

Values of works and job satisfaction

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INTRODUCTION

Work values influence perceptions regarding what occurs in the work environment, in particular, in highly uncertain contexts. They also act as an influence on behavioral decisions. In general, values lead to goals, which in turn lead to behavior. Work values act as motivational elements in that they indicate which behaviors are more desirable to perform than others from an ideal perspective, either because the behavior itself is valued, or because the behavior moves the actor toward a valued object or event.

Values help organizations determine a range of acceptable behaviors, defining for leaders and employees alike which actions are encouraged and which are unacceptable. Values tell staff what is good for the organization and what is unhealthy .

A good part of people's well-being at work comes from their ability to act in ways that are congruent with their values. many people are proficient at and enjoy their tasks, but they are ultimately dissatisfied because their personal values do not align with those of their employer. On the other hand, when an employee's values are in line with their organization's values, they may do tasks that aren't always enjoyable, but they can still be satisfied.

WHAT IS JOB SATISFACTION?

The aptly titled Job Satisfaction (Hoppock, 1935) defines job satisfaction as any combination of psychological, physiological, and environmental circumstances that cause a person to truthfully say that they are satisfied with a job. Going a little deeper and fast-forwarding to this century, job satisfaction has been called a set of favorable or unfavorable feelings and emotions with which employees view their work. Before we get to favorable feelings or proven ingredients for job satisfaction, let's first assess what leads to those unfavorable feelings. (Bourne,2020)

job satisfaction represents the gratification of an individual's needs and wants pertaining to the job. Work values and needs are important concepts that aids in the examination of an individual's potential for job satisfaction. (Drummond & Stoddard,1991)

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place.

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productitivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work.

Job satisfaction is the key ingradient that leads to recognition, income, promotion, and the achevement of other goals that lead to a feeling of fulfillment. Job satisfaction can be defined also as the extent to wich a worker is content with the rewards he or she gets out of his or her job, particulary in terms of intrinsic motivation.

The term job satisfactions refers to the attituted and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Aziri,2011,78)

It is essential to have a multidimensional approach to employee satisfaction, covering the following areas: (Chiradeep,ND)

- The challenging nature of work, pushing employees to new heights
- A level of convenience (short commutes, access to the right digital tools, and flexible hours)
- Regular appreciation by the immediate management and the organization as a whole
- Competitive pay, which employees maintain a good quality of life
- The promise of career progression in sync with employees' personal growth targets.

IMPORTANCE OF JOB SATISFACTION

A satisfied employee is always important for an organization as he/she aims to deliver the best of their capability. Every employee wants a strong career growth and work life balance at workplace. If an employee feels happy with their company & work, they look to give back to the company with all their efforts. Importance of job satisfaction can be seen from two perspectives i.e. from employee and employer perspective:

For Employees: Job satisfaction from an employee perspective is to earn a good gross salary, have job stability, have a steady career growth, get rewards & recognition and constantly have new opportunities.

For Employers: For an employer, job satisfaction for an employee is an important aspect to get the best out of them. A satisfied employee always contributes more to the company, helps control attrition & helps the company grow. Employers needs to ensure a good job description to attract employees and constantly give opportunities to individuals to learn and grow.

The positive effects of job satisfaction include:

1. More efficiency of employees of workplace if they are satisfied with their job.
2. Higher employee loyalty leading to more commitment.
3. Job satisfaction of employees eventually results in higher profits for companies.
4. High employee retention is possible if employees are happy. (MBA Skool Team,2020)

The Employee Job Satisfaction and Engagement Report from the Society for Human Resource Management notes four benefits of making sure employees are satisfied with their work: (Bourne,2020)

1. Increased profits

This is one any manager and employee might appreciate. Keeping employees satisfied can lead to higher sales, lower costs, and a stronger bottom line.

2. Higher productivity

Irrespective of their job titles or salary, employees who are more satisfied with their job, whether they feel satisfied with the organizational culture, with the rewards they are getting, or with recognition, can produce more and do it more efficiently.

3. Lower turnover

If employees are more satisfied with their job, they are less likely to leave. It also helps to recruit better quality talent as new talent sees employee staying power as added value.

4. Loyalty

When employees feel there is a growth path for them, they are more satisfied. In turn, because they feel the organization has their best interests at heart, they tend to support the organization's mission and objectives. When this happens, employees may tell their friends or relatives about the good nature of the organization, which helps spread organizational goodwill.

JOB SATISFACTION FACTORS

Job satisfaction is related to the psychology of an employee. A happy & content employee at a job is always motivated to contribute more. On the other hand, a dissatisfied employee is lethargic, makes mistakes & becomes a burden to the company. The elements & factors which contribute to job satisfaction are:

1. Compensation & Working conditions:

One of the biggest factors of job satisfaction are the compensation and benefits given to an employee. An employee with a good salary, incentives, bonuses, healthcare options etc is happier with their job as compared to someone who doesn't have the same. A healthy workplace environment also adds value to an employee.

2. Work life balance:

Every individual wants to have a good workplace which allow them time to spend with their family & friends. Job satisfaction for employees is often due a good work life balance policy, which ensures that an employee spends quality time with their family along with doing their work. This improves the employee's quality of work life.

3. Respect & Recognition:

Any individual appreciates and feels motivated if they are respected at their workplace. Also, if they are awarded for their hard work, it further motivates employees. Hence recognition is one of the job satisfaction factors.

4. Job security:

If an employee is assured that the company would retain them even if the market is turbulent, it gives them immense confidence. Job security is one of the main reasons for job satisfaction for employees.

