A STUDY ON FACTORS AFFECTING EMPLOYEES' JOB SATISFACTION

[1]Athul Mohan,[2]Dr. Ciby Thomas

[1]*M.tech, Industrial Engineering and Management, Department of Mechanical Engineering, RIT, Kottayam*
[2]*Professor, Department of Mechanical Engineering, RIT, Kottayam*

Abstract - *Employee job satisfaction is the condition in which employees enjoy their positions and feel rewarded for their efforts that are put by them on the job. This project is intended to identify various factors that influence employee job satisfaction. Employees move to other jobs if they are not satisfied with the factors. The present era of employees have many opportunities. So at the instance when they feel dissatisfied with their job, they move to other job. Employees' turnover commonly associated with employees' dissatisfaction. Apparently, employees' turnover is significant with employees' attitude and behaviour. It is important to develop and ensure employees' job satisfaction to benefit individual and organization. The objective of this paper is to identify the various factors affecting job satisfaction.*

Keywords:*Employee turnover, Job satisfaction, Demographic characteristics of employees, Nature of work, Working environment, Employee relationship with peer group and supervisor, Career/growth opportunities, Payment, Work-life balance, Organizational commitment.*

I. INTRODUCTION

In a competitive organizational environment, employees are the important internal wealth. The satisfied employees are considered to perform well and stay loyal to the organisation. Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the management. This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work-life balance. Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work. This makes job satisfaction an issue of substantial importance for both employers and employees. As many studies suggest, employers benefit from satisfied employees, as they are more likely to profit from lower attrition and higher productivity if their employees experience a high level of job satisfaction. Job satisfaction has been defined in several different ways and a definitive designation for the term is unlikely to materialize. A simple or general way to define it therefore is as an attitudinal variable: job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.

II. METHODOLOGY

In this paper, various literature such as journal articles and text books have been referred to get relevant data to achieve the objective of identifying the various factors affecting job satisfaction. Discussions were conducted among employees in order to determine the influence of the identified factors.

III. FACTORS AFFECTING EMPLOYEES' JOB SATISFACTION

3.1 Job Satisfaction

J.P. Wanous and E.E. Lawler (1972) refers to job satisfaction as the sum of job facet satisfaction across all facets of a job. C.R. Reilly (1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. Knoop (1995) describes job satisfaction as general attitude towards job and its subdimensions. Erdogan (1996) describes Job satisfaction as a combination of individual's positive emotions against his/her work. He concludes that, if an employee is having high degree of job satisfaction, they like and have positive value towards their job. Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Locke (1976) and Oshagbemi (1999) defining job satisfaction as positive feelings and emotional attitudes against work. Individual's positive attitude to the job proves that he/she has job satisfaction and vice versa shows that low degree job satisfaction or no satisfaction.

Lyord (2000) defined job satisfaction as an employee's general attitude toward their job. It is the extent to which people like (satisfied) or dislike (dissatisfied) with their jobs. Sousa-Poza (2000) proposed an alternative approach. It is based on the assumption that there are basic and universal human needs, and that, if an individual's needs are fulfilled in their current situation, then that individual will be happy. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. According to Robbins, Judge and Sanghi (2004), job satisfaction is individual's positive feelings about his/her job and its characteristic structure. In this sense, all components of the job are effective against the formation of job satisfaction.

3.2 Factors Affecting Job Satisfaction

Porter and Lawler (1968) divided influences on job satisfaction into internal satisfactory factors related to the work itself, such as: feeling of achievement, feeling of independence, self-esteem, feeling of control and other similar feelings obtained from work, and the external satisfactory factors not directly related to work itself, such as: receiving praise from the boss, good relationships with colleagues, good working environment, high salary, good welfare and utilities. Porter, Steers, Mowday, and Boulian (1974) argued that satisfaction mediates between antecedents such as age, gender, work experience, and type of organization, job scope (Hackett, Bycio, &Hausdorf (1994)), fair policies (Folger&Kanovsky (1989), Schaubroek, May, & Brown (1994), Tyler &Blader (2000)), good working relationships, prototypical leaders and participative decision processes (Morris, Hulbert, & Abrams (2000)), and perhaps clear intergroup boundaries (Hogg (1993)). Glissonand Durick (1988) considered the worker and the nature of the work itself as two important factors affecting job satisfaction. Efraty and Sirgy (1990) describe job satisfaction as "one's effective appraisal of various job dimensions"; this includes the work itself, supervision, pay, promotion policies, and co-workers. Idson (1990) looked beyond the demographic characteristics of employees and concentrated on characteristics congruent to work environment. Yamaguchi and Garey (1994) declared that workers who are more comfortable with their work environments demonstrate more satisfaction with their jobs but that satisfaction differed by individual characteristics. Meyer and Allen (1997) distinguished between distal variables and proximal variables that affect turnover. They suggest that the most distal variables include work experiences, socialization experiences, management practices, personal characteristics, and environmental conditions. Between these distal variables and turnover intention Meyer and Allen posit a series of increasingly proximal variables. These begin with work experiences, role states and psychological contracts, followed by affect, norm and cost related judgments which then bear on commitment variables, which then determine outcomes. Other outcomes in their model include retention, productive behaviour, and employee well-being.

