

A STUDY ON JOB SATISFACTION PROGRAMS: EVALUATING THEIR EFFECTIVENESS IN BOOSTING EMPLOYEE MORALE AND PERFORMANCE WITH REFERENCE TO HERITAGE

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To Cite this Article

Dr. D. Sathish Kumar, Bhukya Shirisha, "A Study On Job Satisfaction Programs: Evaluating Their Effectiveness In Boosting Employee Morale And Performance With Reference To Heritage", *Journal of Science Engineering Technology and Management Science*, Vol. 02, Issue 08, August 2025, pp: 113-120, DOI: <http://doi.org/10.63590/jsetms.2025.v02.i08.pp113-120>

Submitted: 02-07-2025

Accepted: 06-08-2025

Published: 13-08-2025

ABSTRACT: Among the most important and divisive topics in organizational behavior and industrial psychology is the topic of job happiness. A subset of attitudes held by organizational members determines the amount to which they are motivated to work via the creation of organizational climate or environment satisfaction. What matters most is how a person feels about their work. In other words, it's the best answer to the task. If we define "job satisfaction" narrowly, we imply feelings about working conditions. Pay, supervision, job security, working environment, social relations on the workplace, fair treatment of employers, and speedy resolution of complaints are all aspects that fall within its purview. Age, sex, incentives, working environment, education, length of service, and other personal and socioeconomic characteristics all have a role in how satisfied an individual is with their job. Various variables impacting work satisfaction at a pharmaceutical firm in Sikkim, India, will be discussed in this study.

Key Words: Work Environment, Social Security, Skill, Job Satisfaction.

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I. INTRODUCTION

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.

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.

THEORIES OF JOB SATISFACTION

Job satisfaction has been related as a complex set of variable there have been attempts to explain job satisfaction different. A brief resume of some important theories related to dynamics of job satisfaction will not be out of place a reflection on theories will point out that in these discussions it becomes difficult to consider motivation as separate and apart from job satisfaction although there are both theoretical and practical differences between the tow concepts. But, it must be noted that the two closely related and as Werniment, Toren and Kapell (170) point out that analysis of the procedures used in studies of job satisfaction.

Perhaps the most widely discussed theory related to motivation and job satisfaction in Maslow (1943) hierarchy of needs. He proposed that needs may be classified into five groups.

- ❖ The physiological needs: These are the basic needs of the organism such as food, shelter, clothing etc.
- ❖ The safety needs: Once the physiological needs are met there emerges a new set of needs generally related to protection against danger, to secure life, thereat, etc.,
- ❖ Social needs: These are the needs for affectionate relations with other individuals like need of association, peer relations, for love.
- ❖ The esteem needs or go needs: Next in hierarchy are needs of stable self reputation, status and recognition.
- ❖ The self actualization needs: Highest in hierarchy of needs, the needs for self fulfillment, the need to achieve one's full capacity for doing.

II. MODELS OF JOB SATISFACTION:

1) Affect Theory:

Edwin A. Lock's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job.

Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied / dissatisfied one becomes when expectations are/ aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted booth positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that fact. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B.

This theory also sates that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

2) Dispositional Theory:

Another well – known job satisfaction theory is the Dispositional theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job

satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction.

A significant model that narrowed the scope of the Dispositional theory was the Core Self – evaluations Model, proposed by Timothy A. Judge in 1998. Judge argued that there are four Core Self – Evaluations that determine one’s disposition towards job satisfaction self – esteem, general self – efficacy, locus of control, and neuroticism. This model states that higher levels of self – esteem (the value one places on his self) and general self – efficacy (the belief in one’s own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her/his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

THEORIES OF EMPLOYEE SATISFACTION

1) NEED FULFILLMENT THEORY:

According to this theory a person is satisfied when he gets training from his Job what he wants. The more he wants something or the more important it is to him, the more satisfied he is when he received it. In other words, “Job Satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied are actually satisfied. Vroom views satisfaction in terms of the positively valued outcomes that a job provides to a person. Thus, job satisfaction is positively related to the degree to which one’s needs are fulfilled. The fulfillment theory suffers from a major drawback. Satisfaction is a function of not only what a person receives but what he feels he should receive.

