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Impact of Esprit De Corps on Job Satisfaction: A Moderating Role of Fairness Perception

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Abstract:

Esprit De Corps plays a significant role in increasing employee job satisfaction. The aims of this conceptual paper is to provide a theoretical rationale of: a) direct impact of Esprit De Corps on job satisfaction; and b) the moderating role of fairness perception for the positive relationship between Esprit De Corps and job satisfaction. It is argued that increasing competition in the global markets is pushing businesses to focus on ways through which they could help build a much stronger and more competitive workforce. This, principally can be achieved when the employees are happy and contented with their jobs. Job satisfaction has been empirically studied as a significant predictor for various organizational outcomes such as employee commitment, engagement, organizational citizenship behavior, information sharing, etc. Job satisfaction has been empirically proven to be one of the most prominent features an organization looks after in order to boost its performance, productivity and achievement of strategic objectives. Sadly, there have been severe issues outlined pertaining to employees' job satisfaction whereby, enterprises have been complaining for decreasing satisfaction levels. The current paper has attempted to outline that organizations can effectively improve job satisfaction issue through Esprit de Corps (team environment). The paper has critically appraised literature to outline that these factors are essential to help foster a satisfactory work environment thus, induce job satisfaction amongst employees. Moreover, the paper has recommended fairness perception can potentially moderate the relationship between Esprit De Corps and job satisfaction.

Keywords: job satisfaction, esprit de corps, fairness perception.

1. Job Satisfaction

Job satisfaction is a concept that became popular in the 1930's (Locke, 1976) and thousands of studies have been conducted on this topic (Cook, Heptworth, Wall, & Warr, 1981). It is a complex concept that is not easily defined. Hoppock (1935) introduced the concept of job satisfaction as a set of psychological, physiological and environmental circumstances that make a person feel satisfied with their job. Another definition states that job satisfaction is a positive feeling about one's job that results from an evaluation of the job's characteristics (Robbins, 2005).

More broadly, Chen, Sparrow, and Cooper (2016) defined job satisfaction as a term expressing one's thinking, feeling and attitude toward work. It is influenced by the worker's experience, the job itself, communication from others, as well as the person's expectation about the job. Another definition by Spector (1997) described job satisfaction as individual feelings of people about their jobs and other facets related to their jobs.

Job satisfaction of a person can be assessed in terms of overall satisfaction or satisfaction with elements of the work (Gupta, et al., 2014). With an overall approach, researchers discover the general degree to which a group of workers is satisfied. They, however, cannot tell what aspects of a job the workers like or dislike. Satisfaction by aspects can show a more comprehensive picture of job satisfaction in comparison with the global approach. There are many influences on job satisfaction such as pay, supervision, rewards, benefits, nature of job, and relationships with co-workers and supervisors. A worker may be satisfied with some aspects of his/her job while dissatisfied with other aspects (Chen, Sparrow, & Cooper, 2016)

Job satisfaction is defined as an attitude that individuals have about their work. That is the extent to which people feel positive or negative about the intrinsic aspects and / or extrinsic job. King (2005) stated that job satisfaction is the difference between expectations implied by someone who has the job of contributions do with the fact that they expect. Of some opinion above it can be concluded that job satisfaction is a response someone on what they expect when working with what they get after they do the job. Where it is relating to the employment situation, cooperation between employees, benefits and factors other. If there is a small difference between what is expected to what we get then that person will feel satisfied as well vice versa (Millán, Hessels, Thurik, and Aguado, 2013).

Cost (2001) portrays job satisfaction as a compelling introduction that representatives have towards their work environment. Job satisfaction is characterized as a degree to which representative likes their life history.

It highlights the particular occupation environment where a representative performs his obligations and mirrors the most substantial parts of the work. Mowday et al. (1982) state Job satisfaction is primarily an effective (Felling) response of individuals toward their workplace. Job attitude is as well set as the position of workers toward the organization, the job, their fellow workers, and other psychological objects in the workplace environment. A confident position toward these aspects shows attitude and vice versa, (Beer, 1964). Lu, Barriball, Zhang, and While, (2012) in the field of empirical testing of job attributes from the private and public sector managers suggest that job satisfaction is a mishmash of psychological, physiological, environmental circumstances which realizes the soul to express the individual to express the satisfaction with job.

2. Significance of Job Satisfaction

The significance of the job satisfaction relies on the tardiness, turnover over, employee retention and absenteeism these factors related to employee job satisfaction and employee performance (Hülshager, et al., 2013). Hence, job satisfaction has relationship to employee performance. Secondly, job satisfaction provides the mediator and moderator effects on the employee's performance increase and decrease job related tension and job (stress). Previous literature confirms that satisfied employees more effective and efficient and committed to perform better in the organization (Lu et al., 2012).

Better job satisfaction level additionally diminishes the truancy affinity among workers. The impacts of fulfillment on truancy appear to be much more grounded. At the point when job satisfaction level falls it is likely, that absenteeism is to rise. Absenteeism is another option to turning over in conditions where one has not very many choices of a reasonable satisfaction somewhere else (Safi, & Kolahi, (2016). Subsequently, we can accept that job satisfaction affects absenteeism as it has on representative turnover.

