



Job Satisfaction: A Literature Review

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Abstract

When an employee is satisfied with the job, then such an employee will be more productive and creative and is more likely to be retained by the organization. Some job satisfaction theoretical frameworks and models are available to that effect namely; Herzberg's Two Factor Theory, Adams Equity Theory, and Job Characteristic Theory among others. We find that all the above models have been widely employed in the study of job satisfaction studies. We notably argue that Smircik and Petersons' Model can be included on the list of job satisfaction models. Hence based on a thorough review of Smircik and Petersons' model, research hypotheses were derived to guide further studies on the factors related to job satisfaction and a review of the literature was conducted on these identified research hypotheses.

Keywords: Job satisfaction, Personal Characteristics, Job Characteristics, Intrinsic Factors, Extrinsic Factors

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1. Introduction

Several authors (e.g. Hoppeck, 1935; Smith, Kendall & Hulin, 1969; Locke, 1976; Spector, 1985; Cranny, Smith & Stone, 1992; Paul & Phua, 2011) have defined the concept of job satisfaction. In particular, Hoppeck (1935) defined job satisfaction as a combination of psychological, physiological as well as the circumstances of the environment which cause the employee to say: "I am happy with my job". In line with this definition, Hoppeck developed an overall measure of job satisfaction based on the responses of workers to five questions concerning how satisfied they were. These included direct inquiries such as "how satisfied are you with your job" as well as indirect measures on whether the worker would recommend the job to a friend; whether the employee plans to look for a new job within the next year; whether the worker would take the same job again if given a choice and how the job measures up to the sort of job the worker wanted when one took it.

Smith et al. (1969) defined job satisfaction as the feeling an individual has about his or her job. To him, job satisfaction could be measured in terms of pay, work itself, promotions, supervision, and coworkers. Locke (1976) defined job satisfaction as an emotional-affective response to a job or specific aspects of the job. Locke was in agreement with Smith et al. (1969) on the measures of job satisfaction to include; work itself, pay, promotion, supervision, and relationship with co-workers. Spector (1985) defined job satisfaction as the extent to which people like (satisfiers) or dislike (dissatisfiers) their jobs. Satisfiers are those factors that fulfill an individual's need for psychological growth. Dissatisfiers on the other hand are those rewards that merely serve to prevent an individual from "feeling bad" about work. To him, he measured job satisfaction in terms of benefits, pay, work itself, promotion, supervision, relationship with coworkers, contingent rewards, communication as well as operating procedures.

Cranny et al. (1992) define job satisfaction as a general expression of a worker's positive attitude. To them, a person with high job satisfaction appears to hold generally positive attitudes and one who is dissatisfied tends to hold negative attitudes towards his or her job. These attitudes are important characteristics of the job like work itself, pay, promotion opportunities, supervision and relationship with co-workers. On their part, Paul and Phua (2011) defined job satisfaction as how well outcomes meet or exceed expectations. For instance, if an employee feels that he or she is working much harder than others in a particular department but receiving fewer rewards, he or she will probably have a negative feeling toward the work, the boss and the co-workers. Thus when we talk of job satisfaction, we are talking of it as a sense of happiness with one's job (Hoppeck, 1935); as a feeling an individual has about his or her job (Smith et al, 1969); an emotional- affective state of workers (Locke, 1976); as the extent to which people like or dislike their jobs (Spector, 1985); as a general expression of a

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DETERMINANTS OF JOB SATISFACTION IN NEWLY ESTABLISHED ORGANIZATIONS AND THEIR EFFECTS ON EMPLOYEE MOTIVATION

Halil Ahmet URAN, 2025-08-25 This book is derived from my master's thesis titled Determinants of Job Satisfaction in Newly Established Organizations and Their Effects on Employee Motivation. It has been developed and elaborated as a contribution to the field of management and organization within the social sciences. It is intended to serve as a guiding and inspiring resource for fellow professionals and academics working in this area. In preparing this book, my objective was to conduct an exploratory study on how a more effective and efficient working model can be established to lay the foundations of an institutional organizational structure. The study takes as an example a newly established public university and focuses particularly on the administrative staff who play as significant a role as the academic personnel in the university's foundation and development process. It aims to identify the key determinants of job satisfaction and the motivational tools that can enhance performance within such settings. I would like to extend my sincere gratitude to Prof. Dr. Burak APRAZ, faculty member of the Department of Management and Organization, Faculty of Economics and Administrative Sciences at Ege University, for his invaluable support and guidance throughout this process. I am also deeply thankful to my beloved wife Berna Nilgün ZG RSOY URAN for her unwavering support, encouragement, and motivation during challenging times, and to my dear son merhan URAN who is always in my heart. Dr. Halil Ahmet URAN, zmir K tip elebi University, zmir, 2025.

