



## The Modules of Job Satisfaction: A Review

\*<sup>1</sup>**Potineni Swapna,**

Research scholar, Vignans foundation for science and technology (VFSTR), Vadlamudi, Guntur,  
Andhra Pradesh

<sup>2</sup>**Dr.P.Lakshmi Narayanamma**

Associate Professor, Vignans foundation for science and technology (VFSTR), Vadlamudi, Guntur,  
Andhra Pradesh.

### Abstract

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations. Job Satisfaction is all about how a person likes the job. It is actually more of a journey than being a destination. It is of utmost requirement to organizations as it will increase the job involvement level of the employees and decrease the turnover. Job satisfaction has been a fascinating concept for researchers as well as experts since number of decades. This paper presents the study of past literatures of job satisfaction between the years 2008 to 2018. The purpose is to find out the different attributes used for evaluating the job satisfaction. From the review of extant literature, it has been found that it is always not salary which leads to job satisfaction rather it is the work environment.

**Keywords:** Job Satisfaction, employees, Work environment.

### Introduction

Review of literature is the primary task for any research work. It may be from any book, research paper, related article, any organizational report, theses, and literature available on internet etc. This article includes literature review of more than 30 research papers related to satisfaction of employees working in different organizations. The category of research papers included in this article are employees and their gender, employees and the type of employer, employees and their job satisfaction factors, employees and their satisfaction and dissatisfaction, employees and their academic profession, employees and their relationship with age, employees and their correlation between satisfaction commitment and performance, employees and their relationship with their ethnicity, employees and their superiors, employees and their motivator and hygiene factors, employees and its impact on performance and commitment, employees and their satisfaction - retention - assessment - wellbeing, employees and their state, demographic factors and satisfaction, This research paper is useful for defining factors affecting job satisfaction and further research work.



Job satisfaction is all about how one feels about (or towards) one's job. An employee who expresses satisfaction is said to have a positive attitude towards the job, and its leads to success of the organization. Unlike a dissatisfied employee who has a negative attitude towards the job, and its leads to increase the attrition rate of the organization. A person having negative attitude shows a personality disposition which is inclined to experience nervousness, tension, worry, upset and distress, where as those with positive attitude will feel happy with themselves, others, and with their work.

### Benefits of job satisfaction

FOR ORGANISATION	FOR EMPLOYEES
<ul style="list-style-type: none"> <li>✓ Enhance employee retention</li> <li>✓ Increase productivity</li> <li>✓ Increase customer satisfaction</li> <li>✓ Reduce turnover, recruiting, and training costs Enhance customer satisfaction and loyalty</li> <li>✓ More energetic employees</li> <li>✓ Improve teamwork</li> </ul>	<ul style="list-style-type: none"> <li>✓ Employees will believe that the organization will be satisfying in the long run</li> <li>✓ They will care about the quality of their work – They will create and deliver superior value to the customer</li> <li>✓ They are more committed to the organization</li> <li>✓ – Their work are more productive</li> </ul>

**Table 1: Benefits (purposes) of job satisfaction**

### Objectives of the Study

The major objectives of our review are:

1. To explore the kind of research undertaken and available in the field of job satisfaction.
2. To highlight the gaps existing in the current literature and emphasize upon important and interesting areas of research herein.
3. To establish the importance of job satisfaction in the organizations.

### Methodology

The study is conducted by using secondary data listed in different databases goggle scholar and springer (2008-2018 Articles with the key word "Job Satisfaction"). For this purpose articles listed in the database has been reviewed.



## Review of Literature

AUTHOR	YEAR	DISCRIPTION
<ul style="list-style-type: none"><li>• <i>Mohammad Abdolshah</i></li><li>• <i>Seyed Amir Mohammad</i></li><li>• <i>KhatibMostafaMoghimi</i></li></ul>	2017	“Job satisfaction” represents the extent to which individuals are satisfied with their job and love it. Study about the important causes and consequences of the staff attitude on job satisfaction are one of the main aspects of industrial and organizational psychology. Many organizations determine job satisfaction levels of their employees from their attitude. To assess job satisfaction, various aspects of the job need to be examined such as pay, promotion opportunities, supervisors, colleagues and supervisors’ style, work environment, policies and procedures, belonging to the working group, working conditions, and job benefits. One of the valid tools for measuring job satisfaction is job description index (JDI- just do it - just do it and not the attitude toward the organization).
<i>Dr.M.G.Varshney,</i> <i>SangeetaMalpani</i>	2015	Job satisfaction including those that are personal and those that are job related in the Udaipur and Rajsamnd Job satisfaction has been one of the most extensively researched concepts in work and organizational psychology. Job satisfaction is believed to reflect an individual’s affective and/or cognitive assessment of his or her working conditions and job attributes. It has been traditionally used to confirm the effectiveness of job redesign and motivational conditions at work. The dimensions and degree of job satisfaction
Edith Wakida	2015	Conclusively, motivating employees for better job satisfaction and performance is very crucial for managers; they need to understand the types of existing motivations and know the nature or personality of their employees and what makes them motivated so that they appropriately motivate them. This will go a long way in helping retain high performers in the organization as there will be satisfaction
Thahier et al.	2014	Motivating employees is very important because motivation of every individual is his willingness to unreservedly work hard for high productivity; meaning the employee is willing to use all the abilities that he has for the sake of his organization by utilizing the available opportunities to accomplish his organization’s mission. They further quote McClelland on need for achievement, need for power and need for affiliation as motivators for achievement and satisfaction
Hwang , Bridger et al.	2013	Perceived job stress has significant negative relationships with job satisfaction and significant positive relationships with turnover intention. Turnover intention is caused by occupational stress; “high level of turnover