Syptak et al., 1999 says variables selected to measure job satisfaction need to represent all aspects of the work environment: human relations, the job itself, personal feelings, and membership within the organization. Rose (2001) have viewed job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs; these are symbolic or qualitative facets of the job. Extrinsic sources of satisfaction are situational and depend on the environment, such as pay, promotion, or job security; these are financial and other material rewards or advantages of a job. Both extrinsic and intrinsic job facets should be represented, as equally as possible, in a composite measure of overall job satisfaction. This distinction, as described by Rose (2003, 2005) relates to the double meaning of the word 'job': the work tasks performed and the post occupied by the person performing those tasks. The meaning of 'job' as a post or appointment is of primary importance.

Veldman (2003) describes the various turnover dimensions. This clearly illustrates the employee demographic characteristics as gender, age, education, marital status and years of service along with some of the major factors that affect employee retention and turnover which are supervisor support, employee communication, compensation, recognition and rewards, work environment, career development opportunities and finally resulting in either retention or turnover. Gazioglu and Tansel (2006) elaborated on Idson's theories pertaining to work environment and extended their research to include work environment with supervisors, including employment and achievement and supervision. Fung-Kam (1998), Siu (2002), Cimete et al. (2003), Kacel et al. (2005), Mrayyan (2005) conducted additional research has been performed on characteristics related to: organization worked for, level of responsibility, employment type, work duration, and compensation related to individual employee characteristics.

Vidal, Valle and Aragon (2007) defined Job satisfaction as complex phenomenon with multi facets and influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment. Baah and Amoako (2011) described that the motivational factors like nature of work, sense of achievement from their work, recognition, responsibility that is granted to them and opportunities for personal growth and advancement helps employees to find their worth with respect to value given to them by organization. Further, this can increase motivational level of employees which will ultimately raise internal happiness of employees and that the internal happiness will cause satisfaction.

Dockel (2003), Joao (2010), Kraimer, Seibert, Wayne, Liden, &Bravo (2011), Morrow (2011), Ferreira (2012) identified a set of specific factors that may influence staff retention. These include factors such as compensation (monetary and non-monetary rewards); job characteristics (skill variety and job autonomy); training and development opportunities (formal development activities provided by the organization); supervisor support (recognition by and feedback from supervisors to employees); career opportunities (internal and external career options an employee may have); work–life balance (employee's ability to meet both work and family commitments); and organizational commitment (employee's emotional attachment to, identification with, and involvement in the organization). Research has provided evidence that these retention factors contribute to reduced voluntary turnover, lower intentions to leave, enhanced productivity, more committed and satisfied employees and the effective management of retention practices.

Rifayat Islam et. al. (2012) indicated there were nine dimensions namely, Coordination and Leave Facility, Reward & Future Opportunities, Vision of the Company, Work Process, Empowerment, Peer Relationship, Health & Insurance Policy, Strategy of the Company and Fair Retirement Policy was homogeneously loaded to the different factors. This means that each of the nine dimensions loaded into related factors are all related to job satisfaction. Tariq et al (2013) conducted a study in telecom sector and revealed that there are different variables like workload, salary, stress at work place and conflicts with family due to job leads an employee towards dissatisfaction that further results in turnover.

3.2.1 Demographic Characteristics
Vast amount of research on the issue of job satisfaction has been documented based on demographic characteristics. Differences have been also found according to demographic characteristics, such as gender (Clark (1997), Wharton et al. (2000)), age (Clark (1997), Eskildsen et al. (2003)), education level ((Clark (1996), Verhofstadt and Omey (2007), income (Tang (2007), Clark et al. (2009)), and tenure ((Oshagbemi (2000), Kalleberg and Mastekaasa (2001)).

Doering et al. (1983), Wagner and Rush (2000) suggests that older workers tend to have lowers needs for achievement and higher needs for affiliation than do younger from empirical evidence. Therefore, it can be said that younger and older workers may differs in their orientation toward self, others and works. Eagly, Karau, &Makhijani (1995), Irving et al. (1997), Timberlake (2005) suggested that gender should affect the relationship between our variables of interest because men generally attain higher status and potentially more fulfilling roles in organizations. If so, gender should be a significant antecedent of turnover intention Furthermore, there is research indicating how relationships between organizational variables might differ as a result of gender (Houston & Marks, 2005). We might also expect the relationships between job satisfaction, identification, and turnover intention to vary by gender such that women may persist working in an organization despite dissatisfaction, in part because they may have less flexibility to seek alternatives given their non-work commitments (Houston, 2005). Similar reasoning applies to age and length of tenure. Increasing age and tenure are likely to be associated with greater seniority and security, and hence stronger links with an organization (Meyer, Allen, & Smith (1993), Veenstra et al. (2004)).

