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## **Impact of job satisfaction and its theories on employee empowerments**

**Sheetal**

Human Resource Management is considered to be the most valuable asset in any organization. It is the sum-total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise of executives, supervisors, and the rank and file employees. It may be noted here that human resources should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. It is thus the employee's performance which ultimately decides and attainment of goals. However, the employee performance is to a large extent, influenced by motivation and job satisfaction.

Human resource management is a specialized functional area of business that attempts to develop programmes, policies, and activities to promote the job satisfaction of both individual and organizational needs, goods and objectives.

### **DEFINITION OF JOB SATISFACTION**

The term job satisfaction figures prominently in any discussions on management of human resources. 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.

Job satisfaction is an individual's feeling regarding his or her work. It can be influenced by a multitude of factors. The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling state accompanying the attainment of any goal, the end state is feeling accompanying the attainment by an impulse of its objective. The term Job satisfaction was brought to limelight by Hoppock (1935). Hoppock describes job satisfaction as, "any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job."

### **IMPORTANCE OF JOB SATISFACTION**

The study of job satisfaction enriches management with a range of information pertaining to job, employee, environment etc. which facilitated it in decision making and correcting the path of organizational policies and behavior. It indicates the general level of satisfaction in the organization about its programmes, policies etc. Secondly, it is a diagnostic instrument for knowing employees'

problems, effecting changes and correcting with least resistance. Thirdly, it strengthens the communication system of the organization and management can discuss the result for shaping the future course of action. Fourthly, it helps in improving the attitudes of employees towards the job and facilitates integration of employee with the organization. It inspires sense of belongingness and sense of participation leading to the overall increase in the productivity of the organization. Fifthly, it helps unions to know exactly what employees want and what management is doing. Thus, it facilitates mutual settlement of grievances and other unwanted situations. Lastly, it facilitates in determining the training and development needs of the both, employees and the organization.

## THEORIES OF JOB SATISFACTION

Before explaining the theories of job satisfaction, the researcher wants to make clear about two factors, intrinsic and extrinsic, as follows.

### Intrinsic and Extrinsic Factors

Job outcomes include intrinsic and extrinsic work outcomes. The distinction between intrinsic and extrinsic outcomes is important for understanding the reactions of people to their jobs. In a general sense, intrinsic outcomes are objects or events, which follow from the employee's, own efforts, not requiring the involvement of any other person. More simply, it is an outcome clearly related to action on the employee's part. Such outcomes typically are thought to be solely in the province of professional and technical jobs; and yet all jobs have potentially opportunities for intrinsic outcomes. Such outcomes involve feeling of responsibility, challenge, and recognition; the outcomes result from such job characteristics as variety, autonomy, identity, and significance.

Extrinsic outcomes, however, are objects or events, which follow from the employee's own efforts in conjunction with other factors or person's not directly involved in the job itself. Pay, working conditions, co-workers, and even supervision are objects in the work place which are potentially job-outcomes, but which are not a fundamental part of the work. Dealing with others and friendship interactions are sources of extrinsic outcomes.

### Fulfillment theory

The proponents of this theory measure satisfaction in terms of rewards a person receives or the extent to which his needs are satisfied. Further they thought that there is a direct/ positive relationship between job satisfaction and the actual satisfaction of the expected needs. The main difficulty in this approach is that job satisfaction as observed by Willing, is not only a function of what a person

receives but also what he feels he should receive as there would be considerable difference in the actual and expectations of persons. Thus, job satisfaction cannot be regarded as merely a function of how much a person receives from his job. Another important factor/ variable that should be included to predict job satisfaction accurately is the strength of the individuals' desire of his level of aspirations in a particular area. This led to the development of the discrepancy- theory of job satisfaction.

#### Discrepancy theory

The proponents of this theory argue that satisfaction is the function of what a person actually receives from his job situation and what he thinks he should receive or what he expects to receive. When the actual satisfaction derived is less than expected satisfaction, it results in dissatisfaction. Job satisfaction and dissatisfaction are functions of the perceived relationships between what one wants from one's job and what one perceives it is offering. This approach does not make it clear whether or not over satisfaction is a part of dissatisfaction and if so, how does it differ from dissatisfaction. This led to the development of equity theory of job satisfaction.

#### Equity Theory

Equity theory is primarily a motivation theory, but it has some important things to say about the causes of satisfaction /dissatisfaction. The proponents of this theory are of the view that a person's satisfaction is determined by his perceived equity, which in turn is determined by his input- output balance compared to his comparison of others input-output balance is the perceived ratio of what a person receives from his job relative to what he contributes to the job. This theory is of the view that both under and over rewards lead to dissatisfaction. While the underreward causes feelings of unfair treatment, over-reward leads to feelings of guilt and discomfort.

#### BENEFITS OF JOB SATISFACTION SURVEYS

Employees feel about their jobs, what parts of their jobs their feelings are focused on, which departments are particularly affected and whose feelings are involved (for example, supervisors employees, or staff specialist). The survey is a powerful diagnostic instrument for assessing broad employee problems. If job satisfaction studies are properly planned and administered, they will usually produce a number of important benefits, both general and specific.

The following are the benefits:

- 1) One benefit of job satisfaction surveys is that they give management an indication of general levels of satisfaction in a company. Surveys also indicate specific areas of satisfaction or dissatisfaction.
- 2) Improved communication is another benefit of the surveys. Communication flows in all directions as people plan the survey, talk, and discuss its results. Particularly beneficial to the company is the upward communication when the employees are encouraged to comment about what they really have in their minds.
- 3) An unexpected benefit from a job-satisfaction survey is improved attitudes. For some employees, the survey is a safety valve, an emotional release, a chance to get things off their chest. For others, the survey is a tangible expression of management's interest in employee welfare, which gives employee a reason to feel better towards management.
- 4) Another benefit of satisfaction surveys is that they help management assess training needs. Usually employees are given an opportunity to report how they feel this supervisor performs certain parts of the jobs such as delegating work and giving adequate job instructions. Since employees experience these supervisory acts, their perceptions may provide useful data about the training of their supervisors.

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