

A Review of Empirical Research in Employee Job Satisfaction in the Service Context

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Abstract:

Job satisfaction is regarded as one of the most explored ideas in business science and Organizational Behavior (OB). While there are literature reviews have been directed on the Job satisfaction, there is yet inadequate part of a systematic review of drivers, outcomes and challenges in service context. This examination thusly gives an orderly review of empirical employee Job satisfaction research from 2010 to 2016. The findings uncovers that employee Job satisfaction ought to be concentrated from numerous points of view. Among them few are leadership style, motivation practices, reward management system, employee job expectations and working environment have been seen as enormous indicators. This study may add productively to heightening the propelled research especially on Sri Lankan point of view so as to carry greater clearness to smooth out the employee satisfaction measures and components for effective organizational execution.

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1. Introduction

The scholastic writing has a long history of examining employee job satisfaction. As per Locke (1976), job satisfaction is an enjoyable or positive passionate state causing from the examination of one's activity or professional experiences. Spector (1997) includes that worker satisfaction is presently a typical worry among organizations. As this enthusiastic state is a key factor in a worker's life, work satisfaction is an invigorating point to contemplate.

Job satisfaction is one of the most investigated concepts in business science and Organizational Behaviour (OB) for different reasons. To begin with, Job satisfaction is important for researchers inspired by the abstract assessment of work conditions (e.g.,

work attributes; Schjoedt, 2009). Second, Job satisfaction is applicable for administrators and specialists intrigued by organizational outcomes, for example, organizational commitment (e.g., Tsai and Huang; 2008, Yousef, 2002; Raisal et al., 2019), extra-job behavior (Bowling, 2010; Ismail & Tarofder, 2015), absenteeism, (Tharenou, 1993), sabotage (Chen and Spector, 1992), turnover or intension to leave the place of employment (e.g., DeConinck and Stilwell, 2004). Third, Job satisfaction is expected to have significant ramifications as it is a multidisciplinary and everlasting important concept covering all callings, work, employments and settings. Regardless of some discussion concerning this issue, a few investigations perceive Job satisfaction as a key

factor impacting efficiency (e.g., Judge et al., 2001; Ng et al., 2009). Job satisfaction is a disposition that identifies with by and large perspectives towards life, or life satisfaction (e.g., Ilies et al., 2009) just as to support quality (Hartline and Ferrell, 1996). Most scholarly examination on this subject spotlights on measuring and evaluating job satisfaction (Macintosh and Krush, 2014; Spagnoli et al., 2012; Hussain Ali et al., 2014). Experts from fields, for example, work psychology, OB, and human resource management (HRM) dedicate significant exertion to investigating the precursors and outcomes of work satisfaction.

2. Definitions of Job Satisfaction

Job satisfaction can be viewed as “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values” (Locke, 1969). Another definition states that Job satisfaction is “... an attitude that individuals have about their jobs. Job satisfaction results from their perception of their jobs and the degree to which there is a good fit between the individual and the organization” (Ivancevich et al., 1997).

3. Measurement of Job Satisfaction and its antecedents

Wide-ranging levels of particularity among work satisfaction measures have been generally utilized in both theoretical and pragmatic studies. Operationally, what makes estimating work satisfaction troublesome is that it is conceivable to be happy with certain parts of a Job and simultaneously be disappointed with others. The literature demonstrates two fundamental ways to deal with estimating work satisfaction: a general proportion of work satisfaction or one in regards to a few parts of work satisfaction. The primary methodology takes a large scale point of view and comprises of getting some information about their general emotions about the activity. The accentuation is on the worldwide evaluation of work satisfaction. Subsequently, the worldwide measures

of job satisfaction and requests that the respondents join their responses to different parts of the activity in an individual, integrated reaction (Nerkar et al., 1996).

On the other hand, the subsequent methodology underscores various parts of the job, and the degree to which an individual is happy with various parts of the job decides the general level of job satisfaction (e.g., Smith et al., 1969). Based on these two methodologies, Jayaratne (1993) presumes that there is in the two methodologies a general acknowledgment that job satisfaction is multifaceted.

