

Job Satisfaction and Positive Employee Attitudes

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Abstract

Systematic Literature Review (SLR) through recent study shown an organization's size, type and technology affect its ability to satisfy or motivate its employees. Macro factors like political, legal environmental and economic conditions can affect an organization's ability to satisfy its work force as well as affect worker satisfaction and motivational needs (Harun, 2011; Saharudin et al., 2020) Labour market conditions and employment patterns in the territory in which an organization is operating also affect how far an organization is willing to satisfy their workers. A satisfied and motivated work force can undoubtedly help sustain productivity. Moreover, the lists some of the individual characteristics of workers which is affect their level of satisfaction. They include demographic factors such as the age, sex, education, position occupied and length of service. He added that job satisfaction plays an important role in employee commitment and in reducing employee absenteeism and boredom at work (Ali, 2016). Thus, the job satisfaction could lead to cost reduction by reducing absences, errors and turnovers which leads to greater productivity and economic and industrial growth which is a major drive of most organizations (Smith, 1992).

Keywords: *Psychology, Industrial, Job, Satisfaction*

Introduction

The Job Satisfaction is one of the most researched variables in the area of workplace psychology and has been associated with numerous psychosocial issues ranging from leadership to job design. This seeks to outline the key definitions relating to job satisfaction, the main theories associated with explaining job satisfaction, as well as the types of and issues surrounding the measurement of job satisfaction (Jareemit & Limmeechokchai, 2019). While it is also important to explore what factors precede and impacted by job satisfaction, this is covered in a separate article. Job satisfaction theories have a strong overlap with theories explaining human motivation. The most common and prominent theories in this area include the Maslow's needs hierarchy theory Herzberg's motivator-hygiene theory of the Job Characteristics Model and the dispositional approach.

Although commonly known in the human motivation literature, Maslow's needs hierarchy theory was one of the first theories to examine the important contributors to job satisfaction. The theory suggests that human needs form a five-level hierarchy that consisting of physiological needs, safety, belongingness or love, esteem and self-actualization. Maslow's hierarchy of needs postulates that there are essential needs that need to be met first such as, physiological needs and safety, before more complex needs can be met such as, belonging and esteem.

Motivation needs are vital in the work place particularly in the twenty-first century as workers have become more knowledgeable through education about their rights in the work place. According to Fredrick Hertzberg's Job-Satisfaction model, there are factors within and outside an organization that affects the extent to which employees of an organization are satisfied. These include the structure of the organization, the organizational culture and the internal politics that pertains in the organization (*Mullins, 2005*). Psychologists define motivation as the process by which activities are started, directed, and sustained so that certain needs are met. Needs would be psychological for example, needing the validation or physical for example, needing of food. Moreover, the idea is that motivation is what guides us to accomplish a goal which is the psychologists have several theories on what forces actually cause an individual to

act. Some of these theories are based on need, while others are based on instinct and arousal. In fact, motivation can rarely be narrowed down to a single driving force.

In addition, there are two main types of motivation: the intrinsic and extrinsic. The intrinsic motivation comes from within the individual which is intrinsically motivated (Harun et al., 2018), to do something for personal gratification. An example of intrinsic motivation is completing a puzzle because you find it challenging. In contrast, extrinsic motivation is when you do something to get a reward or avoid a punishment. In this case, the motivation for the behavior comes from something outside of inner-self such as an award or a good grade.

Literature Review

This eventually will influence profit making for an organization if the employees are satisfied and if there is dissatisfaction, it could lead to poor performance, turnovers, absenteeism, low productivity and so on which is to emphasize that dissatisfaction is the big cause for employees to leave the job and they are more absent than satisfied employees. Job-satisfaction can be linked with employee motivation. Satisfied employees spend more time to understand their work. Moreover, the employees who are satisfied with the job adapt both changes in circumstances either bad or good.

As a result, those who enjoy their jobs are expected to have strong motivation or vice versa (Rusbult et al., 1988). Next, employee is an asset to every organization which is the assets of human capital are the only main assets that is not easily replaceable (Ali et al., 2016). Furthermore, every employee in an organization is motivated by some different way where the employee motivation can simply be defined as a reflection of the level of energy, commitment and creativity that a company's workers bring to their jobs (Shahzadi, et al., 2014). Hence, the employee motivation is one of the policies of managers to increase effective job management amongst employees in organizations' (Shadare et al., 2009).

In addition, the motivation usually is not clearly understood rather than poorly practiced in order to understand what motivates employees in the organization, the manager or superior need to understand the human nature and human need first. The better understanding and appreciation of this subject is a prerequisite to effective employee motivation in the organization.

and eventually will prolong to effective management and leadership as well as the organization performance. It is very important for management to find ways to motivate their employees which is the motivation is not an easy practice to understand due to involvement of various disciplines in a topic.

Systematic Literature Review (SLR) study

Organizations that ignore the applied of the motivation concepts in the Job environments may to do well in the short to medium term but could have severe problems with staff performance long-term as a result of lack of commitment and staff dissatisfaction. Furthermore, the Senior Managers may decide on objectives and attempt to get others to agree with them by calling them organizational goals. Care also needs to be taken as there are also numerous ill fitting theories and measurements which can harm our understanding of job satisfaction. As mentioned by Jehanzeb et al. (2012), reward increase the level of efficiency and performance of the employees on their jobs and in the results thereof increase the success of the organization. According to Rusbult and Farrel, (1983) had state that grouped rewards into intrinsic rewards which includes feeling of passion, energy, enthusiasm and autonomy. On the other hands, extrinsic rewards involve pay the co-workers relationship and security with a basic pay, performance bonus, incentive for extra work and festival bonus. (*Actar, Uddin & Schu, 2013*).

According to Carraher (2006), the organization must have a successful extrinsic reward system in order to get better performance and high efficiency of the employees which is the reviewed extrinsic rewards as tangible in nature where it also been defined as monetary rewards. Hence, this is due to the tangible rewards obtained by the employers due to doing the job, such as pay and promotion (*Mottaz, 1985*).

Conclusion and Discussion

Considering that job satisfaction impacts every employee across the globe it is hardly surprising that it has received a lot of attention in the research literature which is the job satisfaction is typically examined as a consequence of workplace stress and the job demand-control model. Despite this, all together they are important in providing not only a better understanding of this concept, but as a resource where job satisfaction can be best understood and measured in different situations. It is also important to be aware on how job satisfaction

impacts on worker health and productivity, which is explored further in the Job satisfaction evidence for impact on reducing psychosocial risks article.

Thus, it is worth mentioning that although collectively members of an organization may have a goal as a result of strategies that may have evolved from the top of the individual members pursue a variety of different goals on their own. In view of this it is important that organizations are aware of the individual needs that exist within their organizations and to strive to integrate these needs or find a middle ground which addresses these needs that employees have.

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