

EMPLOYEE JOB SATISFACTION AND ENGAGEMENT

(Invigorating a Changing Workforce - Turning Engagement into Productivity)

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Abstract:

Human Resource Management is considered to be the most valuable asset in any organization. It is the sum-total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise of executives, supervisors, and the rank and file employees. It may be noted here that human resources should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. It is thus the employee's performance which ultimately decides and attainment of goals. However, the employee performance is to a large extent, influenced by motivation and job satisfaction

In fact no organization can successfully achieve its goal and mission unless and until those who constitute the organization are satisfied in their jobs. Dissatisfaction leads to frustration and frustration leads to aggression. It is believed that employees dissatisfied with their job may be militant in their attitude towards the management. Dissatisfaction is infectious and quickly spreads to other employees and is likely to affect the morale and working of other employees and image of organization. A dissatisfied worker may seriously cause damage to the reputation and property of the organization and harm its business interest. Job satisfaction/dissatisfaction is the result of various factors which are related to the present job situations. These various factors are opportunities for career advancement, amount of tension at work, work involvement, relations with colleagues and supervisors, due recognition of merit, sufficient emoluments and good working conditions, grievances removal, feeling of fatigue and loneliness and prestige of the organization.

Introduction:

Employee Engagement is more than a catchphrase. It's a fundamental principle of good business. Surveys reveal that companies with higher levels of employee engagement are more successful. Engagement should be seen as two way proposition where the organizations are responsible for creating an environment that nurtures engagement and the employees have an equal responsibility of choosing to be engaged.

Human resource management is a specialized functional area of business that attempts to develop programmes, policies, and activities to promote the job satisfaction of both individual and organizational needs, goods and objectives. People join organizations with certain motives like security of income and job, better prospects in future, and satisfaction of social and psychological needs. Every person has different sets of needs at different times. It is the responsibility of management to recognize this basic fact and provide appropriate opportunities and environments to people at work to satisfy their needs. In this chapter the researcher wants to explain about job satisfaction, nursing and nursing job satisfaction.

LITERATURE REVIEW:

According to Lockwood (2007), employee engagement is a key business driver for organizational success. High levels of employee engagement within an organization lead to retention of talent and enhance organizational performance. Research suggests that a fully engaged workforce is more efficient, delivers higher levels of customer satisfaction, attains higher productivity levels, and ensures lower turnover rates, which all translated into improved overall performance (Buhler, 2006). Crant (2000) in his study found the Employee Engagement as a variety of ideas that are present in the organizational mentality (psychology). Frank et al (2004) - Employee Engagement is an emotional and intellectual commitment of employees to the organization. Kahn (1990)- Employee Engagement is a psychological control of employees on themselves when they perform their jobs. Employees exhibited their behaviour physically, cognitively, and emotionally during job. He suggested that, likes and dislikes of the work affects the levels of employees engagement. According to Calisir (2011) found that organizational commitment has a very strong influence of job satisfaction. Odom, Boxx and Dunn (1990) suggested that job satisfaction was important element of employee's behaviour that can be negative or positive to their responsibilities".

Harter, Schmidt, and Hayes (2002) did meta-analysis of prior studies on employee engagement conducted by the Gallup Organization. They examined the relationship between employee satisfaction-engagement, and the business-unit outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents. Harter et al. (2002) noted that one of the defining elements of employee engagement is related to meaningful business outcomes. High levels of satisfaction and employee engagement were positively correlated with customer satisfaction, profitability, productivity, and safety outcomes. Zaini et al. (2009) and Chew (2005) contended that job satisfaction is associated with the non-monetary and monetary compensation as one of the most important explanatory variables. According to

Furham et al. (2009) there is a significant relationship between reward and recognition, and between motivation & job satisfaction. Ali and Ahmed, (2009) stated that variations in rewards and recognition can bring a positive change in work motivation and job satisfaction of the employee.

Employee Engagement- definitions

“An emergent and working condition as a positive cognitive, emotional, and behavioral state directed toward organizational outcomes.” - *Michael Shuck and Karen Wallard*

Employee Engagement (Myths)

1. Employee Engagement is not Satisfaction.

Satisfied employees might be contented with their pay, working environment, and the job they do, but it does not cause an employee to be passionate about her job

2. Employee Engagement is not Happiness.

Employees can be happy at work but not necessarily engaged in their work. A fun working environment can contribute to engagement, but it may only make your employees happy without contributing to engagement.

