
Assuring Job Satisfaction Prevents Employee Mobility or Turnover

Abstract

The paper gives the details about the job satisfaction parameters that induce the employee involvement and interest towards the job, which in turn avoids the employee mobility. This involves the critical factors like hygiene factors and motivating factors of individuals. It briefs the drivers of employees irrespective of their professional cadre towards the job. Job satisfaction is one of the critical factors which determine the employers influence upon the employees.

Job satisfaction remains the most widely used indicator by organizational researchers of a person's quality of work life. And while the relationship between new forms of work organization and a firm's performance has received increasing attention from researchers, worker outcomes have received far less attention and so require closer examination. This paper tries to explore the ways of retaining the employee with due consideration towards the motivators that are feasible for the employers to ensure employee retention successfully.

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Introduction

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Objectives

- To identify and explore the intrinsic and extrinsic parameters of Job satisfaction that influences employees of any kind.
- To draw absolute clarity about job satisfaction to facilitate Companies in adopting absolute employee retention measures.
- To guide companies in probing employee intentions and interests towards job.
- To identify and relate certain qualitative attributes and job variables with the job satisfaction to avoid job mobility.



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Limitations

This paper solely relies upon secondary data that includes research papers and articles published in Books, Journals and Magazines.

Proposed Users

1. Human Resource professionals.
2. Researchers.
3. HR Consultancies.

Meaning of Job Satisfaction

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self satisfaction, happiness or self contentment but the satisfaction on the job.

Definition

"Any combination of psychological, physiological and environmental circumstances that cause a and person truthfully to say I am satisfied with my job." -Hoppock

Job satisfaction has been defined as a positive emotional state resulting from the pleasure a worker derives from the job (Locke, 1976; Spector, 1997) and as the affective and cognitive attitudes held by an employee about various aspects of their work (Kalleberg, 1977; Mercer, 1997; Wright and Cropanzano, 1997; Wong *et al.*, 1998); the later implying that satisfaction is related to the component facets rather than the whole job, which is consistent with Spector's (1997) view.

Experts / Theoretical Connotations about Job Satisfaction

Daniel Goleman (1997, 2002) and motivational psychologists promoting the concept of emotional intelligence have hypothesized that an individual's behavior is largely a product of either negative or positive emotions. In the past, psychologists have treated emotions as distinct from motivation, but the contemporary perception was that emotions play a fundamental role in motivation. Goleman and these psychologists believe that job satisfaction is a result of a position in which an individual experiences positive emotions through his/her work. Application of this theory to retention of tenured faculty at MSU Bozeman indicated that professors who choose to remain in their positions experience positive emotions as a result of their work (Goleman, 1997, 2002).

Classical Organizational Theory. Frederick Taylor is commonly known as the father of scientific management. The efficient effective management of an organization was achieved through rules of conduct and prescribed punishments. Workers were recruited according to skills and abilities, and all jobs and procedures were standardized. Taylor's paradigm of management was the product of an industrial era in which factories were the scene of mass production and embraced an assembly line approach to manufacturing (Chance & Chance, 2002).

Social Sciences Period. The social sciences theorists humanized management in that they were conscious of the goals, needs, and desires of the workers. This period found its inception in the 1920s and was characterized by the consideration of human dynamics, and the psychological and social factors impacting the work place. The Hawthorne Studies, investigations framed in classical organizational thought and scientific management, were conducted in the 1920s by Elton Mayo, a Harvard University professor of industrial research. The Hawthorne Works of the Western Electric

Company in Chicago were studied to observe the effect of lighting on worker Productivity. The increased recognition given to the workers and their supervisors enhanced self-esteem and interpersonal relationships. It was concluded that social and psychological variables were greater determinants of productivity and more important to effective management than were manipulation of economic and/or physical conditions (Pugh & Hickson, 1989).

Open Systems Theory. Although the transition of theory from classical organizational thought to the social sciences introduced the human factor into the management of organizations, it was not until the inception of open systems theory in the body of organizational theory, that, pressures and influences from the external environment were considered as significant factors to be considered in proper management of an organization.

Maslow's organizational theory was similar to his motivational theory. The essential difference between Maslow's motivational theory and his organizational theory was the presence of the organization, rather than society, as the vehicle through which the hierarchical needs of the individual were to be gratified. He applied his need hierarchy to individuals within the context of an industrial organization and posited that different principles of management would apply to the different motivational levels. He saw no need to construct management principles for the lower levels in the motivational hierarchy. He observed that a high level of personal development was unconsciously assumed within the confines of the organizational paradigm (Maslow, 1998).

