ABSTRACT
In this study, we focused on employee’s job satisfaction and its impact on the performance in the organization. Employee satisfaction refers to how happy, contented, and positive the employees are in the organization. We focused on various factors such as wages, salaries, promotion, benefits, environment that influence the satisfaction level of the employees and how to use them for improving the productivity of the employees. The employees face some issues such as unfavorable circumstances and unhealthy working conditions in the organization while working. This would overcome by creating a good and healthy working environment that not only motivates them to achieve higher performances but also satisfies their work-life balance. The main aim of writing was to maximize the worker’s job satisfaction and to encourage them to work efficiently and effectively. This paper also explains how the motivated employees perform better for the maximization of overall organizational goals.

Keywords: Job satisfaction, Employee performance, Employee productivity

INTRODUCTION
Employee satisfaction or job satisfaction is a terminology used to describe how happy and contented the employees are in the environment of an organization. It refers to the collection of positive or negative feelings an employee holds towards the job and organization. An organization is a place where many employees come together to work for the betterment of the organization and for achieving the designed goals effectively and efficiently on time. An individual may join many organizations during his life. Some of them give him/her good vibes and an amount of pleasure while working whereas other jobs don’t; this will have a direct impact on their productivity. The organization enjoys tremendous benefits by keeping the high morale of their workers. It is so far crucial for the firm to have satisfied employees in order to achieve its goals.

The employees who work in the organization come from different backgrounds differ in terms of their culture, beliefs, values, etc. It is important for the organization to make them feel comfortable in the organization environment. There are many factors that help in motivating and improving the performance of the employees in the organization. Some of these factors include incentives, healthy environment, perks and benefits, leave with pay, leadership, and social relationships, promotion systems. The employees are more productive and loyal when they are satisfied. They tend to give their 100% in every work assigned to them from time to time.

The concept of job satisfaction has become important for supporting the human relations approach. There is a separate department present in most of the organizations called as HR department. It deals with the current and future employees of the organization. They perform all the tasks related to employee from their recruitment and selection to their grievances redressing and retirement. It is the duty of this department to take care of the employees working in the organization and to make them efficient and satisfied so that they work to achieve the overall organizational goals.
OBJECTIVES

1. To study the behaviour of the employees working in organization who come from different backgrounds.

2. To emphasize on the factors that influence the job satisfaction of employee and to improve the employee satisfaction.

3. To study the impact of improved job satisfaction on productivity of employees.

REVIEW OF LITERATURE

The study of the job satisfaction level of employees working in the organization interests both the people working in the companies and the researchers studying them. Job satisfaction means doing a job that one enjoys, performing the tasks well and getting reward and recognition for the efforts. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007). The job satisfaction improves the productivity of the employee and he or she will perform better.

Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004). If the rewards are assigned to achieving the particular desired results, performance will improve and competitive spirit arises among the employees. Employee satisfaction is defined as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she actually receives (Cranny, Smith, & Stone, 1992). Level of expectations of an employee is most important factor that influences his job satisfaction. If an employee gets more than what he expected from a job, he will be more satisfied and his productivity rises.

There is no limit for the employees to reach the full satisfaction and it may vary from employee to employee. Sometimes they need to change their behaviors in order to execute their duties more effectively to gain greater job satisfaction (Miller, 2006). The employees are also required to adjust themselves in any organization they work for. They have to accept the rules and regulations such as wearing only formal clothes, maintaining the decor of the organization and work accordingly and should try to create a friendly and cooperative environment. This will boost up their morale and improves their performance.

ORGANISATIONAL FACTORS INFLUENCING THE JOB SATISFACTION

There are various factors divided into two categories as organizational factors and personal factors that influence the job satisfaction of the employees are discussed below. An organization has to consider all these factors in order to achieve the desired goal by satisfied and contented employees. Some of the organizational factors which affect job satisfaction are:

Wages and salaries

Wages and salaries play a crucial role in influencing job satisfaction. This is basically because it involves money which is an important factor in fulfilling one’s needs. According to Maslow’s model money satisfies the first level need. It also serves as status symbol as higher salary received by the employees leads to more devotion of efforts in the organization.

Compensation and benefits

Monetary and non-monetary benefits play important role in satisfaction of employees. Compensation is described as the reward the employee expects from a job. They should be provided with non-monetary benefits also such as travel packages, gift vouchers on festivals, insurance policies, etc. This do not only increases their satisfaction level but also motivates them to work sincerely and satisfy their safety needs.
Promotion

Promotional chances affect the job satisfaction as it indicates on employee’s value to an organization which boosts his/her morale. The opportunity of promotion satisfies the employees as they take promotion as the ultimate achievement in the career. If promotion is directly related to the work assignments and responsibilities, then it can be a highly effective variable.

Work group

A friendly and co-operative group provides ease to the group members to interact with each other. It serves as a source of advice, help and assistance to the individual group members. Existence of a work group in an organization common, it creates more productivity among the group members and new social relations are developed.

Company policies

Organizational rules and policies also play a vital role in affecting the job satisfaction of employees. These policies govern the employee behaviour in the organizations. An organization should have both types of policies explained as liberal and strict policies. These can have positive or negative impact towards the organization. Liberal policies usually result in positive way for job satisfactions. Strict policies will create dissatisfaction or negativity among the employees.

Relations with supervisor

The relationship between the supervisor and subordinates plays an important role in satisfaction of employees. There has to be a good working relations and communication between the two in order to create a positive satisfaction among them.

Working conditions

Good working conditions motivate the employees, as they lead to more physical comfort. A clean and healthy working environment is usually desired by the employees working in organizations. Noise, working hours, cleanliness of the work place are some the features which affect job satisfaction. On the contrary, Poor working conditions create job dissatisfaction as the fear of ill health arises.

