

FACTORS THAT INFLUENCES EMPLOYEE SATISFACTION

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Abstract

The aim of this research is to find the factors that influence the employee satisfaction. The elements evaluated for this research are salary, teamwork, and leadership behavior. It also investigates why employee satisfaction is a very important element in an organization.

Keywords: employee satisfaction, organization satisfaction, leadership, job performance, workplace.

INTRODUCTION

Employee satisfaction is a vital key element for any organizations existed around the globe. An organization have to come up with an efficient and innovative successful employee in order to pull off their desired goals. Organizational commitment has drawn a great amount of attention as many parties has carried out efforts to enhance their understanding on the intensity and stability of an employee's enthusiasm towards the organization (Lumley 2010). On the other hand, all organizations have a potency to attain different ranks of effectiveness and efficiency in their own operations. The potency has steered a lot of researchers to put emphasis on the significance of revising the causes that prompt and induce individuals' job satisfaction and their commitment towards their own organization within the IT environment (Lumley 2010).

Consequently, the factors that are responsible in influencing the employee's satisfaction show an undesirably solid relationship amongst the working environments. the manufactured goods or services delivered will not become beneficial and defective after employees in an organization feeling demotivated. According to Worth (2010), service establishments show a regular consequence in which they stumble upon unmotivated and unresponsive service workers; they are feeling upset and they expressed their feeling. Services workers regularly sorted amongst the least contented, least delighted and terribly depressed during working hours and also in their life after work. Sinha (2001) once indicated that the performance of employees can be influenced by their readiness and also their honesty in carrying out their tasks at work. He also added that if employer can obtain their employees readiness and honesty in carrying out their tasks at work, the employees' productivity can be enhanced and increased in which it will also resulted in a better performance.

Employees will become devoted themselves to the organization when they are feeling satisfied carrying out their tasks given by their employer. This situation will help to lower

the potential of employee's retirement. Cheng-Liang Yang Mark Hwang (2014) stated that if job performance affects job satisfaction, employers have to pay more focuses on establishing a conducive working environment that can accommodate to better job performance. Alternatively, if job satisfaction affects job performance, then employers should pay more focuses on factors that can give an impact to job satisfaction, in which later leading to high job performance.

Nowadays, lifespan of people increased considerably well than they did a century ago because of advancement in today's healthcare. Therefore, many people nowadays still have a solid health and performance record to work till late age than previous generation (Laitalainen et al., 2010). Besides that, research also mentioned that employees tend to show negative behavior when they are facing increased stress at work. Almost all employees' interpersonal conflict, nonappearance at workplace, turnover and severe behavior like vengeance have turn out to be a mounting widespread in the working environment (Shi et al., 2009), resulted in a slower organizations' progress and effectiveness. Furthermore, lack of social morality and civic values can resulted an absence of appropriate behavior guidance for the employees. Therefore, inappropriate dispersal of an organizational resources and absence of proper communication channels can result in an imbalance of employees' psychology. Insights of injustice and unreasonableness at work can increase employee's work stress (Sloan, 2012).

ISSUES

In this research paper, there are several issues being concerned regarding the employee satisfaction. Based on my previous study, there are some issues that need to be highlighted further. Some of the issues are:

- There is less number of research article that originated from Malaysia.
- There are some researches that only focuses on leadership in an organization and not other factors that will influence the employee satisfaction.

RESEARCH QUESTIONS

In order to accomplish the study on factors that will influences the employee's satisfaction, there are some question that need to be identify. The questions are:

- What are the factors that influence employee's satisfaction?
- What is the component that will impact the employee satisfaction?

