Chapter 8
The Significance of Job Satisfaction in Modern Organizations

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ABSTRACT

This chapter explains the relationship between job satisfaction and organizational constructs in modern organizations; job satisfaction, job performance, and adaptability; job satisfaction and negative organizational issues; and the importance of job satisfaction in the health care industry. Job satisfaction is an attitude that employees have about their work and job-related activities. Job satisfaction is important from the perspective of maintaining employees within the organization. High job satisfaction effectively leads to the improved organizational productivity, decreased employee turnover, and reduced job stress in modern organizations. Job satisfaction leads to a positive ambience at the workplace and is essential to ensure the higher revenues for the organization. Organizations should create the systematic management and leadership strategies to increase the high levels of job satisfaction of their employees. When employees are satisfied with their jobs, they will energetically deliver the higher levels of job performance.

INTRODUCTION

Job satisfaction is the sense of inner fulfillment and pride achieved when performing a particular job (Kasemsap, 2017a) regarding the concept of organizational psychology (Hauff, Richter, & Tressin, 2015). Ensuring the satisfaction of employees in the organization is one of the most important tasks for organizational management (Özpehlivan & Acar, 2015). The features of the work and work environment can predict job satisfaction in modern organizations (Brawley & Pury, 2016). Satisfied employees will have more time to transfer their positive emotions to the customers toward improving organizational profits (Yee, Guo, & Yeung, 2015). Job satisfaction is an affective reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired, expected, and deserved (Castaneda & Scanlan, 2014).

Job satisfaction, regardless of occupation or sector of employment, has been an issue of concern and of thorough research during the past decades (Ioannou et al., 2015). Job satisfaction is the individual's positive feelings about his or her job and its characteristic structure. Employees' job satisfactions have gained the increasing attentions from many researchers and practitioners in organizational study and the particular focus are given into searching the answer to understand why people are more satisfied with their jobs than others (Long & Xuan, 2014). Job-provided development opportunities are significantly related to satisfaction with growth opportunities, which is related to the citizenship behaviors of interpersonal helping, personal industry, and loyal boosterism (Jawahar, 2012).

This chapter focuses on the literature review through a thorough literature consolidation of job satisfaction. The extensive literature of job satisfaction provides a contribution to practitioners and researchers by explaining the challenges and implications of job satisfaction in order to maximize the impact of job satisfaction in modern organizations.

Background

In recent years, job satisfaction has attracted the attention of cross-national and intercultural researchers (Hauff et al., 2015). Job satisfaction can be defined by the level of satisfaction the person receives through job rewarding, especially when it involves the awards that fuel the intrinsic motivation of the employee (Statt, 2004). Employee satisfaction is considered as achievable when the employees are satisfied with certain factors related to their job, such as style of management, work culture, and teamwork empowerment (Hashim, 2015). Promoting psychological empowerment, job satisfaction, and organizational citizenship behavior can increase organizational performance in modern organizations (Kasemsap, 2013a).

Job satisfaction of the working-age person plays one of the most important tasks in terms of its motivation, performance, and work efficiency. Job satisfaction is associated with both social and psychological natures in the modern workplace (Malloy & Penprase, 2010). There are many studies that consider the relationships between job satisfaction and organizational culture (Lovas, 2007), between job satisfaction and the leadership style of the working group (Havig, Skogstad, Veenstra, & Romoren, 2011), between job satisfaction and life satisfaction (Bowling, Eschleman, & Wang, 2010), between job satisfaction and teamwork (Kalisch, Lee, & Rochman, 2010), between job satisfaction and perceived supervisor support (Gok, Karatuna, & Karaca, 2015), between job satisfaction and the sense of personal fulfillment (Kaliski, 2007), between job satisfaction and organizational justice (Kasemsap, 2012a), between job satisfaction and organizational citizenship behavior (Kasemsap, 2013b), and between job satisfaction and job involvement (Kasemsap, 2013c).

According to Herzberg et al. (1959), job satisfaction's antecedents can be clustered in real motivational factors (e.g., achievement, recognition, work, responsibility, promotion, and growth), and hygiene factors (e.g., pay, company policy, good relationships with co-workers, and supervision). The popular categorization distinguishes between extrinsic and intrinsic job characteristics, and can be traced back to the Herzberg's differentiation between motivators (intrinsic aspects) and hygiene factors (extrinsic aspects) (Kaasa, 2011). Job characteristics model defines five job characteristics (i.e., task identity, task significance, skills variety, autonomy, and feedback) that lead to the higher job satisfaction (Hackman & Oldham, 1976). Autonomy is the only working feature that is directly associated with the perceived responsibility of the employee, toward enhancing the intrinsic motivation (Belias, Koustelios, Sdrolias, & Aspridis, 2015). Job characteristics, rewards, and employee engagement are positively correlated with job satisfaction in the modern workplace (Kasemsap, 2013d).

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