

# JOB SATISFACTION

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**Abstract - Job satisfaction is one of the most integral however controversial troubles in industrial Psychology and behavioral administration organization. It in the end decides the extent of employee motivation via the development of organizational neighborhood climate or surroundings pleasure is a particular subset of attitudes held by way of organizational members. It is the mindset one has toward his or her job. Stated any different way, it is one's terrific response to the job. Job pleasure in a slender experience functionality attitude related to the job. It is worried about such specific elements as wages, supervision, the study of employment, stipulations of work, social relations of the job, instantaneous contract of grievances, the trustworthy remedy of Enterprise Corporation, and unique related items. Job delight is related to excellent Socioeconomic and personal factors, such as Age, Sex, Incentives, Working Environment, Education, Duration of work, etc.**

**Index Terms - Job Satisfaction, Employee, Working Condition, Organization.**

## DEFINITION OF JOB SATISFACTION

Due to the popularity of job satisfaction in industrial and organizational psychology, various researchers and practitioners have given their definitions of job satisfaction. However, the two most common definitions describe job satisfaction as “a pleasant emotional state that results from evaluating one’s work as an achievement or contribution to achieving one’s work values” and “people are liked (satisfied) Whether or not they "like" you. (Dissatisfied with) their work.

In general, maximum definitions cover the emotional feeling partner employee has toward their task. this is probably the responsibility usually or their attitudes toward particular components of it, similar to their colleagues, pay, or working conditions. In addition, the quantity to that painting's effects meet or surpass expectancies should confirm the quantity of task delight. However, task delight is not completely

concerning what amount a worker enjoys painting. Taber and Alliger discovered that when a body of workers of a yank academic institute rated how a good deal, they loved man or woman obligations inner their role, their ratings had been pretty correlative to delight with the paintings itself and associated (even though weakly) with global task delight. Taber and Alliger moreover discovered that one-of-a-kind measures (inclusive of a stage of awareness wanted for the task, stage of administration, and undertaking importance) all did not affect delight. This examination demonstrates that the collecting gratification of exertions obligations supplementary as much as general task delight.

## 1. INTRODUCTION

Many companies do not realize the importance of the work environment to employee satisfaction, so they face many challenges at work. These organizations are weak internally and therefore cannot bring innovative products to the market to overwhelm their competitors (Aiken, Clarke, and Sloane, 2002). Employees are an indispensable part of realizing the company's mission and vision. Must meet the performance standards set by the organization to ensure the quality of its work. To meet organizational standards, employees need a working environment that allows them to work freely without problems that prevent them from reaching their full potential. The purpose of this research is to analyze the impact of the work environment on employee job satisfaction.

### 1.1 Job Satisfaction

According to Vroom (1964), job satisfaction is the orientation of employee emotions to their role in the workplace. Job satisfaction is an important part of motivating employees and encouraging them to increase productivity. Over the years, many people have defined job satisfaction. Hoppock and Spielgler (1938) defined job satisfaction as a comprehensive set

of psychological, physical, and environmental conditions that make employees admit that they are satisfied or satisfied with their work. It also emphasizes the role of workers in the workplace because there is an impact.

Clark (1997) believes that when workers are dissatisfied with their work, they will begin to worry about factors such as their rights and working conditions. I am not sure if I found myself. Insecurity, colleagues refuse to cooperate, bosses do not respect them, and they are not considered in the decision-making process; in addition, he emphasized that at present, companies cannot afford dissatisfied employees because they do not meet the standards or expectations of their superiors and they are fired. Brings additional costs to the enterprise. Hiring new employees. Therefore, it is beneficial for the company to provide employees with a flexible working environment in which they believe that their opinions are valued and that they are part of the organization. Staff morale ought to be excessive as it will affect their productivity. After all, when morale is low, they will reduce their efforts to improve.