Maslow criticized Peter Drucker's organizational theory in two ways. He felt that Drucker minimized the necessity of selecting uniquely evolved individuals, according to the needs hierarchy, to facilitate the successful use of his management principles; and that Drucker neglected the presence "of evil, of psychopathology, of general nastiness" (Maslow, 1998, p. 44) in some individuals which would render Drucker's theories ineffective (Maslow, 1998).

In Herzberg's paradigm, job satisfaction and dissatisfaction were the products of two separate sets of factors. Those sets were comprised of motivating factors or satisfiers versus hygiene (environmental) factors or dissatisfiers. Table 3. Herzberg's Satisfiers/Dissatisfiers

Satisfiers 1.Achievement 2.Recognition 3.Work itself 4.Responsibility 5.Advancement 6.Growth

Dissatisfiers

1.Company policy 2.Supervision 3.Working conditions 4.Interpersonal relations 5.Salary 6.Status
7.Job security 8.Personal life

The term hygiene was used as it is in the medical field. It described a phenomenon that operated to remove hazards from the environment (Duttweiler, 1986). Following are the properties of hygiene and motivation as defined and contrasted by Herzberg.

Worker satisfaction was most commonly altered by the following three psychological states:

- 1) experienced meaningfulness of the work itself;
- 2) experienced responsibility for the work and its outcomes; and
- 3) knowledge of results, or performance feedback.

Job dissatisfaction was psychologically different than job satisfaction. It was associated with an escalation process sometimes referred to as the principle of rising expectations. The principle of rising expectations contended that the more a worker received, the more a worker wanted (Burke,

1987). This principle served to elucidate Herzberg's escalating zero point statement. Mathis described the phenomenon as follows, "Hygiene factors provide a base which must be carefully considered if dissatisfaction is to be avoided. But, even if all of the maintenance needs are taken care of, the people will still not necessarily be motivated to work harder" (Mathis, 1979).

Seven Commandments to Arrest Employee Turnover

Employee recognition and appreciation are the key elements in motivating and also retaining the best employees. Communication and interacting frequently with the employees engaging them with interesting and challenging jobs will certainly increases the satisfaction level of the employees. (*Raghuram Kodari, 2006*)

- Self Analysis
- Be Committed
- Be an Employer of Choice
- Hire right person for the right place
- Financial rewards and benefits
- Career development for employees
- Managers be friendly

Employee can be retained by (*Naga Ratna*)

- Providing them opportunities to learn
- Recognizing the talent and rewarding them
- Creating a motivating work environment.
- Hiring right person for the right job.
- Proper Communication.

Job Mobility

A job characteristic that has been the focus of private-sector research but has yet to be the focus of any educational research is job mobility. The term *mobility*, as used in the private-sector research, refers to whether or not a job applicant is willing to pursue a position that requires the applicant to relocate. For a move to a similar community, distance from career goals had a positive effect on willingness to accept relocation, whereas number of relatives nearby, age, satisfaction with leisure activities, and certainty of geographic preference had a negative influence on willingness to accept relocation (*Paul A. Winter Chad L. Kjørlien*)

Measures Of Job Satisfaction – (Good Job and Bad Job)

Most taxonomy of "good jobs" and "bad jobs" are centered on pay and hours of work. This context uses the information on 7 000 workers in OECD countries (emanating from the 1989 wave of the International Social Survey Programme) to complement traditional measures of job quality with worker-supplied information regarding a wide variety of characteristics of the current job. The responses to twenty different questions are collapsed into six summary variables measuring workers' evaluations of :

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- Pay;
 - Hours of work;
 - Future Prospects (promotion and job security);
 - How hard or difficult the job is;
 - Job content: interest, prestige and independence; and
 - Interpersonal relationships (with co-workers and with management).

There are more aspects of a good or satisfying job than just pay and hours. Concentration on only one or two of these aspects is likely to give a misleading picture both of where the good jobs are² and of workers' behavior (*Andrew E. Clark 1989*).

The Distribution of Good jobs

Having the above information on many different job characteristics available simultaneously for a large number of individuals allows us to say something about different types of dissatisfying jobs.