2) EQUITY THEORY:

Under this theory, it is believed that a person’s job satisfaction depends upon his perceived equity as determined by his input- output balance in comparison with the input-output balance of others. Every individual compares his rewards with those of a ‘reference group’. If he feels his rewards are equitable in comparison with others doing similar work, he feels satisfied. Job Satisfaction is thus a function of the degree to which job characteristics meet the desires of the reference group. For example, one study of the effects of community features on job satisfaction revealed that workers living in a well to a neighbor hood felt less satisfied than those living in poor neighbor hood.

3) TWO FACTOR THEORY:

Frederick Herzberg and his colleagues developed the two factor theory satisfaction. According to this theory satisfaction and dissatisfaction are interdependent of each other and exist on a separate continuum. One set of factors known as hygiene factors (Company policy, administration, supervision, pay, working conditions and interpersonal relations) act as dissatisfies. Their absence cause dissatisfaction but their present does not result in positive satisfaction. The other set of factors known as satisfiers (achievements, advancement, recognition, work itself and responsibility) lead to satisfaction.

Several studies designed to test the two factor theory provide little support to this theory. The same factor may serve as a satisfier for one but a dissatisfier for another. It appears from this theory that a person can be satisfied and dissatisfied at the same time.

4) DISCREPANCY THEORY:

According to this theory job satisfaction depends upon what a person actually receives from his job and what he expects to receive. When the reward actually received are less than the expected rewards it causes dissatisfaction. In the words of Locke, “Job Satisfaction and dissatisfaction are function of perceived relationship between what one wants from one’s job and what one perceive it is actually offering. In other words, satisfaction is the difference between what one actually received and what he feels he should receive. This theory fails to reveal whether over-satisfaction is or is not a dimension of dissatisfaction and

if so, how does it dissatisfaction arising out of the situation when received outcomes are less than the outcomes one feels he should receive.

5) EQUITY DISCREPANCY THEORY:

This is a combination of equity and discrepancy theories. Lawler's has adopted the difference approach of discrepancy theory rather than the ratio approach of equity theory. From equity theory the concept of comparison has been selected to serve as an intervening variable. Under this theory satisfaction is defined as the difference between the outcomes that one perceives he actually received and outcomes that one feels he should receive in comparisons with others. When the individual feels that what he actually received is equal what he perceives he should receive there is satisfaction. Thus an individual's reception of his reward is influenced by more than just the objective amount of that factor.

Because of this psychological influence the same amount of reward often can be seen quite differently by two people, to one it can be a large amount, while to another person it can be a small amount.

6) SOCIAL REFERENCE GROUP THEORY:

Reference group defines the way an individual looks at the world. According to this theory job satisfaction occurs when the job meets the interest, desires and requirements of a person's reference group. In other words, job satisfaction is a function of the degree to which the job meets the approval of the group to which the individual looks for guidance in evaluating the world and defining social reality.

The social reference group theory is similar to the need fulfillment theory except that it takes into account not the desires, needs and interests of the given individual but rather the point of view and the opinion of the groups to whom the individual looks for guidance.

III. FACTORS IN JOB

i. 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.

ii. 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.

iii. Occupational Status : Occupational status shows a very 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.

iv. 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.

IV. FACTORS CONTROLLED BY THE MANAGEMENT

i. 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 below in job satisfaction, but security and opportunities for advancement by highly educated class of people is much higher than salary.

ii. 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.

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

iv. 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.

v. 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.

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:

1. Personal Factors

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

ii. 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.

iii. 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 shows no relationship at all and certain variables such as ; companies advancement policy in relation to education have to be considered.

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

V. RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the problem. It may be understood has a science of studying how research is done scientifically. In it we study the various steps that all generally adopted by a researcher in studying his research problem along with the logic behind them.

The scope of research methodology is wider than that of research method. Thus when we talk of research methodology we not only talk of research methods but also consider the logic behind the method we use in the context of our research study and explain why we are using a particular method.

