Factors Affecting Job Satisfaction Among an Organization's Staff

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Abstract

This study explains the factors that have an affect on employee job satisfaction within an organization. In addition, this study clarifies the relationship between the work environment and job satisfaction within an organization. This paper demonstrates the importance of attaining job satisfaction through creating a positive workplace. Also, the research illustrates the role of job satisfaction in an organization's performance. The conclusion of this study shows that working conditions, salary and compensations, fairness, respect from co-workers, and the relationship with supervisors have an overall impact on job satisfaction among an organization's employees.

Index terms— job satisfaction factors, organization?s performance, working conditions.

1 Job Satisfaction

Job satisfaction is how content an individual is with his or her job. Satisfaction in work and the work environment are the basic constituent of employee job. Employees' attitudes and values influence their actions. An employee's overall satisfaction with his or her job is the result of a combination of several factors. Management plays a key role in enhancing employees' job satisfaction by creating positive work environment. When employees have a high morale, they accomplish their tasks they have been assigned in an effective way.

2 Hypothesis

There's a direct relationship between overall employees morale and employees job satisfaction, and positive work environment produces high performance levels.

Research Questions 1. How can job satisfaction be achieved? 2. How can job satisfaction be measured? 3. Why is job satisfaction important in the workplace? 4. What is the top reason employees stay with an organization?

3 Objective of the Study

The main aim of the study is to analyze and determine the factors that have a direct impact on job satisfaction among the employees.

4 I. Introduction

ob satisfaction describes the contentment of employees based on positive and negative feelings by the employees towards their work. Based on this description, there are some factors that determine satisfaction or dissatisfaction by the employees within an organization towards their jobs. These factors vary according to the nature of an organization and its activities. Today, achieving job satisfaction for employees becomes one of the requirements of successful management in any organization, which seeks to attain its objectives efficiently and effectively. Each organization, then, takes into account the importance factors that influence job satisfaction between employees. Therefore, knowledge of the following most common factors that include working conditions, salary and compensations, fairness, respect from co-workers, and relationship with supervisors is necessary because job satisfaction is very important for increasing performance, motivation, productivity, and loyalty to an organization.

5   II. Work Conditions

Work conditions have a direct impact on job satisfaction of employees because of the employees' time commitment to their jobs. The work conditions include: health and safety at the workplace, work schedule, work rules, age and gender of workers, place and organization of work, and the organization's customs and beliefs. Jobs with poor working conditions have a negative impact on the satisfaction of employees within an organization. A negative or demoralizing working environment may lead to poor employee performance, thus affecting the organization (Bakoti? & Babi?, 2013). Therefore, each organization should improve the work conditions for its employees in order to increase the organization's overall performance and productivity. Simply by providing the essential factors of health and safety in the workplace, a flexible work schedule, fair employment contracts, and using technology in the productive process can lead to an increase in job satisfaction among employees within an organization.

6   III. Salary and Compensations

Salary and additional financial compensations are crucial factors for job satisfaction among J Year ( ) A employees. A variety of financial rewards are vital in retaining staff within an organization, and can encourage the necessary motivation in employees to reach a high level of performance and innovation. Job satisfaction is directly influenced by the amount of wages and privileges that are received by an organization's employees. Thus, pay and financial compensations have significant impact on job satisfaction of employees (Malik, Danish, & Munir, 2012). Unfortunately, due to the lack of sufficient financial compensations and low-income incentives an organization's employees will be dissatisfied about their jobs. This negative management process will prevent them from achieving a high level of performance and innovation. Therefore, an organization should understand the importance of high-income incentives and financial compensations for its employees. Each organization can provide its employees lucrative salaries and additional privileges such as health care insurance, retirement plans, performance bonuses, and extra paid time off or vacations in order to achieve higher job satisfaction among the organization's employees.

7   IV. Fairness

Fairness in the workplace is positively related to job satisfaction among employees. Furthermore, fairness matters to employees at their workplace because fairness is an innate need in every human being. Many organizational scientists stated that fairness in the workplace is necessary for effective organizational management, and is also one of the success factors for HR professionals. Hence, employees in any organization need all types of fairness such as procedural fairness, distributive fairness, and interactional fairness (Choi, 2010). When unfairness exists in the workplace, employees may burnout and job dissatisfaction among them may emerge. Every organization should avoid unfairness factors because of the adverse impact these factors will have on its staff. To achieve a high level of fairness and justice, an organization can offer the following benefits to its employees such as fair employment contracts, salary increases, appropriate work schedules, performance bonuses, reasonable office space allocation, and impartial and fair management. Such benefits will have a positive impact on employees' work ethics.