Kavanaugh et al. (2006), Ng and Sorensen (2008), Schroder (2008), Furnham et al. (2009) considered demographic factors because they have an influence on employee retention strategies. Several studies in which demographic factors have been employed to investigate job satisfaction and job attitudes have shown that they are strong predictors of turnover intentions. With respect to years of service, Ng and Sorensen (2008) reported that employees with higher tenure may have familiarity with their work role and have reached a higher level of career attainment than those employees with lower tenure. On the other hand, a further study conducted by Kavanaugh et al**.** (2006) revealed that nurses with different levels of tenure are not motivated to remain with an organization by the same incentives. Moreover, in a study by Crawley (2005) on the military, he reported that women with five to eight years of service are most likely to leave. A descriptive statistics report by Luekens et al. (2004) suggests most clearly that retained employees are more likely to be male than female. In a related study, Ingersoll (2001) found males were slightly more likely than females to stay. Aside age and gender, level of education or qualification is found to be positively associated with turnover suggesting that the more educated employees are, the more likely they are to quit. With marital status, Crawly (2005) in his study found that for single officers without children, 58 percent of men and 53 percent of women said they intended to remain in uniform. This concludes that married employees have higher intention to leave due to family commitment than unmarried employees. Higher income levels are significant for employees to be retained.

Chao, O'Leary-Kelly, Wolf, Klein, & Gardner (1994), Rollag (2004), Vandenberg & Self (1993), Boswell et al. (2005, 2009) claims that organizational tenure is positively associated with the extent to which employees develop clearer work roles and understanding of their organization's social and political environment. Since less tenured newcomers know less than more tenured insiders about their organization's social and political environment (e.g., social norms, culture, and human resources management practices) and their role within the organization, they may find it more difficult to make sense of changes in

their work conditions and hence in their job satisfaction and, in turn, form clear expectations for future work conditions. Job satisfaction change would relate more positively to work expectations as organizational tenure increases, since organizational tenure is associated with the extent to which employees develop a clear cognitive framework of their work roles and their organization. There is also evidence that job satisfaction levels decrease systematically as a function of tenure in an organization.

According to research, job satisfaction has risen by teenagers, by the twenties decreased, and by the forty again soared. For the young respondents the main factors of job satisfaction are possibilities of a term process and the nature of the work. For older workers is becoming less important nature of the relationship between employees and management, which results from their greater independence and their greater prestige in the working collective. According to Sutekova (2012) job satisfaction tends to increase with age, but conducted researches have shown a decline in satisfaction in the age group from 40 to 50 years of age. According to Sheppard and Herrick (1972), Vagnerova (2007) is again the largest share of disgruntled employees just among young people aged 20-29 years. As a proof they state that after the initial enthusiasm, which young people inserted to work at the beginning of their working life comes a significant drop in satisfaction, with the largest drop in the 3rd decade of life. From about 30 years satisfaction increased again. One explanation is that satisfaction is related to the expectations with which young people starting their work. At the beginning of their careers are highly unrealistic about their expectations, and very soon they face barriers of reality, which results in dissatisfaction with working conditions. With age, it is believed that people's expectations are more realistic and also more people adapt to the working environment, thereby is diminishing their dissatisfaction.

3.2.2 Nature of Work
Price & Muller (1986) and many other researchers supported the validity of the Job Characteristics Model (JCM), as the degree to which a job requires a variety of different activities in carrying out the work, which involved the use of a number of skills and talents of the employee. Spector and Jex (1991) found that perception on job characteristics and job satisfaction was moderately related, a value of 0 .32 to 0 .46. Herman (1997), Mcconnel (1999), Richardson (1999) found that Job satisfaction is high if the employees perceived low level of organizational stress. Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements (Howard &Frink (1996), Wayne (2006)).

De Cooman et al. (2008) suggest that there is a need for further theorizing on job satisfaction also including individual differences. The established pattern of individual differences also associates with individual differences in work values. Cremlin and Biosier (2009) in a research concluded that there is a meaningful correlation of job satisfaction and job stress. Plizeir and colleagues (2007) categorized uncommon work conditions as an important source of job stress which leads to anxiety disturbance and depression of employees. Wanan and colleagues (2003) argued that high control and less job complexity causes job stress to reduce and individual feels merit. Coelho and Augusto (2010) stated that task identity encourage the feeling that the job is meaningful and worthwhile thus motivating the employee to work smart.

