

Determining the Factors Influencing the Job Satisfaction

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Abstract: The epidemic of COVID-19 has had an extraordinary impact on the work sector. The value of job satisfaction as a predictor of employee productivity and company success cannot be overstated in the business world, particularly in the service industry. Using variable analysis, the mutual influences of compensation administration and employee motivation on job satisfaction were evaluated. Changes in the operating environment also contribute to decline in employee well-being. Working remotely will influence both social relationships and professional happiness. Work engagement occurs when an employee is assigned work duties with insufficient resources to execute them and receives contradictory requests from other people. Workers have suffered as a result of the psychological stress and uncertainty produced by the current shifting employment environment. Trust is a critical factor in regulating these connections. It was completely possible to explain the method of building a validatory work environment throughout a pandemic, according to the study results.

Keywords: *Compensation and pay management, Employees motivation, Job-satisfaction, resilience*

INTRODUCTION

The current post-pandemic environment has caused a difficult environment for organisations, particularly human resource management. According to, major changes are taking place in the professional and personal environment, such as the transition to remote work and the adoption of new policies and procedures to limit contact. All of this has had consequences for workers, including issues disconnecting from work expectations, separating work and private life, and even additional psychosocial problems, such as isolation. Regardless of these trends, managing and maximising the productivity of a diverse staff is inadequately predicted. The goal is to establish a mixed workforce model in the pre- and post-COVID eras. Despite these developments, it is difficult to manage and maximise the effectiveness of a diverse

staff. Changes in the working environment might also have a negative impact on workers' well-being. Working from home can have an impact on both social contacts and workplace happiness. The study's goal is to look into what factors influence job satisfaction, motivation, compensation, resilience, and job performance in the context of pandemic-related remote employment. Employee relationships, in general, indicate beneficial interactions between employees in firms. Employee relations have been modified as a result of the rise in various forms of remote working (telework from home, mobile telework) and occupational stress caused by the pandemic. Employee relations are changing as well as organization communication methods. Human input is critical in any production process, whether it is capital-intensive or labour-intensive; in manufacturing or in service-rendering organisations. Workers must be inspired, devoted, and satisfied with the organization's operations in order for it to fulfil its goals and objectives, such as long-term competitive advantage, productivity, profitability, and return on investment. Conciliation, cultivation, confidence, recompense, and communication are critical components. The modern pandemic scenario has created a difficult environment for corporations, especially in terms of people's useful resource control. Essential employees have faced difficult situations, including excessive workload, longer operating hours, and reduced leisure periods. Existing control studies provide insights into ways for dealing with them. Assets in those crises include putting people first, encouraging teamwork and communication, embracing clean and humble leadership, giving training sessions, and incentives to motivate employees, aiding them in overcoming uncertainty, and developing specific teleworking solutions. Employees are extremely concerned about the health problem created by COVID-19. Moreover, as a consequence of economic losses caused by internment, numerous firms began deprioritizing

workers' psychological desires, endangering their work engagement and welfare. While a general overview of what an engagement setting should be focused on specific areas that organizations will act on to achieve employee engagement. Thus, in light of this unprecedented situation that impacts workers from all industries worldwide, this study investigates the most important drivers of employee engagement within this healthy environment.

LITERATURE REVIEW

COMPENSATION:

Providing money to employees in exchange for their labour is done in a systematic manner through compensation. With regard to recruitment, work performance, and job satisfaction, compensation can serve a variety of reasons. Compensation is a type of reimbursement given for a duty performed or effort made to achieve a goal and acts as a motivating factor to encourage someone to give more energy or commitment to their work. Pardo del Val and Marti says that rewards and recognition serve as a form of additional remuneration for employees who significantly contribute to the company, and they are closely related to their overall development. Each person determines what they believe to be a fair compensation based on their skills, experience, and risk tolerance; hence wage fairness is an abstract idea and does not refer to a specific cash value. Given that it directly correlates with job satisfaction, engagement, and wellbeing at work, it might not match the wage offered by the company, which would cause a sense of injustice. With fewer resources available during the post-COVID-19 period, businesses have an unmatched opportunity to implement additional critical perks that are more financially feasible in their compensation plan, such as healthcare insurance.