## 1.2 Work Environment

The work environment includes two broader dimensions, work, and environment. The job includes all the different characteristics of the job, such as B. The method of execution and completion, including tasks such as learning to perform tasks and controlling activities related to the job itself. The sense of accomplishment at work, the diversity of tasks, and the intrinsic value of tasks. Many research articles focus on the internal dimensions of job satisfaction, and the results show that there is a positive correlation between the work environment and the internal dimensions. In addition, they describe the second dimension of job satisfaction, called the environment, which includes physical and social work conditions (Sousa-Poza and Sousa-Poza, 2000; Gazioglu and Tanselb, 2006; Skalli, Theodossiou, and Vasileiou, 2008 year). Spector (1997) observed that most companies ignore the work environment in the organization, which harms employee productivity. In his view, the working environment includes employee safety, job reliability, good relationships with colleagues, recognition of good work, motivation for good work, and participation in the company's decision-making process. Once employees understand

that the company considers them important, they will have a high degree of commitment and a sense of belonging to your company. Various factors in the work environment, such as wages, working hours, autonomy granted to employees, organizational structure, and interactions between employees and management, all affect job satisfaction (Lane, Esser, Holte, and Anne, 2010). Arnets (1999) believes that it can be observed in organizations that most employees have problems with managers who do not respect them. Managers are also very strict with employees because they feel uncomfortable sharing good ideas. And innovate with leaders. ...In addition, it also describes how management restricts employees from completing their tasks, rather than building a sense of responsibility among employees by forcing them to work in a team to achieve optimal performance. Petterson (1998) believes that the interaction between employees within a company is critical to the success of the organization. In addition, it also describes that the transmission of information must be correct and timely to conduct business smoothly. If there are conflicts between employees, it is difficult to achieve the goals of the organization.

## 1.3 Objectives

- Determine the job satisfaction of all employees.
- Management's perception of employees.
- Determine the factors that help improve job satisfaction.

## 1.4 Scope

- This study is useful for organizations to do more research.
- It is useful to determine the level of employer satisfaction with the social measures.
- This study is useful for the organization to identify the area of employee dissatisfaction.
- It helps management in decision making

## 1.5 Importance

Research on job satisfaction has enriched a lot of information about management, including positions, employees, environment, etc., and the organization of its plans. Second, it is a diagnostic tool that allows you to understand employee problems, make changes and deal with them to solve the slightest resistance; third, it strengthens the communication system of the

organization, and management can discuss the results to shape future actions policy. Help to improve the professional ethics of employees and promote their integration into the organization. This creates a sense of belonging and participation, which leads to an overall increase in organizational productivity. Fifth, it helps unions understand exactly what employees want and what management is doing. Resolve complaints and other undesirable situations, and ultimately help determine the training and development needs of employees and organizations.<sup>14</sup> If we can increase job satisfaction and morale, we can also increase productivity. Soon, the management decided to use this new perspective and take action in two areas: first, they began to measure the health of employees, because they knew where to focus their efforts to improve employee satisfaction; second, they wanted to train Their managers, especially the first-level managers, pay attention to the attitudes and feelings of their subordinates to increase productivity. The issue of job satisfaction is getting more and more attention. Job satisfaction is the satisfaction a person experiences at work. Job satisfaction is not only one of the most important factors affecting employee performance, but also one of the most important factors affecting employee work behavior. Absences, accidents, etc., job satisfaction is the result of employees' perceptions of things marked important in the workplace. Job satisfaction is vital to any company. Satisfied employees are the company's greatest asset, and dissatisfied employees are the greatest danger.

Only when members are satisfied with their work can any organization successfully achieve its goals and missions. Dissatisfaction leads to disappointment, and frustration leads to aggression. It is believed that employees who are dissatisfied with their work can become activists at work. Dissatisfaction with management is contagious and spreads quickly to other employees, which will affect the morale and performance of other employees, as well as the image of the organization.

Employee dissatisfaction can seriously damage the reputation and property of the organization, and affect job satisfaction/dissatisfaction is the result of various factors related to the status quo in the workplace, including career opportunities, workplace pressure, professional engagement, relationships with colleagues and supervisors, Appropriate recognition

of strengths, appropriate pay and good working conditions, elimination of complaints, fatigue, and loneliness, and the reputation of the organization. Satisfaction work is a difficult and important concept for human resource managers because most employees do not, I believe their work has been sufficiently rewarded. They also think their company is not doing enough. Attract, train, or effectively manage skilled labor. Since Herzberg's work on job satisfaction and unsatisfactory work in 1959, job satisfaction has often been maintained as a means to improve employee motivation. Improvements can increase personal productivity, uptime, and organizational efficiency. The meaning of the concept of job satisfaction has penetrated deeply into the minds of workplaces and employees so that its meaning is now taken for granted as if it is a follower of leadership philosophy. Today's human resource management ideals know how to make employees happy, not why they should be happy. Employees and managers may have different reasons for wanting an organizational environment that is conducive to job satisfaction. Employees spend most of their working time thinking about work, taking breaks for work, or preparing for work, because work provides "daily value and nutrition."