Proceedings of 4th Research Day 2022 Dr. A. D. Sarma, Commemorating CBIT's 43 years of successful journey in the field of technical education, the Institute has organized the third Research Day in the Institute's Campus on 17 December 2022 by inviting the Research Scholars, Faculty Students, and other scientists from industry and institutions engaged in research to participate in the proceedings and present their works as abstracts. There has been an overwhelming response not only from CBIT fraternity but also from the research community across India. The meticulously selected Abstracts have been compiled and published as Book of Abstracts showcasing the Research in Progress and the outcomes of the completed Projects. This compilation of Research Abstracts will serve as a source of knowledge and inspiration to the discerning researchers and also enable them to appreciate the challenges in developing innovative products while showcasing on the present status of the products and their principles of operation undertaken by other Researches, developers, and enthusiastic engineers.

Diagnostic and Therapeutic Procedures in Gastroenterology Subbaramiah Sridhar, George Y. Wu, 2018-02-01 This new edition provides a comprehensive overview of procedures for the gastrointestinal tract. The volume describes the indications, contraindications, and precise method of a procedure under normal anatomical conditions and when the gastrointestinal tract is surgically altered. In addition to revised chapters from the previous edition, the latest edition features new chapters that cover such topics as endoscopic accessories, cleaning and disinfecting gastrointestinal endoscopes, tissue sampling, removal of foreign bodies, and confocal endoscopy and robotic

endoscopy Each chapter is also accompanied by photographs diagrams tables and algorithms to precisely and easily display complex information Written by leading authorities from around the globe Diagnostic and Therapeutic Procedures in Gastroenterology An Illustrated Guide Second Edition is a valuable resource for gastroenterologists primary care physicians and gastroenterology fellows in training who treat and manage patients with gastrointestinal disorders

Resources in Education ,1999-04 Multidisciplinary Approach in Research Area (Volume-9) Chief Editor- Biplab Auddya, Editor- Dr.M.Muthulakshmi, Viswaraju Udayabhaskar, Dr. Devimeenakshi.k., Dr. Haribhau Mahipati Borate, Ms.Saswati Jena, V Geetha,2024-04-17 **ASPER Research and Evaluation Projects 1970-79** United States. Department of Labor. Office of the Assistant Secretary for Policy, Evaluation, and Research,1980 Annotated bibliography of evaluation and research reports emanating from the USA department of labor asper on the labour market economic policy employment and vocational training programmes for the period from 1970 to 1979 *Economic Development and the Environmental Ecosystem* Hasan Dincer,Serhat Yüksel,2023-04-17 This volume illustrates the relationship between environmental factors and economic development of countries from various angles Global warming has become a problem that threatens the whole world especially in recent years It is known that the main reason for this is carbon emissions On the other hand carbon emissions generally consist of fossil fuel based energy consumption This situation creates very serious environmental problems Because of this problem the concept of carbon zero has become very popular especially in recent years Many countries take some actions to minimize carbon emissions Especially in the coming years carbon emissions will become a competitive factor for countries and businesses In this respect countries with low carbon emissions will be preferred more in foreign trade In addition businesses that do not generate carbon emissions in the production process will also gain a significant competitive advantage in international trade The contributions take a multidimensional outlook to energy investments and offer solutions for decision making for energy projects in risky business ecosystems **Business Management Practices Emerging Trends** Dr G vani, Dr B Nagarjuna, Md KhwajaMoinoddin, Dr Bindu K Nambiar, *Contemporary Research on Business and Management* Siska Noviaristanti,2021-11-24 This book contains selected papers presented at the 4th International Seminar of Contemporary Research on Business and Management ISCRBM 2020 which was organized by the Alliance of Indonesian Master of Management Program APMMI and held in Surabaya Indonesia 25 27 November 2020 It was hosted by the Master of Management Program Indonesia University and co hosts Airlangga University Sriwijaya University Trunojoyo University of Madura and Telkom University and supported by Telkom Indonesia and Triputra The seminar aimed to provide a forum for leading scholars academics researchers and practitioners in business and management area to reflect on current issues challenges and opportunities and to share the latest innovative research and best practice This seminar brought together participants to exchange ideas on the future development of management disciplines human resources marketing operations finance strategic management and entrepreneurship **Work and Quality of Life** Nora P. Reilly,M. Joseph Sirgy,C. Allen

