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Effects of Psychological Factors on Job Satisfaction of Employees

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ABSTRACT: Job satisfaction is defined as the level of contentment employees feel with their job. This goes beyond their daily duties to cover satisfaction with team members/managers, satisfaction with organizational policies, and the impact of their job on employees' personal lives. Job satisfaction, an unquantifiable metric, is defined as a positive emotional response you experience when doing your job or when you are present at work. Leading organizations are now trying to measure this feeling, with job satisfaction surveys becoming a staple at most workplaces. It's important to remember that job satisfaction varies from employee to employee. In the same workplace under the same conditions, the factors that help one employee feel good about their job may not apply to another employee.

KEYWORDS: job satisfaction, employees, psychological factors, effects, organizations, work

I. INTRODUCTION

Diversity and inclusion in the workplace have a positive impact on the business bottom line, while also improving a company's culture and work environment. By ensuring fairness toward all your employees, regardless of age, gender, or disability, you can increase the average level of satisfaction across the company. In other words, job satisfaction shouldn't be limited to a select few – [1,2] everyone, across the company, should experience the same level of well-being. For this reason, it is essential to have a multidimensional approach to employee satisfaction, covering the following areas:

- 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

Job security is now a major concern as technology upends existing processes, and automation threatens legacy models of working. As a future-focused employer, you must clearly explain how an employee's role will transform over the years and equip them for this change. Employees shouldn't feel insecure about their jobs – you can ensure this by maintaining a consistent line of communication between frontline employees and senior leadership. Apart from basics such as compensation, employee benefits, and workplace amenities, either improving or negatively impacting employee satisfaction. Job satisfaction is important not just because it boosts work performance but also because it

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increases quality of life. Everyone's job is different but here are 10 factors that psychologists regularly report as important in how satisfied people are with their jobs.[3,4]

1. Little hassles

If you ask doctors what the worst part of their jobs are, what do you think they say? Carrying out difficult, painful procedures? Telling people they've only got months to live? No, it's something that might seem much less stressful: administration.

We tend to downplay day-to-day irritations, thinking we've got bigger fish to fry. But actually people's job satisfaction is surprisingly sensitive to daily hassles. It might not seem like much but when it happens almost every day and it's beyond our control, it hits job satisfaction hard.

This is one of the easiest wins for boosting employee satisfaction. Managers should find out about those little daily hassles and address them—your employees will love you for it.[5,6]

2. Perception of fair pay

Whatever your job, for you to be satisfied the pay should be fair. The bigger the difference between what you think you should earn and what you do earn, the less satisfied you'll be.

If you perceive that other people doing a similar job get paid about the same as you then you're more likely to be satisfied with your job than if you think they're getting more than you.

3. Achievement

People feel more satisfied with their job if they've achieved something. In some jobs achievements are obvious, but in others they're not. As smaller cogs in larger machines it may be difficult to tell what we're contributing. That's why the next factor can be so important...

4. Feedback

There's nothing worse than not knowing whether or not you're doing a good job. When it comes to job satisfaction, no news is bad news. Getting negative feedback can be painful but at least it tells you where improvements can be made. On the other hand, positive feedback can make all the difference to how satisfied people feel.

5. Complexity and variety

People find jobs satisfying if they are more complex and offer variety. People seem to like complex (but not impossible) jobs, perhaps because it pushes them more. Too easy and people get bored.

6. Control

You may have certain tasks you have to do, but how you do them should be up to you. The more control people perceive in how they carry out their job, the more satisfaction they experience.

If people aren't given some control, they will attempt to take it. Psychologists have found that people who work in jobs where they have little latitude find their work stressful and unsatisfying.

7. Organisational support

Workers want to know their organisation cares about them; that they are getting something back for what they are putting in. This is communicated through things like how bosses treat us and the fringe benefits we get. If people perceive more organisational support, they experience higher job satisfaction.[7,8]

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8. Work-home overflow

Low job satisfaction isn't only the boss' or organisation's fault, sometimes it's down to home-life. Trouble at home breeds trouble at the office.

9. Honeymoons and hangovers

Job honeymoons and hangovers are often forgotten by psychologists but well-known to employees. People experience honeymoon periods after a month or two in a new job when their satisfaction shoots up. But then it normally begins to tail off after six months or so.

10. Easily pleased

Some of us are more easily satisfied (or dissatisfied) than others, no matter how good (or bad) the job is. To misquote a famous cliché: You can't satisfy all the people all the time.

With a little thought, most of the predictors of satisfaction can be provided.

