

EMPLOYEE ATTITUDES AND JOB SATISFACTION

P.Kaliappan, Dr.FabiyolaKavitha

Bharath Institute of Higher Education and Research,Chennai

Abstract:

An employee attitude towards work is directly linked to the job satisfaction; an employee who is satisfied with his job performs better and excels at what he does. Happy employees are creative employees. Happy employees are *not* creative employees. We hear these contradictory statements made by HR professionals and bosses in organizations. There is misperception and discussion among practitioners on the topic of employee attitudes and job satisfaction. Even at a time when employees are progressively important for organizational success and competitiveness. Therefore, the purpose of this article is to provide better understanding of the research on this topic and give recommendations related to the major practitioner knowledge. The major practitioner knowledge gaps in this area are: (1) the reasons of employee attitudes, (2) the consequences of positive or negative job satisfaction, and (3) how to measure and effect employee attitudes. Within each gap area, we provide a review of the scientific research and references for practitioners related to the research findings. In the final section, additional recommendations for improving organizational practice in the area of employee attitudes and job satisfaction are described, along with recommendations for evaluating the implemented practices. Before beginning, we should define what we mean by employee attitudes and job satisfaction. Employees have attitudes or lookouts about many features of their jobs, their careers, and their organizations. When we think, we have feelings around what we think. Conversely, when we have feelings, we think around what we feel. Cognition and affect are thus intimately linked, in our psychology and even in our biology. Thus, when appraising our jobs, as when we assess most anything important to us, both thinking and feeling are involved.

Objectives:

- To study the character of attitude in employee performance
- To study the relationship between employee attitude and job satisfaction.
- To study the reasons of employee attitude
- To study the consequences of positive or negative job satisfaction
- To study how to measure and effect employee attitudes.

Key Words:

Employee attitude, Job Satisfaction, Employee Performance

Introduction

Employee satisfaction

The term employee satisfaction describes the level of happiness and fulfilments an employee senses working where they do.

Appraise employee satisfaction

Other than an employee satisfaction, there are a number of ways to find out how cheerful and fulfilled your employees are. You could have an employee suggestion box in the office, schedule one-on-one interviews and employee performance evaluations, and you

could host team building days where people are motivated to be open and direct about what they want from their workplace.

Causes of job satisfaction

There are a number of aspects that contribute to a sense of job satisfaction. Salary, promotion opportunities, better increment, over time, bonus, benefits, collaboration, recognition, awards, rewards, career and skills development opportunities, positive work environment, and meaningful work, are some of these factors.

Benefits of job satisfaction

Job satisfaction leads to improved employee appointment, higher quality product, reduced rejection, increased industrial harmony and greater productivity, but also reduces employee turn-over, conflict, and absenteeism.

Effect of job satisfaction on employee performance

Employees with higher levels of job satisfaction tend to feel a greater sense of responsibility in being creative, are more likely to take less days off, and are expressively advanced in the company's efforts to reach its own goals

1. The Character of Attitude in Employee Performance:

Employees attitude are vital to organization, because when attitudes are positive they are cause for success of organization and when negative, they are both indication of fundamental problem and a contributing cause of forthcoming complications in an organization. Decaling attitude may result in strike, low productivity, heavy rejection, poor product quality, poor men, machine, material utilization and untidy customer, work slowdowns, absenteeism and employees turnover.

Job satisfaction is significant because a person's attitude and beliefs may distress his or her performance. Attitudes and beliefs may reason a person to work harder and perform better, or, the opposite may happen, and he or she may work less. Job satisfaction also disturbs a person's comfort for the reason that people apply a good part of the day at work. Accordingly, if a person is unhappy with their work, this could lead to unhappiness in other areas of their life.

2. The Relationship between Employee Attitude and Job Satisfaction:

Employee Attitude:

Attitudes are practically good quality forecasters of behaviours. They provide signs to an employee's behavioural intents or feelings to act in a certain way. Positive job attitudes help forecast positive behaviours; negative job attitudes help forecast undesirable behaviours. When employees are unhappy with their jobs, lack job participation, are low in their obligation to the organization.

Unhappy employees engage in psychological withdrawal (e.g. day- dreaming on the job); physical withdrawal (e.g. unauthorized absenteeism, early departures, lengthy breaks) or even overt acts of violent behaviour and revenge for presumed wrongs. Satisfied employees may provide acts of customer service beyond call of duty and actively pursue quality in all areas of their jobs.

Job Satisfaction:

Some bosses grasp on to an old myth, that great satisfaction always leads to high employee performance but this statement is not correct. Satisfied employees in fact may be high, reasonable, or low producers and they will incline to continue the level of performance that formerly brought them satisfaction. The satisfaction performance relationship is more complex than simple path of satisfaction indications to performance.

Better performance indications to higher economic, sociological, and because employees feel that they are receiving prizes in proportion to their performance. If prizes are seen as insufficient for the level of performance, displeasure tends to arise. The level of satisfaction leads to either better or smaller commitment, when then affects effort and ultimately affects performance again. The result is a regularly operating performance satisfaction energy loop. As expected, upper job satisfaction is associated with lesser employee turnover; they like to stay with their company longer. Those employees who have lower satisfaction typically have higher rates of turnover. They may lack self-fulfilment, receive little acknowledgments on the job, or experience continual conflicts with a superior or peer, or they may have reached a individual plateau in their career.

3. The Reasons of Employee Attitudes:

The main expert knowledge gap we will address is the reasons of employee attitudes and job satisfaction. In general, HR professionals understand the importance of the work situation as a cause of employee attitudes, and it is an area HR can help impact through organizational programs and management practices. However, in the past two decades, there have been important research gains in understanding dispositional and cultural influences on job satisfaction as well, which is not yet well understood by experts. In addition, one of the most significant areas of the work situation to influence job satisfaction—the work itself—is often ignored by experts when addressing job satisfaction.

