Literature Reviews

This chapter will summarize current literatures, factors or determinants which influence job satisfaction and discuss the importance, effects and consequences of employee’s job satisfaction. This chapter will also play an important role in providing precious results, findings and conclusion from previous researches related to this topic.

Job Satisfaction:

Job satisfaction is one of the complex concepts of research as after so many studies conducted under scientific management yet there is no proper or well defined definition of what job satisfaction is. But it has been explained and defined by many researchers according to their perception, thinking, value and beliefs. Some of the statements, suggestions, and definitions given by the researchers are as follow:

Job satisfaction is the degree to which individuals have positive or negative feelings related to the assigned work station. Job satisfaction is an attitude, an organizational behavior or an emotional response to the work tasks and at the same time to the physical and social conditions at work (Daniela, 2013). It is the sense of well-being, good feeling and positive mental state that emerge in an incumbent worker when his obtained reward consequent upon his performance is congruent with his equitable reward (Onukwube, 2012). Job satisfaction can be regarded as a pivot point between job performance and human capital. The increase in knowledge and skills as the main characteristic of human capital is expected to contribute to a greater job satisfaction, which in turn should lead to improved job performance (Ilgun and Danchev, 2013)

Job satisfaction is commonly regarded as a constellation of employee’s feelings about various job elements (Chiu and Ng, 2013). It is an important factor for any organization to achieve among its employees. It should help to maintain stability and productivity in the operations of academic institutions and of other organizations (Forchel et al., 2009). Job satisfaction had a positive negative effect on Organizational Citizenship Behavior and a strong negative effect on intention to leave. It fully mediated the relationship between stressful work and intention to leave the employer. Job satisfaction is also “an affective (that is, emotional) reaction to one's job, resulting from the incumbent's comparison of actual outcomes with those that are desired (expected, deserved, and so on.) (Paille, 2011)

Job Satisfaction can be refers to an emotional reaction to the job and its surrounding conditions (Babatunde B.O, 2011). It has always been emphasized as a basic criterion in the individual’s efficiency and achievement of organizational goals. It
is the most important attitude or judgment that personnel should have about their job or organization (Mehrabian et al., 2013). Job satisfaction is an important focal attitude towards work. Understanding factors that relate to job satisfaction allows interventions to be developed to enhance work performance (Rohan et al., 2012). Job satisfaction can be defined as "the extent to which people like or dislike their jobs". This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job (Jathanna et. al., 2011).

Job satisfaction reflects the feelings of one of his job, is seen in the positive attitude of employees towards work and everything that faced his work environment. It is also important for self-actualization; employees who do not achieve job satisfaction will never achieve psychological maturity that will eventually become frustrated. Therefore, job satisfaction has a very important meaning for the staff and organization (Heryanto, 2011). It is a general or global affective reaction that individuals hold about their job. It is a complex function of a number of variables. A person may be satisfied with one or more aspects of his/her job but at the same time may be unhappy with other things related to the job (Jathanna et. al., 2011). It basically indicated the health of an organization (Mansor et. al., 2012). Job satisfaction might be handled as the consequence resulting from the comparison between the expectations of the employee from his job and the job in question which is performed. The consequence may emerge as satisfaction or dissatisfaction of the employee from the job (Adenike, 2011).

Job satisfaction refers to a person’s attitude about his/her job and reflects all types of feeling. This factor increases performance and (internal) satisfaction. Also, communication satisfaction is another influential factor in increasing the performance (Arabshahi and Arabshahi, 2014). Job satisfaction represents a person’s evaluation of his or her and work context. It is an appraisal of the perceived job characteristics and emotional experiences at work. Satisfied employees have a favorable evaluation of their job, based on their observations and emotional experiences (Afolabi & Omole, 2011). Job satisfaction can also be defined as a worker’s emotional response to different job related factors resulting in finding pleasure, comfort, confidence, rewards, personal growth and various positive opportunities, including upward mobility, recognition and appraisal done on a merit pattern with monetary value as compensation (Dr. Diala et. al., 2011).

Research conducted by researchers

Asadi et. al. (2008), Personal Characteristics Affecting Agricultural Extension Workers’ Job Satisfaction Level, investigated the relationship between personal characteristics and job satisfaction. A survey of 52 extension workers was conducted in Fars Province,
southern Iran. Personal characteristics Variables include Age, service year, monthly salary, working hours per day, Job tenure, and years of Education Sex marital Status. The study confirmed personal traits have considerable impacts on extension workers’ level of Job satisfaction. Result also shows negative job satisfaction for variables such as low salary and job’s unfair promotion policy.