H1: How compensation of an employee influence job satisfaction

MOTIVATION:

The word "motivation" refers to the reasons behind someone's actions. It is what motivates people to act in the way they do. The mechanism that starts, directs, and sustains goal-oriented behaviours is known as motivation. Motivation includes the biological, emotional, social, and cognitive forces that activate human behaviour. Adeoye (2001, p. 46) says that "It is

an enticement to stimulate a worker's attentiveness to realise a specific organisational goal," the author writes. Motivation is also described as a propeller that supports behaviour, provides a channel for attitudes, and encourages consistency while a worker experiences difficult situations. The authors also state that there are two types of motivation namely, intrinsic and extrinsic. Intrinsic enthusiasm refers to engaging in an activity for its own sake, which suggests that the pursuit is engaging, alluring, and leads to fulfilment. Extrinsic enthusiasm, on the contrary side, serves to gratify unanticipated wants or appreciation for a job well done, such as pay raises, compliments, and promotions. This type of motivation is focused on achieving a desired objective or receiving some other type of ancillary compensation, like money or prizes. Larson, Latham, Appleby and Harshman (2012) says that Among CEO attitudes and motivation, there is a significant correlation between driving motivation and achieving continuous improvement.

H2: How motivation is influencing job satisfaction

JOB SATISFACTION:

Employee job satisfaction has been linked to how workers perceive, feel, and think about their work. The most common definition of work satisfaction is the happy emotional state brought on by an employee's professional experience or the level of enjoyment that employee has with their job. Job satisfaction is still the focus of several researches due to its importance for both the employee and the firm. The methods for assessing job happiness, its effects on engagement, productivity, business performance, and employees' intentions to change jobs are all covered in surveys. It gauges the employee's attitude toward the job and the degree to which it meets their demands. Numerous academics have come to the conclusion that the level of employee satisfaction is used to gauge how an employee feels about their employment. One of the key measures of the quality of working life is job satisfaction. Numerous methods have been used for employee satisfaction in literature. The Maslow hierarchy of needs is the most crucial. According to this theory, a person's needs begin with the most fundamental ones (such as food, clothing, and shelter) and finish with self-actualization. Based on the theory of need, researchers like Kuhlén (1963) and Conrad et al. (1985) sought to identify the variables influencing employee happiness.

H3: The factors responsible for the job satisfaction of an employee

RESILIENCE:

Most occupations, if not all of them, involve some level of pressure. People will react to this differently depending on who they are. Although the sources of such obstacles may vary across contexts, resilience has been identified as a critical factor in determining how people adjust, and it is crucial to preserve both performance of individual and organization. For a worker, stressors can come in many different forms. Some people may feel pressure, for instance, when their workload grows, a disturbing shift occurs, challenges in their personal lives occur, or when they encounter a setback in a task that they are working on. People with resilience are better able to adjust to and handle these circumstances. A resilient employee is one who can handle challenging situations while maintaining high performance standards for an organisation. Whether there are numerous minor stressors or one major stressor in the situation, Choosing personnel based on their level of resiliency in addition to other factors can help in selecting people who will probably accomplish well despite problems and hurdles.

H4: How well the employee's resilience helped to overcome COVID 19 pandemic

JOB PERFORMANCE:

The achievement of the strategic goals of the company is supported by performance management, which, according to UC Berkeley HR (2020), is "an ongoing process of communication between an employee and a supervisor that occurs throughout the year." Clarifying expectations, establishing objectives, outlining targets, offering feedback, and analysing outcomes are all part of the communication process. According to studies, job performance and job happiness are strongly correlated. The three key components that affect performance in an organisation are the individual, the organisational environment, and the work demand, according to Boyatzis (2008), the creator of the theory of action and job performance. The first aspect is personal, which includes a worker's goals, principles, knowledge base, nature, competencies, career path, preferences, and interests. The organisational environment, which includes the culture and climate, structure and systems, organisational strategic

position, core capabilities, and wider context, is the second factor. The third aspect is the work demand, which entails the obligations, responsibilities, and roles of every employee in the company.

