

AN OVERVIEW OF THE IMPACTS AND IMPLICATIONS OF JOB SATISFACTION THEORIES ON THE GROWTH AND DEVELOPMENT OF BUSINESS ORGANIZATIONS

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Abstract

The amount of time and energy workers use on their job actually raise their hopes and expectations. Thus, the work organization must fully realize this design and implement programmes and policies to help them realize their potentials and meet their expectations. A careful understanding of the employees' psychology, sociology, political and economic needs must be undertaken in order to make them happy and feel satisfied in order to continue to contribute meaningfully and reasonably towards organizational goals. This paper examine some theories relating to job satisfaction, factors that enhances job satisfaction and its consequences. It also makes recommendations on how to improve the rate of growth and development of Business organizations using job satisfaction theories. The paper ends with conclusion.

Introduction

The concept of job satisfaction has enjoyed and continued to enjoy global attention and it is one of the most researched topics in social sciences. The reason for the attention it receives and popularity it enjoys is not difficult to explain. It is a common knowledge that most employees spend a large part of their working lives at work. Another important reason for the heap of research and scholarship on job satisfaction is the belief that increasing job satisfaction will increase both productivity and profitability of an organization.

Economic recess coupled with poor management has made governments and organization not be alive to their responsibilities, thus, making workers at all levels of organizations not particularly satisfied with their jobs.

Managers today are primarily concerned with job satisfaction for two reasons. First, there is strong personal concern and moral feelings to maintain a high level of job satisfaction. Second, managers are concerned about the impact of job satisfaction on employee performance. This can best be seen when one considers that job dissatisfaction leads to low productivity, high absenteeism and labour turnover, and increased unionization.

In modern society, many industrial establishments are springing up as a result of technological advancement which has led to the emergence of and the use of machine in production. With these machines, the personnel still need some motivating factors to perform effectively and efficiently in order to achieve organizational goals. The personnel (workers) do not just work for the sake of working, but rather, to satisfy some of their most pressing needs. This has remained the primary motivational factor that push people to engage in activities for a living. Though human needs are unlimited, the satisfaction of these wants is not only important but must be met, depending on the extent to which the job can satisfy their needs. The organization should provide some incentives to the workers in order to ensure greater dedication and commitment to their job.

In recent years, the need for studying job satisfaction is fast becoming questioned. Whilst such questioning may seem reasonable, some workers seek satisfaction basically in the enjoyment of the company of colleagues. Furthermore, the extra-ordinary emphasis on job satisfaction appears to be adding to the confusion and apprehension while fundamental issues on whether to change the means by which the society get its work done is yet to be cleared. When conducting a research on job satisfaction, it is important to bear in mind the complexities in interpreting of research finding, given the multiplicity of ways in which it can be conceived and measured.

According to Locke (1976), job satisfaction "is a pleasure or positive emotional state resulting from appraisal of one's job or job experiences". This shows that job satisfaction is workers emotional response to job situation and job satisfaction itself is determined by how well outcomes are meet or exceeds the expectations.

The work of Hackman and Lawler (1971), describe job satisfaction "in relation to autonomy in terms of the employees having major say in scheduling his work, selecting the equipments to be used and deciding on procedures to be adopted". This means that job satisfaction influences how to

make schedules in organizations, how to select equipment for production and how procedures could be formulated, in order to enhance the rate of growth and development of business organizations.

The paper approached, job satisfaction as the positive personal reaction and emotional feelings of person towards his job. When this emotional state and reaction turns towards achieving the employee's intrinsic needs, motivation and compatibility between him/her and the climate of the organization, than the employee will be satisfied with the job. It is a function of challenging, stimulating, work activities or work content. It is therefore, a combination of psychological, physiological and environmental circumstances that causes increasing needs of satisfaction and security of the job. Job satisfaction is therefore, necessary not only for humanitarian but also for some financial benefits

Expectations and Equity Theory

It is a well-known fact that expectations about our environment affect why and how behave. One important aspect of expectations is that it gives to the individual a frame of reference by which he judges the world around him. Thus, if events in the world do not fit his frame of reference, he is unhappy and often changes his interpretation of the world in order to accommodate awkward facts, thus, the use of frames of reference, when deciding, what is a reasonable pay. We can therefore, relate what we are getting to what others are getting and when we find ourselves getting lower or little, we become dissatisfied.

The central motion of equity theory is on what is a just reward for cur efforts. In a job contract between employers and employee, agreements are usually reached, that for a given amount of efforts, there should be a given amount of reward. Thus, this is established by the individual comparing his efforts and rewards with those of others. It is only where the rewards and efforts are seen as reasonable in terms of the reward of other people, that there could be satisfaction. If there is a discrepancy between the individual's efforts and reward of other people, dissatisfaction may set-in. According to equity theory, the employee will put less into his work and he might even decide to withdraw from the situation or he might change his expectations in line with what he is receiving.

Another question is what if the individual is given a higher reward than he feels equitable? Equity theorists predict that this too would cause dissatisfaction. But when individuals are over-paid, it is likely that they will develop "coping mechanisms", that they can accept excessive payments without too many qualms.

Factors that Enhance Job Satisfaction

The various factors that enhance job satisfaction span through a number of issues such as the structure of the organization, organizational climate, technology, job characteristics, rules and regulations, organizational policies and the environment. However, specific factors that can enhance job satisfaction are:

Job Design and Job Analysis and the Work Itself

A job that is properly analyzed, effectively and efficiently designed will give a kind of "tonic", strength and energy to the person performing the task (job). It will also boost his morale, motivate him and thus provide satisfaction and good performance. Generally, By and large, workers want jobs that are challenging as they would not want to be idle and doing mindless job. The two most important aspects of a work that influence job satisfaction are variety and control over work methods and work pace.