Patel (2008), Work-family conflict, job satisfaction and spousal support: An exploratory study of nurses’ experience, Curationis, investigated the relationship between Job Satisfaction, Work Family Conflict (WFC) and Spousal Support. The finding shows that job satisfaction was related negatively to WFC and positively to spousal support, and WFC was negatively related to spousal support. So the study concludes that work demands influence Family Life. Higher the job satisfaction lower will be the WFC. The higher the spousal support lowers will be the WFC. The higher the spousal support the higher the job satisfaction.

Forcheh et. al. (2009), Gender Differences in Satisfaction with the Type of Work University Employees Do: Evidence from the University of Botswana, objective was to determine the relation between gender differences and level of job satisfaction. The result suggests that gender is an important factor that affects level of Job satisfaction. A stratified random sample of 360 academic and administrative staff of the University of Botswana was collected. Findings indicate that differences between males and females in the level of satisfaction were due to certain negative work experiences such as gender discrimination, tribalism and racism, nepotism and favoritism, and due to certain sources of stress from the immediate supervisor, demands of work on private life and from domestic responsibilities. These negative experiences contributed to lower levels of satisfaction among women than among men.

Ghazi et. al. (2010), University Teachers’ Job Satisfaction in the North West Frontier Province of Pakistan, explores the level of job satisfaction of university teachers in the North West Frontier Province of Pakistan. A sample size of 108 university teachers was selected. Herzberg two factors theory was used to develop questionnaires. The findings show that university teachers were generally satisfied with their jobs. However teachers were neutral with dimensions: working conditions, organizational policies and practices, recognition, supervision technical and promotion opportunities.

Paille (2010), Perceived Stressful Work, Citizenship Behavior and Intention to Leave the Organization in a High Turnover Environment: Examining the Mediating Role of Job Satisfaction, examined the relationship between stressful work, job satisfaction, intension to leave and OCB in a high turnover environment. The sample consists of 138 individuals and all are industrial employees. The result shows that job satisfaction had a positive negative effect on OCB and a strong negative effect on intention to leave. Thus, the result highlights the importance of employee job satisfaction in stressful environment.
**Adenike (2011)**, Organizational Climate as a Predictor of Employee Job Satisfaction: Evidence from Covenant University, aimed to explore Organizational Climate as a predictor of Job Satisfaction. Sample size of 384 academic staff from private Nigerian University was taken. For job satisfaction survey factors such as appropriate administrative style, support from superiors, work load, feedback about performance, clear lines of communication, salary package and promotional opportunities were selected. Furthermore, organizational climate is measured with indicators and variables given as management and leadership styles, participation in decision making, challenging jobs, boredom and frustration, fringe benefits, personnel policies, working conditions and suitable career ladder. The results of the finding showed a significant positive relationship between these two variables.

**Afolabi et. al. (2011)**, Personality Type and Workforce Diversity as Predictors of Ethical Behavior and Job Satisfaction among Nigerian Policemen, investigated the influence of personality on job satisfaction of the individual. A total number of 122 Nigerian Police officers took part in the study. The result shows that personality type will significantly influence the level of job satisfaction and ethical behavior of Policemen. The finding also revealed that age, gender differences and work experience influenced the level of job satisfaction and ethical behavior.

**Al Jenaibi (2011)**, Job Satisfaction Comparisons among Diverse Public Organizations in the UAE, explored the job satisfaction level of government employees working in UAE. The research also emphasized on factors affecting job satisfaction. Survey and interview techniques have been used and total of 337 responded were selected. It was found that job satisfaction is a personal feeling and varies from person to person in UAE environment.

**Astrauskaite et. al. (2011)**, Job Satisfaction Survey: A Confirmatory Factor Analysis Based on Secondary School Teachers’ Sample, examined Job Satisfaction Survey’s (JSS), developed by Paul Spector, relevance for estimation of job satisfaction of the Lithuanian teacher population. It assesses 9 facets including pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work and communication. The sample size of 346 respondents was taken. The Results show that at least some of the JSS’s facets such as do not measure teachers’ job satisfaction. The best model came out to be a three facet model (including promotion, supervision and nature of work).