8   V. Respect from Co-Workers

Today, employees spend long periods of time at their workplace. Accordingly, real friendships occur between them based on the circumstances and requirements of work. These friendships encourage cooperation, love, respect, and mutual trust among employees at the workplace (Lee & Ok, 2011). Employees are excited to work when their efforts are appreciated by their follow employees. Thus, employees have a significant influence on their co-workers' job performance, job satisfaction, productivity, organizational outcomes, and organizational commitments (Dotan, 2007). Therefore, a negative workplace with rude and unfriendly co-workers usually presents job dissatisfaction and poor performance by employees. An organization should pay attention to this issue by facilitating open communication, cooperation, encouragement mutual, and respect between its employees in order to create an excellent work environment.

9   VI. Relationship with Supervisors

The total relationship between employers, supervisors, and employees has a strong impact on job satisfaction. This relationship affects positively on job satisfaction when subordinates receive recognition, praise, and respect from their managers and supervisors. Employees always want from their managers and supervisors to listen to them carefully. Subordinates need the offices of their managers and supervisors open to them in order to discuss all issues related to work. This open door policy will have impact on their job satisfaction. Also, the use of authority by managers and supervisors has an effective influence on job satisfaction among employees. Employees' perceptions of the authority of their managers and supervisors are positive if the authority is used fairly and without discrimination (Richmond, McCroskey, & Davis, 1986). Thus, managers' and supervisors' support, recognition, praise, and mutual encouragement are a strong determinant of job satisfaction in the workplace (Griffin, Patterson, & West, 2001). Each organization should take into account the role of managers

and supervisors in achieving job satisfaction between its staff. Managers and supervisors can motivate employees and increase their performances when they treat their employees in a special and courteous manner.

10 VII.

11 Methodology

This research was developed through the collection of primary data obtained through survey implementation of a targeted demographic sample, as well as the analysis of secondary source data derived from credible and relevant published research studies, articles, and scholarly and professional websites. This included also the documents from some related organizations. The research methodology is designed according to quantitative method. Quantitative research is conducted by analyzing a random collected sample, in which a certain research hypothesis will be tested. It uses measurable data to formulate facts and uncover patterns in research **??**Kothari, 2004). The data for this study was collected using a survey distributed through the Qualtrics website and interviews in various types of

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Volume XVI Issue VII Version I Year ( ) organizations in Connecticut, United States of America. These interviews were conducted with various groups of employees at University of Bridgeport, Bank of America, and Southwest Community Health Center.

This study uses quantitative method since our sample size is large enough to use this aforementioned method. This method was adopted to survey a large population of employees. The survey distribution and interviews were conducted between the months of June 2015 and June 2016. 280 employees were invited to participate in the questionnaire for this study. Their ages were between 25 to 65 years old. The survey received 67 responses from the target population for the study, representing a 23% response rate. The target population for the study was limited for certain kinds of employees in some organizations. This is due to constraints such as money, time, and limited resources. The analysis process did not address the classification of organizations due to respect of confidential information. However, the participants in the questionnaire of this study provide all the data needed for this research work to be conducted.

