

COLLEGE OF ENGINEERING AND MANAGEMENT , KOLAGHAT

NAME: SANTU JANA

UNIVERSITY ROLL: 10700121127

COLLEGE ROLL:CSE/21/L-146

TITLE OF THE REPORT:

WHAT IS JOB SATISFACTION? WHAT ARE THE FACTORS THAT
INFLUENCE JOB SATISFACTION?

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ACKNOWLEDGEMENT

The successful completion of any task is not possible without proper suggestion, guidance and environment. Combination of these three factors acts like backbone to seminar titled “JOB SATISFACTION”.

I express my sincere thanks to my supervisor prof. Partha Pratim Mitra for his valuable suggestions during our course period, timely help, guidance and providing me with the most essential materials required for the completion of this work.

I greatly indebted to our HOD, Department of Computer Science & Engineering, Dr. Tapas Kumar Maiti , for his valuable suggestions during our course period, timely help, guidance and providing us with the most essential materials required for the completion of this work.

Abstract

In order to help the Jordanian industrial sector to minimize the amount of time and money currently spent on recruiting and training new employees due to the rapid employee turnover rate, this study aims to identify the factors which encourage employees to remain in their jobs

for a long-term as opposed to those that create negative sentiments thus, leading employees to quit. The factors under focus are wages, organizational culture, benefits, job satisfaction, stress,

training and development, promotion prospects, and job security. The study measures the impact of each factor on employee satisfaction. The research population is the body of employees in Jordan’s industrial sector, with a random sample of industrial employees

representing the population. The quantitative method is used to examine the research question.

The study found that Jordanian employees care the most about their salaries and position more than any other factors. Therefore, we recommend that Jordanian manufactures consider studying the range of salary for each position, so they do not miss out on talented people or lose a good employee.

KEYWORDS:

Job Satisfaction & the Factors that influence Job Satisfaction.

INTRODUCTION:

The job satisfaction amongst the employees is determined by the presence of job pleasure and absence of job dissatisfaction. Job dissatisfaction and job pleasure are regarded to be important constituents of job satisfaction. The behaviour of an employee is influenced by his attitude and values. An employee, who is pleased and cheerful at the workplace, is always satisfied with his work and this improves the quality of his work. Job satisfaction benefits the organization in numerous ways. It results in the decline in complaints and grievances, absenteeism, turnover, and termination; it improves punctuality and employee morale. It is also a good sign of longevity; the individuals who are satisfied with their jobs, remain within the workplace for a long period of time (Grover, & Wahee, 2013)

Job Satisfaction

Job satisfaction is an individual's subjective viewpoint encompassing the way he/she feels about his/her job and the employing organization. Moreover, job satisfaction is the pleasurable emotional state that results from the achievement of job values (Courtney & Younkyoung, 2017). Each individual has different criteria for measuring job satisfaction. Influencing factors are payment, working hours, schedule, benefits, level of stress, and flexibility. Job satisfaction has been linked to productivity, motivation, performance, and life satisfaction (Landy, 1978), while Locke (1976, p.1304) defined it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Research suggests that job satisfaction has emotional and behavioral components. The emotional components are the feelings of happiness, anxiety, boredom, and excitement evoked by the job.

Mueller & Kim (2008) identified two types of job satisfaction; firstly, the overall feeling about the job, and secondly, the feelings about the aspects of the job, such as benefits, salary, position, growth opportunities, work environment, and the relationships among employees. The considerable time spent by employees at the work place makes job satisfaction a significant factor since dissatisfaction can have an adverse impact on the individual's personal life. Saari & Judge (2004) indicate that the relationship between job satisfaction and performance is more important for those doing difficult jobs than for those in less demanding jobs.

FACTORS INFLUENCE JOB SATISFACTION:

Competitive salaries and perks are not sufficient to keep employees motivated and happy. The following is a brief overview of some factors that may influence job satisfaction:

- **RESPECT:**

According to the SHRM research, being respectful to employees is essential for job satisfaction.

- **TRUST:**

Employees mentioned that trust between themselves and top management was another critical element in job satisfaction. Perhaps, this may be due to the workplace uncertainty caused by the Great Recession.