A few experts have embraced a feature total way to deal with estimating work satisfaction by expecting that these angles can be joined in a proportion of work satisfaction. These scales are intended to quantify independently every one of the principle regions inside the general satisfaction area (Snipes et al., 2005). Following this line, a few of the most well-known proportions of job satisfaction, for example, the Job Descriptive Index (JDI; Smith et al., 1969), the Minnesota Satisfaction Questionnaire (MSQ; Weiss et al., 1967), the Job Satisfaction Survey (JSS; Spector, 1985) and the INDSALES (Churchill, Ford, and Walker, 1974) evaluate satisfaction toward explicit aspects of work. For example, the JDI (Smith et al., 1969) alludes to five work viewpoints, for example, sort of work, the compensation, open doors for advancement, the management and the collaborators at work). The INDSALES (Churchill et al., 1974), evaluates satisfaction with client, advancement, pay, organization strategy, work, supervisor and associate. Notwithstanding, both JDI and INDSALES were explicitly produced for salespersons while the MSQ (Weiss et al., 1967) and JSS (Spector, 1985) are hypothetically appropriate for most jobs.

Explicit proportions of job satisfaction are valuable to gauge explicit conduct (e.g., Snipes et al., 2005, Tsai and Huang, 2008), be that as it may, research in

regards to the particular effect of various parts of job satisfaction is still in its early stages (e.g., Nerkar et al., 1996, Snipes et al., 2005, Tsai and Huang, 2008). There are two issues that analysts have essentially tended to up until this point: the connection between satisfaction with work perspectives and in general job satisfaction (e.g., Jackson and Corr, 2002) and the predecessors and results of explicit job satisfaction viewpoints (for example, DeConinck, 2010).

Alegre, Mas-Machuca and Berbegel-Mirabent (2016) estimated job satisfaction from three alternate points of view. They expressed that job satisfaction is a component of workers organization relationship, worker - supervisor relationship and worker - peers relationship. The study included six scales (distinguishing proof with and commitment to organization objectives, work-family balance, self-governance, supervisor backing, teams work, and job satisfaction) as articulations to which respondents showed their degree of understanding/contradiction on a four-point Likert scale. All thing loadings were higher than 0.6. One single-thing by and large measure caught job satisfaction. As per Dolbier, Webster, McCalister, Mallon, and Steinhardt (2005) and Wanous, Reichers, and Hudy (1997), from a psychometric viewpoint, the utilization of single-thing measures to operationalize this concept contrasts well and the utilization of multiple-item measures.

Yang (2010) did an exploration on precursors and results of job satisfaction in the hotel business. Job equivocalness, job strife, burnout, socialization and self-sufficiency were the precursors. The measure created by Rizzo et al. (1970) was applied to job struggle (five things) and vagueness (five things). Second, the 22 things of the Maslach Burnout Inventory-Human Services Survey (Maslach and Jackson, 1986) concentrated on singular sentiments and perspectives were utilized to quantify burnout. Third, socialization was estimated by adjusting the measure utilized by Allen and Meyer (1990). Respondents reacted to 10 things accentuating

associations with colleagues. At last, the concept of work self-sufficiency was estimated with Breaugh's 8-thing scale (1989). Four things from the measure created by Autry and Daugherty (2003) were utilized to quantify work satisfaction.

Spagnoli, Caetano and Santos (2012) did a research on job satisfaction and its changes over time. In their study, the individual's perception concerning four specific job aspects was measured. These job features were: work climate; management practices; rewards and work itself. Constructs from JSS (Spector, 1985) were preferred to items from other scales because compared to other similar scales this scale appears to be one of the most recent and reliable (Spector, 1997). Three items assessed Work climate satisfaction ($\alpha = 0.75$): "The working environment in my job"; "The relationship with my direct manager"; "The openness to the dialog promoted by the managers". Management practices satisfaction was measured with three items ($\alpha = 0.73$). The three items are: "The performance appraisal practices"; "The management practices of the company"; "The organization of the work". Rewards satisfaction was measured with two items ($r = 0.28, p < 0.01$): "The salary" and "The social benefits provided by the firm". Work itself satisfaction was measured with two items ($r = 0.33, p < 0.01$) and includes "The performed job" and "The Company's service".