RESEARCH OBJECTIVES

The aim of this paper is to identify the factors that influence employee satisfaction. In order to achieve this aim, we identify the sub-goals:

- To find the importance of the factors that influence employee satisfaction in an organization.
- To determine which of these components have impacted the employee's job satisfaction and performance

LITERATURE REVIEW AND PROPOSED FRAMEWORK

An employee satisfaction can be something that very complex because it involve many aspect such as people feeling, work environment, and the most important is the self attitude. An organization needs to make their employees be more familiar to each other in order to learn and work together to accomplished a particular works. For example, efficient teamwork will encourage employees and at the same time, improves their performance and self-efficacy. This will significantly increase their motivation and self-ability via working with teammates. This scenario can also be a source of employee self-sufficiency, worthiness, bonding with respective teammates and pleasure. Ali Turkyilmaz et. al. (2011) mentioned that the employee must possess a very strong relationship. This will ensure a team can be more 'interpersonal harmonies'. Meanwhile, Parvin (2011) stated that, the happier the person is with their job, the more satisfied they will be. Job satisfaction is not identical to motivation given that they are clearly linked. Therefore, employee must generate a supportive and safe workplace in an organization so that they can totally involve with their responsibility or task.

Today's, salary or wages plays a very significance aspect for the employee whether to accept or decline the job offer by an organization. Card D. et. al. (2011) stated that if co-worker hints about future wages via career development or negotiation process, the organization should realize that one's wage is low compared to one's co-workers. This can result in future wages expectation to be updated positively. If one's wage is high compared to one's co-workers, this can cause future wages expectation to be updated negatively. This scenario reveals that the co-workers' wages play a significance role, that turns out increases the job satisfaction of low-wage workers and lowers the satisfaction of high-wage workers. Therefore, the future employee has to make a best decision on their salary given that our country's economic status is tough in these recent years. According to Yang s. b. (2011), he stated that when the employee feeling more satisfied with their salary, the cost of leaving the organization will be larger. In this case, the employee will create a more positive attitude towards their job. Salary has become an essential component to achieve the employee satisfaction. This statement is strongly backed up by MacKain et al. (2010), inaugurated that wages comprehended the organizational endorsement, and affiliates or networking appeared as the most important to overall satisfaction

Whether in small or big population of an organization, there are leaders that are going to guide the groups to achieve the organizational desired goal or targets. Leaders play an important role in an organization, so that an organization can always move forward. A leader should become a good role model towards their followers, or group members.

The followers or group members will take their leader as an example or guidance, and therefore follow what their leader does. Among a group people, it is a norm that one of them will rise up or chosen to become a leader. According to Gill et al. (2010), this person who is competent enough to be a leader, is said to possess and shows leadership traits. Usually, the term leadership is used to represent someone who is eligible to guide, manage or head subordinates, that possess some traits and proficiencies or can be known as 'leadership skills'. When a person became a leader, that person or the leader should have to be familiar with their group members or subordinates. Recognizing the group members very well will make them be more comfortable to each other. The leader should also be able to analyze the strength and weakness of each group members in order to accomplish the given task or finish a certain work successfully. Knowing one's strength and weakness help the leaders to delegate the tasks towards the most competent subordinates. This can help preventing an employee from getting task that is beyond their capacity. Patel and Cardon (2010) supports the previous fact by suggesting that, it is a fundamental to have a group culture to the amount in which leadership behavior is adopted. An organization should also look on how effective adopting HRM practices in order to upsurge labor productivity and job satisfaction.

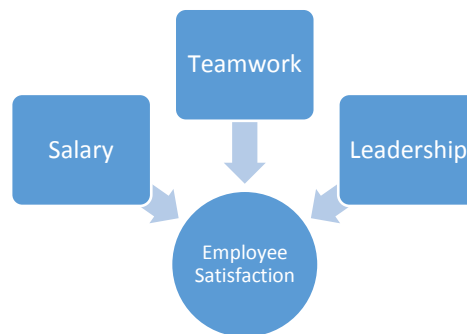


Figure 1. Theoretical Framework.

There are a lot of issue and misunderstanding in order to find the right factors that influence employee satisfaction hence the unsatisfied employee will lead to turnover, nonappearance and so on. However, there a lot of factors that will help the employee to find the satisfaction in their job. Based on the framework given above, there are three factors that influence the employee satisfaction. The first factor is salary, as we discuss in previous section before, salary play an important role and the main concern for an employee in deciding the best job offers. Employee would like to receive fair pay from their hardship accomplishing tasks at workplace. Therefore, salary will influence the employee satisfaction. Nowadays, with increasing cost of living, salary is the most important aspect that will influence the employee satisfaction. They will find satisfaction when receive fair pay that can accommodate their cost of living. However, one should aware and acknowledge that fair pay comes with a fair task or job at workplace. Sometimes, employee has a false taught on having high pay by just sitting at the office. They are expecting high pay for a non-challenging task. For a well-established