1) Pay

Scale of pay. Statements about the respondent's job: My income is high – highly satisfied and satisfied

2) Hours of work

Expected working Time in Job. Suppose you could change the way you spend your time, spending more time on some things and less time on others. Which of the things on the following list would you like to spend more time on, which would you like to spend less time on and which would you like to spend the same amount of time on as now?

Q.1a Change the way to spend the time: Time in a paid job?

- A bit less time or Much less time

3) Future prospects- promotion and job security

Opportunities for Advancement are High: Statements about the respondent's job: My opportunities for advancement are high - strongly agree or agree.

Job Secure. My job is secure – highly satisfied and satisfied.

4) How difficult is the job?

Hard Work. Based on answers to the six following questions.

How often do you come home from work exhausted?

How often do you have to do hard physical work?

How often do you find your work stressful?

How often do you work in dangerous conditions?

How often do you work in unhealthy conditions?

How often do you work in physically unpleasant conditions?

All of these are coded as:

Always Often Sometimes Hardly ever Never

5) Job content: Interest, Prestige and Independence

Good Job Content. Based on answers to the six following questions.

How often are you bored at work? This variable has been recoded as follows:

Never Hardly ever Sometimes Often Always

Statements about the respondent's job: My job is interesting

Statements about the respondent's job: In my job I can help other people

Statements about the respondent's job: My job is useful to society

Statements about the respondent's job: I can work independently

All coded as:

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

And which of the following statements about your work is most true?

My job allows me to design or plan most of my daily work

My job allows me to design or plan parts of my daily work

My job does not really allow me to design or plan my daily work

Almost thirty per cent of workers have jobs which are satisfying on all six content measures; on the other hand a quarter have jobs which are satisfying on three or less measures.

A dummy variable was created from this summary measure for those workers reporting more than four positive personal control, interest and usefulness aspects of their job. This dummy has a value of one for 55 per cent of the sample.

6) Interpersonal Relationships

Good Relations at Work. The sum of two dichotomous variables based on answers to the following two questions:

Relations at the respondent's workplace: Between management and employees

Relations at the respondent's workplace: Between workmates / colleagues

Both of these are coded as:

Very good Quite good Neither good nor bad Quite bad Very bad

A dummy variable was created for those reporting Very Good or Quite Good relations with both management and with colleagues (68 per cent of the sample). Nine per cent of the sample reported worse than quite good relations with both management and with colleagues, and 23 per cent reported worse than quite good relations with either management or with colleagues but not with both.

We focus on the performance impact of increased retention. In doing so, we focus on only part of the story: When considering the many costs of employee turnover, it is natural to classify the costs, dividing them into two types: (i) transition costs, and (ii) productivity costs. Transition costs account for the per-agent cost of terminating the departing agent, recruiting and training a new agent, and disruption costs associated with the change, such as the cost of hiring a temporary employee, and the cost of managers coping with the change, such as the cost of performing exit interviews, the administrative costs of stopping benefit deductions and performing benefit enrollments (*Ward Whitt*)

Alf Crossman, Bassem Abou-Zaki in their paper investigates the relationships between job satisfaction, individual job facets, socio-demographic variables and job performance in the Lebanese commercial banking sector. The sample consists of 202 employees from nine commercial banks. The results indicate that job satisfaction is not independent in all job facets and that satisfaction with one facet might lead to satisfaction with another. Female employees were found to be less satisfied with all facets except pay. Those with lower educational qualifications were least satisfied. Self-reported job performance was found to increase with tenure.

1. Study and measure the process
2. Honor thy user
3. Consider the strategic level
4. Understand leadership
5. Use well-developed team skills
6. Use function allocation techniques
8. Interface design
9. Maximise operator well-being

As can be seen, ergonomics and quality have enough points of similarity to ensure that they can work together successfully. Additionally, the strengths of each tend to compensate for specific weaknesses of the other. A joint approach should be, and has been measured to be, beneficial to the organisation, its workforce and its customers. We need to select from this combined list of human factors/quality techniques those items most appropriate to the service quality domain (discussed next).

Job Satisfaction Vs Educational Attainment, Occupational Status

Lesley Andres, J. Paul Grayson In their study states that, consistent with status attainment and cultural reproduction theory, it is expected that via the route of educational and occupational attainment, individuals from relatively advantaged families will report higher job satisfaction than others.

