



### **Job Satisfaction: Antecedent and Consequences**

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#### **Abstract**

The objective of this research is to explore antecedents and consequences of job satisfaction. This study explain the antecedents of job satisfaction (Employees age, Employees' salaries, Absence of promotion prospects, Poor awareness of professional image, Professional experience, Area of expertise, hours of work, Location of work, Transformational Leadership, Supervisory Support, Job dangerousness, Role conflict, Level of fairness, Working environment, Promotion, Job Security, Relationship with co-worker, Relationship with supervisor, Self-esteem, Generalized self-efficacy, Emotional stability, Internal locus of control, Job flexibility, Reward and cost values, Co-worker participation, Supervisory support, Innovative, Supportive culture, Leadership style, Education, Participate Management Style, Supervisory Communication Participative Planning Process, Leadership Behavior, Ethical Climate, Perceptions, Manipulate the Employees Perceived performance ratings, Personal bias, Punish subordinates, Perceived Job Mobility, Current perspectives, Learning Organizational Culture, Individual determinants, Structural determinants, Stress, Routinization, Cynicism and Motivation factor) and its effects (Financial Indicators, Job Performance, Job Turnover and Absenteeism). Articles from different journals have been used for the review.

**Keywords:** Job satisfaction, Consequences

**JEL Codes:** J28, O33

## I. Introduction

Job satisfaction is the most emerging research that apprehended the consideration of a number of researchers in the field of management (Luthans, 2005). Rapid increase in interest around job satisfaction shows its worth. To make an organization victorious in quite the literal sense, it is important to make sure that people working within that organization are overall happy and content with their jobs and their surroundings. Some researchers explain that optimum levels of satisfaction of management within the organization are likely to be due to high-performance employees (Moradi, Al-Mutairi, Idrus, and Emami 2011; Robbins, 2003). Moreover, employees those are content in majority of the cases and tend to be yielding a high performance at work place and are devoted to their jobs. The functioning of an organization is greatly dependent upon its participants, and thus, it's of the utmost importance to make sure that the employees have the required skillset to perform and fulfill the requirements of the workplace. In accordance to the point of views of Arnold and Sylvester (2005), managers must keep job satisfaction of their employees as one of their pivotal goals to enhance overall performance of the organizations and to keep it steadfast.

Jolodar and Jolodar (2012) showed that job satisfaction is directly related to human resource development and employee productivity. Conclusively, high amounts of work satisfaction and increased productivity occur in the organization over time. Based on the background, many elements exist which influence job satisfaction. This makes the happiest employees with their jobs (Ramayah, 2011). Among these salient features, organizational learning is a feature that sheds light on elements such as Better learning within a company (Shiva, Alegre, and Lapedra 2007). It is defined as. "The ability of the organization to implement the relevant management Practices, structures and techniques that facilitate and encourage the learning of employees" (Richards, 1997) Ability of organizational learning expands the extent of refined information and skill-set of their employees to make sure that it improves output and quality in the place of work.

Participation of members of staff is yet one other element which effects satisfaction. Kahn, (1990) pointed to the "use of the members of the organization" themselves in their roles, in Commitment, people used expressed physically, mentally and emotionally during the performance of roles ". Nowack (2011) said that the participation of workforce proves to be significant in the purpose of influencing contentment and association of the workforce with workplace. Yet researches previously conducted have been futile to put forward an association between job satisfaction, commitment and the workforce (Buckingham and Coffman, 1999). To explore relevance among these two constituents, enriching understanding on this subject, and to provide useful Suggestions for decision-makers to develop appropriate strategies.

Many studies explore that job satisfaction can affect the work environment (Bakotić and Babic 2013; Jane and Corr 2014) and motivate staff (Maharjan 2012; Nofal, Suryaputra and Sondakh 2012; Salim, Mahmood and Mahmood 2010). Jane and Kuar (2014), examine that easy working conditions increase satisfaction of employees with their work, which eventually gives rise to the organization and steady rise of the economy. Sohail, Saleem and Ansar (2014) employ that enthusiastic and committed staff work better and have higher. Management should also increase the required services for workforce to make sure that they execute their everyday jobs in their full capacity and capabilities with satisfaction. The fun work atmosphere and enthusiasm can motivate workforce to become prolific and can increase level of satisfaction.