Izvercian, Potra and Ivascu (2016) inspected the perspectives in the literature with respect to work satisfaction and delimited the need to address the factors which impact and clarify the high and low satisfaction for the particular Romanian context. After an exhaustive examination, six principle work satisfaction factors rose with sub-components. Those six principle work satisfaction factors are inspiration, social collaboration, worker qualities, organizational condition attributes, organizational discernment and disturbing component. Every one of the 36 determinants were comprised for another honeycomb model of job satisfaction factors which offers a key point of view for human resource

management techniques. The honeycomb model proposed by the authors is given in appendix.

4. Empirical Study on Job Satisfaction

Alegre, Mas-Machuca and Berbegel-Mirabent (2016) assured that past investigations, in any case, give a fractional perspective on work satisfaction since they mostly concentrate on mutual relationship between a predecessor condition and job satisfaction, without taking a worldwide view to show how various factors all the while influence job satisfaction. Subsequently, they did an examination which sets that a mix of variables (e.g., organization, coworkers, and supervisor) influences worker work satisfaction. As needs be, this empirical examination embraces a subjective near investigation utilizing fuzzy sets (fsQCA) to investigate the relationship between worker job satisfaction and the various connections that worker create in Firms. Likewise, this examination utilizes regression and structural equation models (SEM) and looks at the consequences of the various strategies. They discovered that a significant level of cooperation and elevated levels of organizational identity and commitment cultivate an elevated level of employment satisfaction even within the sight of a low degree of work–family balance. More significant levels of self-sufficiency in the dynamic procedure, more elevated levels of organizational identification and duty and more significant levels of work-family balance lead to significant levels of job satisfaction for workers. The presumed that job satisfaction is an unpredictable concept and that numerous kinds of links shape work satisfaction. As indicated by their findings, to accomplish worker satisfaction and prosperity, firms ought to create practices or activities planned for expanding impression of organizational commitment, work-family balance, self-sufficiency, supervisor support, and coordinated effort through teamwork.

Second, a great deal of the literature in the hospitality and tourism field shows a strong relationship between job satisfaction and organizational commitment, but few studies have

examined this relationship by distinguishing affective from continuance commitment. Third, no empirical evidence about whether absenteeism mediates between organizational commitment and intention to leave has been presented. The author found out that role conflict, burnout, socialization, and work autonomy, but not role ambiguity, significantly predicted job satisfaction. In addition, job satisfaction significantly contributed to psychological outcomes in terms of organizational effectiveness (i.e., greater affective and continuance commitment and lower employee turnover intentions). Second, a lot of the literature in the hospitality and the travel industry field shows a solid connection between work satisfaction and organizational commitment, however barely any examinations have inspected this relationship by recognizing full of feeling from continuation commitment. Third, no exact proof about whether absenteeism intervenes between organizational commitment and expectation to leave has been introduced. The author discovered that role conflict, burnout, socialization, and work autonomy, however not job uncertainty, essentially anticipated job satisfaction. Moreover, work job satisfaction altogether added to mental results as far as organizational viability (i.e., more prominent affective and continuance commitment and lower worker turnover intentions).

An examination by Spagnoli, Caetano and Santos (2012) was directed to contemplate the progress of job satisfaction in a service entity over a six-year time frame. The accompanying perspectives influencing job satisfaction were analyzed: the management practices, rewards, work atmosphere and the work itself. Results uncovered the configurationally invariance of satisfaction with work angles in the three waves; satisfaction with every viewpoint contributes contrastingly to the job satisfaction develop and singular assessment of a large portion of the perspectives change across time. The fundamental hypothetical ramifications of this investigation inhabits in its commitment towards filling the literature gap on satisfaction with work

viewpoints from a time point of view. The outcomes propose that supervisors ought to create explicit human resource rehearses so as to upgrade various parts of job satisfaction across time.

