

EMPLOYEE JOB SATISFACTION WITH THEIR RESPECTIVE JOBS IN SRI LANKA – A THEORETICAL REVIEW

¹SMBM Assam

^{2*}M.F. Hibathul Careem

³A.R.M Arshard

⁴M.S.M Imthiyas

¹Mohamed Siraju

¹Eastern University, Sri Lanka, Chenkalady, Sri Lanka

²Uva Wellassa University of Sri Lanka, Badulla, Sri Lanka.

³Amana Bank PLC, Sri Lanka

⁴South Eastern University of Sri Lanka, Oluvil, Sri Lanka.

*Corresponding author : hcareem@gmail.com

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Abstract

Job satisfaction is also an important factor since it determines organization performance as well as employee turnover rate and several other factors that affects workplace. The present study aims at presenting the theoretical analysis of the factors influencing the job satisfaction of the employees of Sri Lanka, the South Asian developing country with unique cultural, economical and social environment. The review also focuses on the impact of the intrinsic motivation by using job contents, organizational recognition, and career advancement opportunities together with the extrinsic motivation by using monetary rewards, work-family balance and work environment of employees. Further, Sri Lankan cultural values, organizational culture and/or economic characteristics that might influence employee satisfaction level are discussed.

The study pays attention to expectations and satisfaction levels of employers. Moreover, it explores outcomes of economic transitions such as globalization, technological changes and the labor market in the context of the country. The review also pulls together best practice research activities in order to specify various factors that could be useful for organizations to implement in an effort to boost the levels of employee satisfaction and production within such setting. The suggestions made here are intended to help policy maker/organizational decision-makers interested in enhancing employees' quality of working life and organizational commitment in Sri Lanka.

The future directions for research are also presented, consisting of a call for quantitative analysis of the micro trends by sector and the relationship between generation change and job satisfaction in the Sri Lankan labor market.

Introduction

This chapter provided a general overview of the idea of job satisfaction and the variables that affect it. In essence, hypotheses that explain various facets of job satisfaction are originally presented. Then, it is evaluated what has been determined to be the primary predictors of work satisfaction. Additionally, a review was done on the connection between organizational commitment and work satisfaction. The chapter also assesses the outcomes of empirical research on the issue under consideration. This has also influenced how development officers in different divisions feel about their jobs, which has significantly lower work satisfaction among employees.

Employee satisfaction with their jobs should be taken into consideration in order to satisfy customers and external stakeholders, making employees the company's most significant strategic resources and asset. Employee loyalty to the organization and organizational performance should rise as a result of effective human resource management techniques (Li et al., 2017). Because job satisfaction is a series of employee perceptions that will affect employee attitudes and behavior while working, it is also important to employee commitment to work, ensuring employees do their best to achieve company goals (Cherif, 2020). Human Resource Management (HRM) practices play a role in building a proper interrelationships relationship between the establishment and employees. Conferring to Skelton et al. (2019), job satisfaction may be categorized into three (three) primary categories: intrinsic satisfaction, extrinsic satisfaction, and complete satisfaction. The task's nature affects intrinsic pleasure, which is correlated with sense of control, self-confidence, accomplishment, and self-esteem. Extrinsic pleasure focuses more on individual comparisons and refers to the task's nature as it relates to employee happiness in the workplace, as well as positive feedback from superiors, acceptable benefits, good pay, and prospects for advancement. According to Ezzat & Ehab (2018), overall satisfaction refers to employees' overall contentment with their job and is determined by both internal and external satisfaction.

According to Singh & Onahring (2019), job satisfaction is characterized as an individual's emotional orientation toward their present job position and is linked to their conduct at work, which expresses sentiments of happiness or unhappiness at work. Accordingly, it can be concluded that the challenge that must be overcome is the organization's ability to win by increasing the satisfaction of overcome the challenges on the global era. Job satisfaction can improve service quality, work performance, external stakeholder satisfaction, organizational engagement, and organizational citizenship behavior. Employee commitment and turnover rates are closely correlated, so it is hoped that the company will have a low turnover rate as well with an increase in job satisfaction for employees, among others with respectable wages, stable work, interpersonal relationships, and easy access to benefits (salary, sick leave, and social security) (Ezzat & Ehab, 2018; Ahamed, Niyas and Rifky, 2018). The formulation of the problem in the present paper is to gain an understanding of what factors might impact job satisfaction so that in the future the workplace can optimize employee job satisfaction. This formulation of the problem is based on the studies on job satisfaction mentioned earlier.

Job satisfaction

According to Herzberg's the theory (Franczukowska et al., 2021) both internal and extrinsic motives might have an impact on job satisfaction. When analyzing employee job satisfaction, different studies use different methods. Ezzat & Ehab (2018) and Luz et al. (2018) analyze the results of their studies based on the job satisfaction of pay and promotions, the degree of comfort that employees have with their colleagues and superiors, and the capacity of duties that they are given. Emphasis on the impact of leadership style is another aspect that influences job satisfaction. Thus, it is believed that a more positive emotional state would boost job satisfaction and will produce employee happiness as

employees are expected to form high-quality connections with their supervisors (Franczukowska et al., 2021).