Human resource managers may worry about employees' job satisfaction for reasons other than employees. Selfless managers want employees to be happy because they care about employees. Results-oriented managers want employees to be satisfied. Because satisfied employees can understand.

## 2. FACTORS RELATING TO JOB SATISFACTION

Job satisfaction comes from many interconnected issues. Each factor has its meaning and should not be ignored. All these factors will change from time to time, so it is important to study these factors. These are the following factors: III. Personal factors

1. Sex: In most studies on this topic, it is encouraging that women are generally more satisfied with their jobs than men. This may be due to women playing multiple roles in positions other than domestic work. Women prefer to work with friendly people, despite their lower salary, but a good social status.
2. Age: Studies of different groups show different results on the relationship between age and job

satisfaction. Some people think that age has little to do with job satisfaction, but this relationship is important in certain work situations. In some groups, job satisfaction increases with age, while in other groups it is lower.

3. Education: Workers with good education are less satisfied, while workers with lower education are more satisfied. However, other studies have shown that there is no relationship, some variables, such as education-related business support policies should be considered.
4. Working hours: Several studies have shown that job satisfaction is highest in the first few days and then gradually declines.

### 3. FACTORS IN JOB

1. Type of work: The most important factor in work is the type of work. Research shows that at work, it creates more job satisfaction than daily work. Other studies have shown that most factory workers are dissatisfied with the fact that a few skilled workers are dissatisfied.
2. Skill requirements: When skills are abundant, they often become the first source of employee satisfaction.
3. Professional status: Professional status has a highly variable correlation with intelligence, income, and years of education. The survey found that workers are not satisfied with jobs with lower social status and prestige.
4. Responsibility: Responsibility also plays an important role in the industry. Therefore, the study found that the responsibility of business managers for their job satisfaction is more important.

### 4. FACTORS RULED BY THE MANAGEMENT

1. Wages: Wages are the maximum essential component of the process delight. The higher the salary, the higher the job satisfaction, which does not necessarily mean that all employees are satisfied. Research shows that in some cases, wages are rated as a good decline in job satisfaction, but it is not a guarantee. Employment opportunities for the highly educated class are much higher than wages.

2. Working conditions: Comfortable working conditions are also regarded as an important factor. Better working conditions, less fatigue, and higher job satisfaction. This is an important factor because research shows that well-trained and well-paid employees value benefits more.
3. Safety: All research display that personnel needs a solid workplace. Job satisfaction is higher when there is job security, and vice versa, but research also shows that even for people with higher education, a sense of security is not that important. This shows that after many years of work, people will pay more attention to promotion rather than salary. Job satisfaction is highest in places with more job opportunities.

### 5. MEASURING JOB SATISFACTION

There are many techniques for measuring activity delight. To date, the most common method for collecting job satisfaction data is the Likert scale (named after Rensis Likert). Other less common methods of measuring job satisfaction are yes/no questions, right/wrong questions, rating systems, checklists, and mandatory decisions. This data is usually collected using enterprise feedback management (EFM) systems.

The Job Description Index (JDI) was compiled by Smith, Kendall, and Hulin (1969), en. Satisfaction is measured from five dimensions: salary, promotion and career opportunities, colleagues, management, and the position itself. The scale is simple. Participants answer "yes", "no", or unable to make a decision (indicated by "?"). Do these statements accurately describe their work? The general job index is a general index to measure job satisfaction. This is an improvement of the job description index, because in the absence of JDI, too much attention is paid to certain aspects, and too little attention is paid to overall job satisfaction. Other job satisfaction questionnaires include the Minnesota Job Satisfaction Questionnaire (MSQ), Job Satisfaction Survey (JSS), and Face Scale. MSQ measures 20 aspects of job satisfaction. The long form has 100 questions (5 points for each aspect) and the short form has 20 questions (1 point for each aspect). JSS is a 36-item questionnaire that measures nine dimensions of job satisfaction.