3.2.3 Working Environment
Aiken, Clarke, & Sloane (2002) claims that many businesses fail to understand the importance of working environment for employee job satisfaction and thus face a lot of difficulties during their work. Such organizations are internally weak therefore unable to introduce innovative products into the market to outshine their competitors. Arnold and Feldman (1996), Baron and Greenberg (2003) promoted factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions. The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

Sousa-Poza (2000), Gazioglu&Tanselb (2006), Skalli, Theodossiou, &Vasileiou (2008) concludes that the working environment consists of two broader dimensions such as work and context. Work includes all the different characteristics of the job like the way job is carried out and completed, involving the tasks like task activities training, control on one's own job related activities, a sense of achievement from work, variety in tasks and the intrinsic value for a task. Many research papers have focused on the intrinsic aspect of the job satisfaction. Results have shown that there is a positive link between work environment and intrinsic aspect of the job satisfaction. Further they described the second dimension of job satisfaction known as context comprises of the physical working conditions and the social working conditions. Tracey and Hinkin (2008) concludes that employees' turnover rates are driven by employees' dissatisfaction to the job environment which resulted in the reduction of their contribution to their job.

Sell and Cleal (2011) developed a model on job satisfaction by integrating economic variables and work environment variables to study the reaction of employees in hazardous work environment with high monetary benefits and non-hazardous work environment and low monetary benefits. The study showed that different psychosocial and work environment variables like work place, social support has direct impact on job satisfaction and that increase in rewards does not improve the dissatisfaction level among employees. Bakotic&Babic (2013) found that for the workers who work under difficult working conditions, working condition is an important factor for job satisfaction, so workers under difficult working conditions are dissatisfied through this factor. To improve satisfaction of employees working under difficult working conditions, it is necessary for the management to improve the working conditions. This will make them equally satisfied with those who work under normal working condition and in return overall performance will increase.

3.2.4 Employee Relationship with Peer Group and Supervisor
Kaye & Jordan-Evans (2000) pointed out that lack of benefits and trust by employers to employees will initiate dissatisfaction and in turn contribute to employees' turnover. Employers are more concern to the revenue, profit and productivity rather than employees' wellbeing who are working for them. This will definitely lead to job dissatisfaction and resulted in employees to resign and jumping to other company that offer better benefit and advantages Another cause is lack in communication at workplaces, contribute to high rate of job dissatisfaction.

Hackman & Oldham (1974), Churchill et al. (1974), Erdogan (1996) Mullins, (1996), Wright & Kim (2004), George and Jones (2005) states that co-workers are effective on especially individuals that just started to the work in the organization. New employees are unfamiliar with the rules of formal and non-formal principles in the organization. In this sense, their colleagues are effective in this adaptation process. Colleagues and co-workers have an effect on job satisfaction. Technical and social support and to be sufficient in the business field may be affective on individual's job satisfaction. The employees that supporting each other and work timely, accurate by considering group rules and to be in this group may be considered positive and improve job satisfaction level of the individual. According to Spector (1997), behaviour by an employee intended to help co-workers with the organization, outside the employees' specific assigned tasks or above or beyond the call of duty as well as technical competency, the work group can be a strong source of job satisfaction (Price & Mueller, (1986)). Individuals as a social being, especially in organizations must work together and collaborate on some specific issues. While they are communicating and interacting with others, they become satisfied or dissatisfied with their personality traits and behaviours. Therefore, given the importance of an individual's job satisfaction co-workers dimension is used.

Lee andMoreo (2007) indicated that employees are likely to have many interactions with coworkers and tended to be more satisfied with their job and felt more committed to the organization if their values were congruent with the supervisors Although the support of supervisor is not very crucial in satisfaction but it has positive impact on satisfaction (Griffin, Patterson and West (2001)). According to the study conducted by Friedlander and Margulies (1969), it was discovered that management & friendly staff relationships contribute to the level of job satisfaction. De Gieter, De Cooman, Pepermans&Jegers (2010) shown that satisfaction with psychological rewards also plays a key role in satisfying people, and is sometimes even more important than pay.

Berman et al. (2010) states that the employee motivation is obviously important. In fact, it is one of the most important and essential factors for the achievement of employees, and ultimately the organizational targets and goals. Fisher (1980) refers communication to the act, contact or double interacts among the individuals in delivering information, meanings and understanding. Several professionals have expressed mixed opinions on communication competency used as a predictor of employee success (Ryan &Sackett (1987)). According to Branham (2005), ineffective communication at work places may result in employees' feeling being disconnected from organizations' general and mutual feeling. This can be due to uncertainty in employees' position and purpose in organization. This will result in employees failing to recognize their performance measures moving up and no sense of improvement. Thus, communication in between employers and employees are equally important in ensuring the stability and harmonization at workplaces.

