MOMENTOUSNESS OF JOB SATISFACTION FOR THE EMPLOYEE AND THE EMPLOYER

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ABSTRACT

This study is a blend of an approach that witness job satisfaction is equally important at the end of employer as it is at the end of employee. The paper encompasses the dual pronged approach that not only show importance of Job Satisfaction for the workers but also for the owners and their business. This study summarizes all the reasons that why job satisfaction is important in a working environment and also that job satisfaction of employers and employee is equally important as the top management and the people executing the commands of top management, all should be satisfied with their job and eager to work. To increase the cumulative job satisfaction employers should address factors like remuneration, supervision and work environment to increase the job satisfaction of the employees while what employees should do is to show interest and engagement in their work.

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1. INTRODUCTION

1.1 Purpose

The employees to the organization are what the bricks to the house are, hence employees are that integral assets of the organization which cannot be marked at any cost. For keep the organization working up to an exponential growth and success, the employees should be retained and working. The psychological factor of satisfaction makes the employee working. Making the employee happy and satisfied is the top priority of any organization. This fact encompasses the idea that why job satisfaction at the end of employee is equally important in employer’s perspective because the ultimate success of any organization is dependent upon its employee’s productivity. The more the employee is satisfied with his job the more is he productive for the organization and the more the organization will prosper and generates profit. When it comes to job satisfaction, it is a kind of terminology which automatically makes us think about the employee that whether he is satisfied with his job or not. We generally study that employee should be made satisfied by salary, ideal supervision, better working conditions because his individual work is the base of collective productivity of the firm as he is the essential particle of the organization, while the job satisfaction of employer, in general perspective, is usually neglected as he is the boss. So, the purpose of this study is to study the job satisfaction of employer along with the job satisfaction of employee as these two factors are among the most important factors which determine the success or failure of a venture. Employer’s wellbeing should also be considered on the firm. Employees should make him take pride in his work by showing interest, eagerness and engagement in their work. So as employer feels satisfied with his work, he shall work with all his effort for the propagation of the firm by making better decisions. To study these two concepts, we have to study them at the micro level so in this this study we shall also be studying the factors which influence the job satisfaction of both employee and employer so that businesses can seek insights of those factors while making crucial decisions of businesses. These factors include many aspects like salaries, working conditions, organizational culture supervisions etc. which belong to employees and employers both. Along with these factors the role of job training in the job satisfaction is also visualized. (Aziri, B. (2011). More factors on the basis of intrinsic and extrinsic nature are also studies in detail.
In general, it is perceived that in an esteemed organization, because of the brand image and goodwill, employees are the one who are under burden of work and pressure if deadline, the most. It is believed the employers and top-level managers just have to issue the commands and employees end up facing all the odds being responsible for the execution of the tasks. Due to this perspective, the employers do not get the appreciation and recognition they deserve. Although they don't have to get into the technicalities of executive but they too have a huge responsibility of making the right decision as the functions of firm depends upon their decision. For these decisions to be made better, employers too, need to be satisfied with their job. In fact, the reason I chose this topic is I recently met a top-level manager of a tech company “Dell”. People including me always fantasize about the ease of work in such an esteemed tech firm. But what he told me about the responsibility and stress that comes with this great job, is not something that we are aware of. So, because if this particular reason I decided to write a paper on employer satisfaction along with employee too.

1.2 Methodology

The methodology that we have used throughout this study will be qualitative as we study job satisfaction in organizations and factors influencing it. The major source of data for literature review in this research are journals and research articles of different authors from different institutes and universities which provided us the diverse data about the concerned fields.

2. Identification and Description of Topic

In running businesses job satisfaction within the organization is one of the most importance points of concern, for the business to flourish. Without paying proper heed to it a business cannot maximize its success. To assist the studies in the mentioned field, we shall conduct a study the topic of which is “Job Satisfaction of Employee and Employer” which covers all the aspects of job satisfaction in an organization along with the factors affecting it. This will ultimately lead towards the employee engagement towards his work, that may be defined as an approach of workplace where employees are committed to the goals and values of organization and are motivated to maximize the value of the firm. (Parvin, M. M., & Kabir, M. N. (2011)

3. Literature Review

3.1 Satisfaction of the employee

Job satisfaction is not happiness or self-satisfaction, it refers to the feeling of a person while working on the job that in turn provides motivation to perform work. An organization makes the working environment favorable for the employee related to pay, employee input, goals and bonuses etc. These things lead to employee engagement at work place, his satisfaction and willingness to work for the organization because a satisfied employee is the main asset of the organization and if the employee is loyal to the work and the organization and a satisfied employee is welcoming that attracts the customers and this will help grow the business of the organization. (Haile, 2015)

The satisfaction of employee is necessary and there are certain factors that influences the job satisfaction of the employees like salary, his supervisors, flexible work hours, promotion and bonuses etc., a study was conducted and it was analyzed that there is a relationship between temporary job, job insecurity and the low job satisfaction. (Hans di Witte, katherina naswal 2010) Data from counties like Sweden, Italy, Belgium and Netherland were collected for the development of hypothesis in order to test the temporary work and the job insecurity. And the results show the there is no relationship among the temporary job and low job satisfaction or the organizational commitment. In two countries the interaction was found that says the job insecurity is somehow related to the low job satisfaction and the organizational commitment only in the employees who are permanent and this concluded that psychologically, the kind of environment and policies for them got compromised. Job satisfaction is the combination of psychological factors. (Moreland. M.M. 2000). Job performance is dependent upon the satisfaction, that an employee is getting out of his job and this depends upon the supervisors, co-workers, culture, working conditions and if they are favorable, it will lead to higher productivity and profits.