company, salary should not become an issue. According to Card et al (2010) they discovered that gaining access to information on fellow worker wages can bring dissimilar consequences on employees with higher and lower salaries than the median in their respective department and occupational group. This scenario can happen because the information treatment can trigger a drop on wage and job satisfaction for employees that get wages below the median in their respective department and occupation group. When the drop took place, it can result in a surge of likelihood that the employee might considering for another job.

According to Hunjra (2011), leadership behavior also plays a significant role on job satisfaction. He conducted a joint research with Markow and Klenke (2005) to prove the hypothesis, and Milliman et al. (2003) verified the hypothesis by stating that leadership is a key element in enhancing the employees' efficiency, job satisfaction, and loyalty. Once organization receive loyalty from employees, this will result in a decrease in employees' turnover intentions. According to Yan Hong et al (2014) leadership supposed to come up with several characteristics. First characteristic is the leaders must recognize and able to tell their subordinates' expectations and able to encourage subordinates according to their efforts. They should head their respective subordinates by portraying good example and inspire the subordinates by virtue. It is necessary for good leaders to gain subordinates' support, respect and loyalty by demonstrating flexible capabilities, charm and decent at gaining new knowledge and expertise. Leaders should be apprehensive on their subordinates' different demands and wishes. They should able to assist them build on their potentiality. Besides that, they also should able to convey inspirational ideas, visions and great anticipation for subordinates to fire up their self-worthiness in order for them to make enthusiastic efforts for accomplishing the desired organizational goals. Those ways can help employees in realizing that they are being appreciated for their efforts at workplace. This can prevent employees from building a feeling of hatred towards the management, that always give them a burden at workplace. Earning an employee loyalty doesn't decrease employee turnover only, but also a conducive environment at the workplace or office, which in turn contributing to a better performance and efficiency.

Teamwork plays a significant role in order to achieve the desired goals or target of an organization. Hunjra (2011) claims that teamwork environment has significant impact on job satisfaction. Employees tend to be more comfortable doing work together with subordinates or team members, and at the same time receive a good guidance. Meanwhile, Patel and Cardon (2010) also suggest that, it is a fundamental to have a group culture to the amount in which leadership behavior is adopted. An organization should also look on how effective adopting HRM practices in order to upsurge labor productivity and job satisfaction. This shows that a good teamwork must create a harmony environment and always have the principal of give and take in their daily life. It doesn't matter where we are working because the most important thing is about the attitude with our fellow workers. We must always have the positive attitude so that we can build a good teamwork and provide a profit to the organization. We should attend others request for help, as we might also need help in the future to accomplish our task. A good networking will ensure we can have support from team members and other

fellow workers. Employee is said to feel satisfied when they can ease the burden of a task to be accomplished at workplace by sharing the workload with others. Working together can reduce the stress than working alone.

CONCLUSIONS

In conclusion, with the purpose of establishing a working environment that can inspire employee to stay hang around their respective organizations, Lumley (2011) suggest that managers need to review existing pay practices. Since employee put a high concern on salary, the review can help employees to receive fair pay. Receiving fair pay will make employee satisfied with their current tasks. Employee should not demand for a high pay over a simple task. Managers are encouraged to pay a closer look on the competency of an employee to fulfill a certain task. Managers should provide them with challenging and meaningful work tasks to further develop their employee's skills. They also should nurture positive co-worker relationships to provide a meaningful teamwork environment. The employees should see an organization as an institution rather than a place just to gain an earning from hardship. Furthermore, the findings also show that there is a solid correlation between salary, teamwork and leadership behavior. Also, according to Hunjra (2010), the study reveals that employees deliberate further towards leadership manners and teamwork in order to boost their respective job satisfaction. Therefore, it is encouraged that the management have to pay more attention on leadership manners towards their respective employees. Management again have to provide them with a decent teamwork environment so that it can boost their employee's job satisfaction level and efficiency.

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