According to Robbins & Judge (2013), job satisfaction is a good attitude toward one's work as a result of analyzing its qualities. The findings of the study (Barkhuizen & Gumede, 2021 ; Imthiyas and Arshard 2024; Careem, 2019) indicate that job satisfaction is a function of how much employees like or dislike certain parts of their employment. The amount of enjoyment from pays, management's support, prospects for advancement, the workplace environment, organizational culture, coworkers, and tasks completed all contribute to job satisfaction. Employees' opinions of the effectiveness, rules, and general procedures of human resources inside the organization itself can also be considered when determining job satisfaction.

Theories related to Job Satisfaction

The primary goal is to create three degrees of trust inside the workplace. Building trust, leadership, and choice are these things (Li, 2008). According to Wiewiora et al. (2010), the idea of trust will have an impact on organizational elements as well as the link between trust. Furthermore, that organizational trust influences job satisfaction related to involvement. Without information on working circumstances and professional growth aspirations, job satisfaction cannot be fully appreciated (Olaskoaga-Larrauri et al., 2020, Arshard and Imthiyas, 2024). It has been examined what psychological conditions are fundamentally necessary for instructors to feel professionally satisfied. According to several research, feeling competent in one's line of work is essential for the growth of decision-making autonomy and job satisfaction.

Two Factors Theory

Herzberg addressed the problem of job satisfaction in terms of those factors which cause satisfaction (motivators) and those which cause dissatisfaction (hygiene). Ozsoy (2019) summarizes a theoretical analysis of Herzberg's Two Factor Theory of Job Satisfaction. For instance, Ozsoy (2019) emphasized the requirement for a reliable measuring instrument capable of testing Herzberg's Two Factor Theory across populations and cultural contexts. According to Ozsoy (2019), it is more difficult to compare the empirical results of all of these studies because each one used a different methodology to examine Herzberg's Two Factor Theory. The theory should next be evaluated on various sample populations, ideally by contrasting the low, medium, and high-income profession groups, most likely within the same nation. As motivation and job satisfaction are closely related to personality traits, Ozsoy (2019) recommended that one of the other important factors that needs to be taken into account in future research is to examine the differences in personality traits of the participants involved in the research.

Hierarchy of Needs Theory

ple have a variety of demands because of their biological, psychological, and social composition. These requirements, which might differ from person to person, proceed in a hierarchy from fundamental physiological demands to higher-level social and psychological needs. The "Hierarchy of Needs Pyramid" was made possible by Maslow's Hierarchy of Needs Theory, which is in the forefront of the most significant studies about motivation. **Physical needs:** must be met. Other requirements will not materialize to a significant degree if they are

not partially addressed. It is difficult to claim that among individuals and society that have not satisfied their mandatory requirements, freedom and democracy, fine art, good music, and sports are in the manner they should be (Maslow, 1954).

Safety needs: Despite the fact that physiological demands are mostly met, additional needs that fall under the category of safety needs develop (Maslow, 1954). These include protection from harm, self-assurance, and a lack of fear (Daft, 2013).

The desire for love, commitment, and belongingness emerges once the physiological demands and safety needs have been completely satisfied. Maslow argues that humans are social beings at this point in the theory (Stephens, 2000).



Figure 1. Maslow's Hierarchy of Needs Pyramid (Gargasz, 2010).

Esteem needs: come in two different varieties. The first is the desire to be regarded and valued by others in relation to one's reputation, including status, acknowledgement, and praise. The other is the requirement for self-appreciation and self-esteem, which includes traits like talent, achievement, independence, and self-confidence (Maslow, 1954; Griffin, 2013).

Self-Actualization needs: The person will still feel restless and unsatisfied even if all the requirements at the other levels of the hierarchy are met. People should act in accordance with their own capabilities because of this. A musician should practice music, an artist should practice their craft, and a writer must create in order to be content. A person ought to be whatever they are capable of becoming (Maslow, 1954).

The Expectancy Theory

Expectancy is characterized as a conviction that a particular activity will result in a particular outcome. In the 1930s, American psychologist Edward C. Tolman developed the Expectancy Theory. The expectation the theory has potentially significant ramifications for

employee motivation. By changing an individual's effort-to-performance expectation, performance-to-reward expectancy, and incentive valences, the model offers guidance for boosting employee motivation. The next paragraphs discuss a number of realistic applications of expectancy theory (Greenberg, 2011).