## 6. SUPERIOR & SUBORDINATE COMMUNICATION

Superior-subordinate verbal exchange is an essential effect on activity pleasure within the workplace. The manner wherein subordinates understand a manager's conduct can undoubtedly or negatively affect activity pleasure. Communication conduct which includes facial expression, eye contact, vocal expression, and frame motion is critical to the superior-subordinate courting (Teven, p. 156). Nonverbal messages play a significant position in interpersonal interactions with recognize to affect formation, deception, attraction, social affect, and emotional [removed]Burgoon, Buller, & Woodall, 1996). Nonverbal immediacy from the manager allows growing interpersonal involvement with their subordinates impacting activity pleasure. The way wherein supervisors talk to their subordinates can be greater essential than the verbal content (Teven, p. 156). Individuals who dislike and assume negatively approximately their manager are much less inclined to talk or have the motivation to paintings in which as those who like and assume undoubtedly in their manager are much more likely to talk and are glad about their activity and paintings environment. The courting of a subordinate with their manager is an essential component within the workplace. Therefore, a manager who makes use of nonverbal immediacy, friendliness, and open verbal exchange traces is greater inclined to get hold of high-quality remarks and excessive activity pleasure from a subordinate in which as a manager who is antisocial, unfriendly, and unwilling to talk will get hold of bad remarks and really low activity pleasure from their subordinate's within the workplace. Mood and feelings at the same time as running are the uncooked substances that cumulate to shape the affective detail of activity pleasure. (Weiss and Cropanzano, 1996). Moods tend to be longer lasting however frequently weaker states of unsure origin, at the same time as feelings are frequently greater intense, short-lived, and feature a clean item or cause. There is little proof within the literature that kingdom moods are associated with general activity pleasure. Positive and bad feelings have been additionally observed to be considerably associated with general activity pleasure. The frequency of experiencing internet high-quality emotion may be a higher predictor of general activity

pleasure than will depth of high-quality emotion while it is far experienced. Emotion law and emotionally hard work also are associated with activity pleasure. Emotion paintings (or emotion management) refer to numerous efforts to control emotional states and shows. Emotion law consists of all the aware and subconscious efforts to grow, maintain, or lower one or greater additives of an emotion. Although early research of the results of emotional hard work emphasized its dangerous outcomes on employees, research of employees in several occupations recommends that the results of emotional hard work are not uniformly bad. It turned into observed that suppression of unsightly feelings decreases activity pleasure, and the amplification of satisfactory feelings will increase activity pleasure. The information of the way emotion law pertains to activity pleasure worries models:

1. Emotional dissonance is a kingdom of discrepancy among public shows of feelings and inner stories of feelings that frequently follows the method of emotion law. Emotional dissonance is related to excessive emotional exhaustion, low organizational commitment, and occasional activity pleasure.
2. Social interplay model. Taking the social interplay perspective, employee's" emotion law may beget responses from others for the duration of interpersonal encounters that in the end affect their very own activity pleasure. For example, the accumulation of favorable responses to shows of satisfactory feelings may undoubtedly affect activity pleasure overall performance of emotional hard work that produces preferred results may want to growth activity pleasure.

## 7. CAUSES FOR EMPLOYEE DISSATISFACTION

1. Business Hours: Normal business hours start at 8. 30 in the morning. 5:00 pm is mainly due to increased market demand and other reasons, but employees must work until 7:00 pm, which can be extended to 10:00 pm. When combined with insomnia, they can lead to a decrease in task performance due to their adverse effects on error rates, work rhythms, and social behavior, and long working hours can also harm employee health.
2. Training: Training has become extraordinarily important to the success of contemporary

organizations. Organizations often participate in competitions, and their basic knowledge and experience levels give them an advantage in the competition. In addition, rapidly changing technology requires employees to continuously improve their knowledge, skills, and abilities to cope with new processes and systems.

3. Motivation: Once employees are hired and trained, it is important to motivate them to make expected efforts to achieve the goals of the organization. The motivating factor is the employee's perceived need to meet, which helps to increase employee productivity and productivity.
4. Teamwork: Teamwork is a concept where people work together as a team to achieve the same goal or goal. In the workplace, teamwork is a way to guide employees' mindset along the path of entrepreneurship and universal selflessness toward common goals related to specific business goals.
5. Welfare Benefits: Employee benefits are an indirect form of compensation aimed at improving the quality of employees' work and private life. Benefits account for 40% of the employer's total wage costs.

## 8. CONCLUSION

Job satisfaction is one of the most difficult areas facing today's leaders in managing employees. Although thousands of articles and studies on job satisfaction have been published worldwide, it is one of the least studied fields in the Republic of Macedonia. Many studies have shown that job satisfaction has an unusually large impact on employee enthusiasm, and the level of enthusiasm affects productivity, thereby affecting the performance of the company's organization. The perception of employees has a significant impact on the nature of their work. Job and general job satisfaction. Financial comparison has a great impact on general job satisfaction Staff.

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