Dispositional Inspirations, several innovative studies have shown the influences of a person's disposition on job satisfaction. Despite its contributions to our understanding of the reasons of job satisfaction, one of the limitations in this literature is that it is not yet informative as to how exactly dispositions affect job satisfaction. Therefore, researchers have begun to travel the psychological processes that underlie dispositional reasons of job satisfaction. Cultural Influences, in relations of other influences on employee attitudes, there is also a small, but increasing body of research on the influences of culture or country on employee attitudes and job satisfaction. The continual globalization of organizations postures new challenges for HR professionals, and the available research on cross-cultural organizational and human resources matters can help them healthier understand and control training.

4. The Consequences of Positive or Negative Job Satisfaction:

A second main practitioner knowledge gap is in the extent of understanding the values of job satisfaction. We hear debates and confusion around whether satisfied employees are productive employees, and HR professionals fairly struggle as they must reduce costs and are concerned about the effects on job satisfaction and, in turn, the impact on performance and other consequences.

The emphasis of our discussion in this section is on job satisfaction, because this is the employee attitude that is most frequently related to organizational outcomes. Other employee attitudes, such as organizational commitment, have been considered as well, although they have comparable relationships to consequences as job satisfaction. The study of the linking

between job satisfaction and job performance has a controversial history. The presumed association between job satisfaction and performance was a “management fad” and “illusory.” This study had an important impact on researchers and in some cases on organizations, with some managers and HR professionals concluding that the relationship among job satisfaction and performance was unimportant.

5. How to Measure and Influence Employee Attitudes:

The third main practitioner knowledge gap is in the part of how to measure and influence employee attitudes. There are a number of conceivable methods for measuring employee attitudes, such as conducting focus groups, interviewing employees, or carrying out employee reviews. Of these approaches, the most precise measure is a well-constructed employee attitude survey.

In addition, knowledge of significant deliberations for analysing employee survey results is essential for taking suitable steps to improve attitudes. Finally, practitioners frequently use survey feedback discussion meetings as resources for acting on employee attitude surveys, addresses research connected to this topic and the most important ways to support action.

Conclusions:

The arena of industrial/organizational psychology has a long, rich, and, at times, debatable history related to the study and understanding of employee attitudes and job satisfaction. Some of this research is very exact and aimed primarily at other researchers, while other publications provide real-world guidance on understanding, measuring, and improving employee attitudes. One likely future direction of employee attitude research will be to better understand the interaction between the person and the situation and the numerous internal and external factors that influence employee attitudes.

In specific, a better understanding of the part of emotion, as well as wider environmental impacts, is needed and has been largely overlooked in past research. In adding, on-going research will provide more in-depth understanding of the effects of employee attitudes and job satisfaction on organizational measures, such as customer satisfaction and monetary measures. Better insights on the relationship between employee attitudes and business performance will assist HR professionals as they struggle to enhance the essential people side of the business in a highly competitive, global arena.

References:

- [1] Rynes, Colbert, & Brown,(2002)
- [2] *Human Resource Management, Winter 2004*
- [3] Erez, 1994; House,1995; Triandis, 1994
- [4] Edwards & Fisher, 2004; Kraut, 1996.
- [5] Ohns, G. (1997). Contemporary research on absence from work: Correlates, causes, and consequences. In C. L. Cooper & I. T. Robertson (Eds.), *International review of industrial and organizational psychology* (Vol. 12, Chichester, UK: Wiley.
- [6] Jones, M.D. (2006). Which is a better predictor of job performance: Job satisfaction or life satisfaction. *Journal of Behavioral and Applied Management*, 15(6).
- [7] Judge, T. A., & Church, A. H. (2000). Job satisfaction: Research and practice. In C. L. Cooper & E. A. Locke (Eds.), *Industrial and organizational psychology: Linking theory with practice* .Oxford, UK: Blackwell.
- [8] Judge, T. A., & Kammeyer-Mueller, J. D. (2008). Affect, satisfaction, and performance. In N. M. Ashkanasy & C. L. Cooper (Eds.), *Research companion to emotion in organizations*. Thousand Oaks, CA: Sage Publications, Inc.
- [9] Judge, T. A., & Klinger, R. (2007) Job satisfaction: Subjective well-being at work. In M. Eid, & R. Larsen (Eds.), *The science of subjective well-being* . New York, NY: Guilford Publications.

[10] Judge, T. A., & Larsen, R. J. (2001). Dispositional affect and job satisfaction:

AUTHORS PROFILE



Author-1

Name: P.Kaliappan

Education

B.B.A, M.B.A (HR) & M.A (English)- TNOU, Tamilnadu.

B.L & M.L – Dr.Ambedkar Law University, Chennai, Tamilnadu

Current: Pursuing his Ph.D in Management from Bharath Institute of Higher Education & Research, Chennai, Tamilnadu

30+ years of experience in Automobile Industry (Production) ,More than 20 years of experience as Trade Union Leader, and 8 years of experience as Practising Advocate in Madras High Court

Publications: Published articles in few of the reputed International Journals including Scopus Indexed and presented papers in National & International Conferences



Author-2

Name: Dr.S.FabiolaKavitha B.Sc., M.B.A. M.Phil., PGDHRM, DAST., Ph.D., NET

Currently working as Associate Professor in SRM Trichy Arts and Science College, Trichy since December 2018. 18 years in teaching at colleges and University levels. She has a good academic

research interest with more than 50 publications in Scopus and many other International Journals with high impact factor. She is a registered research supervisor for M.Phil and Ph.D scholars of Bharath Institute of Higher Education and Research.