If you're a manager looking to improve satisfaction at your workplace then start with point number 1: find out about people's little hassles and address them. It might not look like much but people will really appreciate it.[9,10]

II.DISCUSSION

Employee psychology is the study of the mind and behavior of jobholders. It deals with why an employee behaves in a particular way on the job. Employee psychology is very beneficial to the organization since it gives employers insights into dealing with different employee personalities. Today's psychologists acknowledge a conflict between an individual's needs and those of the organization. Through employee psychology, they classify employee behavior into predictable patterns from which organizations can identify the best ways of dealing with individual employees. Employee psychology dates as far back as 1913 when Hugo Munsterberg, a Harvard University professor, published "Psychology and Industrial Efficiency." The book was based on feedback from executives as to which personal characteristics they desired most in their employees. He used the results to develop screening techniques and character assessment systems for employees. In 1919 Henry C. Link published "Employment Psychology," in which he stated: "The ideal employment method is undoubtedly an immense machine which would receive applicants of all kinds at one end, automatically sort, interview, and record them, and finally turn them out at the other end nicely labeled with the job which they are to do."

Psychologists who study employee behavior often gather data by conducting surveys. This involves creating a confidential process to collect data from the employees about their work and the organization. This gives them a chance to divulge their honest feedback about their attitudes and perceptions. [11,12] Ray Williams, co-founder of Success IQ University, advises employers to focus on feedback from employees on the things that work well for them. Allowing employees to generate solutions and develop new positive behaviors is critical for the organization's success. Psychologists of the workplace recommend that employers understand what motivates their employees. They make a distinction between intrinsically and extrinsically motivated employees. The former are driven by pride and recognition while the latter are driven by money, promotions and rewards. By knowing what motivates its employees, the organization can use this information to help them perform their roles effectively. Psychologists also suggest that productivity can be enhanced if employers try to understand their employees' personal behavior. David Rock, the author of "Quiet Leadership," writes that "change is pain and organizational change provokes physiological pain in employees." Therefore, learning the behaviors of employees is very important. In this way, the organization is able to know which adaptation measures to apply to each employee when dealing with changes. This prevents employee resistance toward changes in an organization. Another insight of employee psychology is the role that nurturing plays in an organization. Psychologists recommend that organizations should encourage growth and development by training

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that helps employees develop careers and talents..This gives workers a chance to thrive and excel in their professional field and in the organization, which benefits from their improved productivity.[13,14]

Workplace psychology is the study of day-to-day individual and collective human behavior in organizations to understand how work behavior can be influenced, changed, and improved to benefit both employees and companies. Workplace psychology — sometimes referred to as Industrial and Organizational Psychology — is concerned with understanding, explaining, and ultimately improving the attitudes and behaviors of individuals and groups in organizations and applying this knowledge to problems at work. Some problems that workplace psychology studies help to solve include psychological trauma in the workplace, worker productivity issues, and managing worker stress levels. Using psychology in the workplace can have many benefits to both employees and employers. Typically, the goal is to improve the mental well-being of employees so they feel safe, valued and equipped to do their job in an effective manner. This in turn reduces stress levels and increases productivity of employees, which can contribute to better business outcomes for employers.

Many large organizations have organizational psychologists on staff to deal with psychological issues in the workplace. These professionals use psychology and worker research strategies to assess workplace environments, identify areas in need of improvement, and develop strategies to address those issues. They also study company culture and job requirements to help develop better hiring and training processes.[15,16]

III.RESULTS

Other ways that workplace psychology is used in organizations:

Stress Management in the Workplace

Stress in workplace psychology is a topic that is of great interest and concern to staff and organizations. Stress at work is almost unavoidable, whether people are dealing with a difficult boss, poor working conditions, tight deadlines, excessive workloads or insufficient pay. However, when work stress becomes chronic, it can become harmful to physical and emotional health. Organizations are increasingly turning to psychologists, nutritionists and other experts to implement workplace wellness programs that aim to achieve better mental well-being of employees by providing healthy meals, yoga classes, quiet spaces, and other tools to better understand their stress levels such as EEG-based cognitive assessment exercises (brain games).

1) Color Psychology in the Workplace

The psychology of colors and how different colors evoke different moods and feelings is an important consideration in workplace psychology. Interior color schemes in the work environment can have a serious impact on the mood and productivity of workers and the behavior of customers. For example, a recent University of Texas study found that bland gray, beige and white offices induced feelings of sadness and depression, green and blue colors create a sense of well-being that improves efficiency and focus, yellow might be able to inspire innovation and red creates a sense of unease and alarm that might harm productivity.[17,18]

2) Psychological Harassment in the Workplace

Psychological harassment is any behavior that is hostile or unwanted from one individual or group in the workplace to another individual or group. This misconduct usually occurs in the form of verbal comments, gestures or actions that affect the targeted person or group's dignity and mental well-being, resulting in a hostile work environment. Employers have a moral and, many times, legal obligation to ensure that none of their employees are subject to unwanted

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psychological harassment in the workplace as this negatively impacts workers' ability to do their job. This includes sexual harassment, overbearing supervision, constant criticism or the blocking of promotions.