PERSONAL FACTORS INFLUENCING THE JOB SATISFACTION

Personal determinants of the individuals also play a very crucial role as to whether they are motivated and satisfied at the job or not. These factors lead to the psychological and emotional satisfaction of the employees of the organization so that they work efficiently and effectively. Some of the important personal factors are:

Age

People who are at younger age are more active in participating in the organization. People getting older in age become more mature and realistic and are willing to accept available resources and benefits and are satisfied about the working situation. Young employees are likely to accept new challenges whereas old age employees show their resistance towards new changes in the environment.

Personality

Personality traits of an individual such as are self-esteem, maturity, decision making, challenge and responsibility are directly related to job satisfaction. These factors consist of psychological needs of an employee. The perception and responsibility taking trait of an employee affects the satisfaction level towards the organization.

Expectations

The satisfaction level of employees is affected by their expectations level from job. If an employee gets more than what he expected from an organization, his level of satisfaction rises. On the contrary, if a worker gets less than its expectation his/her morale will go down.
Tenure

Employees who served a longer tenure in an organization are expected to be highly satisfied with their jobs. With the work done for a longer period they are assured of the job security and can think of spending their more working years in serving the same organization.

Education

Education level of an employee plays an important role in his satisfaction level as it provides a platform for improving one’s personality. A highly educated employee may easily understand the work given to them and possess thinking power and rationality.

IMPROVING EMPLOYEE SATISFACTION

It has become important on the part of leaders in the organization to improve the satisfaction of employees. The attitude and morale of the employees represents the morale of company in the market. Satisfied employees perform better and it creates higher sales and best customer services by the company. So improving the satisfaction level of the employees not only improves their performance in the company but also creates a better image of the company in the eyes of their customers and in the market. There are following ways through which the job satisfaction of the employees can be improved:

Positive Working Environment

The company should provide the positive working environment as it is the basic requirement of any employee working in the company. Good working conditions and healthy environment boosts up the morale of the employees and keep them motivated. Providing them with best tools and equipment helps in improving the performance towards the company, customers and market.

Reward and Recognition

A proper evaluation of performance of the employees should be made and they should be given rewards for the same. Rewards can be in either monetary or non-monetary terms such as bonus, discount coupon, tour packages, etc. Recognition refers to acknowledgment of an individual behaviour and efforts in the organization. Personal recognition helps in boosting up the morale of the employees like a pat on the back, employee of the month, etc.

Involvement and engagement of the workforce

The company should make an effort to engage and involve the employees in the day to day decisions and working of an organization. Suggestions and feedback should always be invited from subordinates in order to increase their involvement in the organization. This creates a sense of satisfaction among them that they are also a part of the organization.

Training and development

In order to get the best out of an employee it is necessary to provide them with education, training and coaching to improve the skills and abilities. An organization should provide on the job and off the job training from time to time to all the employees which increase motivation. The trained employee requires less supervision and is willing to control the job on his own.

Evaluation of job satisfaction

The continuous evaluation and improvement of the employees is a key to motivate them and to make them contribute at the most in the organization. The main purpose of evaluation is to measure progress and determine what areas require improvement. Continuous evaluation includes the measurement of attitudes, morale, and motivation of the workforce. It includes the identification of problem areas requiring improvement and designing and implementation of an improvement plan. Many organizations conduct a job satisfaction survey at least once a year.
Grievances redress mechanism

The grievances may arise due to improper working conditions, bad relations with the supervisor, irrational management policies such as quick transfers, delayed promotions. An organization should create grievances redressing department for resolving the problems faced by them and quick action should be taken for any complaints after gathering the adequate information.

Thus, it is important for any organization to work on improving the satisfaction of the employees working there and assure the best working conditions provided to them. The rewards and personal recognition should be made from time to time. The workers should be engaged and involved in the working and decision making by inviting suggestions from them and at last an organization should take a survey on timely basis to ensure the satisfaction of employees and determine what areas require improvement.

Impact of employee satisfaction on productivity

The satisfaction of employees will improve their productivity in the organization. It is important for an organization to satisfy their employees so that they will perform better and contribute towards the achievement of overall organizational goals.

Performance

A satisfied worker is more productive in his work in the organization, A happy worker is ready to accept all the changes and perform the given tasks efficiently. He/she thinks of the organizational goal as their own and gives their 100% in achieving them by improving the sales and customer service.

Turnover

A satisfied employee is less like to leave. An employee who performs on higher level is usually retained for a longer time in a company. These employees work harder to achieve the assigned targets thereby improving the sales and turnover of the company.

Improved attendance

A happy and satisfied employee is likely to be regular on his job. The level of absenteeism reduces in such type of organization where the employees are motivated and satisfied. Employees who feel their work is important and interesting are regular in attendance.

Less unionisation

Unions develop when there is dissatisfaction among the employees of the organization. Dissatisfaction arises due to unfavorable circumstances, working conditions, inadequate wages and salaries and thus it leads to the formation of unions. When the employees are provided with good working conditions and other satisfying conditions they are less likely to form any union.

CONCLUSION

In this study by observing the various deliberations above, we can conclude that the job satisfaction of the employee boost up the morale of the organization. A company should take into consideration the needs and requirements of the employees working there and make the strategies accordingly to create job satisfaction among the employees in order to improve their productivity in the organization. The employees face some issues such as unfavorable circumstances and unhealthy working conditions in the organization while working, this would overcome by creating a good and healthy working environment that not only motivates them to achieve higher performances but also satisfies their work-life balance. A company can create favorable conditions, adequate pay scale, grievances redressing forum, rewards for achieving desired targets and good customer service to retain the best employees in the firm so that the morale of the firm increases and it creates a good image to its customers and marketplace.
REFERENCES


