satisfaction by various ways. Some readymade tools or designs can be used, or self-made job satisfaction tool for measuring job satisfaction can also be used.

According to R. Chettiar and D. Swamy, job satisfaction has been defined as "the extent to which people like or dislike their jobs" (38). This definition suggests that job satisfaction is a general or global view of employees about their jobs. Job satisfaction implies enthusiasm and happiness with one's work. Job satisfaction is useful for the productivity as well as the quality of the work. Job satisfaction means are the employees enjoying their jobs? Doing it well, and get a proper reward for their job.

In several types of research, it was found that job satisfaction may help in improving the quality of work, employee productivity, and employee commitment to the organization. It may help in motivating employees for work efficiently and effectively in the organization, and these may increase organizational output. Job satisfaction is useful for engaging employees at the workplace and increases their job enrichment. Through satisfied employees, the organization may achieve their goals and objectives. It may help in
developing standard operating procedures of the organization and for implementing best practices in the organizations. It is useful for improving knowledge, skills, and abilities of the employees in organizations or institutes. Job satisfaction is used to strengthen and preserve the relationship between employer and employee which leads to a happy culture in an organization or institutes.

2.3 How Job Satisfaction Is Linked With Management Teachers In Specific Terms? Or Why Job Satisfaction Is Important For Management Teachers?

A teacher, who is happy with the job, plays an important role in the growth of the society at large. Satisfied teachers can contribute a lot to the growth of career and development of the students and institutes. An unhappy teacher can become a hurdle for the students and may create tensions which can have a negative influence on the students’ learning process and their academic growth. Job satisfaction may indicate how well people are performing their allotted task with the available resources. Attitude is a readiness to react towards or against some particular situation, person or thing in a particular manner. Any employees having a favorable attitude towards their profession are successful and satisfied with their job and can play a vital role in the organizational success.

2.4 Employee Satisfaction And Motivation

In his research on motivation: motivation is a most powerful tool for winning in life N. Dave has found that motivation is a force that can create, shape and change people’s life. Motivation is a drive that encourages person’s action into feeling. Motivation helps such people, who are having the willingness and desire to win or be successful in life. Most powerful motivation comes from our philosophy, values, ideology and belief system. The person needs to be satisfied from both personal and professional career if he or she is motivated. Motivation makes people more productive for the work which they are doing. We can use Professor Maslow’s Need Hierarchy to conclude that, when person’s basic, physical needs are satisfied at that time emotional needs
becomes a bigger motivation to getting success in his life. Motivation can be classified into two types, Internal Motivation, and External motivation. External motivation comes from outside sources, while internal motivation comes from within and both are important for employee satisfaction in an organization. We can see successful people all over the world are succeeding in their life with the help of motivation and inspiration. Motivation is one of the vital factors for the success of any person all over the world. Organizations can motivate people from different forces like fear, incentive, etc., but a person who is having pride, sense of achievement; responsibility and belief system becomes more satisfied in his life. We all are motivated either positively or negatively, but negative motivation drives a person for selecting a short path in his life, and it may become dangerous for his/her life. It also reduces the quality of work and productivity of people. Thus, we can say that there is a very close relationship between employees’ satisfaction and employees’ motivation (39).

2.5. Employee Satisfaction and Employee Empowerment

According to S. Grimsley, employee empowerment can be defined as “Giving the employee a certain degree of autonomy and responsibility for specific decision making related to specific organization task” (40).

According to S. Grimsley, the employee satisfaction and the employee empowerment were positively related. He has mentioned that, when an employee gets freedom, power, and authority to fulfill responsibility and task assigned to them, employees think that management have trust on them and they will be self-motivated toward organizational goals. Empowerment is also an important non-monetary tool for motivation. It helps to improve performance, ability, and efficiency of employees. When individuals are free to take any decision regarding their duty or work, their decision-making and problem-solving ability will increase. Empowerment is also an important aspect of fulfilling self-actualization needs as per Maslow’s Need Hierarchy (41).
2.6. Employee Satisfaction And Leadership

