

JOB SATISFACTION (an employees) IS GENERAL ATTITUDE TOWARD THE JOB

Elenica Sofijanov*, Goran Krsteski, Mite Ilievski***, Darko Andronikov****,
Tamara Jovanov***

**, „Goce Delcev” University, Faculty of Economics, „Goce Delchev” No: 89, 2000 Stip, Republic of Macedonia, elenica.sofijanov@ugd.edu.mk, tamara.jovanov@ugd.edu.mk*

*** Geneva Centre for the democratic control of armed forces – DCAF, Institute DCAF Ljubljana, Project manager, Dunajska cesta, No.104, SLO - 1000 Ljubljana, g.krsteski@dcaf.ch*

****Goce Delcev” University, Faculty of Agriculture, „Goce Delchev” No: 89, 2000 Stip, R.epublic of Macedonia, mite.ilievski@ugd.edu.mk,*

***** Goce Delcev” University, Technical – technological faculty, „Goce Delchev” No: 89, 2000 Stip, R.epublic of Macedonia, darko.andronikov@ugd.edu.mk*

ABSTRACT

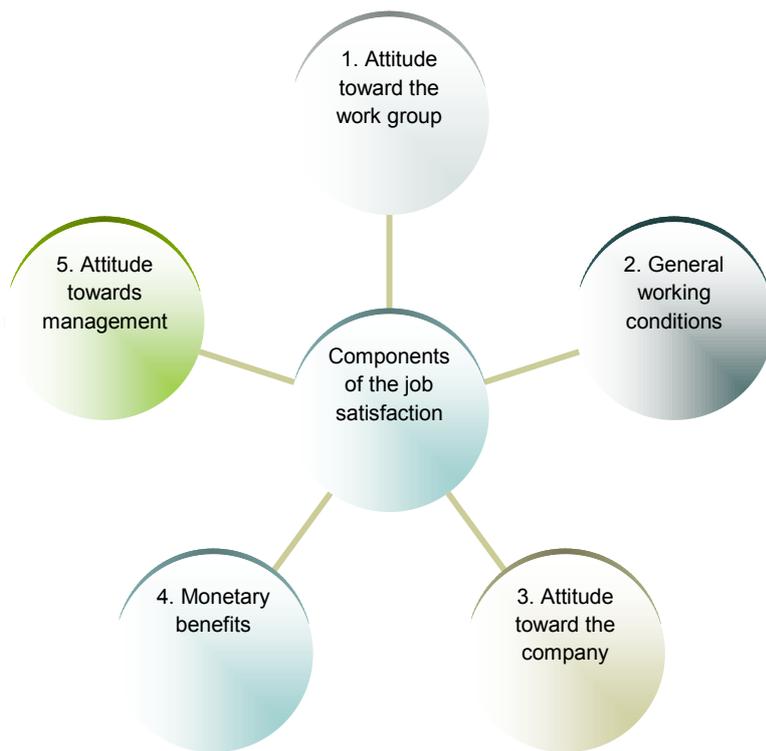
Job satisfaction is an employee’s general attitude toward the job. The organizational reward system often has a significant impact on the level of employee job satisfaction. In addition to their direct impact, the manner in which the extrinsic rewards are dispersed can affect the intrinsic rewards (and satisfaction) of the recipients. Trust, or lack of trust is an increasingly important issue for today’s managers. Trust is a positive expectation that another will not – through words, actions, or decisions – act opportunistically. Organizational behavior is also concerned with employee job satisfaction, managers should be concerned with their employees’ job satisfaction for three reason, first, there may be a link between satisfaction and productivity, second, satisfaction appears to be negatively related to absenteeism and turnover, and finally, it can be argued that managers have a humanistic responsibility to provide their employees with jobs that are challenging, intrinsically rewarding and satisfying.

Key words: job satisfaction, integrity, reward system, values, trust, authority, organizational behavior

Introduction

For many years, managers generally have believed that a satisfied employee is necessarily a good employee. In other words, if management could keep all employees happy, good performance would automatically follow.

Job satisfaction is not synonymous with organizational morale which is a feeling of being accepted by and belonging to a group of employees through adherence to common goals, confidence in the desirability of those goals, and the desire to progress toward the goals. Morale is the by-product of a group, whereas job satisfaction is more an individual contribute to morale and morale can contribute to job satisfaction.



There are five major components of the job satisfaction.¹

Job satisfaction refers to a collection of feelings that an individual holds towards his or her job. A person with a high level of job satisfaction holds positive feeling toward the job, a person who is dissatisfied with his or her job hold negative feeling about the job. When people speak of employee attitudes, more often than not they mean job satisfaction.

The evidence indicates that the most important factors conducive to job satisfaction are mentally challenging work, equitable rewards, supportive working conditions, and supportive colleagues.²

Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they're doing. These characteristics make work mentally challenging. Jobs that have too little challenge create boredom, but too much challenge creates frustration and feelings of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction.

Employees want pay systems and promotion policies that they perceive as being just, unambiguous, and in line with their expectations. When pay is seen as fair, based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. Similarly, individuals who perceive that promotion decisions are made in a fair and just manner are likely to experience satisfaction from their jobs.

Employees are concerned with their work environment for both personal comfort and facilitating doing a good job. They prefer physical surroundings that are safe, comfortable, clean, and with a minimum degree of distractions.

Finally, people get more out of work than merely money or tangible achievements. For most employees, work also fills the need for social interaction. Not surprisingly, therefore, having friendly and supportive coworkers' leads to increased job satisfaction.

