

**ROLE OF PSYCHOLOGICAL FACTORS IN JOB SATISFACTION - A
LITERATURE REVIEW**

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ABSTRACT

If you are not feeling satisfied with your current job then you are among the majority of Americans (52.3%), who are feeling exactly same as you are. This report was presented by current edition of The Conference Board Job Satisfaction Survey, the New York based non-profit research group. Sources for Job dissatisfaction are not necessarily always among the physical factors but there are many other factors also that affect cognitive side of the human mind and thus influences his decision making capacity. This research paper is focused on only such psychological factors those are minute in nature but have major impact on one's satisfaction related to his work. Each and every factor is supported by quoting prior researches made on them. Factors like, attainment/achievement, proper feedback, organizational environment, performance reviews, working conditions, easy interpersonal communication, home and work balance and decentralization are covered in this paper which affects job satisfaction of the employees as a whole.

Keywords: psychological factors, job satisfaction, feedback, organizational environment, performance reviews, working condition, decentralization, interpersonal communication, home-work balance

Introduction

Each and every individual is different and so his dynamics. The employer always strive to extract best from the individual and ensure that he is working with his full capabilities. But Individual's productivity is affected by numerous factors, one of them is Job Satisfaction. According to Judge and Church, "the most widely investigated Job attitude - Job satisfaction may be the most

extensively researched topic in the history of industrial or organizational psychology"(1). Job Satisfaction implies degree to which one like or dislike his current job. If he likes his job then his job satisfaction level tends to be higher or vice versa. "Job satisfaction is referred to as a person's general attitude toward the job or toward specific dimensions of the job"(2 i,ii). As per *Locke(1976)* "Job satisfaction is a pleasurable or positive emotional state that is related to the work that individual performs"(3). *Leap and Crino(1993)* had given more elaborated definition of job satisfaction "the attitude of worker towards his job, rewards which he gets, social, organizational and physical characteristics of the environment in which he performs his working activities"(4).

Psychology and management are inter related to the fact that "The human factor is considered as the central point in the psychology of management"(5). The human mind is ever changing and unpredictable but yet very important to predict as he only will perform numerous tasks in the organization. Thus, psychological factors refers to the feelings and thoughts that affect the ultimate behavior and attitude of the human mind. Psychological factors explains those influences that affect human mind. Researchers often link psychology with management because in management, work is managed by human beings working together under same roof. In order to manage these human beings, psychology knowledge is utmost necessary. This field of science explains that why a person is behaving in a way that is showcased by him in the organization, so that amicable measures could be taken to rectify that specific set of his behavior. Psychological factors play major role in liking or disliking of one's job. Therefore, it become useful for HR practitioners to study these elements in detail. "As the literature suggests, job satisfaction is undoubtedly one of the most frequently studied variables in organizational behavior, but the factors that lead to job satisfaction are not yet fully clear"(6).This research paper will highlight their importance by the way of review of literature.

1. Level of Autonomy - "autonomy is the degree to which a job provides an employee with the discretion and independence to schedule their work and determine how it is to be done"(7). According to *Stamps and Piedmonte (1986)*, "autonomy is defined as the amount of job-related independence, initiative, and freedom either permitted or required in daily work activities"(8). "Researchers have recognized, in general, two types of job autonomy that can positively

influence job satisfaction: control of task and control of time"(9). As per a research, following findings enhances the importance of autonomy for higher Job Satisfaction. "As job autonomy increases from 'no freedom' to 'limited freedom', for example, the probability of a worker being satisfied with his or her job increases by 0.13 for females and 0.11 for males. And as the degree of freedom increases from 'no freedom' to 'basically one's own boss', the probability of being satisfied with one's job increases by 0.24 for females and 0.17 for males"(10). This analysis conclude that autonomy is required in order to have confidence among the employees which will help in initiating moral among them as a whole.

2. Organizational Commitment- "Organizational commitment can be defined as an employee's strong belief in and acceptance of an organization's goals and values, effort on behalf of the organization to reach these goals and objectives and strong desire to maintain membership in the organization"(11). Increasing numbers of literature on organizational commitment in recent years have triggered out various components of organizational commitment as well as their effect on job satisfaction. "Scholars from psychology has emphasized on the work place commitment as one of the most prominent component and important for understanding the psychology of human behavior"(12). It is also witnessed in some of the researches that "level of the job commitment is influenced by organizational content and context"(13).

3. Work-life Conflict- in this era of rapid economic development, organizations are changing their structure and general outlay with even more speed. This bring chaos in the mind of individual and their balance between work and personal life get disturbed which results in job dissatisfaction. Researchers had named such situation as work life Conflict (WLC). But it is different from work life balance. "Work life balance (WLB) is defined as a state of equilibrium in which the demands of both a person's job and personal life are equal"(14). The probable causes for work-life conflicts are "organizational changes such as downsizing, restructuring, etc., work to family interference (WIF), economical factors like, increase rate of inflation, increase or desired standard of living, etc"(15). The above researches highlight the importance of mental peace in improving one's productivity. Therefore, organizations must provide effective counseling to its people to ease off their disequilibrium situation. This will ensure their belongings towards job and will improve their satisfaction level.