In this era of rapidly changing and highly challenging environment it is huge challenge for organizations to achieve competitive advantage. Organizations are highly interested in factors that can affect the organizations' success through their employees (Saks, 2006). Employees who are engaged tend to be more productive, loyal and committed with their employer (Markos & Sridevi, 2010). Improving job satisfaction of the employees improve their productivity and performance (Karriker & Williams, 2009). So, it is noteworthy to study the impact of employees' perceptions of job satisfaction. The objective of this study is to find out antecedents and consequences of job satisfaction.

## II. Literature Review

"Job satisfaction is the collection of feeling and beliefs that people have about their current job" (George et al., 2008). Employees level of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. Despite the wide usage of job satisfaction in scientific research, as well as in everyday life, there is no general agreement regarding what job satisfaction is because people have attitudes about various aspects of their jobs; such as the kind of work they do, the relationship quality between their coworkers, supervisors or subordinates and their pay (George et al., 2008). Therefore there is no comprehensive definition of job satisfaction exist.

Different authors have different perspectives and approaches towards defining and conceptualizing of job satisfaction. The detail of how researchers have defined it main themes in all are few have stated the role of employees that they perform at workplace (Vroom, 1964). Job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). Its represents a combination of positive or negative feelings that workers have towards their work and closely linked to that individual's behavior in the work place (Davis et al., 1985; Spector, 1997; Armstrong, 2006; Aziri, 2008). The role of worker's that sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being (Kaliski, 2007). It can be defined also as the particularly in terms of intrinsic motivation (Statt, 2004). It is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Job satisfaction is more of an attitude, an internal state (Mullins, 2005). We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008). Job satisfaction is under the influence of a list of factors such as: The nature of work, salary, advancement opportunities, motivation, and working conditions etc. The details of all the antecedents are mentioned in Table 1.

**Table 1 Antecedents of Job Satisfaction**

Sr. No.	Factors	Relation	Source
1	Employees Age	Positive	- Mnutr, 2012 - Cheesman, Kim, Lambert and Hogan 2011
2	Employees' Salaries	Positive	- Mnutr, 2012 - Saeed et al., 2013
3	Absence of promotion prospects	Positive	- Mnutr, 2012
4	Poor awareness of professional image	Positive	- Mnutr, 2012
5	Professional experience	Positive	- Mnutr, 2012
6	Area of expertise hours of work	Positive	- Mnutr, 2012
7	Location of work	Positive	- Mnutr, 2012
8	Transformational Leadership	Positive	- Braun et al., 2013 - Griffith 2004 - Medley and Larochelle 1995 - Janseen and Ypern 2004
9	Supervisory Support	Positive	- Cheesman, Kim, Lambert and Hogan 2011
10	Job dangerousness	Negative	- Cheesman, Kim, Lambert and Hogan 2011
11	Role conflict	Negative	- Cheesman, Kim, Lambert and Hogan 2011 - Babin and Boles 1996
12	Level of Fairness	Positive	- Saeed et al., 2013
13	Working Environment	Positive	- Saeed et al., 2013 - Mokaya, Musau, Wagoki and Karanja 2013
14	Promotion	Positive	- Saeed et al., 2013
15	Job Security	Positive	- Saeed et al., 2013
16	Relationship with Co-worker	Positive	- Saeed et al., 2013
17	Relationship with Supervisor	Positive	- Saeed et al., 2013
18	Self-esteem	Positive	- Judge and bono 2001
19	Generalized Self Efficacy	Positive	- Judge and bono 2001
20	Emotional Stability	Positive	- Judge and bono 2001
21	Internal locus of control	Positive	- Judge and bono 2001