The importance of job satisfaction began to get noticed when the symptoms of dissatisfaction appear such as bad work performance, more leaves etc. A professor listed the three main features of job satisfaction (Spector 1997):

- The organization should use the human values as their guide while working with the employees. In this way all the workers will be treated fairly and will not be overloaded than that of their working capacities and the employee will be able to exhibit good performance.
- The behavior of the employee acts as the predictor of job satisfaction. At different job levels, the behavior has the impact on job activities or task. If the person is satisfied, the positive behavior will be observed and if the person is dissatisfied, the negative behavior will be observed.
• The job satisfaction can also act as the predictor of organizational functions. At different organizational function the levels of satisfaction can be measured, with the help of job satisfaction evaluation. This will help the organization to deal their employees in accordance with their work and provide them related benefits and compensations to enhance their loyalty and job satisfaction.

The loyalty and the satisfaction of the employee has always been of importance to the company. How much the employees are committed to the work and the chances of them to stay working. The Human Resource department remains concerned with the measurement of job satisfaction of their employees specially of those employees on whom the productivity, the quality and the customer satisfaction are dependent. For this purpose, litmus test is taken to get to know about the average time period of the service and the turnover ratio. If the turnover ratio is less, it means the loyalty level or commitment is high and vice versa (Bryson A. 2005). More the job satisfaction is, more of the positive actions to be observed that leads to the better image of the company and also the identification of variables that are favorable for the satisfaction and commitment to the organization. Employee satisfaction hold the importance for the organization in two aspects, one for the company and one for the employee (Dissanayake 2007). Talking about the employee perspective, firstly they are more committed to the organization, the have the positive thoughts about organization being satisfactory in the long run. They focus more of the quality of the work. They become productive. Study suggests that, all of it gives a person the sense of achievement and self-satisfaction that eventually leaves the good impact on the people over all personality.

3.2 Satisfaction of the employer

Supervisors are one of the crucial predictors of the job satisfaction. The availability of the supervisor in the meantime, who supports his employee’s creativity and knowledge and provides them a sound working condition. Several studies had identified that if there is effective supervision and good communication, the level of employee satisfaction is high (G. A. 2000). As supervisor plays a very important role in job satisfaction of the employees, the satisfaction of the employer is also important but normally the focus of the studies is just on the satisfaction of employees. The job satisfaction of the employer is equally important in order to maintain the cycle of job satisfaction in balance. Employees need to play their roles in order to increase the job satisfaction of the employer and it can be done by creating an enthusiastic and happy environment to work under their employer. Waiting for your employer to assign you some tasks doesn’t show your interest in the work. Employee should take initiative if they are interested to know more about business. This initiative by the employees makes the employer feel good that his workforce is willing to do work and he becomes more welcoming to help is employees, to teach them (Liu H 2019). All of this will turn out good for the organization as well. If the employees need some training or skill, they should ask their employer to setup some training programs and workshops. Apart from showing initiative, employees should show engagement as well. The more the employees do their work joyfully the more they are perceived as “Fully engaged” who are willing to take the ownership of their roles and they do their job to make their employer feels proud of them.

The research showed that normally the well-being of the employer is neglected in the organization and it is only the worker centered. That doesn’t leave a good impact on the employer and the issues like short temper are observed that in turn gives the employees a tough environment to work in. It is suggested that, apart from the employee-based satisfaction of the employer, there should be employer-based activities as well that should mainly be focused on them. Employer is also human like the employee and job satisfaction is equally important for him too in order of the organizational perspective as well as in the term or personal perspective. Thing that makes a culture at work place plays very important role in satisfaction factor of both the employee and the employer. The leadership style should match with the style of the employee and if there is a mismatch between two, successes can never be achieved. This mismatch among their styles will make one of them; either the employee or the employer, or maybe both of them disappointed in each other (Lucifora C. 2005). If the situation remains continued in the same manner, it increases the friction among the employer and the employer and none of them will be satisfied to their job this will have an adverse effect on the overall working of the organization. The issues like this should be addressed at the right time, and studies says that to maintain this cycle of job satisfaction it is necessary for both employee and the employer to realize their parts of the responsibility and together they will be able to take their performances to further level and increases their loyalty to the organization that will pay them all in the form of profits and job satisfaction. (Aziri B. 2011)