**Babatunde (2011)**, Optimizing job satisfaction through motivation in the face of Economic crisis among Nigeria's University staff, examined Job Satisfaction through
motivational factors among Universities Staff members in Nigeria. A total of 100 respondents were selected by using stratified Random Sample Technique. The result conclude that motivational factors such as regular Promotions, Training and Development programs, Working Environment, staff and Management relationship plays a very important role to improve employees Job Satisfaction.

**Dr. Diala and Dr. Rao (2011),** Job Satisfaction: Key Factors Influencing Information Technology (IT) Professionals in Washington DC, examined the Job Satisfaction level of IT professionals from Washington DC area. Sample size of 130 respondents was taken. The research aims on most important and pertinent factors such as autonomy, opportunity for advancement, personality traits, intrinsic and extrinsic values, working condition and social influences. The results of this study indicate that general satisfaction is significantly associated with satisfaction levels regarding autonomy and intrinsic factors. With regard to autonomy, satisfaction relating to responsibility was found to be the most significant predictor of general satisfaction followed by creativity and moral values.

**Ghoniem et. al. (2011),** Impact of Emotional Intelligence and Gender on Job Satisfaction among Egyptian Government Sector Employees, measured the effect of emotional intelligence and gender on job satisfaction in three different governmental organizations in Egypt. Sample size of 48 respondents was selected. The result shows that employees who are of high emotional intelligence are more satisfied with their work more than the employees who are of low emotional intelligence. It can be concluded that employees should be trained on emotional intelligence to enhance the job performance and job satisfaction that lead to increasing employee’s productivity and success.

**Heryanto (2011),** Effect of Job Satisfaction on Managerial Performance in Bank Nagari Padang Headquarters, aimed to analyze factors affecting job satisfaction to manager performance in central office of Bank Nagari. The sample size amount 41 respondents selected randomly and simple regression analysis technique was used. The result suggests that Job Satisfaction has high influence on managerial performance. Thus, it can be concluded that managerial performance contributes to employee satisfaction.

**Jathanna et. al. (2011),** Determinants of Job Satisfaction among Healthcare Workers at a Tertiary Care Hospital, studied the correlation between employee’s personal profile and their satisfaction in their job. Personal determinants such as Age, Gender, Work experience, marital status, dependent children and parents were compared with overall Job Satisfaction. The research also aims to identify the components of work that positively influences the family life and vice versa in the Indian context. Respondent size of 1104 staff from tertiary hospital was used. It can be concluded that the
determinants of job satisfaction should include variables from personal profile identified from psychological and sociological perspectives.

**Aminjafari et. al. (2012)**, A social work study using factor analysis on detecting important factors creating stress: A case study of hydro-power employees, emphasized to detect the factors which contribute to have more stress on employees working in a hydropower unit located in the city Esfahan, Iran. The sample size used was 81 responded. In the survey 66 self structured questionnaires were used which include all the relevant factors impacting employees stress. The result shows that difficult working conditions and Work load are the two important factors increasing stress among employees.

**Bhutto et. al. (2012)**, A Comparative Study of Organizational Climate and Job Satisfaction in Public, Private and Foreign Banks, investigated the relationship between Organizational Climate and Job Satisfaction. Also the purpose of this study is to know the perception of different employees regarding both variables. The research survey conducted on 90 Bank executives in Karachi. Self administered questionnaires were used and result reveals 5 factors such as organization structure, identity, equity, human relations and empowerment have significant relation with Job Satisfaction. Therefore Organizational Climate plays an important role for employee’s satisfaction.

**Elnaga (2012)**, Measuring Level of Job Satisfaction-A Study of Employees at Al-Islam Trading Company for Auto Spare Parts, investigated the relationship between Motivation, Working environment and Job Satisfaction. Minnesota Satisfaction Questionnaires was used and sample size of 48 employees from Al Islam Trading Company in Saudi Arabia was selected. Result Shows that employees were highly Satisfied and motivated with respect to Working Condition and prefer to work 5 days and 8 hours/day instead of 6 days and 6 hours/day. And there was no significant relation between Job Satisfaction and Gender, Education level and Social Status.

**Iravani (2012)**, A social work study on job satisfaction, Management Science Letters, evaluated Job Satisfaction level of Agricultural industry employees from Isfahan, Iran. Sample size of 25 respondents was selected. The research investigate the relationship between Job Satisfaction of employees and managers with factors such as wage increase, psychological needs, physical equipments, entertainment equipments and Team work respectively. Result indicates that employees had average Job Satisfaction.