Havig, Skogstad, Veenstra, &Romoren (2011) studied on relationship between job satisfaction and the leadership style of the working group. Saif&Saleh (2013) states empowerment as the mechanism of giving an employee the authority to make decision and is often allied with the distribution of responsibility from managers to other employees. Empowerment was defined earlier as providing an organization's employees with the authority to deal with matters related to their daily job activities (Ripley (1992), Huxtable (1994)) demonstrated that empowerment can increase the motivation of employees in doing the routine work, improves their job satisfaction, enhances their loyalty and productivity, and reduces the turnover intentions among them.Abdullahet al. (2012), Musriha (2013), Ghorbanhosseini (2013), Zincirkiran, Emhan, &Yasar (2015) found that the teamwork had positive effect on job satisfaction. Meyerson&Dewettinck (2012), Raza, Mahmood,

Owais&Raza (2015), Wadhwa&Verghese (2015) has widely been recognized employee empowerment as an essential contributor to organizational success and many authors observed its direct effect on job satisfaction.

3.2.5 Career and Growth Opportunities

Luthans (1973) describes promotion as an effective factor and has significant impact on the process of an individual's job satisfaction and one of the key elements in the development. It is seen that individuals that do not have any expectation of being promoted are more satisfied than the employees that waiting to be promoted and effort for this. It is expected and seen that this promotion expectation is positively affecting individual's performance but negatively affecting individual job satisfaction (Churchill et al, (1974), Bassett (1994), Oshagbemi (1999)). Individuals, after a long period of experience, business knowledge and skills, they hope and wish to have better conditions and to be promoted in their work (Price & Mueller, (1986)). By using the promotion mechanism and as a result of it they got positive developments on their life and social status, they are being more satisfied. Organizations, by using advancement facilities, aim to increase individuals' motivation and job satisfaction. Employee status achieved by promoting is not used only in the work field, also used in their private life.

Sverke, Hellgren and Näswall (2006) explains the consequences of job insecurity as attitudinal consequences and behavioural consequences. Attitudinal consequences: Job insecurity has been found to be related to a number of attitudinal reactions. The most commonly researched context is job satisfaction and it reveals that employees who felt insecure about their future of job were more dissatisfied compared to employees who perceived their future of job situation as more secure. Behavioural consequences: An employee who feels insecurity about his job situation shows a variety of behavioural reactions in an organization. One of them is employee's less inclination to remain in the organization, this means job insecurity may lead to higher levels of turnover intention. This is so important for managers to keep qualified workers in the organization as they may more easily find a new job and are more likely to quit if they feel job insecurity. Employees' performance may also be affected by their feel about job security.

Lee and Moreo, (2007) states that providing opportunities for career development and enhancement of employee skills, opportunities for the advancement of knowledge, and incentives that challenge workers to advance from current positions would not only enhance employee performance, but also foster relationships between line employees and management, which represents a valuable role in retaining employees.

Staufenbiel and Konig (2010) declare in their study that job insecurity led to reduced work attitudes and this causes a reduction in performance and an increase in absenteeism and turnover intentions. They advise managers who believe that increasing job insecurity is a practicable motivation strategy should be warned not to overlook that the effects of job insecurity are predominantly negative. Maonu, et al (2014) suggests that an insecure worker redirects his/her remaining energy towards considering other job alternatives, possibly along with increased turnover intentions. They found in their study that turnover intention is likely to be one coping response when an employee's current job is threatened. All these are parallel to our findings as there is a positive relationship between turnover intention and job insecurity.

Elnaga& Imran (2013) refers employee training to programs that aim to provide employees with required information, new skills to enhance the opportunities of professional development. Past studies revealed that training had significant positive effect on job satisfaction. Gazioglu and Tansel (2002), Chiang, Back, & Canter (2005), Leppel, Brucker, & Cochran (2012), Sabir et al. (2014), Hafeez and Akbar (2015) also confirmed that training employees can lead to favourable job satisfaction and reported that, more the employees receive training, the more efficient their level of performance would be.

Savickas&Porfeli (2012), Ferreira (2012), Guan et al. (2014) defines career adaptability capacities function as a source of resilience for individuals in the construction of their careers and may potentially influence their attraction, retention and intention to leave. Research shows significant associations between career adaptability and career and work related outcomes, such as success in the workplace, work engagement, job satisfaction, job embeddedness and organizational commitment (Ferreira (2012), Rossier,Zecca, Stauffer, Maggiori, &Dauwalder (2012)). People's careers are contextually specific and socially embedded (Dany (2014)) and influenced by their perceptions and feelings of career success and satisfaction (Fleisher, Khapova, & Jansen (2014)).

Afiouni and Karam (2014) postulate that individuals' perception of career success and satisfaction is constructed through the interaction of individuals' agency with their context and the agentic processes by means of which individuals adapt to facilitate better alignment between personal preferences and needs and the structural contexts in which they pursue the career. Zacher (2014) found that high levels of career adaptability are also seen to positively predict levels of career satisfaction. Career adaptability resources are presumed to help prevent person–job mismatch and underemployment and positively

influence career satisfaction and retention (McKee-Ryan & Harvey (2011), Gutman&Schoon (2012), Takase, Nakayoshi, &Teraoka (2012)).