3. Employee Engagement is not Motivation.

Motivation is a component or result of engagement in one's work. Engaged employees feel motivated to do their best because the conditions for engagement have been met. Additionally, motivation does not always equate to action.

4. Employee Engagement is not Empowerment.

Autonomy or empowerment is a component of engagement, but some mistake being empowered with being left alone.

Employee Engagement is an **Emotional State** and behaviour that makes employees feel passionate, energetic, and committed to their work delivering a high level of performance.

Organizations mistakenly think that increasing employee satisfactions will increase employee motivation and engagement without realizing the fact that satisfaction is transactional and contractual. By increasing employee satisfaction organizations are promising employees with the basics compensations, tools, and resources. A satisfied employees will put out as much effort as they are compensated for, and no more. They will deliver what is expected from them, as long as organizations deliver on their part of the deal. Satisfied employee show up and do their work, but that doesn't necessarily mean they are engaged.

As mentioned earlier and contrary to popular belief, employee engagement is not the same things as job satisfaction, nor does it simply mean job happiness. Individuals can actually be satisfied with their jobs and still be disengaged. (Think of an employee who walks into the office late each day, leaves early, and still collects a hefty pay check.)

All engaged employees are happy, but not all happy employees are engaged.

So what's the difference? The answer lies in performance.

It's not just happiness or satisfaction that matters, but how those emotions directly relate to the individual's and company's performance and productivity.

Employee Engagement is "The extent to which people are personally involved in the success of a business." Engaged employees will go the extra mile because they feel a strong emotional connection to the organization. They want their businesses to succeed because they identify with their company's mission, purpose, or values on a personal level. Engaged employees go that extra mile because success is personal for them.

Engaged Employee:

Are self-guided

Have well defined roles

Understand their contribution to the organization

Invest in personal & professional development

Feel connected to their team & the larger organization

It is thus evident that engagement affects every person inside the organization, and every person inside the organization affects the bottom line.

This idea is best expressed in the **Service-Profit Chain**, a model first theorized by a group of Harvard Researchers in the 1990s that establishes links between profitability, customer loyalty, and employee engagement.



The best business leaders know that an engaged workforce can drive innovation, increase performance and raise productivity, grow the organization, improve customer care, and foster loyalty, both internally and externally.

The Costs of Disengagement

There's empirical data to back up the importance of engagement. Non-engaged employees costs in billions. Research firm Gallup reported that an astonishing 68.5% of U.S. employees are not engaged in their current roles. Within this group, 17.5% of the employees characterize themselves as **actively disengaged**, which means that they are actively working to undermine the success of their own companies. Actively disengaged employees are not only unhappy and unproductive themselves, but their negativity actually rubs off on the people around them, turning potentially engaged employees into non-engaged workers.

Engagement is closely linked to an employee's emotional connection to his or her company, and how that connection translates to job performance. There are multiple factors that influence these emotions – trust in leadership, reputation, good managers, quality and frequency of communication, health and wellbeing.

The list goes on...

Various aspects of employee satisfaction has been found by the researchers and have proved that organization must adopt the policies and practices which keep up the motivation level of their employees.

The Way ahead

Some key areas that every successful employee engagement program needs to address according to experts are enumerated as follows:

The Props of Employee Engagement

1. Core Values & Purpose – (The Why? Of the brand)
2. Authentic & Effective Communication
3. Health & Wellness
4. Organization Workspace & Environment

5. Well defined Jobs & Roles
6. Organization Culture & Work Relationships
7. Employee Recognition, Awards & Incentives
8. Management Team – The Managers
9. Culture for Personal Growth & Development

1. Core Values and Purpose - (the “Why? “of the brand)

Why a company exists?

What business company does is less important than the why company exists?

Deploying employees with a sense of purpose is critical to creating the emotional bond between employees and their work, and thus boosting their engagement.

Example of core values that capture and build upon “Why”:

Google

Focus on the user and all else will follow.

It's best to do one thing really, really well.

Fast is better than slow.

Democracy on the web works.

You don't need to be at your desk to need an answer.

You can make money without doing evil.

There's always more information out there.

The need for information crosses all borders.

You can be serious without a suit.

Great just isn't good enough.

Functionally organization's culture is the sum total of the beliefs and behaviors that guide interactions between employees and key stakeholders, both internally and externally. Organizations culture manifests in observable things like dress code, benefits, workspace etc. But culture is also something less tangible – it's a feeling or a vibe, the mood and energy people bring in each day, the language they use, the mindset they adopt, and the methods they use to solve problems. By prioritizing cultural fit, organizations can ensure that they maintain their cultural authenticity.