**Mansor et. al. (2012)**, Job Satisfaction among the Bankers: An investigation on Islamic Financial Institution in Eastern Region of Malaysia, conducted study for exploring the
antecedents to the strengthening of job satisfaction. A sample of 236 data was collected. The result suggested that competition is the most influential construct associate with job satisfaction level among the employees, followed by working environment, reward system, motivational factors and supervision and leadership.

Onukwube (2012), Correlates of job satisfaction amongst quantity surveyors in consulting firms in Lagos, Nigeria, examined the level of job satisfaction of quantity surveyor working in Nigeria. A simple random sampling technique was adopted and had sample size of 100 responded. The key findings of the research suggest that job satisfaction is strongly correlates with job satisfaction facets such as Work itself, Pay, Promotion, Supervision, Co workers. The result also suggests that job satisfaction has close relation to personal characteristics.

Rohan et. al. (2012), Rural health workers and their work environment: the role of inter-personal factors on job satisfaction of nurses in rural Papua New Guinea, examined inter-personal, intra-personal and extra-personal factors that influence Job Satisfaction among rural primary care nurses in a Low and Middle Income country (LMIC), Papua New Guinea. The respondent size was 344 nurses from 15 provinces. The result shows significant relation of Job Satisfaction with Demographic variables such as Age and Experience. Also the overall Satisfaction of employees from Church facilities is more than that of Government facilities.

Ahmed et. al. (2013), A Literary Look at Outcomes of Support at Work, studied the outcome or result of work support in the organization. Literature survey approach is adopted. The major outcomes identified are job satisfaction, organizational commitment, organizational citizenship behavior, reduced stress, job Involvement, employee Engagement, increased Performance etc. The key findings of the study shows that work support such as Support from Supervisor, Support from Management and Support from Co workers are contributors to employees job satisfaction.

Amoli and Youran (2013), Delving the Relationship between Teacher Empowerment and Job Satisfaction among Iranian EFL Teachers in Tehran Aviation University, examined the relationship between teachers’ empowerment and job satisfaction. Empowerment Scale dimensions includes Decision-making, professional growth, status, self-efficacy, autonomy, and impact and Job Satisfaction dimensions includes Supervision, colleagues, working conditions, pay, and responsibility. The result indicated that significant correlations were found between total teacher empowerment and total teacher job satisfaction. Also there was a significant difference in the demographic variables with regards to teacher empowerment and job Satisfaction.

Chiu and Ng (2013), Improvement of job satisfaction and organizational commitment through work group identification: an examination of the quantity surveyors in Hong Kong, examined the role of the work group identification in the development of Job Satisfaction and Organizational commitment of quantity surveyors working in Hong
Kong Construction Industry. The sample size of 91 respondents was used. The result shows that work group identification has positive influences on job satisfaction and organizational commitment.

**Cleare (2013)**, Personality as a Predictor of Job Satisfaction: Study of the Relationship between Personality and Job Satisfaction amongst Workers in the Bahamas, investigated relationship between Personality and Job satisfaction among employees. Sample size of 384 respondents was taken from New Providence in Bahamas. The result finding shows that personality traits such as internal locus of control is most highly correlated with job satisfaction, followed by emotional stability, generalized self-efficacy, and self-esteem respectively. The results indicated that there is a positive relationship between personality and job satisfaction.

**Daniela (2013)**, The interdependence between Management, Communication, Organizational behavior and Performance, aimed to analyze the interdependence of management, communication and organizational behavior and how internal communication in organizations influences the organizational effectiveness and efficiency or organizational performance and employee’s satisfaction. It was concluded that Communication is very important in an organization which leads to increase in organizational performance and create better Work environment which helps to increase employee’s satisfaction.

**Ilgun and Danchev (2013)**, Job Performance, Job Satisfaction and Human Capital in the Labour Market in Bosnia, analyses the effect of job performance, job satisfaction and human capital. The research was carried out by taking interviews and Bosnian citizens were randomly selected from various parts of Bosnia. It was found that beside monetary factors there are also some non monetary factors that can influence job satisfaction.

**Jusoh et. al. (2013)**, The Role of Work-Family Psychological Contract in the Relationships between Affectivity and Job Satisfaction, provided model which includes personality factors (positive affectivity and negative affectivity) as independent variables, work-family psychological contract as a mediator and job satisfaction as the dependent variable. The model developed in this paper is based on the conservation of resources theory, and work-family and psychological contract literature. This model would help provide a greater understanding of the mechanism by which the work-family psychological contract, positive affectivity, and negative affectivity are linked to job satisfaction of employees.
Maria et. al. (2013), Workplace Bullying among Healthcare Workers, identified certain key elements in a set of job related organizational context. A sample size of 284 health professionals was selected. Research indicates that employees those who are victims of workplace bullying are dissatisfied with their job and working conditions has influence on employees satisfaction.