3.2.6 Payment

Adams (1965) introduces equity model in which people compare their input/output ratio which reflects the rewards they receive in return for the work they perform to that of a comparison person to determine whether they feel satisfied in their job. Similarly, in the discrepancy model of Porter and Lawler (1968) people's job satisfaction is determined by a comparison of their current job conditions (including the rewards they receive) to their ideal job. Apart from its role in theories on job satisfaction, the centrality of job rewards is also obvious when screening instruments that are utilized to measure job satisfaction.

Luthans (1973), Johns (1996), Wright & Kim (2004) found that employees comparing their wages with the other employees and also compare the efforts with others. If the rate they expect is less than they get then they will be dissatisfied with their job, or if it is higher than they will be satisfied. According to Spector (1997), one of the most popular factors affecting job satisfaction is pay and compensations. In terms of individual's social requirements should be fulfilled, economic and financial dimension of the job considered highly important (Price & Mueller (1986). Wages as equivalent of labour is a factor that assessed and compared with others. As one of the most important components of job satisfaction concept, pay dimension is used in this study. Kathawala et al. (1990) had done a survey among salaried employees of the automobile industry and found that salary is the prime factor for the motivation and job satisfaction.

Ingersoll (2001), Johnson and Birkeland (2003), Kelly (2004), Stockard and Lehman (2004) conducted a large number of studies and examined the relationship between pay and retention and have found a consistent association between larger teacher salaries and lower rates of attrition. Williams et al. (2006) conducted study concerning satisfaction with financial rewards, a large body of studies has shown that people are more satisfied with their job when they experience higher pay satisfaction. The studies reveal that there are important individual differences in the relationship between satisfaction with financial and psychological rewards and job satisfaction, in that both reward types relate differently to job satisfaction for different person types. In line with equity theory (Adams (1965)) and the discrepancy model (Porter & Lawler (1968)) and contrary to the two-factor theory (Herzberg (1959)) and (Deci& Ryan (1985, 2002)), we find that financial reward satisfaction relates positively to job satisfaction. Zobal (1998), Chiu et al. (2002), Moncarz et al. (2009) treats compensation as a very valuable tool for retention and turnover. It is also a motivator for an employee in commitment with the organization which in result enhances attraction and retention. It also works as communicator when it is given to employee against his services which shows how much an employee is valuable for its organization.

Schleicher et al. (2010) uses the two most important instruments, the Job Descriptive Index (JDI) and the Minnesota Satisfaction Questionnaire (MSQ) both include a subscale referring to satisfaction with job rewards. De Gieter et al. (2010) states that the employees for whom financial reward satisfaction relates to job satisfaction have a stronger affective commitment and a lower turnover intention. This suggests that the observed individual differences may be due to differences in the mechanisms that drive job satisfaction and related concepts such as affective commitment and turnover intention. Rewards were equated with satisfaction with pay or financial rewards. For some individuals not financial reward satisfaction, but rather psychological reward satisfaction has the largest effect on job satisfaction. There is importance of satisfaction with pay or financial rewards varies across individuals (Kohn (1993), Mitchell &Mickel (1999)) and with the fact that some studies report strong nonmonetary orientations (Hansen, Ban, & Huggins (2003), Von Eckardstein&Brandl (2004)). In sum, these results clearly demonstrate that an operationalization of job rewards in terms of pay alone may be too constrained and that multiple types of job rewards ought to be taken into account.

3.2.7 Work Life Balance

Osterman's (1995) found that the nature of jobs and the workplace environment have a significant effect on the ability of workers to balance work and family obligations. High performance work practices the opportunity to participate in decisions, informal training, pay for performance, and good promotion opportunities all have a positive effect on work-family balance. Job demands such as long weekly hours, involuntary overtime, and conflict with co-workers all reduce workers' ability to balance work and family responsibilities. In contrast, a job that is intrinsically rewarding and that is challenging and requires workers to be creative and to use their skills increases the ability of workers to balance these demands. The finding that there is a positive relationship between practices that promote the integration of work and family life and more participatory or high-commitment work systems. More participatory work systems have made workers more committed to their organizations and that organizational commitment mediates the effect of more participatory work systems on work-family balance. The importance of job characteristics and workplace structures for workers' abilities to balance their work and family lives.Efforts

by managers to enhance organizational performance and commitment are thus likely to have the additional benefit of helping workers better cope with the competing demands of work and family.

Watson (2000) states that, although moods and attitudes are both affective in nature, they differ in stability and target specificity. That is, unlike a mood, which tends to be highly transient and diffuse, an attitude is more stable and has a specific object (e.g., job satisfaction is an attitude about one's job (Ilies& Judge (2004)). Judge and Ilies (2004) finding that mood at work is positively related to mood at home a phenomenon referred to as "mood spill-over". Williams &Alliger (1994), Judge &Ilies (2004) demonstrates mood based work-family spillover. Examples of attitudinal work-family spillover include Heller, Watson, and Ilies (2004) theorizing about the likelihood of employees' off-work life (e.g., family relationships) being influenced by their job satisfaction and by Judge and Ilies (2004) finding that employees with higher job satisfaction tend to report significantly more positive affect at home.