13 VIII. Analysis Process & Results

The data analysis process in this study is based on nominal, ordinal, and ratio (scale) measurements. It is helpful in evaluation because it provides quantifiable, is easy to quantify and it is also easy to understand the results. The general results of this study are shown in figure **??**, figure 2, and figure **??**. They start with defining the research problem, questions, and objectives related to the hypothesis. During the course of the survey, the researcher asked questions about the factors that have impact on job satisfaction among an organization's staff. The survey results had 67 responses from several employees, after adjusting some values and consolidating questions, it showed that 56 respondents with a percentage of 84% answered yes; that a positive work environment is essential to increase performance, encourage them to stay in their organizations, and motivate them to go to their works every day. However, 11 respondents with a percentage of 16% answered no; that a positive work environment is not essential for them as shown in Figure **??** below: Sources: The researcher calculation Figure **??** : A positive work environment is essential to increase performance In addition, there were 4 various responses regarding to the factors that encourage workers to stay and grow in their organizations. The responses showed that 15 respondents with a percentage of 23% answered that they are involved, while 16 respondents with a percentage of 24% answered that they are empowered. Also, there were 22 respondents with a percentage of 33% answered that they are trusted, while 14 respondents with a percentage of 20% answered that they are promoted as shown in Figure 2 Further, the views were different about what motivates employees to do a good job. The responses showed that 25 respondents with a percentage of 37% answered that they always seek for recognition, while 20 respondents with a percentage of 30% answered that they usually need good salary & reward. Also, there were 12 respondents with a percentage of 18% answered that they consider fairness is important for them, while 10 respondents with a percentage of 15% answered that they see flexibility in work schedule is important for them as shown in Figure **??** below: Sources: The researcher calculation Figure **??** : What motivates employees to do a good job Many companies believe that money is the most effective tool for encouraging employees to do a good job. The reality is that several other factors encourage workers to achieve performance levels that meet or exceed their employers' expectations. Encouragement comes from praising employees for exceptional performance to understanding employees' needs to have balance in their lives.

IX. Findings 1. The higher the level of the job, the greater is the satisfaction of the individual. This is because higher level jobs carry greater prestige and self control. 2. Greater the variation in job content and the less repetitiveness with which the tasks must be performed, the greater is the satisfaction of the individual involved.

14 X. Conclusion

In conclusion, many factors influence job satisfaction among employees such as working conditions, salary and compensations, fairness, respect from co-workers, and relationship with supervisors. These factors play a vital

role in the work environment through motivation, performance, and productivity of employees. Overall job satisfaction from employees is the result of a combination of those factors. Work conditions are necessary in order to make employees feel comfortable in the workplace as well as increase their performance and productivity. Also, salary and compensations are essential in reassuring employees about their current and future employment. Through positive encouragement, employees will want to work and innovate. Further, employees are mindful of fairness and justice in the workplace in an effort to increase an organization's loyalty. Moreover, respect from coworkers is very important in order to create a positive work environment because employees will have a high morale if their efforts are appreciated and respected by those their follow employees. In addition, the employees' relationship with managers and supervisors has an impact on the employees' performance and productivity because subordinates need to receive recognition, praise, and consideration for their efforts and accomplishments from their bosses. Therefore, each organization should take into account the importance of these factors that have a direct influence on job satisfaction among its employees in order to attain the organization's goals in an effective and efficient manner. Your most important assets are not your clients; its your employees. If you take care of your employees, they will take care of your clients and enable optimal profit and growth. Happy employees are productive employees.

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Figure 1: Figure 2 :

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3. People like to be treated with consideration. Hence considerate leadership results in higher job satisfaction than inconsiderate leadership.

4. All other things being equal these two variables are positively related to job satisfaction. i.e., if pay and promotional opportunities are increased it'll result in an increase in job satisfaction.

5. Working for eight hours or more each day can be a tolerable and often positive experience when surrounded by engaged co-workers. Further, if you receive the right working conditions, such as lighting, space, and other such factors, it will only increase your level of job satisfaction. In short, you will want to go to work if your organization provides you with a good workplace communication and encouraging environment.

6. Employees seek to be treated with respect by those they work with. A hostile work environment –with rude or unpleasant coworkers –is one that usually has lower job satisfaction. Managers need to step in and mediate conflicts before they escalate into more serious problems requiring disciplinary action. Employees may need to be reminded what behaviors are considered inappropriate when interacting with coworkers.

7.

Figure 2:

.1 Appendix

.2 Job Satisfaction Survey

The researcher is undertaking a study on job satisfaction among an organization's staff. This research work is strictly for academic purpose and all information provided will be treated with the necessary confidentiality. Please answer the questions as fully and descriptively as possible, and use as much space as you need when answering the questions. Please click on the link below to start.

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[What encourages you to stay in your organization? Involved, Empowered, Trusted, Promoted 5. What encourages you to do a go] *What encourages you to stay in your organization? Involved, Empowered, Trusted, Promoted 5. What encourages you to do a good job? Recognition, Salary & Reward, Fairness, Flexibility,*