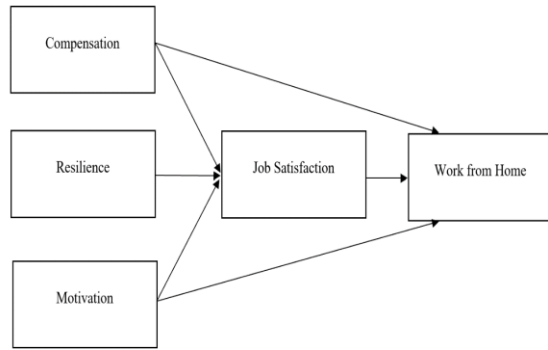
H5: How well an employee is performing to achieve job satisfaction

WORK FROM HOME:

Global COVID-19 pandemic has exacerbated a number of issues, including health issues, rapid population expansion, and greater human migration (Nkengasong and Mankoula, 2020). In these circumstances, the use of Industry 5.0, such as digitalization and hyper-personalization, could build a business model to generate income through digital enterprises, making these firms more obvious. To their credit, this has compelled a lot of firms to reconsider how they operate and created the need for an online-to-offline (O2O) shift, opening the door for more temporary work on independent web-based and mobile platforms. Researchers asserted that because individuals feel free to set their own work hours and atmosphere, working from home can foster a more flexible work environment. By avoiding travel to and from the office as well as other business-related outings, employees who work from home save time, money, and energy. Additionally, they appreciate that they are not required to dress in formal attire when at work, which allows them to be more authentic while at work. Employees who work from home are more motivated to do so for two main reasons: personal life and productivity. Employees find it simpler to enhance their productivity because they can live in cheaper places, such as a suburb even if it is far from their office, and they can avoid traffic jams and transportation costs when they telecommute. Additionally, they have the opportunity to handle personal matters while at work, allowing them to pursue greater personal fulfilment.

H6: How work from home supported for enhancing job satisfaction

FRAME WORK:



Factors influencing job satisfaction

METHODOLOGY

This article’s primary goal was to conceptually and structurally examine the relationships among pay, employee motivation, resiliency, and job performance in relation to job satisfaction. The management of the Covid 19 incident by the organizations is also covered in this page. A quantitative strategy was used to achieve this goal, drawing on the concepts of non-experimental and observational techniques. Because the researchers did not place a high premium on manipulating exogenous variables, these strategies were mixed. A systematic review that took into account previously published studies on the subject was conducted to assess the literature on employee satisfaction. A selective and critical analysis that aims to assess and include key data from primary research papers on a particular issue is known as a systematic review of academic writing. This process locates pertinent studies, evaluates their merit, and condenses their findings.

Reviews need to be conducted with objectivity, rigour, and care. A systematic review needs a search strategy for information based on bibliographic databases, a suitable evaluation of the studies that will be considered in the analysis that follows, and then a sufficient summary of the data gathered. To prevent selection bias, the information should be gathered thoroughly. With the right selection criteria, the search should be conducted in as many sources as is practical for this goal. By using this procedure, the literature synthesis is guaranteed to be thorough, clear, and repeatable. A search process was used to select the most appropriate articles for the study. This allowed us to (1) identify existing studies, (2) evaluate their

usefulness and relevance in relation to a particular research topic, and (3) compile multiple studies that were conducted independently, sometimes with contrasting results, and synthesise their implications. Because it is connected to so many other significant and critical aspects of organisations, job satisfaction is currently a crucial topic of discussion that is carefully taken into account by higher authorities, policy makers, and top executives in organisations. The main component of any organisation through which all means of production are managed are its employees. It is in our nature as humans to feel either satisfaction or dissatisfaction with the work we assign to us. The main goal of organisations is to create and put into practise the kinds of rules that will enable workers to feel satisfied with the tasks that have been given to them. Previous research has shown how crucial Job Satisfaction is for every organisation.

Nowadays, when businesses are dealing with a variety of employee-related issues and challenges, such as organisational performance, organisational commitment, employee turnover, employee productivity, etc., it is crucial to address this issue. The construct of job satisfaction, its measurements, theories, and its significance in modern organisational difficulties have all been elaborated by scholars while keeping in mind the significance and importance of job satisfaction in organisations. The theoretical nature of the research article has allowed the themes to be clarified with the aid of pertinent literature and earlier works in this field.

CONCLUSION

The relationship between employee performance and organisational outcomes and work satisfaction has been shown as a key causal factor. In order to assess employees' job satisfaction, this research looks at the organization's performance during the COVID 19 epidemic, motivation, and resilience. According to the findings, the aforementioned criteria had a big impact on how satisfied workers were with their jobs. Less was contributed to the degree of job satisfaction among employees in the firm by factors including salary, motivation, and development programmes intended to enhance morale. When compared to feelings of empowerment and fulfilment at work, it is clear that employees were more satisfied with their compensation while working. To increase employees'

satisfaction with their jobs and the industry as a whole, it could be necessary to revamp human resource procedures.