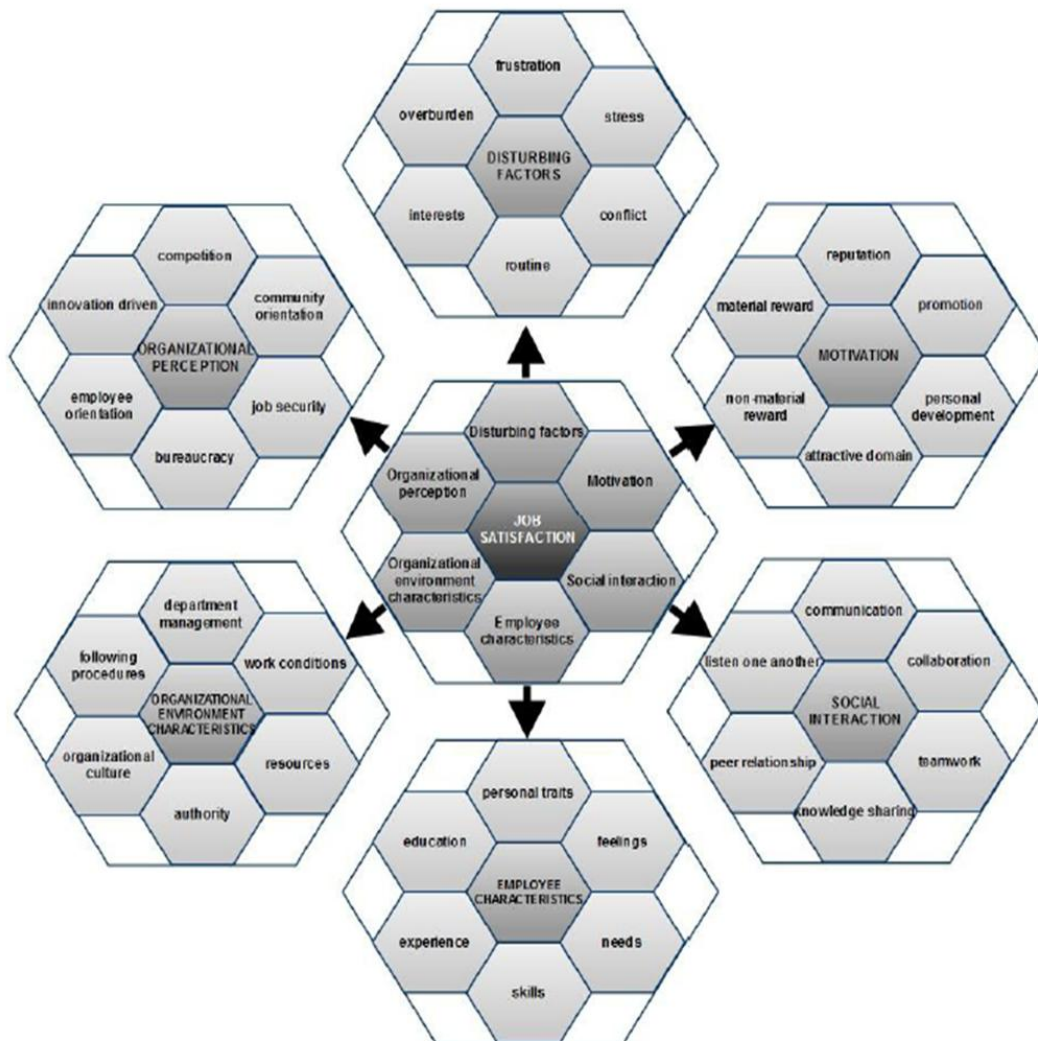
5. Prospect

In view of the review of the current research, this article contends that employee job satisfaction should be studied from many perspectives. Leadership style, motivation practices, reward management system, employee job expectations and working environment have been found to be significant predictors from the literature. In the future, studies should be directed to find the effects

of these variables on employee job satisfaction, especially in service sector.

6. Conclusion

In brief, so as to have a superior comprehension of job satisfaction and its relative instrument, this paper explained the idea of employment satisfaction and introduced the primary estimation of job satisfaction. This paper additionally sums up the empirical investigation of job satisfaction, including its precursor and outcome measures. By exploring the exact examination, this paper set forward the exploration prospect of job satisfaction.



Appendix – Honeycomb Model of Job Satisfaction by Izvercian, Potra and Ivascu (2016)

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