DATA COLLECTION

The task of data collection is begins after a research problem has been defined and research designed/ plan chalked out. Data collection is to gather the data from the population. The data can be collected of two types:

- **Primary Data**
- **Secondary Data**

Primary Data:

The **Primary Data** are those, which are collected afresh and for the first time, and thus happened to be original in character.

- Observation.
- Personal Interviews.
- Telephonic interviews.

Secondary Data:

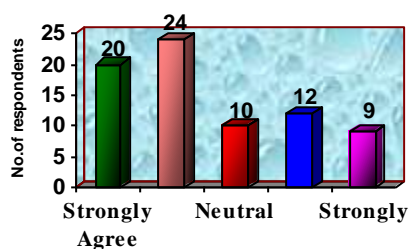
The **Secondary Data** are those which have already been collected by someone else and which have already been passed through the statistical tool. Methods of collection of Secondary data

- Newspapers.
- Magazines
- Journals
- Internet
- Libraries
- Old records.

VI. DATA ANALYSIS AND INTERPRETATION

1. Job provides scope to achieve goals?

| Response | Respondents | % of Respondents |
|----------------|-------------|------------------|
| Strongly Agree | 20 | 26.67 |
| Agree | 24 | 32 |
| Neutral | 10 | 13.33 |
| Disagree | 12 | 16 |
| Strongly | 9 | 12 |

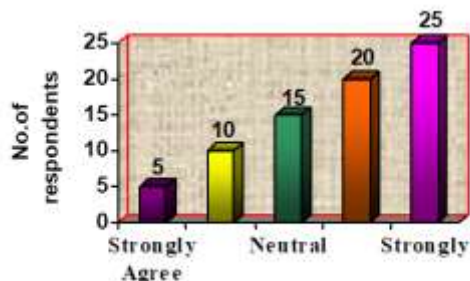


Interpretation:-

From the above table, it is clear that, 32 % of employees agree that there is scope for achieving goals and 26% of them are strongly are agreed.

2. Freedom to take decision?

| Response | Respondents | % of Respondents |
|----------------|-------------|------------------|
| Strongly Agree | 5 | 6.67 |
| Agree | 10 | 13.33 |
| Neutral | 15 | 20 |
| Disagree | 20 | 26.67 |
| Strongly | 25 | 33.33 |

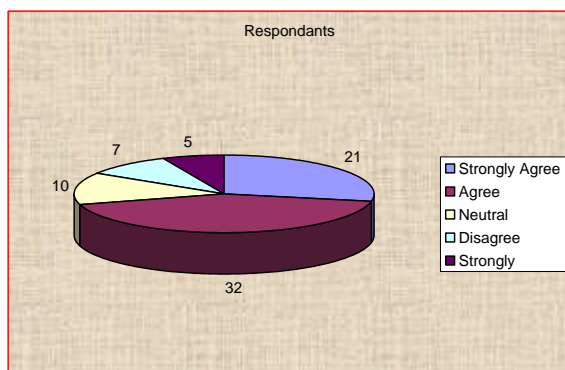


Interpretations:-

From the above table, 13 % of employees agreed that they have The freedom to take decision with the decision taking and 33% of employee doesn't have freedom to take decision.

3. Better position in near future?

| Response | Respondents | % of Respondents |
|-------------------|-------------|------------------|
| Strongly Agree | 21 | 26.67 |
| Agree | 32 | 42.33 |
| Neutral | 10 | 13.33 |
| Disagree | 7 | 9.33 |
| Strongly Disagree | 5 | 6.67 |



Interpretations:-

From the above table, 42 % of employees agree that they can see themselves in a better position in near future and 26% strongly agree that they can place themselves in a better position very few disagrees for the above.

VII. CONCLUSION

When it comes to managing workers in the modern day, job happiness is one of the trickiest aspects. Despite the plethora of literature on the topic, work satisfaction remains a relatively underexplored area of study in the Republic of Macedonia. Numerous studies have shown that employee motivation is highly correlated with job satisfaction, and that employee motivation in turn affects productivity and, by extension, the success of companies. An employee's views on the nature of his work and his degree of contentment with his employment have a significant influence. A worker's level of contentment in their position is significantly affected by financial compensation.

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