22	Job flexibility	Positive	- Bender et al., 2005
23	Reward and cost values	Positive	- Farrell and Rusbult 1981
24	Co-worker participation	Positive	- Babin and Boles 1996
25	Supervisory Support	Positive	- Babin and Boles 1996
26	Innovative	Positive	- Lok and Crowford 2004
27	Supportive Culture	Positive	- Lok and Crowford 2004
28	Leadership style	Positive	- Lok and Crowford 2004
29	Education	Negative	- Lok and Crowford 2004
30	Participate Management Style	Positive	- Kim 2002
31	Supervisory Communication Participative Planning Process	Positive	- Kim 2002
32	Leadership Behavior	Positive	- Yousef 2000
33	Ethical Climate	Positive	- Schwepker 2001
34	Perceptions	Positive	- Schwepker 2001
35	Manipulate the Employees Perceived performance ratings	Negative	- Poon 2004
36	Personal bias	Negative	- Poon 2004
37	Punish subordinates	Negative	- Poon 2004
38	Subordinates	Positive	- Hui, Law and Chen 1999
39	Perceived Job Mobility	Positive	- Hui, Law and Chen 1999
40	Current perspectives	Uni-directional Causality	- James and Jones 1980
41	Learning Organizational Culture	Positive	- Egan et al., 2004
42	Individual determinants	Positive	- Arekar et al., 2016
43	Structural determinants	Positive	- Arekar et al., 2016
44	Stress	Negative	- Arekar et al., 2016
45	Routinization	Negative	- Arekar et al., 2016
46	Cynicism	Negative	- Srivastava and Adams 2011
47	Motivation factor	Positive	- Nyantika et al., 2015
48	Thriving at work	Positive	- Abid et al., 2016
49	Fairness Perception	Positive	- Abid et al., 2016

**Source: Author**

The literature on job satisfaction explained that vital antecedent of job satisfaction are under the following heads.

In management, among highly debated and important concepts is “Employee motivation”. Luthans and Sommers (2005) define motivation as, “a series of interrelated value added steps that energize, improve attitude, behavior and performance. Maduka and Okafor (2014) describe motivation as a yearning of an employee that drives his or her behavior regarding accomplishments of set targets and goals. An amount of studies directed that employee motivation has significant positive effect on job satisfaction (Hussain, Usman, Sarmad, and Haq, 2012; Khalid, Salim, and Loke, 2011; Maharjan, 2012; Judge and Bono, 2001; Mnutr, 2012; Sohail et al., 2014; Nyantika et al., 2015). Employees’ motivation factor (Reward, bonus, promotion) has positive effect on job satisfaction (Farrell and Rusbult, 1981; Arekar et al., 2016; Kim, 2002; Babin and Boles, 1996). Personal bias, punish subordinates and manipulate the employees perceived performance ratings are negatively linked with job satisfaction (Poon, 2004). Results of their research signify that employees who have higher levels of motivation regarding their work are seen to have a greater level of satisfaction and commitment in comparison to the employees who are less motivated. Motivation is of the utmost importance that ensures employee satisfaction which gives rise to higher levels of performance.

Now days, in the business environment has become a dynamic, ever-changing and incorporating new value adding features to itself such as employee heterogeneity in regard of their demographics and psychographics, rapid advancement of technology, globalization and continuation and preservation of knowledge. Organization learning is defined by Senge (1990) as “something that encourages its employees through different programs to continually widen their capabilities to accomplish the desired outcomes through nurturing critical thinking, collective aspiration, and teamwork”. Main purpose of organizational learning is to indorse important transactions of data that has the

potential of innovation, enhancing performance and maintain a healthy advantage at competition (Lopez, Peon & Ordas, 2005).

Previously, researchers portrayed organizational learning to have a relationship with job satisfaction (Egan, Yang, and Bartlett, 2004; Emami et al., 2012; Jolodar & Jolodar, 2012; Moradi et al., 2011; Razali et al., 2013). Chang and Lee (2007) discovered that (Leslie, Aring, & Brand, 1998; Lok and Crowford, 2004). Rowden and Conine (2005) also stated that job satisfaction has a possibility to be exaggerated by higher opportunities of job learning.

