

## **A REVIEW ON FACTORS INFLUENCING THE JOB SATISFACTION**

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### **ABSTRACT**

Interest in job satisfaction has increase during the last two decades. Many studies attempted to identify the factors that influence the satisfaction. Satisfied employees are more productive and reduce the cost of recruiting new employees. Academic studies found that there are differences in term of these factors. The purpose of this study is to review the literature and identify the factors that influence the job satisfaction. Ten-selected article was reviewed. Building on the literature, the findings of this study suggest that there are four important factors that influence the job satisfaction. Supervisory or top management role is identified as an effective factor that influences the job satisfaction. This is followed by work related aspects, monetary and non-monetary, and personality factors. Based on the review, the study provides recommendation for future work.

Keywords: Job Satisfaction, Supervisory Role, Work Related Aspect, Personality

## 1.0 INTRODUCTION

Job satisfaction is very important variable in the literature. More satisfied employee is more productive and able to achieve his or her work creatively (Sarwar and Khalid, 2011). Weak level of job satisfaction is undesirable for the business owner or the management of the firms. This is because the weak level of job satisfaction leads to high rate of absenteeism and higher turnover (Droussiotis and Austin, 2007). On the other hand, the high level of job satisfaction leads to higher commitment and engagement of employees at work (Sarwar and Khalid, 2011). By increasing job satisfaction, business can save huge amount of resources because they do not have to deal with absenteeism and turnover issues.

There are many definition of job satisfaction. Locke (1976) defined job satisfaction as the pleasurable emotional state of a worker that results from the appraisal of that worker's job experience. Thus, job satisfaction is emotional state and it might differ between individuals. This differences was clear in the literature where some researchers related the job satisfaction to pay and salary, skill development, empowerment, top management support, and many other factors (Sarwar and Khalid, 2011; Pelit, Öztürk & Arslantürk, 2011; Stringer, 2006). Therefore, the purpose of this study is to review the literature and consolidate the view of researchers regarding the factors that influence the job satisfaction.

This study consists of five sections. Introduction and issue of the study are presented in first section. A summary of the review of the literature is presented in second section. The research methodology is presented in third section. Findings of the study are given in the fourth section. Moreover, final section is to conclude the study and recommend some future researches.

## 2.0 LITERATURE REVIEW

This study is reviewing the literature to find the factors that influence the job satisfaction of employees. Table 1 below summarizes ten related studies that were conducted in job satisfaction fields.

**Table 1: Summary of the Literature**

Citation	Dependent variable	Independent variables	Result
Sarwar and Khalid, (2011)	Job satisfaction	- Employee empowerment - Employee commitment	Employee empowerment influences strongly job satisfaction and employee commitment. In addition, the relationship between job satisfaction and employee commitment is positive and significant.
Pelit, Öztürk & Arslantürk, (2011)	Job satisfaction	- Behavioral empowerment - Psychological empowerment - empowerment in general	The three independent variables are significantly influence the job satisfaction.
Stringer, (2006)	Job satisfaction	- High quality supervisor – employee relationship - Low quality supervisor-employee relationship - Extrinsic job satisfaction - Intrinsic job satisfaction	High-quality supervisor–employee relationships are positively correlated with employee job satisfaction, intrinsic, and extrinsic aspect of job satisfaction.