Etemadi (2004) who believes job stress is a state of psychological stress by means of that, all types of physical, mental and social forces and pressures are resulted, employees think and worry more about their work life. Job satisfaction is one of the important factors in increasing performance and causing positive views of the individual about his job, which is in correlation with salary level, social value of the job and conditions of work environment. Judge and Ilies (2004) found that employees who are more job-satisfied experience more home positive affect. On the other hand, this explanation cannot account for why Judge and Ilies found a significant linkage between employees' job satisfaction and their positive, but not their negative, affect at home. Heller and Watson (2005) did not report whether job satisfaction had direct effects on home positive and negative affect, so we do not know what relationship may have existed between these variables in their data. Heller & Watson (2005) define daily job satisfaction as an attitudinal evaluation of one's job or job experiences on a particular workday. Heller and Watson (2005) found that job satisfaction at work, measured in the afternoon, predicted marital satisfaction measured at night over multiple days (within individuals). The role boundary theory defines that the individuals create and maintain boundaries around the work and family domains as a way of simplifying and ordering their environment. The boundaries separating work and family roles are idiosyncratic, and differences among employees' degrees of work-family role integration-segmentation, which fall on a continuum ranging from high segmentation to high integration (Olson-Buchanan & Boswell (2006)), are influenced by the natures of their jobs and their individual characteristics (Kossek et al. (2005)). Therefore, individuals differ in the extent to which they allow, consciously or not, their daily job assessments to influence their feelings and attitudes. A work role boundary perspective would lead to the prediction that employees who cannot separate themselves from work that is, more work-family role-integrated employees will probably have more spillover at home of their job (dis)satisfaction.

Gable, Gonzaga, &Strachman (2006) found that those who discuss their work experiences, sharing positive work experiences (which cause high job satisfaction) should increase daily marital satisfaction, as suggested by laboratory research showing that when couples shared positive events, their relationship satisfaction increased There is also empirical evidence supporting an intra individual link between daily job and daily marital satisfaction. Wagner, &Morgeson (2007) suggests that Job satisfaction influences affect and is somehow observed that employees' affective states are also transmitted to spouses and other family members via emotional contagion. These shows the importance of affect for employees' social behaviour in their family roles (Ilies et al. (2007)).

3.2.8 Organizational Commitment
Porter and Steers (1973), Barrow (1990), Schlesinger and Zornitsky, (1991), Testa (2001) has been shown that Job satisfaction have a significant relationship to organizational commitment. Chow (1994) found that commitment has been considered as an important factor in predicting and understanding the behaviour of employee within the organization. It is generally believed that highly committed employees have greater loyalty, productivity and willing to carry more responsibility. Moreover, Organizational commitment can lead to the desire to remain in the organizations, exert more efforts to achieve the organizational goals, and devote greater energy to achieve these goals. McNeese-Smith (1997) indicated that employees who experience job satisfaction are likely to be more productive and stay on the job. Lease (1998) found that employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives.

Wagner and Rush (2000) indicated that older employees are more likely to be engaged in organisational commitment than younger employees. In one study in the industrial context, Salami (2008) has found that age, tenure, and educational level have clear and significant effect on organizational commitment. Wiedmer (2006), Salami (2008) have found age and tenure has its effect on the organizational commitment. Moreover, Buchana (1974), and Hall and Doughlas (1977), Allen and Meyer (1993) have found a positive relationship between employees' age and organizational commitment, whereas, Irving et al. (1997) found that age was not related to organizational commitment. Tella et al. (2007) also did not found any correlation

between tenure and organizational commitment. Salami (2008) found that age and job tenure are significant predictors of organizational commitment. Several researchers have reported mixed findings on the relationship between job satisfaction and organizational commitment. Many studies use different facets of job satisfaction to predict organizational commitment. The Most commonly used instrument to measure organizational commitment, is the organizational commitment questionnaire (OCQ) developed by Mowday et al.

Meyer et al. (2002), Azeem (2010) found that supervision satisfaction and pay satisfaction were significant predictors of organizational commitment through a sample of 128 employees from service industry. Tang and Chiu (2003) reported a positive relationship between pay satisfaction and organizational commitment in a survey of 211 full-time employees in Hong Kong. Malik, Nawab, Naeem& Danish (2010) indicated that work satisfaction, supervision satisfaction, pay satisfaction, and co-worker satisfaction were significantly correlated with organizational commitment of 331 faculty members in two Pakistani universities. Some researchers argued that job satisfaction reflects immediate affective reactions to the job while commitment to the organization develops more slowly after the individual forms more comprehensive valuations of the employing organization, its values and expectations and one's own future in it. Therefore, job satisfaction is seen as one of the determinants of organizational commitment (Mannheim, Baruch & Tal (1997). It is thus expected that highly satisfied workers will be more committed to the organization.