Gorman, 2012-05-31 Employees have personal responsibilities as well as responsibilities to their employers. They also have rights. In order to maintain their well-being, employees need opportunities to resolve conflicting obligations. Employees are often torn between the ethical obligations to fulfill both their work and non-work roles to respect and be respected by their employers and coworkers to be responsible to the organization while the organization is reciprocally responsible to them to be afforded some degree of autonomy at work while attending to collaborative goals to work within a climate of mutual employee management trust and to voice opinions about work policies, processes and conditions without fear of retribution. Humanistic organizations can recognize conflicts created by the work environment and provide opportunities to resolve or minimize them. This handbook empirically documents the dilemmas that result from responsibility-based conflicts. The book is organized by sources of dilemmas that fall into three major categories: individual, organizational, internal policies and procedures, and cultural/social forces external to the organization, including an introduction and a final integration of the many ways in which organizations can contribute to positive employee health and well-being. This book is aimed at both academicians and practitioners who are interested in how interventions that stem from industrial and organizational psychology may address ethical dilemmas commonly faced by employees. **Handbook of Marketing Scales** William O. Bearden, Richard G. Netemeyer, 1999-11-12 A total of 192 multi-item scales, each presented in a consistent format on topics such as individual behaviour, consumer psychology, values and attitudes, are provided in this 2nd edition. A comprehensive index is included. **The Psychology of Quality of Life** M. Joseph Sirgy, 2012-06-20 The second edition will be an update and further elaboration of the literature related to subjective well-being, happiness and life satisfaction. It will have a new substantial section that focuses on reviewing much of the literature of subjective well-being within specific life domains: social life, material life, leisure life, work life, community life, spiritual life, family life, health life, sex life, travel life, etc. In the 1st edition, the research in these various life domains was discussed only briefly. The second edition will maintain the same organizational structure of the first edition: that is, Part 1 will focus on introduction, definitions and distinctions, examples of measures of subjective well-being, happiness and life satisfaction, and motives underlying subjective well-being; Part 2 will focus on psychological strategies that allow people to optimize subjective well-being by engaging in psychological processes related to the relationship between and among life domains, e.g., social life, family life, love life, spiritual life, community life, financial life, etc. This part will contain four chapters related to these various inter-domain processes: bottom-up spillover, top-down spillover, horizontal spillover, and compensation. Part 3 of the book will focus on intra-domain psychological strategies designed to optimize subjective well-being. These include re-evaluation based on personal history, re-evaluation based on self-concept, re-evaluation based on social comparison, goal selection, goal implementation and attainment, and re-appraisal. Part 4 of the book will focus on balance processes: how people attempt to create balance in their lives using psychological processes within specific life domains, intra-domain strategies, and processes that relate one domain to another.