Leadership has a very close relationship with employees’ satisfaction. There are many different leadership styles like autocratic leadership, charismatic leadership, transactional leadership, transformational leadership and follower-centric leadership. Different leaders practice all these leadership styles in the organization. Among all of them, transformational leadership has a positive relationship with individual performance, team performance, flexible work environment and job satisfaction. Transformational leadership supporting work adjustments were strongly related to job satisfaction or job contentment. Smart, successful and visionary leaders are team-oriented and want to keep their employees happy on the job by doing work adjustment or flexible work system on the job, which helps in improving employee performance and team performance. So, from above discussion, researchers derived that leadership will play an important role in satisfying employees in the organization.

2.7. Employee Satisfaction And Teamwork

In today’s organization, due to complex nature of organizations, there is a need emerge for individuals to work in a group or team. If the individuals work in group or team, individual’s performance, as well as team's performance, will be increased. In effective team all members share their knowledge, skills, and experience and help each other to solve the problem and take a decision, which finally leads to the attainment of organization goals and objectives. While employees work in a team, the societal need of individual will fulfill. For example, need for friends and relatives with whom they can share their achievement, events, and problems. So, from above discussion researchers have concluded that employee satisfaction level is higher when people work in a team.

2.8. Employee Satisfaction And Organizational Culture

Organization culture is an invisible and dynamic factor which affects employee performance and motivation level. Organization culture is affected by its member’s thinking and attitude as well as its member’s thinking, and attitude is affected by the culture of the organization. Organization culture includes all
norms, values, policies and procedures followed by an organization. If employees have thorough knowledge about organization culture, they will be able to find (What they have to do?, Where they have to perform?, What working processes they have to follow?) to have good or supportive organization culture and give proper meaning of job which one has to perform. All these things will increase employee satisfaction and can achieve personal and organizational goals and objectives.

2.9. Employee Job Satisfaction vs. Employee Engagement

According to Oregon Primary Care Association, employee job satisfaction and employee engagement can be differentiated in following way.

1. Definition

Employee satisfaction is defined as an extent to which employee fill happy and able to meet their desire and wants at working place, while employee engagement is defined as a degree of employee involvement in his duty or job and how eager they are to give a contribution to achieving organizational goals and objectives.

2. Process

Job satisfaction is one-way process where organization just thinks “What can employee do for organization?”, while engagement is two-way process means organization and employees both think “What they can do for each other?”

3. Result

Job satisfaction is a result of higher motivation and employee engagement while engagement is a result of management thinking, employee ability, skills and degree of trust level.

4. Orientation

Job satisfaction is employee centered “How employees are filling and think about organizations?” while an employee engagement is all about “How
employee gives their best and how much importance employers need to give to their employees? “.

5. Productivity

Job satisfaction helps only to retain and sustain employees in an organization, but there is always a doubt about their productivity. Engagement provides security about employee productivity and sustainability in an organization (42).

2.10. Employee Satisfaction Measurement Tools

2.10.1 Employee Satisfaction Survey

Employee satisfaction survey is a most important and qualitative research tools for the researchers. It helps to measure the degree of satisfaction or dissatisfaction level among employees about their job. For the survey, surveyor identifies proper question for the study and prepare a questionnaire by certain parameters or criteria. Researchers can use both an open ended and close ended questions for the study according to research needs. Researchers can use characteristics like. The level of the respondent, background and other characteristics in mind while preparing a questionnaire. He can use readymade or self-administered questionnaire for the study. After receiving the responses from the respondents’ researchers need to take help from an expert for the analysis purpose. The final result of the survey can be used for problem-solving or decision making.

2.10.2. Focus Group Interviews

Focus group interview is a method for qualitative research. In this method, the researcher chooses a particular group of respondent instead of individuals. Focus group interview is one of the interacting ways of collecting individual view or responses. The base of focus group interview is face to face group discussion rather than a questionnaire. The important benefit of focus group interview is that researcher can get a true idea of respondent’s attitude, mood, facial expression, body language while facing an interview. Focus group
interviews are a more accurate method for measuring employee satisfaction than employee satisfaction survey.