Equity Theory

Although Equity Theory is a theory of motivation, it has important components related to pleasure and discontent. The purported input-output balance is what determines contentment. Education level, knowledge, aptitude, skill, commitment, responsibility, age, and effort are examples of inputs. Performance, salary, favorable working circumstances, work insurance, advancement, recognition, position, and prospect are examples of results. As substantiated by Adams (2003), the tenets of this theory are also important factors in determining job satisfaction. A variety of prominent concerns, including CEO compensation, equal value, and equivalent worth, are covered under equity theory. Adams (2003) claimed that perceptions of fairness among the others, rather than the amount of compensation, are more important in determining contentment. Equity is therefore rarely accepted, and people often respond to unfairness by exerting less work on their own, demanding more equitable treatment, and looking for new job (Adams, 2003, Careem, 2021).

The factors related to Job

Job security:

It's critical that a person feel safe and secure in their place of employment. Job pleasure is not sparked by qualities like sensitivity, fragility, and powerlessness. Effective communication and good working relationships with superiors and subordinates, a safe working environment, the safety of the machines, equipment, and other devices that people use for production and manufacturing, the availability of incentives and benefits, and a good salary that is commensurate with the performance of job duties are all factors that affect job security. The degree of job security is inversely correlated with overall work satisfaction (Hong, Hamid, & Salleh, 2013).

Pay:

Wages and salaries are important factors for job satisfaction. Money not only helps personnel attain their basic needs but also instrumental in providing upper-level needs satisfaction (Luthans, 1992).

Motivation pays: There is a significant connection between motivation and pay satisfaction. Workplace motivation is thought of as an intangible, internal concept that should lead to performance and satisfaction. Prior to their free agency, a study of players on a big-league baseball club was done. According to equity theory, those who received inadequate compensation choose to reduce their performance and exhibited lower motivation (Ambrose & Kulik, 1999).

Communication pays: A study was conducted on ten corporate locations which found that when managers and employees have two-way communication, their perception of pay equity was higher than the other group where there was no communication. Even though both groups were paid almost the same as the first group, the first group felt that they were

equitably paid while the second group had the perception that they were underpaid (Huseman & Hatfield, 1990).

Performance and pay: The study also discovered that current pay level and earnings potential, two demographic factors, may have an impact on an individual's view of equitable compensation (Carrell & Dittrich, 1978).

Work Itself:

“The Motivation to Work” was published in 1959, evidence has been accumulated that the work itself plays a significant role in attaining job satisfaction. Employees' knowledge and awareness about these traits and elements can help them work more efficiently and have an impact on factors like job satisfaction, absenteeism, motivation, and so on (Kumari, Joshi, & Pandey, 2014).

Supervision: The behavior of the supervisor plays an important role with regard to employees' reactions to a problematic event. It was showed that the employees who perceived their supervisor as more approachable and responsive were more likely to voice their concerns (Herzberg 1959). Within the firm, the employees depend on their supervisor for management, direction, and guidance.

Promotions: Promotion possibilities involve the availability of advancement opportunities. If people think that they will not have much promotion possibilities, they may be affected adversely. The aspiration to be promoted emanates from the desire for social status ,psychological growth and desire for justice .Therefore management should commemorate that promotion furnishes a positive motivating tool in ensuring that the employee attains goals at a higher level.

Peers: Interaction with peers is an important factor in job satisfaction. A study in an auto mobile industry demonstrated that isolated workers disliked their jobs. Similarly, it was found that only 43 percent of the “isolates” in work groups were highly satisfied with their jobs (Feldman & Arnold, 1985).

Working Conditions: Providing good physical working conditions (e.g. cleanliness of the working place, lightning, adequate tools and equipment) enables employees to carry out their jobs easily, comfortably and efficiently. Working conditions such as flexible time, job sharing and shorter work weeks are quite valued by employees because they can facilitate valued off the job activities such as pursuing hobbies (Feldman & Arnold, 1985).

Rewards: When the employees use their total effort and performance to achieve the organizational goals and objectives, the organization rewards them appropriately, And then it can help to meet personal goals. When the employee is satisfied with the rewards the final result is they are satisfy with the job (Vroom, 1964; Careem, 2023).

Fairness of treatment: If the employee feels that he/she is rewarded or facilitated equally, then he/she can satisfy with their job and vice versa. In other words the job satisfaction depends on fairness of treatment of employees in and out of the organizations (Adams, 1965)

Conclusion

In the context of the current Sri Lankan ‘working environment’ employee perceptions of job satisfaction are further influenced by cultural aspects such as collectivism, whereby employees pay respect to hierarchy and organizational socio-economic conditions. Factors

like economic cycles, global trends and different generations make depth to build and oversee the employee satisfaction.

This theoretical review therefore supports the call for organisations in Sri Lanka to take a broad view of how jobs satisfaction could be improved. Recommendations should therefore be based on combinations of mainly identified theories with precise context specific adaptations. The results indicate that human resource management practices can positively affect satisfaction and productivity through better fit between ideal and actual practice profiles, stronger organizational identification, and satisfying inclusion experiences with intrinsic and extrinsic motivation.

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