Job Security

Job security refers to the length of time employees can expect to remain in their job. In general, employees prefer to find a job that they can occupy in the long term, which works to the benefit of the company. Some companies offer lengthy contracts which protect employees from job termination. According to Shi (2017), job security is positively related to social safety. Employees with vulnerable position will increase their performance in order to maintain their high social status. Other studies have shown that job insecurity reduces employee commitment, satisfaction and performance (Ashford et al. 1989). Rosow & Zager (1985), however, found no relationship between job insecurity and job performance. According to Iverson (1996), job security leads to increased employee commitment, with long-term employees showing a

stronger sense of loyalty. Lifetime employment and seniority changes employee performance and creates a sense of leadership. Personal factors, such as the age of the employee, level of education, number of children, position level, and income combine to encourage employees to remain in the job. As an employee gets older and has greater personal responsibilities, the need for job security increases. A long-term employee often has greater skill levels, which means they perform tasks to a higher standard and are more productive. In contrast, a company that cannot ensure job security will find that its employees quickly seek more stable employment with less risk, causing that company to suffer from high turnover rate which will affect it negatively. Low productivity and increased outlay in training new staff can result in higher prices passed on to customers and can provoke customer dissatisfaction. When a company loses its customers trust, it will inevitably lose business and revenue

• HEALTHY WORK ENVIRONMENT:

A healthy work environment is free of tension, hostility, and discriminatory behaviors. Such workplaces may foster a harmonious and happy atmosphere for everybody

Stress

Employees who find themselves subject to greater demands and responsibilities than they are capable of handling suffer from raised stress levels which can be detrimental to an employee's emotional and physical responses, thus, causing challenges for both the employee and the organization (Leong, Furnham, & Cooper, 1996). Research has linked work stress to role ambiguity and role conflict (Chang, 2008) and indicated that certain factors, such as work overload and poor working conditions often result in negative mental and physical health consequences for employees (Murphy, Cooper, & Payne, 1988).

• **SALARY AND BENEFITS:**

Salaries aren't the only reason employees are satisfied with their work. However, they are usually at the top of the wishlist of every employee.

Competitive salary and benefits can help in making employees feel appreciated and satisfied. They will also have less motivation to look for another job that pays them well.

• **THE CLARITY IN JOB ROLES AND OPPORTUNITIES FOR CAREER ADVANCEMENT:**

Organizations have to communicate their expectations clearly to the employees. Only through understanding what is expected of them can employees add value and make the most impact in their job. Invest time to understand what their career goals and aspirations are. Then, work together to set milestones to help them progress towards their goals.

• **RELATIONSHIP WITH THE CO-WORKERS:**

Within the organizational structure, it is vital for the employees to develop appropriate terms and conditions with the co-workers. It is vital to create an atmosphere within the workplace, where co-workers are able to interact with each other in a pleasant and an

informal

manner. Amiable and friendly relationships with the co-workers enable the individuals to perform their assignments, jobs and work duties in an adequate manner. If the supervisor has

provided to the employees some kind of explanation regarding the performance of the job

duties, and some of the employees may not have understood clearly, then they can always

consult their co-workers and seek support and assistance from them.

• JOB DUTIES:

In jobs, there are various kinds of job duties, some job duties are not considered to be very difficult and employees are able to manage them in an effective manner, whereas in other

jobs, there are job duties that are quite demanding and challenging. Therefore, job duties

contribute to a major extent in developing the attitude of job satisfaction amongst the employees. For instance, when the job duties are manageable and employees possess accurate and appropriate knowledge about how to perform their jobs lead to job satisfaction.

CONCLUSION:

Job satisfaction is regarded to be a significant factor, especially concerning the employees within the working environment. Employees who possess higher levels of job satisfaction are less likely to be absent from work, they are less likely to leave their jobs, are more productive, resourceful and diligent, more likely to display organizational commitment and they are more likely to be satisfied with their lives. The theories of job satisfaction are, content theories and process theories.

RECOMMENDATIONS:

1. Motivate Your Troops
2. Encourage Communication
3. Involve Your People
4. Care About Their Wellbeing
5. Provides Training Opportunities & Feedback

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