2.10.3. Expert Opinion

Expert opinion is an informal method of research, and according to this method the researcher needs to consult an expert or group of experts to get suggestions and advice from them. It is most helpful technique because researchers can get the advantage of expert's knowledge, skills, and experience. This technique is very important to solve a problem or to meet any contingency. Here, researchers just have to select experts who have knowledge of particular research topics. Expert opinion can also be telephonic advice or suggestion.

2.10.4. Personal Interview

In personal interview researchers and respondents need to meet face to face for an interview. These are the two processes which researchers and respondents’ can ask questions and get answers from each other. Here, the researcher can notice the facial expression, mood and other non-verbal responses from respondents. This method is used for primary data collection during research work. Due to direct interaction of respondents, an interviewer and interviewee become familiar from one another, and interviewers can collect more accurate information for research purpose.

2.11 Some Models / Theories Of Job Satisfaction

According to Hassard, Teoh, and Cox, following job satisfaction theories and models were given by various researchers to measure employee job satisfaction.

2.11.1 Affect Theory

Edwin A. Locke’s has given a range of affect theory in the year of 1976. This theory is one of the most famous jobs satisfaction model. According to this theory, satisfaction level is determined by comparing desire and wants the job
and what one gets from the job. This theory also focuses that how autonomy plays a role in determining satisfaction and dissatisfaction of the employees while working on a given factor or component. These theories suggest that employee satisfaction or dissatisfaction is based on employee job satisfaction are met or not. If an employees’ personnel job satisfaction is met, an employee will be satisfied or vice versa.

2.11.2 Dispositional Theory

The dispositional theory is also one of the well-known job satisfaction theories. This theory focuses on employee job satisfaction which is based on personal values and traits and how they perceive satisfaction from the job? Employee satisfaction will increase with more experience. In one research, it was found that identical twins have similar levels of job satisfaction which proves that job satisfaction will depend on his or her traits. This theory also focuses on the higher level of self-esteem which includes values, beliefs, and standards of work of an individual and plays an important role in determining an employee job satisfaction.

2.11.3 Two-Factor Theory

Fredrick Hertzberg proposed two factor theories. The main aim of this theory is to study the satisfaction and motivational factors at the workplace. For these Hertzberg has identified two factors. 1. Hygiene factors. 2. Motivational Factors.

Hygiene factors are those factors which presence at the workplace is necessary, but the presences of these factors are not motivating or satisfying the employees. I.e. fair rewards, good working condition, and supervisory practice. Hygiene factors are extrinsic in nature and depend on external factors like economic factors, working environment and physical facilities at the workplace.

Motivational factors are that which present at the workplace and increases the level of job satisfaction and absence of these factors will dissatisfy employees. I.e. achievement in work, recognition, promotion opportunities,
etc. Motivational factors are intrinsic in nature like individual personal values, beliefs and how they perceive the things that drive individuals to attain personal and organizational goals?

2.11.4 Equity Theory

This theory is based on an employee’s view about fairness in the job and an employees’ social relationship with an employer and other subordinates. Here, employees are comparing that what they contributed to the job and what they got from these social relationships? If an employee feels, they are not treated as good as other top executives than they will be in stress and dissatisfied with the job.

2.11.5 Job Characteristics Model

Old Man and Hackman has proposed job characteristics model. He has focused on how job characteristics influence job results? He has identified five main jobs characteristic i.e. skill variety, task identity, task significance, autonomy, and feedback. Apart from these, he has stated that job characteristics model impacts three critical psychological states i.e. experienced meaningfulness, experienced responsibility for outcomes and knowledge of the actual results. He has also mentioned the three most important work outcomes are job satisfaction, absenteeism, and work motivation.

By above five main job characteristics, the employer can calculate the motivating potential score (MPS) for a job. So, this is one kind of index which can be used to know job influence on an employee's attitude and behavior.