Generally speaking, jobs with a moderate amount of variety produce the most job satisfaction while jobs with little variety often cause boredom and fatigue to workers. Also, job with too much variety and stimulation can cause workers to feel psychologically stressed and "burned out".

Job Significance and the Challenges

An employee will tend to have a sense of fulfillment if he realizes the importance of the job or task he performs while achievement-motivated persons also like challenges. The more challenging a job is, the more satisfied he is when he does or performs it and sees the fruits of his labour. Jobs with a wider scope tend to give more satisfaction than those with narrow scope. Researches have proved that when a job contains a variety of activities, boredom and fatigue associated with routine jobs is

eliminated. Greater knowledge and development of the individuals are enhanced, hence, leading, to job satisfaction.

A friendly and cordial worker-management relationship helps to reduce friction, petty jealousies, unnecessary competition while it provides a conducive atmosphere in which employees live like a family, thereby making them feel satisfied with their jobs. This relationship ties the knot of friendship thereby making workers see themselves as one single indivisible unit/body instead of disintegrated whole. When organizations provide basis for friendship, mutual understanding and co-operation, there is opportunity to have conversation with one another as they work as opposed to jobs that physically separate employees.

Job Autonomy

This is a situation whereby the individual is allowed the use of his/her discretion to a large extent without interference from the superior together with a high degree of independence. The autonomy granted must not be to the disadvantage of the organization. Participatory and democratic management style at the work-place make the employees feel important both in decision process and evaluatory levels. When an employee is given the opportunities to contribute to decisions that affect him and the organization where he works he feels "wanted" and "satisfied". Thus, jobs that give workers some level of autonomy provide the greatest job satisfaction.

Training and Development

It is essential that employees have the basic knowledge of skill and experience of the job/work for which he is employed. This fundamental and basic requirement can only be acquired through training and re-training and development of employees especially in this dynamic age. When an employee is sure of himself on the job, a sense of fulfillment is in him.

Job Security

For every job, there should be a job guarantee. This could be either through government legislation or trade union. Issues that relate to loss of job such as retrenchment, lay-offs, retirement, dismissal and discharge must undergo proper and well-laid down procedures before they are effected. This is to minimize abuses and unjust practices or the organization putting itself in the most advantageous position at the expense of the workers. This measure and practice give the workers a sense of belonging and the confidence needed in the discharge of their various duties and tasks.

Performance Feed-Back

Another important way of ensuring job satisfaction is through performance feed-back. Organizations should put in place effective communication network in order to bridge the gap between work - assignment and results (efforts) of employees. Whenever, there is positive result on job performance, the employee is always filled with the achievement attained.

Job Rotation, Enlargement and Enrichment

Job satisfaction can equally be attained through job rotation, a process which involve the movement of employee from one job to another over a specified period of time without necessarily altering or adding to job content. In the case of job enlargement, there could be some additions into the job content but alteration or addition must be fundamentally same with current job content. While for job enrichment, it involves creating and expanding both the scope and purpose of a job. All these processes help to create greater interest, arouse the worker excitement and purposefulness on the job.

Working Conditions

Working conditions also contribute in no small measure to job satisfaction. Features such as temperature, humidity, ventilation, lighting and noise, work-schedules, cleanliness of the workplace and adequate tools and equipment can all significantly affect job satisfaction. Employees are desirous of good working conditions as they lead to greater physical comfort. Good working conditions can equally influence life outside work especially when workers are required to work long hours and or overtime thereby having little time for families, friends and recreation outside workplace. Moreover,

safety hazards. It is therefore, not surprising that job dissatisfaction greatly have impacts on other union activities.

Recommendations

1. Job designers must ensure that there should be a link between the 'job' and the capability, skill, education and experience of the job performer in order to facilitate easy task performance and good results.
2. The organization should also provide a good organizational climate (conditions) to make the workers and environment friendly. Expectedly, tensions, jealous and other vices capable of disrupting effective job performance shall be reduced or minimized to the bearest level.
3. The workers must also be educated and properly informed on what they could expect from the organization bearing in mind that all his needs cannot be satisfied or provided for by the enterprise where he works.
4. All stakeholders must ensure that the unity of purpose and oneness required is created then, both the organization and employees form one indivisible entity working towards common goals.
5. Managers must make policies capable of motivating workers and make them feel at home, so as to get best from them, that will help the organization to grow and develop.
6. There must be a job security at all level and at all times, this will help to get the best out of the employee's.
7. Let the workers be involved in planning and decision making and let their (workers) growth and development be encouraged.

Conclusion

Clearly, the problem of expectation in relation to job satisfaction is complex. Changes in expectations may lead to changes in job satisfaction, especially, where there are accompanying shifts in values expected. Contrarily, it is quite clear that a knowledge of the expectation of individuals in relation to their 'job' is considerable significance in understanding how people behave on their jobs.

Studies on job satisfaction are often contradictory and unhelpful in resolving issues. Although a number of studies on job satisfaction revealed unsatisfactory levels in design and interpretation, it must be remembered that one is dealing with complex human behaviour in social, organization and technological situation which vary from studies to study.

Rather than demanding the precision of the natural sciences, it seems more reasonable to ask of job satisfaction, research whether it has advanced our understanding of the area to any significant extent.

Whilst context factors are undoubtedly of considerable practical significance to job satisfaction, the work on the nature of the job itself has more practical implications. Considerable improvement on task, variety, autonomy, significance and feedback will lead to improvements in both satisfaction and productivity. Therefore, because of these despite its limitations, job satisfaction theories have significance importance to the growth and development of business organizations and therefore deserves a considerable attention to both managers of private companies and government organizations.

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