Mehrabian et. al. (2013), Factors Affecting Job Satisfaction among the Faculty Members at Guilan University of Medical Sciences, analyzed the factors influencing job satisfaction among the faculty members of Guilan University of medical sciences. Respondent size of 139 members was selected using stratified random sample. It was concluded that Friendly Working Environment, Environmental conditions, employees Welfare, Spiritual and Material incentives are factors that influence professors Job Satisfaction.

Mirfarhadi et. al. (2013), Life satisfaction and its determinants: a survey on Iranian nurses population, examined life satisfaction levels and its determinants among a sample of Iranian nurses. The respondent size of 390 nurses was selected by using random sampling method. The finding of the results shows that men employees are more satisfied than women employees and the main cause of dissatisfaction are low income and over workload. The result also suggests that working condition has positive relation with Life Satisfaction.

Mustapha (2013), The Effect of Promotion Opportunity in Influencing Job Satisfaction among Academics in Higher Public Institutions in Malaysia, examined the influence of promotion on Job Satisfaction among Academics in Higher Public Institutions in Malaysia. A total number of 320 respondents were selected using systematic random sampling. The result indicates that promotion opportunity has significant positive relation with Job Satisfaction. The research also concludes that Promotion plays a very important role in retaining employees in an Organization.

Ngah et. al. (2013), Leadership Styles of General Managers and Job Satisfaction Antecedent of Middle Managers in 5-Star Hotels in Kuala Lumpur, Malaysia, aimed to find out employees’ job satisfaction under the leadership of expatriate managers. Results showed that transformational leadership styles such as; idealized influence (behavior), intellectual stimulation, inspirational motivation had a significant positive effect on employee’s job satisfaction. Even transactional leadership styles of expatriates such as contingent reward produced significant positive effect on employee’s job satisfaction. However transactional leadership of management by exception (passive) of expatriate managers had a significant negative effect on job satisfaction. Therefore it can be concluded that Leadership Style or traits also influence employees Job Satisfaction.

Tsolaki et. al. (2013), Employees’ Commitment to the Organization of a Public District Hospital: a Case Study, investigated the employee’s commitment to the organization
and its co relation between Job Satisfaction and social, economic, demographic or other factors. The responded size of 121 employees from all departments of a public district hospital was selected. Self Administered Questionnaires were used which include Organizational Commitment questionnaires and Demographic characteristics. The result obtained shows that employees were moderately satisfied with their Jobs and Organization Commitment has correlation with Job satisfaction.

Arabshahi et. al. (2014), The relationship between personal characteristics, communication, studied the relationship between Personality traits, Job Satisfaction and Communication satisfaction. A Sample size of 50 directors and employees of a public company in Mashhad was randomly selected. The findings of the result show that there is a significant relationship between job satisfaction and communication satisfaction. So it can be concluded that Organization communication plays a very important role to increase employee’s satisfaction which can ultimately enhance their performance.

Fung et. al. (2014), Role of work-family enrichment in improving Job Satisfaction, emphasized on relation between Work-family enrichment and job satisfaction. Job characteristics such as Job autonomy and job involvement are independent variables and job satisfaction is dependent variable. Self administered questionnaires were used and data was collected from 280 public secondary school teachers from Malaysia. It was found that responded those who report high level of work-family enrichment has high level of job satisfaction.

Long et. al. (2015), The Relationship between Self-Leadership, Personality and Job Satisfaction: A Review, investigated the relationship between self-leadership, personality and job satisfaction among Employees. The conceptual Framework concluded by researcher is that Self leadership Strategies such as Behavior-focused Strategies, Natural reward Strategies, Constructive thought pattern Strategies and Personality dimensions such as Openness to experience, Conscientiousness, Extroversion, Agreeableness, Neuroticism or Emotional Stability Influence Job Satisfaction.

Saifullah et. al. (2015), Job satisfaction: a contest between human and organizational behavior, studied various independent variables that affect employee’s job satisfaction. The researcher concluded five main factors that influence ones job satisfaction. In These five factors are Empowerment, Management behavior, Teamwork, Motivation and working environment within organization. In conclusion it was found out that these variables have direct impact on employee’s behavior.