Zeffane, Ibrahim & Al Mehairi, (2008)	Job satisfaction	<b>Job performance</b> - Job knowledge - quality of work - quantity of work - Initiative - adaptability - attendance and punctuality - conduct and discipline - safety knowledge and commitment - supervisory ability <b>Gender</b> - Male - Female	This study compares the influence of job performance elements on job satisfaction of both genders female and male. The findings indicated that significant differences on aspects of job satisfaction and performance between the two gender groups. In general, female respondents were less satisfied with various aspects of their jobs and the job context than their male counterparts. Similarly, they tended to be less performing than their male counterparts on a number of job performance criteria.
Sabeen, Mehboob, Ali (2008)	Job Satisfaction	- Instrument validity - Distributive justice - Procedural justice - Satisfaction with appraisals	The findings showed that instrument validity, distributive justice, procedural justice has significant relationship with satisfaction with appraisal but not overall satisfaction. Appraisal satisfaction has positive and significant relationship with job satisfaction.
Droussiotis & Austin, (2007)	Job satisfaction	- Self-fulfillment - Independence - Job environment	The findings showed that self-fulfillment, independence and job environment are the factors that influence job satisfaction.
Linz, (2003)	Job satisfaction	<b>Workers' characteristics</b> - Age, - Gender, - Education, - Work experience, - Supervisory responsibilities, - Unemployment experience, - Marital status, - Recent change in workplace, - Number of jobs <b>Job characteristics,</b> - Feeling good - Skills - Learn - Freedom - Pay - Job security - Promotion - Respect - Praise - Friendly <b>Attitude toward the workplace</b>	Worker with high income were more satisfied than others. Gaining more skills and opportunity to learn make employees more satisfied. In term of attitude toward workplace, the feeling of proud of the place where they work has effect on their level of satisfaction. Job characteristic that include feeling good, freedom and job security has significant influence on job satisfaction.
Gyamfi,	Job	- Role overload	The findings show that role overload has

(2014)	satisfaction	<ul style="list-style-type: none"> <li>- supervisor's support</li> <li>- role ambiguity</li> <li>- physical environment</li> <li>- coworker support</li> </ul>	significant influence on job satisfaction while ambiguity and physical environment had negative and non-significant relationship with job satisfaction. Coworker support had moderately positive significant influence with job satisfaction. There was a positive non-significant relationship between supervisor support and job satisfaction. Fourth, there was a positive significant relationship between coworker support and job satisfaction.
Totawar & Nambudiri (2014)	Job satisfaction	<ul style="list-style-type: none"> <li>- Quality of working life</li> <li>- organizational justice</li> </ul>	Quality of working life plays a mediator role between the relationship of organizational justice and job satisfaction.
Mochama (2013)	Job satisfaction	<ul style="list-style-type: none"> <li>- Equal employee benefits</li> <li>- Job performance</li> </ul>	Positive correlation was found between employee benefits and level of job satisfaction among employee. There was also a significant correlation between equal employee benefits and increased efficiency as well as profitability.

### 3.0 RESEARCH METHODOLOGY

Since this study is a review study, the literature was reviewed to find articles that are related to the factors that influence the job satisfaction. Key words such as job satisfaction, employee satisfaction, satisfaction, factors influence satisfaction and a combination of these words was used in the search of the related articles. Ten articles were found related to the job satisfaction. The time period of these article range from 2003 to 2014. Findings of the articles are presented in summarized table. The findings of this study are built based on the findings of other researchers.

### 4.0 FINDINGS

The purpose of this study is to identify the factors that influence the job satisfaction from employee point view. To fulfill the objective, ten studies were reviewed. The findings showed that there are many factors that influence the job satisfaction. These factors are related to the relationship between the employees and the top management in the company. It is also related to the work characteristic, financial, and non-financial benefits that the employees can gain from their work. Based on the literature, the following factors are the most influence factors.

#### 4.1 SUPERVISOR ROLE

Top management can play significant role in increasing the satisfaction of employees. Sarware and Khalid (2011) highlighted the role of top management in empowering the employees, which affected significantly their job satisfaction. Stringer, (2006) investigated the relationship between high quality supervisor and employee relationship. The findings showed that when the relationship is good between employee and their supervisor, their intrinsic and extrinsic aspects of their job satisfaction increase. The findings also highlighted that a low quality of employee and supervisor relationship lead to weak level of job satisfaction. Zeffane et al (2008) studied the differences between genders in term of job satisfaction. They found that supervisory ability is important factor for job satisfaction. However, they found that males are more affected than females in term of supervisory ability. Gyamfi, (2014) investigated the influence of supervisor's support on the job satisfaction. The findings showed that the relationship is positive. Thus, it can be concluded that the role of supervisor is important for increasing the satisfaction of employees.