2. Authentic & Effective Communication

The importance of good communication can't be overstated. Communications processes sometimes overlook the emotional element inherent to official communications and the direct impact it can have on engagement level of the employees. The emotional component of communication reflects in the basic need to feel valued. When employees receive proper, positive, and constructive communication, they feel included and trusted.

Authentic & Effective communications should:

1. Start by listening the organization's internal communications needs.
2. Deploy the right mix of communication channels.
3. Organize a scheduled meeting.
4. Collect (and use!) feedback, and engage in dialogue.
5. Attempt for authenticity and transparency at all times. Employees smell inauthentic messages a mile away, so avoid deceitful communication.

Communication is simply too important to neglect.

3. Health & Wellness

Employee health and wellness is a significant factor in productivity, wellbeing, and performance that cannot be overlooked. Health and wellness has to be a part of any effective engagement strategy.

Organizations should encourage employee participation in health and wellness programs, but always make it voluntary as employees need to feel that they are free to choose their level of engagement in these programs.

4. Organization Workspace & Environment

The best office workspaces genuinely reflect organization's cultural values, and are conducive to the types of activities that support the business. Extraordinary work spaces are both functional and inspirational. They create a sense of pride where employees actually want to spend their time.

The trend today is to make the office space as residential and "homely" as possible, which reinforces the idea that the work/life distinction is less meaningful than it used to be.

5. Well defined Roles

In order to be engaged, employees need to know that their work is valued and valuable. To achieve this, employees need well-defined roles. Defining job roles is all about connecting the organizational purpose with each individual employee's day-to-day activities. The role should be a clear framework for how the employee's efforts contribute to the company's growth and bottom line. Without this framework, employers risk confusion, disengagement, and burnout.

Organizations should provide employees with their **JOB DESCRIPTION**:

The job description has the potential to affect every stage of an employee's journey within your company, from the hiring process, to on boarding, training, and development, all the way to post-hire accountability and compensation. The roles and responsibilities in the description should be explicitly defined, and include the entire breadth and scope of the job, not just the main tasks.

Organizations should also determine **Essential Performance Skills** - Just as there needs to be clarity around the scope of a given role, there needs to be consensus on the skills and values necessary to performing the job outlined in the job description.

Organizations should also perform **Assessment Testing** – It is a great way to identify an employee's skills, strengths, and emotional intelligence, and determine how these skills can be best applied within the organization.

6. Organization Culture & Work Relationships

Nurturing a sense of community, loyalty, and friendships in the workplace can give the organization much needed competitive advantage & Edge. Recently, Gallup study found that close work friendships boost employee satisfaction by 50%.

The culture of work in general has evolved in the last few decades from a top-down, paternal model to more of a partnership model. Executives are more relaxed and more willing to let their personalities and personal interests shine through at work.

The shift from work-life balance to work-life integration means that employees are more comfortable exhibiting their “true selves” in the workplace.

As discussed earlier the engagement is emotional. Personal relationships help build the emotional bonds that inspire positive feelings towards the organization and mission.

7. Employee Recognition, Awards & Incentives

Income beyond a certain benchmark does not have a significant impact on day-to-day contentment. Therefore, money should be seen as a threshold rather than a scorecard. Some of the recent study demonstrated that money doesn't contribute to overall happiness.

That's where recognition comes in to play.

Recognition programs can be an extraordinary tool in creating an emotional connection between employees and employer. The answer can be found in psychology. Maslow's famous 'hierarchy of needs' is a framework for understanding drive, motivation, and deepest human needs. Money does a poor job of satisfying higher level needs like esteem and our need to belong. Peer-to-peer recognition, on the other hand, does a great job of satisfying both needs.

Financial incentives still play a role in engaging employees. The key is to choose monetary incentives that also activate an emotional response. Organizations should work towards a culture of recognition, not just a recognition program. Appreciation should be ingrained in daily interactions.

8. Management Team – The Managers

“People don’t quit jobs, they quit managers.”

Both circumstantial and scientific evidence suggest that it's true – the quality of management team is a huge factor in employee engagement and retention. Employees who trust their managers appear to have more pride in the organization and are more likely to feel they are applying their individual talents for their own success and that of the organization." These feelings have a direct impact on your company's ability to engage and retain talent.

How can the power of effective management be harnessed to help keep and engage top talent? The answer is through good manager.

What makes good manager?

Visualization

Decisiveness and Assertiveness

Team building skills

Clear Accountability

Self-Awareness

Empathy, Emotional Intelligence, and ability to motivate

9. Culture for Personal Growth & Development

In service and information-driven economy, talented people are the most precious commodity. Having a personal growth strategy for employees should be the foundational concept in employee engagement, and something can't be ignored.