inter domain strategies *KEY ROLE OF EMPLOYEE ENGAGEMENT FOR A SUCCESSFUL M & A DEAL - A CASE STUDY*
 Dr. Siva Velaga, *Addressing Contemporary Public Health Challenges in Ghana for Improved Outcomes: Getting to SDG 3*
 Delanyo Dovlo, Kwasi Torpey, Irene Agyepong, Evelyn Ansah, Eugene Nyarko, 2024-12-24 In 1978 Ghana was a participant in the Alma Ata meeting on primary health care and was an early adopter of its ideals However like most developing countries it has made efforts to strengthen public health as a way of ensuring the conditions in which its people can be healthy and productive The evolution of the public health in the country involved core assessments policy development and the implementation of interventions to address its policy objectives The process of strengthening public health policy and interventions other the past four and more decades has hinged on evidence generated through research at the local and international level The documentation of interventions to address contemporary health issues is a critical plank for the health practice to policy continuum it catalyzes the country response of the myriads of public health issues confronting it Many lessons have accrued for the country s communities to enhance the promotion restoration and maintenance of health even as the disease burden evolves from one of infectious and communicable diseases and maternal and child health to an increasingly sophisticated triple burden incorporating non communicable diseases Organisational, Social & Family Role Stress, Work Family Conflict And Job Satisfaction Dr. V. Mahmudul hasan and dr. T. Mohamed ilyas, *Introduction to Educational Research* Craig A. Mertler, 2021-11-14 This Third Edition of Craig Mertler s practical text helps readers every step of the way as they plan and execute their first educational research project Offering balanced coverage of qualitative and quantitative methods an emphasis on ethics and a wealth of new examples and concrete applications the new edition continues to use conversational nontechnical language to help students clearly understand and apply research concepts principles procedures and terminology Expanded coverage of foundations of research an increased focus on integrating qualitative and quantitative research and updated coverage of research questions and the tools of qualitative research bring the book thoroughly up to date while streamlined coverage of statistics shows students how to do quantitative analysis in a straightforward way Proceedings of the 2024 3rd International Conference on Humanities, Wisdom Education and Service Management (HWESM 2024) Intakhab Alam Khan, Siti Hajar Halili, Vishalache Balakrishnan, Rose Amnah Abd. Rauf, 2024-05-27 This is an open access book About HWESM 2024 2024 3rd International Conference on Humanities Wisdom Education and Service Management Service Management What service management should study is how to manage and succeed in the service competitive environment It includes the analysis of service profit chain the interactive process and quality of service information technology in service quality management and the comparison between service product marketing and manufacturing product marketing Increase customer satisfaction with service Service management comes from many disciplines It is a management activity involving enterprise management production operation organization theory human resource management quality management and other disciplines The practice and theoretical research of service

management is of great strategic significance to the development of enterprises The research on this problem has attracted extensive attention of scholars and experts at home and abroad Intelligent Education Intelligent education namely educational informatization refers to the process of comprehensively and deeply using modern information technology to promote educational reform and development in the imp field of Education educational management educational teaching and educational scientific research Its technical characteristics are digitization networking intelligence and multimedia Its basic characteristics are openness sharing interaction cooperation and ubiquitous Promote educational modernization with educational informatization and change the traditional mode with information technology Education itself is providing services creating an environment for users and providing resources It is an industry where people deal with each other so the attribute of service is inevitable Aims and Scope 2024 3rd International Conference on Humanities Wisdom Education and Service Management HWESM 2024 will be held in Wuhan China from March 29 to 31 2024 The purpose of the conference is to provide an international platform for experts scholars engineers and technicians and technical R D personnel engaged in related fields such as humanities wisdom education and service management to share scientific research results broaden research ideas collide with new ideas and strengthen academic research and to explore the key challenges and research directions faced by the development of this field and promote the industrialization cooperation of academic achievements Experts scholars business people and other relevant personnel from universities and research institutions at home and abroad are cordially invited to attend and exchange

If You're Happy and You Know It-- Donna Brown, Steven McIntosh, 1998

Leadership and Narcissism in the Organization Mateusz Grzesiak, 2022-11-11

Narcissists are seen as people who could inspire others due to their strong charisma great vision and ability to convince the crowd that they possess features that others don't They have followers and fans and the ability to control them On the other hand narcissistic leaders express a lack of empathy and high levels of aggression and show constant criticism of others while refusing feedback on their performance Those features indicate that such leaders have a strong sense of entitlement of superiority therefore it is hard to work with them In the corporate world many individuals with narcissistic personalities are chosen as leaders of organizations or teams which often harms their co workers and subordinates Very few lower level employees have a positive perception of their narcissistic leaders or are satisfied with their job and so there is need to measure through qualitative research based on already existing articles in a given subject the correlation between the perception of narcissistic leader and the leader evaluation method This book gives insight into psychology and management by linking the narcissistic personality with the leadership role and with the method of evaluating a leader along with discussing the positive or negative outcomes of their leadership Readers will learn about the phenomenon of narcissistic individuals and leaders as well as the attributes and traits of such a person This research monograph will be of interest to researchers academics and advanced students in the fields of work and organizational psychology and leadership studies

Royal Society of Medicine Career

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