

Employee Job Satisfaction: An Essence of Organization

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Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. In the present era of globalization, the varied and changing demands of consumers are putting consistent pressure on the employers to satisfy their needs and to be competitive in the business. Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the management. This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work-life balance. This article explains the importance of employee job satisfaction and the possible ways to enhance their performance on a sustainable basis in the organization.

The ascending performance of employee is certainly an outcome of his satisfactory job experience in the organization which can be seen from his contended work life. This is known as job satisfaction. It varies from job-to-job and person-to-person. Truly speaking, job satisfaction depends upon the nature of job, assessment of the employee by our own colleagues at the workplace, attitude and behavior of the said employee in relation to the assigned job. The salesperson derives his job satisfaction from nature of his job and work environment which he finds comfortable and rewarding or vice versa.

The job satisfaction of salespeople has been measured and studied by many researchers using Job Related Tension Index and found job-related tension significantly and negatively related to performance,

generalized self-esteem and job satisfaction. An individual's attitude about his or her job should have meaningful implications about how he or she does it. It lies not only in its relationship with performance but with its stabilizing effects such as reducing lethargy, absenteeism and turnover and through its effect on cohesion in regard to increasing organizational citizenship behaviors and organizational commitments.

It is observed that job satisfaction is an effective tool in controlling the ill-effects of role conflicts and job induced tension. Thus, it minimizes the labor turnover. It is observed that greater job satisfaction has been generally related to lower labor turnover and strongly related to organizational commitments. Considering the essentiality of enhancing employee job satisfaction in the organization, the employers need to find out

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ways and means to increase job satisfaction and improve employee engagement for achieving the targeted performance on a sustainable basis to build the image of the organization.

Importance of Improving 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.

The necessity of job satisfaction is not related only to performance of employees but its great contribution to cohesiveness of workers for sustainability of achieving the organization's goals. It further reduces the role conflicts and job induced tensions of the workmen. In addition, job satisfaction has been shown to be strongly and directly related to organizational commitment. Job stress and withdrawal behavior among the employees are directly related to dissatisfaction of employees at the workplace.

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.

Signs of High Employee Job Satisfaction

- ❖ **Opportunity for Growth:** It is a fact that an ambitious employee derives more job satisfaction provided he is given challenging opportunities for professional growth by the organization. Therefore, resources such as time, money and moral support need to be provided by the employers for professional development.
- ❖ **Exceptional Compensation Package:** Compensation extends beyond salary. A compensation package includes benefits, vacation, perks, etc. The package should be at least as per the expectations of the employees if not more. If the package is less, then negotiation for a better package is necessary.
- ❖ **Boss is a Mentor:** If the boss is a great leadership role model, the decisions taken

by him are respected by the fellow colleagues even if they may not be what they like. The leadership qualities of a boss can certainly bring enormous positive changes in the job satisfaction levels of the employees in the organization.

- ❖ **Company or Organization is Solid:** The top management ensures that organization should be positioned well in future so that it will be able to compete globally.
- ❖ **Morale is High:** Wherever the employees are treated with respect and appreciation, the output is as per expectations and they are happy at work as well as at home also because their morale is kept high by the organization.
- ❖ **Tools and Resources:** The organization that provides required resources and tools to the employees, not only increases the productivity also the job satisfaction level of the employees.
- ❖ **Innovation:** The organization where employees are encouraged to contribute innovative ideas for solving the problems are often benefitted to promote progressiveness which eventually is able to compete locally and globally.
- ❖ **Corporate Values:** High degree of job satisfaction demands adhering to defined values of the organization by the authority. The compensation packages and incentives should demonstrate these values which yield higher productivity.
- ❖ **Ethics and Integrity:** This aspect needs particular attention especially in business organizations. The trust that has been developed among the colleagues and the customers could be quite significant for sustained development.

Ways 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:** 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.

Non-Monetary Ways to Enhance Employee Job Satisfaction

Despite various ways available with the management to improve employee satisfaction, all initiatives are not feasible due to the cost of incentive programs, workforce size, workforce demographics, and management goals. There are some non-monetary initiatives that positively influence employee satisfaction and are feasible for both large and small businesses.

- ❖ **Reduce Employee Stressors:** It is observed that excessive stress to

employees is a potential source of dissatisfaction. It is, therefore, suggested to reduce potential stressors to increase satisfaction. This could be done by reducing role conflict or ambiguity in employee's job descriptions and responsibilities. The employer can also reassign tasks or implement a job rotation program to reduce overload and exertion. Stress can also be caused by inter-employee conflict. This could be minimized or eliminated by mediation or outside counseling expert.

- ❖ **Encourage Flexible Work Schedule:** Reduction in stress and increased job satisfaction are observed by some organizations as their employees were provided flexible working hours, days and location. By doing so, the employees could accommodate their personal obligations without affecting the business and departmental objectives.
- ❖ **Give Meaningful and Consistent Praise:** Even though monetary rewards are well accepted, employees often react more favorably to intrinsic rewards such as compliments, encouragement and praise. Considering this, the authorities of the organization should spare some time on a weekly basis with subordinates to appreciate their hard work and achievements. If this is done on a regular basis, the employees feel contended for their accomplishments and such motivated persons obviously continue to work hard and excel in their performance.
- ❖ **Make Frequent and Honest Communication:** Communication problems within an organization can be detrimental to employees by lowering morale and hindering positive attitudes. The employee job satisfaction and productivity of the organization is found to be enhanced where there is prompt and direct formal communication. A lack of

vertical and horizontal communication in the organization leads to confusion in the minds of employees which ultimately deteriorates their morale and commitment to the organization.

- ❖ **Provide Onsite Wellness Opportunities:** Beneficial effects such as increased productivity, improved physical and mental health as well as decreased negative stressors have been observed by providing onsite wellness opportunities to the employees by the organizations. The costs of these programs vary drastically depending on the type of services provided. The small business owners may initiate suitable onsite wellness facilities such as offering healthy snacks, medical consultation, a small exercise and meditation area for their employees within permissible budget by careful planning and sharing experiences with each other.

Strategies to Enhance Employee 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:** 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 co-workers 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 non-monetary ways to enhance employee job satisfaction have to be adopted by the organization depending on the prevailing circumstances.►◄

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