Employees need to feel that they are continuously growing and developing, both personally and professionally. If they feel like it's stagnating in a dead-end job, they will check-out and look for outside opportunities. An atmosphere of continual growth is no longer just a desire, it's a necessity for organizations that don't want to experience high turnover.

It is thus essentially very important to educate leaders on the difference between human capital and human resources, and how it relates to engagement.

It's time to bring everything together what has been discussed above in a coherent, actionable engagement strategy.

Factors Relating to Job Satisfaction:

Job satisfaction is derived from many interrelated factors. Every factor has its own importance and which can not be neglected. All these factors are subject to change from time to time and therefore study of these factors is important. These factors are:

Personal Factors:

Sex : In most of the investigations on the subject, it is revealed that generally women are satisfied with their job than men. This may be because of multiple roles of women when they take positions outside home. It was found that, women prefer to work with friendly people, good social position in spite of less pay.

Age : Studies have found different results in different groups on the relationship of age with job satisfaction. Some feel that age has little relationship with job satisfaction but this relationship has importance in some job situations. In some groups job satisfaction is higher with increasing age in other groups it is lower.

Education: In this relationship some studies show that there is a tendency for the more educated employees to be less satisfied and conversely the less educated employees to be more satisfied. But, other studies show no relationship at all and certain variables such as ; companies advancement policy in relation to education have to be considered.

Time of Job : Several studies show that job satisfaction is higher in first few days then falls slowly.

Factors In Job. Type of Work : The most important factor in the job is the type of job. Studies have shown that in job causes greater job satisfaction than the routine work. Other

studies have shown that a majority of factory employees to be dissatisfied where as a minority of professionals were dissatisfied.

Skill Required : Where skill exists to considerable degree, it tends to become the first source of satisfaction to the employees. Satisfaction in condition of work or in wages became prominent only where satisfaction in skill has materially decreased.

Occupational Status : Occupational status shows a vary high correlation with intelligence, income and year of education. It has been found that employees are more dissatisfied in the jobs which have less social status and prestige.

Responsibility : Responsibility also plays a major part in an industry .Thus studies on responsibility among factory managers have been found more significance leading them to job satisfaction.

Factors Controlled By The Management

Wages : Wages are the most important factor of the job satisfaction. Higher the wages more the job satisfaction, but this is not necessarily lead to cover all employees satisfaction. Studies show that in some cases salary was rated well blow in job satisfaction, but security and opportunities for advancement by highly educated class of people is much higher than salary.

Working Condition : Comfortable working conditions are ranked an important factor also. Better the working condition less will be fatigue and more will be job satisfaction.

Benefits : Other benefits have been ramped as an important factor also. Since studies show that highly educated employees having a good pay give more importance to benefits and facilities.

Security : All the studies show that employees want a steady work The higher will be the job satisfaction when there is a job security and vice -versa. But studies also show that security is also less important to better educated persons.

Opportunity for Promotion : Studies show that after years in the job people will give more importance to advancement than pay. Job satisfaction is more ebullient where there are ample opportunities for career advancement.

Measuring Job Satisfaction: There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert scale (named after Rensis Likert). Other less common methods of for gauging job satisfaction include: Yes/No questions, True / False questions, point systems, checklists, and forced choice answers. This data is typically collected using an Enterprise Feedback Management (EFM) system.

The Job Descriptive Index (JDI), created by Smith, Kendall, & Hulin (1969), is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five facets: pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. The scale is simple, participants answer either yes, no, or can't decide (indicated by „?“) in response to whether given statements accurately describe one's job.

The Job in **General Index** is an overall measurement of job satisfaction. It is an improvement to the Job Descriptive Index because the JDI focuses too much on individual facets and not enough on work satisfaction in general.

CONCLUSION

On the basis of above deliberations, we can say that employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public. Every organization should develop strategies that strengthen the work environment and increase the employee's morale and employee's satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention.

Job satisfaction is an important issue to be addressed to get better result in any organisation. Different issues which are needed to be clarified for a research in job satisfaction are presented in brief in this study. Job satisfaction, job attitude and morale are the related terms clarified in detail. Job satisfaction affects productivity, employee turnover, absenteeism, safety, stress, unionisation and other issues. There are different measures for job satisfaction. They are rating scales, job descriptive index, minnesota satisfaction questionnaire, critical incidence, interview and action tendencies.

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