4. Assessment - in management, assessment is popularly termed as feedback. "Providing feedback to employees is believed to be essential for maintaining and increasing employee motivation and satisfaction"(16). The feedback phenomenon is defined as "the total set of information that tell individuals how well they are performing in an organization"(17). "The number of recent studies have empirically examined the effects of organizational environments that are supportive of feedback processes. Majorly, these studies have used The Feedback Environment Scale(FES). It was developed for diagnosing the extent to which an organization supports the feedback processes"(18). According to a study that was conducted in order to check validation of FES revealed that " this model was supported in demonstrating the relationship between the feedback environment and several work related outcome, specifically feedback environment effect on job satisfaction"(19). An another study conducted by *Rosen et al.,2006* concluded that "the feedback environment is positively related to employee job satisfaction"(20). Therefore, organizations must make provisions for adequate assessment of its employees to enhance their productivity by making them positive towards their jobs.

5. Working condition - the condition under which an employee is performing his job amounts to be his working condition. These condition vary with the nature of the job. Few are very dangerous (mining, construction workers, transportation, etc.), few are comfortable (white collar job, teaching, etc.). As per the results of the research conducted by *Danica and Tomislav(2013)* by using the descriptive statistics for analyzing the Job satisfaction of workers who work in difficult working conditions and the workers who work in normal working conditions, it became clear that "workers who work in normal working conditions reported higher level of job satisfaction than the workers who work in difficult working conditions"(21). Therefore, employer must take care of the requirements of the employees as any problem in the working environment will lead to dissatisfaction of the job among them.

6. Relationship with supervisor - Supervisor's role is to keep a check on the performances of his subordinates. Supervisor meets him on the daily basis and is responsible for his grievance handling and imparting overall direction to him towards goal achievement. *Rempel et al.(1985)* found that "trust develops from interpersonal relationships between supervisors and subordinates based on the mutual degree of reliability, confidence and security"(22). According to a survey

conducted by *Society for Human Resource Management(2011)*, revealed that "employees value relationship with their supervisor more than benefits and compensation"(23). The finding of another research conducted by *Kristin Straiter(2005)* suggests that "if a supervisor can depend on his or her subordinates as being reliable and competent, the supervisor's time is freed up and he or she is able to do his or her own job well"(24). This adds up in his job satisfaction level and employee indulge himself more into his job leading towards high job involvement.

7. Decentralization - "decentralization is the process of dispersing decision making governance nearer to the people. It refers to the conscious or systematic effort to bring dispersal of decision making power to the lower level of the organization"(25). Decentralization is always a challenging task as it involve high degree of intellectualism so as to decide how much authority to decentralize and how much to retain. As per the result of the research conducted by *Hansen and Host(2012)*, "decentralized Organizational decision structures influence role clarity which in turn influences job satisfaction positively"(26). Job satisfaction is often affected by degree of decentralization in the organization as pioneered in the research of *Yew-Ming Chia(1995)*, "Higher level for information asymmetry was associated with a higher level of job satisfaction for managers under conditions of high decentralization"(27). Decentralization will empower the people of the organization and make them feel significant part of the organization. This in-turn will increase their job satisfaction level and they would be eager to achieve more.

8. Sense of achievement/accomplishment - *Saziye Gazioglu and Aysiy Tansel(2006)* used data from 1997 Workplace Employee Relationship Survey for 28240 employees and conducted an exploratory research that revealed "that those are in the education and health sector are less satisfied with their pay but more satisfied with their sense of achievement"(28). Hence, this study support the fact that for creating effective job satisfaction among people, Organization must provide opportunities and recognize their accomplishment. According to an article published in *Mail Online(2008)*, Sense of achievement is among the top 10 factors for job satisfaction of the employees. However, gender make the difference. "Men go to work for money while women do it because they enjoy the sense of achievement"(29).

Conclusion

Job satisfaction is the phenomena which will increase individual productivity at large. His willingness and his zest for doing the tasks in the organization depends on the degree to which he likes his job. Therefore, all of the organizations must strive for providing this satisfaction to them in their working environment. Following table will give an overview to the managers about the factors leading to high job satisfaction and their dynamics.

S:No	Factor	Dynamics related to Job Satisfaction
1.	Level of Autonomy	Influenced by Control of task and control of time
2.	Organizational Commitment	Influenced by Organization content and context
3.	Work-life Conflict	Inclusion of Work Life Balance (WLB)
4.	Assessment	Inclusion of Feedback Environment Scale(FES)
5.	Working Condition	Influenced by the degree of the difficulty in the job
6.	Relationship With Supervisor	Influenced by the degree of reliability, confidence and security
7.	Decentralization	Retaining key powers and delegating others
8.	Sense of Achievement	Influenced by personnel composition specifically gender

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