

Measures of employee job satisfaction management essay

[Business](#), [Management](#)



Deane (2004) investigated the role of human resource practices in the employee performance for the different sectors of 175 organizations of Netherlands. He collected data using the questionnaire technique from 5000 members. He used regression analysis to find out the facts of 6 HR practices: selection, training, internal promotional possibilities, team performance, pay for performance, job evaluation and information sharing. The most significant factors which affect the employee performance are employee skills and direction, pay for performance, internal promotional policies and job evolution. He recommended that Netherlands business organizations should focus on the employee skills direction, pay for performance, internal promotional policies and job evaluation. Chuah and Law (2003) investigated the organization learning and motivation of employee in the sector of China. They collected data using questionnaire technique from 200 employees used regression technique to find out the affect of two variables motivation, and organization learning. They find out that the motivation in learning manager can understand more about their subordinates that they are emotional beings with needs from different levels while their personal factor and external factor are influence their intention to learn. Sloof and Praag (2008) investigated the performance work motivation and actual performance and they collect data using questionnaire technique and used regression technique to find out the effect of work motivation, measure performance, and actual performance and they had found the opposite result that effort levels were significantly lower in the volatile environment we would not have rejected agency theory this would merely have indicated that the assumption commonly made with in this theory do not capture an arguably

important empirical phenomenon and therefore should be refined. Kuvass (2007) investigated the role of human resource practices in the employee performance for the banking sector of Norway. He collected data using the questionnaires from 1508 employees. He used regression analysis to find out the facts of 3 HR practices carrier development, training opportunities, performance appraisal. He found that most significant factor which effects the employee performance is training opportunities, where as the effect of other variables are not significant. He recommended that Norway banking sector should focus on the training opportunities then employee performance could be enhanced. Laoledchai, Wee, Land and Low (2008) investigated the impact of training in the sector of U. S. They collected the data in four variables using the questionnaire method from more than 100 employees. They used Chi-Square technique to find out the fact of two training variable on job training and off job training on employee performance. They found that the most significant factors which affect the employee performance are off job training such as work shops and class room session where as the effect of other variables are on job coaching and monitoring not significant. They recommended that the American's telecom should focus on the off job training of the employee performance could be enhanced. Southiseng and Walsh (2007) investigated the impact of training and development on the employee performance in telecommunication industry of Lao People's Democratic Republic. They collected the data in four variables by using interview and telephonic interview technique from 12 employees. They used correlation technique to find out the impact of four variables that are training and development role, capacity of training and

development, T&D planning process and T&D relationship with finance on the employee performance. They found the T&D practices have the positive impact on employee performance of telecommunication field. Carnea (1975) investigated the role of individual motivation and labor turnover under socialism in industrial sector. He collected data using questionnaires from 850 employees. He used regression technique to find out the effect of nine variables (higher wages, residence, better regime, intrusting work, less physical effort, better working conditions, furthering education, better social service, and strained relation with work group). The most significant factors and attributes of motivation on employee turnover are higher wages, residence, better regime, intrusting work, less physical effort, better working conditions, furthering education, better social service, and strained relation with work group. He recommended that in industrial level focus on these variables for increasing employee motivation and reduce employee turnover in industrial sector. Ramlal (2002) investigated the role of employee motivation theories and their implication for employee retention within organization. He collected data using the questionnaires from 1070 workers. He used correlation technique to find out the effect of seven variables (need of the employees, work environment, responsibilities, supervision, fairness and family, effort and employee development. The most significant factor which affects the employee turnover is work environment supervision and employee development. He recommended that organization focus on these variables to enhance motivation. He gave the special importance or significance within organization on retaining its critical employees. Karp and Nickson (1973) investigated that the impact of motivator-hygiene

deprivation as a predictor of job turnover. They collected the data on 12 variables using the questionnaire technique from employees. They used correlation technique to find out the effect of 12 variables (achievement, recognition, work itself, advancement, responsibility, possibility of growth, company policy and administration, salary, supervision, interpersonal relations supervisor and peer, working conditions). They found the most significant factors are motivator deprivation and hygiene deprivation. They suggested that both motivator and hygiene deprivation scores correlated significantly with turnover. Noe (1996) investigated the career management related to employee development and performance in sector of United States of America. He collected data by using survey interview technique from 120 employees. He used regression technique to find out the fact of three variables such as career management, development and performance. He found the employee development and organizational performance are the most significant variable on the other variable such as career management is not significant. He recommended that focus on employee development for the organizational performance. Summary: Due to increased globalization, competition, and pace of technological change organizational leaders are under pressure to find ways to increase creativity in their organizations. Leaders have various means to influence creativity in their organizations. Leaders could persuade their follower's creativity by altering their leadership style. However, in spite of the potential for a leader's behavior to influence creativity in organizations, studies examining the effects of a leader's behavior on followers' creativity and outcomes. (Kahai, Sosik, and Avolio, 2003)A significant amount of empirical research

studies support the effectiveness of transformational, transactional and charismatic leadership. The purpose of this literature review is to investigate the impact of the transformational, transactional and charismatic leadership style on employee performance. To sum up the literature review transformational leaders boost the confidence of individuals or groups, stimulate awareness and interest in the group, individuals and organization, and attempt to move the unease of subordinates to achievement and expansion rather than existence. They have an ability to inspire their followers being a role model for fair behavior and stimulating them with clear sense of purpose, they stimulate to the employees intellectually that includes the ability to encourages and give ways of problem solving to the employees. Result of individualized consideration is to understand the need of each employee give them solutions for the continuously working and build up their potential. (Jabnoun and Rasasi, 2006) Transformational leadership has generally been positively associated with employee performance and attitudes also positively associated with all dimensions of service quality because of transformational leadership in organizations increase sales volume, profit margin, and stock product performance (Geyer and Steyer, 1998) transactional leaders engage their employees to be team players, work collectively towards common and strategic goals, think about old problems in creative ways, and use their brainpower to overcome difficulties. They also show respect for their employees' personal feelings, convey a "sense of undertaking" to them, and inspire them with their plans for the future. On the other hand Transactional leaders refer to the exchange relationship between leader and follower to gather their own self-interests

they results in expected outcomes. It may take the form of contingent reward in which the leaders make clear for the followers through direction or contribution what the follower needs to do to be rewarded for the effort. It may take the form of active management-by-exception, in which the leader monitors the follower's performance and takes corrective action if the follower fails to meet standards. Charismatic leaders are positively related with job satisfaction and organizational commitment of employees but charisma resist empowering subordinates in order to maintain their own base of power (Vries, Roe, and Taillieu, 1999) by the verbal and symbolic behavior of charismatic leaders raise the salience of certain values and distinctiveness in followers self-concepts and coherent the goals and required efforts towards those values and characteristics.(Shamir, Zakay, Breinin and Popper, 1998).