Competitive environment in the corporate sector has attained higher levels these days. Market environments are pretty vibrant and very demanding. Many workplaces have come to the conclusion that if they want to maintain their continuation of trade, they must incorporate easy, pleasant and encouraging work environment (Raziq & Maulabakhsh, 2015). As now days, a worker has many opportunities to select a workplace which is better suited to his personal preferences and inclinations, he has a few common factors that help him make the ultimate decision. These include the type work environment, which further constitutes of factors such as hours of work, safe and secure job, relationships with ones' peers, approval and management (Raziq & Maulabakhsh, 2015). "Work environment can be known as the environment in which employees are working" (Jain and Kaur, 2014).

Many factors have been highlighted that act as determinants for work environment. These include attributes such as physical attributes like silence, tools and gear, temperature etc and job attributes like workload, duties complications or simplicity of the job etc. and general corporate attributes like relations of employees with each other, culture, industry setting and history etc. Spector (1997) discovered that work atmosphere can be calculated in accordance with to the safety of employees, job security, and healthy relationships with peers, approval and admiration, sense of accomplishment and being a part of the process of coming up to conclusive decisions within the workplace. Also, elements such as wages, independence, job duration and ease of communication with the administration and peers can be job gratification determinants (Lane, Esser, Holte, & Anne, 2010). According to Pitaloka and Sofia (2014), there are five elements that employee take under consideration in calculating work atmosphere. These are room and facilities mandatory for doing the job, relations with the immediate boss, fair and square dealing with the entire workforce, communication system in the organization, amiable work atmosphere and the precautionary measures regarding risk evaluation and eradication. Previous research signifies that work environment has a positive effect on job satisfaction (Kim, 2002; Braun et al., 2013; Mokaya, Musau, Wagoki, & Karanja, 2013; Saeed et al., 2013; Pitaloka & Sofia, 2014; Raziq & Maulabakhsh, 2015). Lee and Brand (2005) showed that satisfaction of job rises with encouraging work environment. They reached a conclusive decision that organizations must take work environment in account to improve job satisfaction. Also, Roelofsen (2002) discovered that working atmosphere has a significant effect on job satisfaction.

Transformational leadership, the supervisor's emphasis for the benefits of their subordinates They are continue to motivate their subordinates and advised them to focus on organizational advantages rather than on individual benefits (Zeb, Saeed, Rehman, Ullah & Rabi, 2015). Transformational leadership has positive association with job satisfaction (Medley and Larochele, 1995; Hui, Law, and Chen 1999; Yousef, 2000; Schwepker, 2001; Janseen and Ypern 2004; Griffith, 2004). Structural determinants (Autonomy distributive justice, promotional chances and social support) are significant and positive effect on job satisfaction (Arekar et al., 2016). Stress, routinization and cynicism has negative association with job satisfaction (Srivastava and Adams, 2011; Arekar et al., 2016).

The literature on job satisfaction explained that vital consequences of job satisfaction are under the following heads.

**Table 2 Consequences of Job Satisfaction**

Sr. No.	Factors	Relations	Source
1	Financial Indicators (Returns on equity, Revenue per employee, Labor costs per employees and Business excellence index)	Positive	- Bakotic, 2016
2	Job Performance	Positive	- Petty, Mcgee and Vender, 1984; - Babin and Boles, 1996; - Yousef, 2000;

			- Griffith, 2004
3	Job Turnover	Positive	- Ferrel and Rusbult, 1981; - Griffith, 2004
		Negative	
4	Absenteeism	Negative	- Swency and Mcfarlin, 2005

The difficult tasks cause the stress and tension and that affects the performance in different ways. Supervisors motivate the workers for getting the performance. Charismatic leaders with their skill framed such targets which can be achieved from employees through employee abilities (Lepine, Zhang, Crawford & Rich, 2016). Job satisfaction has positive effect on job performance (Petty, Mcgee and Vender, 1984; Babin and Boles, 1996; Yousef, 2000; Griffith, 2004).