5. Challenges:

Monotonous work activities can lead to dissatisfied employees. Hence, things like job rotation, job enrichment etc can help in job satisfaction of employees as well.

6. Career Growth:

Employees always keep their career growth part as a high priority in their life. Hence, if a company helps groom employees and gives them newer job roles, it enhances the job satisfaction as they know they would get a boost in their career. (MBA Skool Team,2020)

7. Communication:

Communication can be extremely important to retaining levels of satisfaction, on both a personal and professional level. It is exhibited in allowing employees to be open, collaborative, trustworthy, and even confrontational when needed.

8. Culture:

Defining a company culture links to job satisfaction as it provides values and guidance about topics ranging from organizational goals to appropriate levels of interaction between employees.

9. Security:

It's no surprise that once a culture is established in a workplace, satisfaction can then be enhanced by added feelings of security. Security may arise from knowing you work for a viable company with long-term goals, insinuating feelings of belonging to that company (Berg, Grant, & Johnson, 2010). This can be enhanced by having honest communication and transparency within a company.

10. Leadership:

Tied into increased motivation for employees, leadership, or influencing a group toward the achievement of a vision or set of goals, can lead to job satisfaction by making sure communication and instruction of tasks is adequate and easily understood.

In turn, when employees feel that leaders can guide them through tasks, their motivation and satisfaction increases.

11. Opportunities:

Employees can gain more satisfaction with their job when more challenging opportunities arise. This can lead to participation in interesting and diverse projects and get employees away from the monotony of a role.

12. Working conditions:

Job satisfaction can be increased if a resilient workplace is a cooperative environment. This means a place with respect for diverse ideas and opinions, honest and constructive feedback, mentoring opportunities, and freedom from harassment.

13. Employee personality:

Most ingredients linked to job satisfaction may have roots in elements outside of the employees' control (such as leadership from managers and communication from company leaders), but what about the employees themselves? Can they control their own levels of satisfaction? Bakker, Tims, and Derks (2012) talk about just that. These researchers discuss how job satisfaction can be determined by how proactive the employee is at work. Does the employee proactively seek out a manager for feedback? Does the employee go the extra mile to achieve tasks within a company? Does the employee try to stick to company goals, lead meetings, and ask questions when unsure about how to complete a task?

If yes, these employees are ones who can show more satisfaction in the workplace. Proactiveness in the workplace can lead to positive job appraisals, which when fed back to the employee, can lead to satisfaction.

14. Rewards and recognition:

Beyond monetary gain and being paid fairly for the work they do, job satisfaction for employees means that promotional policies are unambiguous and in line with their expectations.

A key finding here is that satisfaction at a job is not exclusively linked to pay, but to the perceived fairness of how one is recognized at work for achievements. (Bourne,2020)

WORK VALUES AND THEIR IMPORTANCE IN JOB SATISFACTION

Individuals hold central beliefs about two broad aspects of work. First, they have beliefs regarding how they ought to behave in work-relevant contexts (working hard, acting with integrity, respecting others). Second, they have preferences regarding what the work environment will provide for them (a challenging job, high pay). Although authors have usually focused on one or the other of these different approaches to work values, they are, in fact, related. Work values defined as generalized beliefs about modes of conduct at work form a primary component of the self-schema, the ought self, whereas work preferences compose a part of the desired self. Self-relevant beliefs tend to be the most deeply held and influential of cognitions, and thus values are stable and central beliefs, having powerful influences on other cognitions, motivation, and action in the workplace. Work values are not merely evaluative responses; they are embedded within self-identity.

the work values defined in the ought frame are a powerful influence on preferences regarding objects or organizational characteristics. Work values, as they address one of a very few primary domains in life, act as an organizing structure for much of the rest of our system of cognition. Perceptions, motivation, attitudes, and opinions are all subject to this structure. Many concepts thought of as factual are influenced by work value systems, for example, the belief that jobs that require more responsibility also require more pay. (Psychology,2020)

people choose a career for all the wrong reasons, and find their responses to the workplace are incompatible with their true values. This may produce feelings of unrest, discontent and a loss of productivity. Also, employers like to see certain work values in employees and will not hire people who don't show their actual true values at work. To help avoid these problems, career values help people uncover their real values and use them to make better career choices. Taking a work values test can help you identify your career and work values. (Schein,2010)

Work values represent a degree of importance, worth and desirability of the events that occur at work. (Knoop,1993) Work values are beliefs or

principles relating to your career or place of work. They describe what you believe matters regarding your career. For instance, some people believe that getting a sense of achievement through their work is a core priority in their career. For others, a healthy work-life balance trumps anything else. Employees typically have their own set of core values, but so will organizations. For example, some companies value transparency, while others will see value in teamwork and communication. (Shonna,2021)

CONCLUSION

Working is one of the most common experiences of adult life; it is a necessity for procuring the necessities of life, an essential component of personal identity, and a major form of interacting with, shaping, and being shaped by the social world. Organizational work settings and processes, however, are undergoing rapid changes in response to changing societal norms, economic developments, generational shifts, and technological and organizational practices around the world.

workplace values are the guiding principles that are most important about the way of work. the use these deeply held principles to choose between right and wrong ways of working, help make important decisions and career choices. When this happens, people understand one another, everyone does the right things for the right reasons, and this common purpose and understanding helps people build great working relationships. Values alignment helps the organization as a whole to achieve its core mission.

When values are out of alignment, people work towards different goals, with different intentions, and with different outcomes. This can damage work relationships, productivity, job satisfaction, and creative potential.

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