3.3 Factors of job satisfaction

There are several factors that influences the job satisfaction and in the study by Ewen, he talked about both the satisfiers and dissatisfiers, while in this study we will only focus on the satisfiers that causes satisfaction and sometimes acted in the predicted manner. According the Herzberg et al. Recognition, advancement, responsibility, achievement and work itself are the primary determinants of job satisfaction while there are five major factors that are related to job environment which are; salary, technical aspects of supervision, interpersonal relationship with the seniors,
working conditions and the company’s policies and practices. He called job related factors as ‘intrinsic’ factors and environment related factors as ‘extrinsic’ factors. (Paul F. Wernimont 1964) Hypothesis based study was conducted about the intrinsic and extrinsic factors as the determinants of job satisfaction and dissatisfaction and both of the factors proved to be the cause of both satisfaction and dissatisfaction, and the ratio of the influence of these factors seems to vary in different fields of work. Mostly the intrinsic factors seem to influence the satisfaction and dissatisfaction than extrinsic ones. The results also shows that the perceived working conditions or the working contract about a job have great influence in the satisfaction or the dissatisfaction. If the company fails to keep up with the description they told them about the job, it’ll result in dissatisfaction and vice versa. Both of these intrinsic and extrinsic factors play a large role in job satisfaction of the employee and also of the employer. Because the employee is satisfied and takes his responsibility the way he should, the employer will be satisfied and proud of his worker and a balance will be maintained in the cycle of job satisfaction. If we narrow it down further, the factors affecting both the job satisfaction of the employee and the employer can be categorize into two types:

- Organizational factors (variables)
- Personal factors (variables)

**Organizational factors:** Most of the time the employee and the employer is spent in the organization so there are number of factors in the organization that determines the job satisfaction of the person. These variables include, development of the organization, that is comprised of the ongoing changes on the workplace that keeps them up to date aligning with the modern work practices. Policies regarding benefits and compensation is one the main determinant of satisfaction, a decent salary with bonuses based on good work performance. Opportunities for promotion and career development via training programs and workshops. The job itself, it includes quantity of task, job design, recognition and responsibility. Job security, that comes as the facility of leave, transfers, and easily accessible job targets. Safe working condition and the environment. Interrelationship among employees and employer, communication between main workforce and senior management. Work group, as this is the very nature of the human to live and survive within the society, good relation with the team. Leadership styles and the preferred one is democratic style with warmth, friendship and respect.

**Personal factors:** Personal attributes helps a lot in maintaining the motivation to work effectively with efficiency. There are 5 personal factors that contributes to the job satisfaction of both the employee and employer. Personality, it can be determined by observing a person’s psychological condition that helps us to know about his perception, attitude, learning ability and interests and competencies for the specific work. Expectations of the person regarding job affects the satisfaction level at work. Age is considered as an important personal factor because younger people possess the high level of energy and motivation and they are welcoming to change instead or older people. Education is a significant factor because highly educated person thinks more rationally and it develops the wisdom. Gender is also a factor of satisfaction; women seem to be satisfied easily than that of the men even if they are working in the same conditions for the same job.

### 4. RESEARCH FINDINGS

Primarily this study finds out that Job Satisfaction is a key aspect in increasing the productivity of a business, and this applies on all the members of the firm from top level to bottom level. It is the level of satisfaction that a person feels while working in the organization which is directly related to the productivity and eventually maximized success. This job satisfaction in particular leads the way towards the employee engagement that proves hallmark importance for adding value to the business. (Parvin, M. M., & Kabir, M. N. (2011) So, for the mentioned reason Job satisfaction of both employees and employers are equally important. Specifically visualizing the concept of job satisfaction in terms of employer, it reveals that the successful corporate structure is a witness of its employee job satisfaction which directly mark the employee job satisfaction crucial for the employer. (Hodson, R. (1984) The job satisfaction depends upon five main factors e.g., remuneration, supervision, interactions, policies and practices within the organization. In broader terminology it can be encompassed in four perspectives that, intrinsic, financial, convenience. and social aspects. (Hodson, R. (1984) These factors need to be focused on, to enhance job satisfaction.

### 5. CONCLUSION

So, we concluded from this study that employer satisfaction is as important for the better progress of an organization as employee satisfaction. The two terms -employer job satisfaction and employee job satisfaction- are perquisites for overall addition to firm’s value and are equally momentous. This witnesses the corporate success too. (Hodson, R. (1984) Employees should feel satisfied with their job, they should find themselves eager to work and be more interested in the work. This attribute is a demand of employees of every level. For this purpose, management should focus on the five aspects other than the primary aspects to seek employees’ job satisfaction, which are
remuneration, supervision, relationship with the seniors and working conditions in the workplace. For employers’ job satisfaction the responsibilities which employees should realize is to assure employer that you are gaining from his knowledge that will in turn increase the employee engagement towards the organizational goals. (Parvin, M. M., & Kabir, M. N. (2011). An employer should be made feel that his subordinates are interested in what he commands to be done. His subordinates should not wait for the command but they should ask for it. Moreover Recognition, advancement, responsibility, achievement and work are the factor that determine job satisfaction of both employee and employer.

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