2.11.6 Job Descriptive Index (JDI)

The Job Descriptive Index (JDI) is proposed by Smith, Kendall, and Hulin in 1969. They prepared a specific tool (questionnaire) to measure job satisfaction of employees. This questionnaire is widely used by the researchers all over the world for measuring employee job satisfaction. The questionnaire is based on five different components like pay (salary),
promotions and promotional opportunities; coworkers support, supervision, and the work itself. The scale of measurement is very simple, and the respondents of the study need to answer either yes, no, or can’t decide.

2.11.7. Other Tools, Theories Or Methods For Measuring Employee Job Satisfaction.

There are numerous tools and methods for measuring job satisfaction of employees. Yes/No questions can measure the response, True/False questions, point systems, checklists, forced choice answers and Likert’s scale method. However, from all these methods Likert’s scale method is a widely used method for collecting data regarding job satisfaction or job contentment.

These all models and job satisfaction theories play a vital role in measuring job satisfaction of employees. However, they are not useful for the researchers who are doing specific studies or want to do some specific studies? They need to focus on to use specific self-structured tools, models or questionnaires for measuring employee job satisfaction (43).

2.12. Ways To Improve Employees’ Satisfaction

According to N. Gray following are the ways to improve an employee satisfaction in an organization. Organizations can use these to improve employee satisfaction and contentment in their organization.

2.12.1. Employee Orientation

Employee orientation is one of the right ways to provide an initial training or desired training to an employee to work more efficiently and effectively in their organizations. An employee orientation is essential for newcomers in an organization. It helps in developing positive attitude in employees and reduce employee turnover in organizations.

2.12.2. Positive Work Environment

The positive work environment is the basic need for productive or efficient organizations. It helps workers or employees in reducing work stress and
encourages employees in working more enthusiastically and efficiently. A positive environment can make a workplace heaven for efficient workers. Positive work environment improves co-operation and co-ordination of employees.

2.12.3. Provide Competitive Benefits

If any organization wants to succeed in the recent competitive environment, they have to procure and sustain the effective human force in their organizations, and for that, every organization has to provide some competitive benefits over its rival and those benefits will be in both form i.e. financial and non-financial. Financial benefits include fair wages; salary, bonus, and share in the capital and non-financial benefits include recognition, higher power, and responsibility, awards and appreciations, promotion and many other.

2.12.4. Workforce Engagement

If employees do not get the inner motivation to work for achieving organization goals and objectives, they will try only for achieving their personal goals rather than a group or organizational goals. They do not think themselves as a part of the organization. So, management has to work on it, which increases workforce engagement in an organization and workers fill that they are a vital part of the organization.

2.12.5. Develop Skills

Every organization has to undertake a different developmental program to improve employee skills, knowledge, and experience. This kind of program also helps to refresh the skills and knowledge of employees, this development program, and seminars may be useful to improve managerial skills, operational skills, technical skills and human skills.
2.12.6. Recognition & Rewards

All employees in their organization are working for some reward e.g. salary, wages, and profit for the work they have done. If employees get fair rewards for their service, their motivation and loyalty level will be high. So, we can say reward and motivation level are positively related. When the employees are at the top level their primary needs and security needs are fulfilled; now they want recognition, appreciation, and respect for their group members and colleagues (44).

2.13 Summary: The objective of this chapter is to discuss the rationale behind studying satisfaction as an element of human resource management. In chapter two Satisfaction, the researcher had discussed regarding concepts related to job satisfaction which clarifies basics of job satisfaction, what is employee job satisfaction?, how job satisfaction is linked to management teachers’ in specific term?, employee satisfaction and motivation, employee satisfaction and employee empowerment, employee satisfaction and leadership, employee satisfaction and teamwork, employee satisfaction and organization culture, difference between employee satisfaction and employee engagement, employee satisfaction measurement tools, some models and theories related to employee satisfaction and different ways to improve employee satisfaction in an organization and after discussing on these insightful topics related to job satisfaction, these chapter helped the researcher lot about studying various useful topics related to employee job satisfaction, the researcher will further move to the very important chapter, chapter-3 Review Of Literature in his research process.