Job satisfaction Vs Friendships (*Dorothy Markiewicz, Irene Devine, Dana Kausilas*)

Friendships Outside the Workplace

While the importance of family and primary relationships in women's development has been stressed for some time (e.g. Baruch *et al.*, 1983; Gilligan, 1982; Miller, 1976; Neugarten, 1975), more recently theorists and researchers have explored the role of non-familial friendship relationships.

Organizational Context and Work Relationships

Consideration of both instrumental and expressive dimensions of relationships is also reflected in research on informal and formal work networks. Krackhardt (1990) describes an advice network which is the instrumental, workflow-based network, and a friendship network, which is the affective, social bond-based network delineating trust relations.

Close Relationships at Work

Some studies examined a particular type of work relationship, mentoring, and career-enhancing functions provided by mentors (e.g. Kram, 1985; Levinson *et al.*, 1978; Noe, 1988). This set of studies clarified the contribution of mentors to personal and professional growth of persons in early and middle career stages. In general, employees who experienced intense mentoring relationships received more promotions and had higher incomes than those who had not (Ragins, 1997; Chao *et al.*, 1992; Dreher and Ash, 1990; Fagenson, 1989; Ragins and Sundstrom, 1989).

Overview of Present Study and Hypotheses

The present study examines interpersonal networks and friendship quality of men and women's closest same-sex and opposite-sex colleagues at work. Women and men in three different work settings (information technologists, lawyers, and middle managers) completed questionnaires about their best male and female friends at work, information about their workflow and friendship networks, salary and job satisfaction.

Job Satisfaction Vs Job Variables

Variables and Measures (*Ellen R. Auster, Karen L. Ekstein*)

Individual characteristics: For the purposes of this study, individual characteristics focused on parenting responsibilities[1]. In their study of 975 managers from various industries and companies, Martins *et al.* (2002, p. 406), "after empirically demonstrating that work-family conflict is negatively related to career satisfaction in general", found that factors including gender, age and parental status moderate work-life conflict and career satisfaction.

Career characteristics: In this study, as per Auster (2001), career characteristics were separated from job and organizational characteristics. Career characteristics that are noted as being particularly critical for women include career interruptions, work flexibility, and professional support.

Organizational characteristics: Although not focusing exclusively on women at mid-career, numerous studies have indicated that the persistence of glass ceilings and lack of opportunities for advancement strongly impact women's career experiences (Stroh *et al.*, 1992; Bennett, 2002; Cooper Jackson, 2001; Metz and Tharenou, 2001; Auster, 2001).

Job characteristics: Factors influencing the job satisfaction of both men and women in the literature include opportunities for job mobility, job autonomy, creativity and ability to apply one's skills and knowledge within one's job, and availability of supervisory and co-worker support and guidance. , key job characteristics explored in this study were:

- Opportunities for growth and advancement;
- Job autonomy;
- Job creativity;
- Job security; and
- Relationships with co-workers.

Each variable was assessed by asking both the degree to which the respondent felt they experienced that job attribute, and the level of satisfaction with that aspect of their job.

Stress factors: A number of studies underscore that stress dramatically impacts the career satisfaction of men and women (Burke, 2000; Phillips-Miller *et al.*, 2000). Particularly relevant key stress factors include time pressures, work relationships and the balance of work and non-work relationships, organizational politics and support from colleagues (Auster, 2001; Dormann and Zapf, 2001; Harrell-Cook *et al.*, 1999; Martins *et al.*, 2002; Mikkelsen *et al.*, 2000; Gilmore *et al.*, 1996). Thus, in this study, *stress factors* are measured with four variables that tap into these factors. These are whether respondents felt:

1. They were under time pressure;
2. Their job and life outside of work was balanced;
3. They were tired of office politics; and valued, listened to and supported by their colleagues.

Dependent variable: Mid-career satisfaction, the dependent variable, was measured by asking how often respondents seriously think about moving into a career outside of engineering. This measure was apt because it captured and isolated career attitudes.

Conclusions

Job satisfaction is an attribute which inherent with the psychological notion and presumption of the employees. And so this needs to be observed with utmost care by the companies in assuring the same to the employees through tangible means. Once the company is able to bring the feeling of job satisfaction in the minds of its employees, it will certainly serve as better alternate amidst various monetary motivators which plays the initial lead before it.

The employers need to consider some other parameters like job environment, absolute job description and job specifications, which alone may act as satisfiers, when ensured with utmost perfection without deviations and induces employees' to stay in an organization for the longer period of time.

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