Meyer et al (2002), Chiu (2003), Azeem (2010), Malik et al. (2010) which shows that the more satisfied the employees are, the more committed they will be towards the organization. Sahoo, Behera, and Tripathy (2010) demonstrated that an employee who is committed to his or her job and career has less intention to take leave or quit, tend to feel satisfied about the job, and has higher intrinsic motivation. Karim&Rehman (2012) found that highly committed and loyal employees are very important in order to achieve organisational goals. This is because employees with higher degree of commitment toward the organization are perceived to be more productive, harmonious, have better loyalty towards their work, and possess higher responsibility and job satisfaction Ghorbanhosseini (2012) states that organizational commitment reflects the loyalty of an employee towards his or her organization. Rae (2013) thought about organizational commitment as a desire to maintain the affiliation with an organisation. Wadhwa&Verghese (2015) defined Organizational commitment as the degree to which an employee develops a feeling of belongingness to his or her organization. Such feeling is created among the employees through constant involvement in different organizational activities. There are several dimensions for organizational commitment: loyalty, responsibility, the willingness to continue in the work, and faith toward the organization (Diab&Ajlouni (2015)).
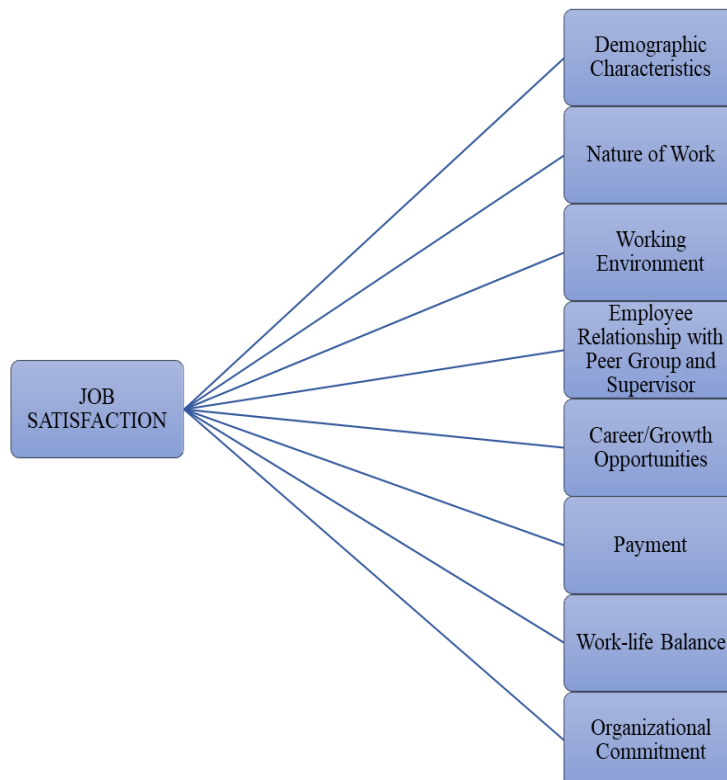

Figure 1.Factors Affecting Employees' Job Satisfaction

IV.   CONCLUSION

The various factors affecting employees' job satisfaction are identified and are found to be relevant in determining the satisfaction level of employees in an organization. The eight important factors are Demographic Characteristics. Nature of Work, Working Environment, Employee Relationship with Peer Group and Supervisor, Career/Growth Opportunities, Payment, Work-life Balance and Organizational Commitment. There is relationship between various factors and these factors need to be considered to obtain better job satisfaction among the employees.

[1] Hom, P.W., Lee, T.W., Shaw, J.D. &Hauskneckt, J.P. "One hundred years of employee turnover theory and research," Journal of Applied Psychology, vol. 102, pp. 530-545, (2017).

[2] Li, J.I., Lee, T.W., Mitchell, T.R., Hom, P.W. &Griffeth, R.G. "The effects of proximal withdrawal states on job attitudes, job search, intention to leave and voluntary employee turnover," Journal of Applied Psychology, vol. 101, pp. 1436-1456, (2016).

[3] Azeem, S. M., &Akhtar, N. "Job satisfaction and organizational commitment among public sector employees in Saudi Arabia," International Journal of Business and Social Science, vol. 5, pp. 127-133, (2014).

[4] Bakotic, D., &Babic, T. B. "Relationship between Working Conditions and Job Satisfaction: The Case of Croatian Shipbuilding Company," International Journal of Business and Social Science, vol. 4, pp. 206-213, (2013).

[5] Staufenbiel, T. and Konig, C. J. "A model for the effects of job insecurity on performance, turnover intention, and absenteeism," Journal of Occupational and Organizational Psychology, vol. 83, pp. 101-117, (2010).