The first proposition is the traditional view that satisfaction causes performance. The second is that satisfaction is the effect rather than the cause of performance. In this position, performance leads to rewards that result in a certain level of satisfaction. Thus, rewards constitute a necessary intervening variable in the relationship. Another position considers both satisfaction and

¹ Phillip B. Applewhite, *Organizational behavior* (Englewood Cliffs, NJ, Prentice Hall 1965, p.22

² Cited in K.J Dunharm, *Amid Shrinking Workplace Morale, Employers Turn to Recognition*, Wall Street Journal, November 19, 2002, p.B8

performance to be functions of rewards. It postulates that satisfaction result from rewards, but current performance also affects subsequent performance if rewards are based on current performance.

Research evidence generally rejects the more popular view that satisfaction leads to performance. However, it does provide moderate support for the view that performance leads to satisfaction. The evidence also strongly indicates

1. Reward constitute a more direct cause of satisfaction than does performance
2. Rewards based on current performance enhance subsequent performance

Material and methods of work

The methodology included both quantitative and qualitative methods, based on the goal to obtain complete picture of the degree to which companies in a transitional economy include mission statements in the job satisfaction process. Furthermore, the research process included analytical descriptive methodology, with the intention of selecting relevant data about the components and determinants in the five major components of job satisfaction

- Attitude toward the work group,
- General working conditions,
- Attitude toward the company,
- Monetary benefits,
- Attitude towards management

Results and discussion

Satisfied employees would seem more likely to talk positively about the organization, help others, and go beyond the normal expectations in their job. Moreover, satisfied employees might be more prone to go beyond the call of duty because they want to reciprocate their positive experiences. Reporting on a comprehensive review of over 100 published studies involving job satisfaction and job performance, the authors stated that „the best estimate of the true population correlation between satisfaction and performance is relatively low. In spite of the weak correlation between job satisfaction and job performance, lay people often tend to believe strongly that satisfied employees are more productive at work. Job satisfaction and motivation are not synonymous. Motivation is a drive to perform, whereas job satisfaction reflects the employee’s attitude toward or happiness with the job situation. The organizational reward system can influence both job satisfaction and employee motivation.

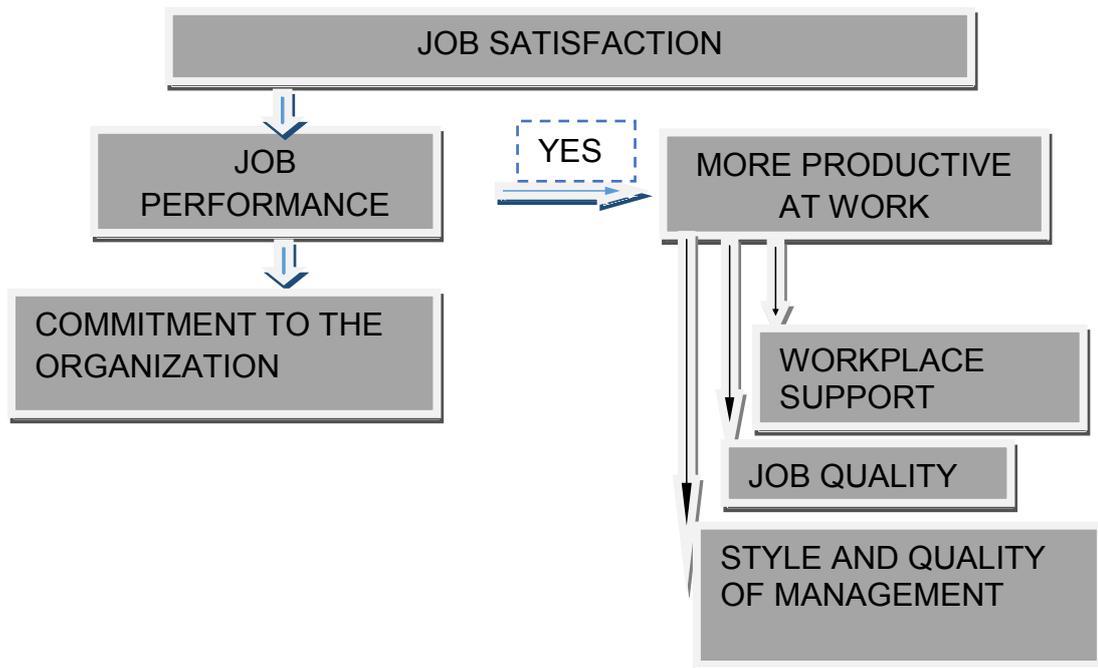


Figure. 1 Job satisfaction – job quality and more productivity at work

The reward system affects job satisfaction by making the employee more or less comfortable as a result of the rewards received. The reward system influences motivation primarily through the perceived value of the rewards and their contingency on performance.

Research has shown that compensation and pay are not synonymous terms. Compensation refers to all the extrinsic rewards employees receive in exchange for their work. Pay refers only to the actual dollars employees receive in exchange for their work. Usually compensation is composed of the base wage or salary, and incentives or bonuses, and any benefits. The base wage or salary is the hourly, weekly, or monthly pay employees receive for their work. Incentives are rewards offered in addition to the base wage or salary and are usually directly related to performance.

Summary

The role of the human resource manager in the overall organizational reward system is to assist in its design and to administer the system. Administering the system inherently carries the responsibility of ensuring that the system is fair to all employees and that it is clearly communicated to all employees. Ensuring that the system is fair places the burden of minimizing reward inequities and employee's perceptions of reward inequities squarely on the human resource manager.

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