## **4.2 WORK RELATED ASPECTS**

There are many characteristic of the work that might affect the satisfaction of employees. These are such as the working hour, duties, relationship with co-workers. Zeffane et al (2008) referred to the influence of job dimensions on the job satisfaction. Some of the dimensions include the job knowledge, quality of work, and quantity of work. They found that these characteristic influence job satisfaction for males more than females. Droussiotis and Austin (2007) investigated the role of job environment on the job satisfaction. The findings showed that job satisfaction is strongly influenced by job environment. Similarly, a study by Gyamfi (2014) investigated the role overload of job and its relationship with job satisfaction. The findings showed that role overload has significant negative influence on job satisfaction. Quality of working life has a strong effect on job satisfaction. The better the quality of working life in the workplace the more the satisfaction will increase (Totawar and Nambudiri, 2014). Thus, it can be seen that most of the aspect of the work can affect the level of job satisfaction positively or negatively.

## **4.3 MONETARY AND NON-MONETARY FACTORS**

Most of the studies in job satisfaction refer to the influence of monetary reward on the satisfaction of employees. Linz, (2003) investigated the influence pay and salary on the job satisfaction of employees. The findings of the study indicated that those employees who have higher income are more satisfied with their job. Employee benefits, which refer to financial benefits, was found to be positively correlated with job satisfaction (Mochama, 2013). Fair and praise practice were highlighted in the literature as non-financial factors that influence the job satisfaction of employees. Sabeen et al (2008) referred to the distributive and procedural justice and to the appraisal as factors that influence the satisfaction of job. The findings indicated that distributive and procedural justice influence appraisal which influences the job satisfaction. Totawar and Nambudiri (2014) referred to the organizational justice as one of the indicators of job satisfaction. The findings showed that when the relationship between organizational justice and job satisfaction influenced by quality of working life, the job satisfaction will increase.

## **4.4 PERSONALITY**

Each individual is unique and has unique needs and wants, and satisfies in different ways. Researchers have referred to the role of personality in term of job satisfaction. Pelit et al. (2011) tested the influence of psychological empowerment on the job satisfaction and they found that there is significant influence on job satisfaction. Other personality traits were included in the model of Zeffane et al (2008) who tested the influence of initiative, adaptability, attendance and punctuality, conduct and discipline on the job satisfaction and found that the influence of these variables differ between male and female. Linz (2003) pointed out that the feeling good, freedom, job security, praise are among the factors that influence the job satisfaction of employees.

## **5.0 CONCLUSION**

This study has been conducted to identify the factors that influence the job satisfaction of employees. Ten articles from the literature, which investigate the job satisfaction, were selected. A review of the article was conducted. The findings of the study showed that there are different factors that can influence the job satisfaction. However, the most important factors were found to be supervisory or top management role. This is followed by work related aspects, which includes sub factors such as job quality, job quantity, job environment, and role overload. Third, monetary and non-monetary factor was highlighted by many researchers as important factors that influence the job satisfaction. This factor includes sub factors such as pay and salary, justice, fair, and employee benefits. Lastly, personality of the employees plays major role in increasing their job satisfaction.

Most of the reviewed studies have used questionnaires as an instrument for data collection. It is recommended for future work the use of interview and focus group for more precise identification of the factors that influence job satisfaction. Interview can be conducted with employees and focus group can be held with experts in job satisfaction.

This study built the findings based on a review of ten articles. It might be a ten article is not sufficient to conclude on the factors that influence job satisfaction. Future work can include more than ten articles to generalize the findings. Lastly, it is recommended that empirical studies investigate the antecedent and the outcome of job satisfaction.

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