



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 Spector and Peterson's Model can be included on the list of job satisfaction models. Hence based on a thorough review of Spector and Peterson's 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

Received 02 Oct., 2022; Revised 11 Oct., 2022; Accepted 13 Oct., 2022 © The author(s) 2022.

Published with open access at www.questjournals.org

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.

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. *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 APMI 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 Tripura. The seminar aimed to provide a forum for leading scholars, academics, researchers, and practitioners in business and management areas 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. **Human Resource Management** Robert N. Lussier, John R. Hendon, 2025-07-08. Whether your students are HRM or general management majors, Human Resource Management will help them develop the skills they need to recruit, select, train, and develop talent. In the updated Fifth Edition, bestselling authors Robert N. Lussier and John R. Hendon explore the important strategic function HR plays in today's organization.

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Resources in Vocational Education, 1978. *Global Talent Retention* David G. Allen, James M. Vardaman, 2021-09-30. Through extensive research, *Global Talent Retention: Understanding Employee Turnover Around the World* addresses the need for turnover theory and research to give more careful consideration to global and cross-cultural perspectives on employee retention and includes contributions from a global range of scholars. **KEY ROLE OF EMPLOYEE**

ENGAGEMENT FOR A SUCCESSFUL M & A DEAL - A CASE STUDY Dr. Siva Velaga, **Resources in Education**, 1999-04. **Advances in Human Factors, Business Management and Leadership** Jussi Ilari Kantola, Salman

Nazir, 2019-06-01. This book presents practical approaches for facilitating the achievement of excellence in the management and leadership of organizational resources. It shows how the principles of creating shared value can be applied to ensure faster learning, training, business development, and social renewal. In particular, it presents novel methods and tools for tackling the complexity of management and learning in both business organizations and society. Discussing ontologies, intelligent management systems, methods for creating knowledge and value added, it offers novel insights into time management and operations optimization as well as advanced methods for evaluating customers' satisfaction and conscious experience. Based on two conferences: the AHFE 2019 International Conference on Human Factors Business Management and Society and the AHFE 2019 International Conference on Human Factors in Management and Leadership held in July 24-28, 2019, Washington D.C., USA, the book provides both researchers and professionals with new tools and inspiring ideas for achieving excellence in various business activities. **Business Management Practices Emerging Trends** Dr. G. Vani, Dr. B. Nagarjuna, Md. Khwaja Moinoddin, Dr. Bindu K. Nambiar,

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

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 394 2019-08-01 *RSA Research Information System* United States. Rehabilitation Services Administration,1975

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 over 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

Trends, Challenges & Innovations in Management Dr Ramesh Kumar Miryala,2015-03-15 Globalization has proliferated business with numerous challenges and opportunities and simultaneously at other end the growth in economy population income and standard of living has redefined the scope of business and thus the business houses approaches A highly competitive environment knowledgeable consumers and quicker pace of technology are keeping business enterprises to be on their toes Today management and its concepts have become key for survival of any business entity The unique cultural characteristics tradition and dynamics of consumer demand an innovative management strategy to achieve success Effective Management has become an increasingly vital ingredient for business success and it profoundly affects our day to day life Today the role of a business houses has changed from merely selling products and services to transforming lives and nurturing lifestyles The Indian business is changing and so do the management strategies These changing scenarios in the context of globalization will bestow ample issues prospects and challenges which need to be explored The practitioners academicians and researchers need to meticulously review these aspects and acquaint them with knowledge to sustain in such scenarios Thus these changing scenarios emphasize the need of a broad based research in the field of management also reflecting in management education This book is an attempt in that direction I sincerely hope that this book will provide insights into the subject to faculty members researchers and students from the management institutes consultants practicing managers from industry and government officers

Organizational Readiness and Research: Security, Management, and Decision Making Burrell, Darrell Norman,2024-12-02 Organizational readiness for research includes the convergence of security management and decision making processes to enable effective and efficient operations As organizations engage in data driven initiatives understanding the security implications of their research activities becomes necessary Effective management strategies align resources and capabilities fostering a culture that prioritizes innovation and safety Informed decision making is pivotal when navigating the complexities of organizational readiness ensuring that research endeavors meet compliance standards while advancing strategic goals Further research is necessary to enhance an organization s ability to adapt and thrive in today s evolving business landscape

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and organizational development and is a useful resource for business owners government officials policymakers security professionals academicians and researchers

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

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