3) Psychological Safety in the Workplace

According to Harvard Business School professor Amy Edmondson, who coined the term: "Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes." This type of environment has been shown to foster innovation in the workplace because team members feel safe to take risks and be vulnerable in front of each other without the fear of psychological harassment, ridicule or even losing their jobs. It's about giving candid feedback, openly admitting mistakes, and learning from other team members, so that everyone is improving and becoming less stressed at work.[19]

4) Positive Psychology in the Workplace

Positive psychology in the workplace focuses attention away from the more negative aspects of a work environment such as violence, stress, burnout, and job insecurity through the purposeful promotion of positive psychology and positive work. This emerging field of positive psychology seeks to increase productivity in the workplace by implementing policies and organizational behaviors that nurture a work environment that is fun, safe and fulfilling for workers and reduces psychological issues in the workplace. This can be facilitated by psychologists and HR teams that specifically focus on creating this type of environment through employee training and support initiatives.

Psychologically Healthy Workplace

Psychologically healthy workplaces are work environments that consistently facilitate a culture where workers feel safe, valued and productive. Management in these types of workplaces oftentimes implement comprehensive workplace wellness programs, enable psychological safety, participate in stress management, promote positive psychology and take psychological harassment seriously, while working to reduce employee turnover.

Social Psychology in the Workplace Environment

Social psychology is how an individual's personality, attitudes, motivations, and behavior influence their larger social groups. Since workplaces are essentially a type of social group, it can be considered important for employers to help their employees become more adept in aspects of individual social psychology to better contribute to the whole. Employers can contribute to their employees' social well-being in a variety of ways, such as providing off-site or team building experiences, training on how to be more attentive or pick up on body language cues of coworkers, guidance on appropriateness towards coworkers and allowing time-off – especially in the form of mental-health days.[20,21]

Healthy Psychological Contract in the Workplace.

Originally developed by organizational expert Denise Rousseau, the psychological contract is an informal agreement that includes arrangements, mutual beliefs, common ground and perceptions between two parties. A healthy psychological contract in the workplace is a version of this between an employee and employer with the intention of setting expectations in the workplace from a psychological standpoint. It is distinguishable from the formal written contract of employment that identifies mutual duties and responsibilities in a generalized form.

IV.CONCLUSIONS

Job satisfaction can be indicative of work behaviors such as organizational citizenship, and withdrawal behaviors such as [absenteeism](#), and [turnover](#). Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviors.

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One common research finding is that job satisfaction is correlated with [life satisfaction](#). This correlation is reciprocal, meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. In fact, a 2016 FlexJobs survey revealed 97% of respondents believe a job that offered flexibility would positively impact their lives, 87% think it would help lower stress and 79% think the flexibility would help them live healthier. Additionally, a second survey of 650 working parents revealed that flexible work arrangements can positively affect people's personal health, as well as improve their romantic relationships and 99% of respondents believe a flexible job would make them a happier person in general. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as nonwork satisfaction and core self-evaluations are taken into account.[22]

An important finding for organizations to note is that job satisfaction has a rather tenuous [correlation](#) to productivity on the job. This is a vital piece of information to researchers and businesses, as the idea that satisfaction and job performance are directly related to one another is often cited in the media and in some non-academic management literature. A recent [meta-analysis](#) found surprisingly low correlations between job satisfaction and performance.[23,24] Further, the meta-analysis found that the relationship between satisfaction and performance can be moderated by job complexity, such that for high-complexity jobs the correlation between satisfaction and performance is higher than for jobs of low to moderate complexity. Additionally, one longitudinal study indicated that among work attitudes, job satisfaction is a strong predictor of absenteeism, suggesting that increasing job satisfaction and organizational commitment are potentially good strategies for reducing absenteeism and turnover intentions. Recent research has also shown that intention to quit alone can have negative effects on performance, organizational deviance, and organizational citizenship behaviours. In short, the relationship of satisfaction to productivity is not as straightforward as often assumed and can be influenced by a number of different work-related constructs, and the notion that "a happy worker is a productive worker" should not be the foundation of organizational decision-making. For example, employee [personality](#) may even be more important than job satisfaction in regards to performance. Job satisfaction has also been found to be impacting the shorter job tenure among persons with severe mental illness. [25]

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