Energetic work place likely linked with greater encouraging actions and stress which cause load and pressure. With the passage of time, it became hard to tolerate this pressure. That pressure leads the managers to left the vibrant environment. Intension to leave or turnover intention caused by many factors like problem at workplace or it could be at employee's level (Dane & Brummel, 2013). There is an association between the worker's turnover intentions and resigning actions. The improvement in the job is also a key factor of leaving intension of the employees (Cohen, Blake & Goodman, 2015). Job satisfaction helps to reduce the turnover intention of the employees (Ferrel and Rusbult, 1981; Griffith, 2004). Sweney and McFarlin (2005) explain that negative relationship between job satisfaction and Absenteeism. When satisfaction is high, absenteeism tends to be low; when satisfaction is low, absenteeism tends to be high..

### III. Conclusions

This research will contribute in highlighting the Antecedent and Consequences in order to increase employees job satisfaction to gain job performance. job satisfaction will increase the engagement level of an employee, as a result, employee will show more favorable reactions towards its employer organization. Gaining competitive advantage for organizational success is major concern in organizational studies. Many studies have conducted and results in raising many factors that affect organizational success. In this study Antecedent and Consequences of job satisfaction are focused and job satisfaction is considered as one of the main factor affecting the organizational success. Perceptions of job satisfaction by employees influence many key organizational outcomes such as job performance, organization citizenship behavior (Podsakoff et al., 2009). Literature argues that organizational success is depends upon employee job satisfaction .Businesses that clearly understand the impact of their employees' performance are better able to manage employee output and productivity. Employee performance studies also reveal that, employee engagement is the key variable for organizational success.

### IV. METHODOLOGY

This study is designed to find out antecedents and consequences of job satisfaction. For his purpose some research articles and books are studied, detail is given below:

**Table 3 Detail of Books and Research Articles**

Sr. No.	Description	Numbers of study material
1	Book	18
2	Research Article	44
3	Total	62

We studied eighteen books and forty four research articles. Moreover, further detail of research articles are given below:

**Table 4 Segregation of Articles**

Sr. No.	Journal Name	Quantity
1	Academy of Management Journal	3
2	Academy of Management Review	1
3	Abasyn University Journal of Social Sciences	1

4	Administration and Management Review	1
5	Economics Research- Ekonomska Istraziranga	1
6	European Management Journal	1
7	Economic Development Review	1
8	Global Journal of Management and Business Research	1
9	Human Relation	1
10	Human Resource Development Quartly	1
11	International journal of Business and Social Sciences	1
12	International Journal of Manpower	1
13	International Journal of Scientific and Research Publications	1
14	International Journal of Human Resource Studies	1
15	International Journal of Arts and Commerce	1
16	International Journal of Innovative Ideas	1
17	International Journal of Innovation and Applied Studies	1
18	Journal of Retailing	1
19	Journal of Crime and Justice	1
20	Journal of Educational Administration	1
21	Journal of Applied Psychology	1
22	Journal of Aging & Social Policy	1
23	Journal of Business Research	1
24	Journal of Managerial Psychology	1
25	Journal of facilities Management	1
26	Journal of workplace Learning	1
27	Journal of Management Development	2
28	Middle East Journal of Scientific Research	1
29	Nursing Management	1
30	Oxford Economic Papers	1
31	Organizational Behavior and Human Performance	1
32	Organizational Behavior and Human Decision Process	1
33	Public Administration Review	1
34	Procedia Economics and Finance	1
35	Psychological Report	1
36	Review of Public Personnel Administration	1
37	South Africa Journal of Clinical Nutrition	1
38	The Journal of Developing Areas	1
39	The Leadership Quarterly	1
40	The Learning Organization	2
Total		44

In last we give publication years of these articles and books.

**Table 5 Years of publication**

Years Range	Number of articles
2000 and below	10
2001-2004	8
2005-2008	3
2009-2012	11
2013-2016	13

**Table 6 Years of book publication**

Range	Number of Books
2000 and below	6
2001-2004	3
2005-2008	9

Above table shows, years of articles published and number of articles of these years studied, we studied and cited ten articles published below 2000, eight articles from 2001-2004, three articles from 2005- 2008, eleven articles from 2009-2012 and thirteen articles from 2013-2016.

Above table shows years of books published and number of books of these years studied, we studied and cited six books published below 2000, three books from 2001-2004, nine books from 2005- 2008.

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