		intention could be attributed to occupational stresses are physical and psycho-social job demands; role in the organization; relationships at work; career development and organizational climate. Some of the organization stress symptoms witnessed are high absenteeism, high staff turnover, poor morale, reduced safety, and reduced operational capability
Saba Salem et al.,	2013	In their study on determinants of job satisfaction examine its impact on employees of the banking industry has found that all the variables such as organizational policy and strategy, nature of work, communication, job stress, employee personality and recruitment and selection procedures have significant association with employees job satisfaction.
Hoffman-Miller	2013	<ul style="list-style-type: none"><li>• Job satisfaction focuses on three components of organizational behavior: that is cognitive, affective, and behavioral and is widely used to determine overall satisfaction in human capital management</li><li>• Job satisfaction is the extent to which one is happy with their job hence an employee's willingness to perform at an optimum level</li></ul>
Mehboob,F., Sarwar, M. A. and Bhutto, N. A.	2012	All the "Job Hygiene" and "Job motivator" attributes were practically or noticeably related to job contentment. The factors "Policy" and "Working condition" were the least satisfying characteristics while "work itself" was the most satisfying factor found in the job in this study correspondingly. The management of "SALU" need to pay attention to those factors which creates displeasure among faculty members' mostly the intellectual strategy execution; they should also arrange certain training and development sessions with a view to not only enhance the knowledge, skills and Abilities of employees but also to link the up between contentment and discontent. There were also several other factors which creates contentment and discontentment was the "Working Condition" of the organization. The management should attempt to advance organizations working conditions by performing more research and development services to employees and also do necessary changes in recovering the classroom environment in the organizations.
Jehanzeb et al.	2012	In addition to already mentioned studies that included research of various factors, some researchers preferred to investigate



		the effects of one or two factors related to job satisfaction. For example, the research into rewards and motivation found the evidence of positive relationship between these factors and employee job satisfaction
While Ravari et al	2011	Job satisfaction as a multi-dimensional concept. Generally the comparison of all the authors points towards employees' positive or negative attitudes towards their jobs.
Orisatoki and Oguntibeju	2010	In their study they found that there was no significant difference in satisfaction between genders or between age groups. There was positive correlation between job satisfaction with understanding the goals and objectives of the management and sense of belonging. There was no significant correlation of job satisfaction with other factor such as knowledge about workplace, work stress, relationship with colleagues, but negative correlation of job satisfaction with salary.
Kamal and Hanif	2009	He pointed that the pay has been considered as the major factor for job satisfaction, and other factors like promotion, recognition, job involvement and commitment are also taken into consideration. Job satisfaction is an attitude of an employee over a period of his job, so the factors of satisfaction and dissatisfaction changes over the period. It is used as a key factor to gauge the performance of particular employee and organization. Satisfied employees are more likely to be friendly and responsive which attracts customers. Dissatisfied employees can lead to customer dissatisfaction.

### Conclusion:

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Although thousands of papers and research have been conducted on job satisfaction all over the world, Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation and rewards has an impact on productivity, and hence also on performance of business organizations. There is a considerable impact of the employee's perceptions for the nature of his work and the level of overall job satisfaction. Financial compensation has a great impact on the overall job satisfaction of employees.



## References

- 1 Journal of Central Banking Theory and Practice, 2018, 1, pp. 207-222 Received: 12 September 2016; accepted: 2 April 2017
- 2 IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 16, Issue 1. Ver. V (Feb. 2014), PP 44-52 [www.iosrjournals.org](http://www.iosrjournals.org)
- 3 Hwang. J, Lee. J, Park. S, Chang. H, Seongseopkim. S 2014. The Impact of Occupational Stress on Employee's Turnover Intention in the Luxury Hotel Segment International Journal of Hospitality & Tourism Administration, 15:60-77, 2014 Copyright © Taylor & Francis Group, LLC ISSN: 1525-6480 print/1525-6499 online DOI: 10.1080/15256480.2014.872898
- 4 Edgar. F & Geare. A, 2013. An employee-centred analysis: professionals' experiences and reactions to HRM . Published online: 20 Jun 2013 The International Journal of Human Resource Management
- 5 Khalid, S., Irshad, M. Z., & Mahmood, B. (2012). Job Satisfaction among Academic Staff: A Comparative Analysis between Public and Private Sector Universities of Punjab, Pakistan. International Journal of Business & Management, 7(1).
- 6 Jehanzeb, K., Rasheed, M. F., Rasheed, A., & Amir, A. (2012). Impact of Rewards and Motivation on Job Satisfaction in Banking Sector of Saudi Arabia". International Journal of Business and Social Science, Vol. 3, No. 21, 272-278.
- 7 Kamal, Yasir and Hanif, Fawad, (2009), Pay and Satisfaction: A Comparative Analysis of Different Pakistani Commercial Banks; Social Science Research Network. [www.papers.ssrn.com](http://www.papers.ssrn.com)
- 8 Ravari A, Mirzaei T, Kazemi M, Jamalizadeh A, 2012. Job satisfaction as a multidimensional
- 9 Orisatoki R.O. and Oguntibeju O.O.,(2010), "Job satisfaction among selected workers in West Indies," Scientific Research and Essays, 5(12), pp.1436-1441.
- 10 WeiCheng J. Mau Randy Ellsworth Donna Hawley, (2008), Job satisfaction and career persistence of beginning teachers, International Journal of Educational Management, 22 (1), 48 - 611
- 11 Aziri, B. (2008). Menaxhimi i burimeve njerëzore, Satisfaksioningapunadhëmotivimi i punëtorëve, Tringa Design, Gostivar, , p. 46