It has been scholastically discussed over a period among researchers whether satisfaction prompts high performance. Writing uncovers contentment and performance has unauthentic relation.

3. Esprit de corps

Esprit de corps is familiar as adding to team participation and as pouring strength behind team force. Moradzadeh, Parmuzeh, Asoudeh, and Kord, (2015) Esprit de corps is individual group phenomenon which is based upon spirits and beliefs that the organization employee holds about the group. Team spirit is well known that employees have strong relationship to share very activities and issues in the organization for the better performance (Jaworsky and Kohli, 1993).

According to Boyt et al. (2005) that esprit the team is related to group of the organization people who work to gather and base on the each other work as team work to achieve the organization objective. Furthermore, this phenomenon as group (unity) cohesiveness, organizational (recognition) identification and esprit de corps. Team spirit is based on the beliefs, share feelings, and values about the group.

Esprit de corps indicated the high desire to get organization goals and increase the performance with team work and supporting to each other. William et al. (2005), stated that esprit de corps as the level to which representative obliged to a common goals and base on each other in the organization. Additionally, esprit de corps is esteemed resource among company individuals who don't have formal power over each other.

In the previous literature, the term has been broadly connected to know the worker satisfaction and discovered inconsistency outcomes. According to Pahi, Shah, and Ahmed (2016) that study test of a representative from telecom Communication Company in Turkey have distinguished a positive effect of cooperation on their profession satisfaction level. Boyt et al. (2001) additionally affirmed the positive relationship between esprit de corps and employee job satisfaction. Both author confirmed that script the crops increase the job satisfaction of employees in the organization.

Study conducted by Hwang and Chang (2009) in the Korean hospitals indicate the esprit de corps feelings of workgroup employees (physicians) found negative impact on the team work. Other study conducted in the Pakistan in the telecommunication professionals by (Tirmmizi & Shah, 2009) results most of employees peruses individual work in the organization may be esprit de corps is new concept introduce in the Pakistan. Literature provided the mixed results for esprit de corps specially has negative impact in the Pakistan. It can be reasoned that this notion is new in Pakistan and have varying outcomes. Furthermore, authors recommended this phenomenon as gathering cohesiveness organizational identification and esprit de corps team spirit (Moradzadeh et al., 2015). Previous literature indicated the employee's satisfaction with team is mixed results. Like, Elci and Alpan (2009) stated that impact of team spirit the positive impact on the job satisfaction in the telecommunication in the turkey.

Finding of Boyt et al. (2001) confirmed that esprit de corps and job satisfaction has significance relationship. Furthermore esprit de corps increases the employee's job satisfaction and motivate then to perform better in the organization to achieve common goals.

Hwang and Chang (2009) conducted study in Korean hospitals the esprit de corps found negative relationship with job satisfaction of employees. Study conducted in the Pakistan telecommunication company found the negative relationship between esprit corps and job satisfaction.

4. Fairness Perceptions and Moderation

Fairness perceptions refer to fairness in job effort- reward (Mowday, 1991). The concept refers that employees assess how much they efforts they are put in compared to the rewards and benefits they receive. Job efforts involve all sorts of investments including time, energy, skills, experience, and intelligence needed for the responsive job task accomplishment. Job rewards on the other hand denote to outcomes a student receives from the organization including money, esteem, position, authority, social image and other related

perks (Adams, 1965). Perceived inequity among these two aspects can therefore end up employee feeling unwilling and dissatisfied (Janssen, 2001), and putting individual into unpleasant emotional condition.

Henceforth, a nurse judging the amount of effort he/she puts into the work against the rewards received are justifiable then it will surely enhance their job satisfaction. Aryani (2009) empirically investigated and found fairness perception plays a critical role in enhancing employee behaviors and outcomes. The author found that when employees perceive that there is a fair balance between the efforts input and rewards output, it pushes them to perform with higher enthusiasm and generate better results. Important to note that as Janssen (2001) has outlined that it is not possible to attain a perfect equation or match between the amount of input (efforts) with the amount of output (rewards) but, a fair and acceptable ratio is achievable.

Janssen (2001) investigated and outlined robust potential of fairness perception between the different job features, characteristics upon job satisfaction. The author underlined the severe shortage of research on fairness perception and how it could buffer the influence of different work features. According to Aryee, Budhwar, and Chen (2002) that different perception employee perception based components could intervene between different job characteristics and work outcomes. This is in line with the recommendation and empirical suggestions by Konovsky and Cropanzo (1991) who also outlines the robust intervening strength of fairness perception on employee outcomes. Thus, based on these arguments, the paper forwards the following propositions:

P1: Esprit de Corps will be positively related with Job Satisfaction

P2: Fairness Perception will moderate the relationship between Esprit de Corps and Job Satisfaction

The propositions could be diagrammatically viewed as follows:

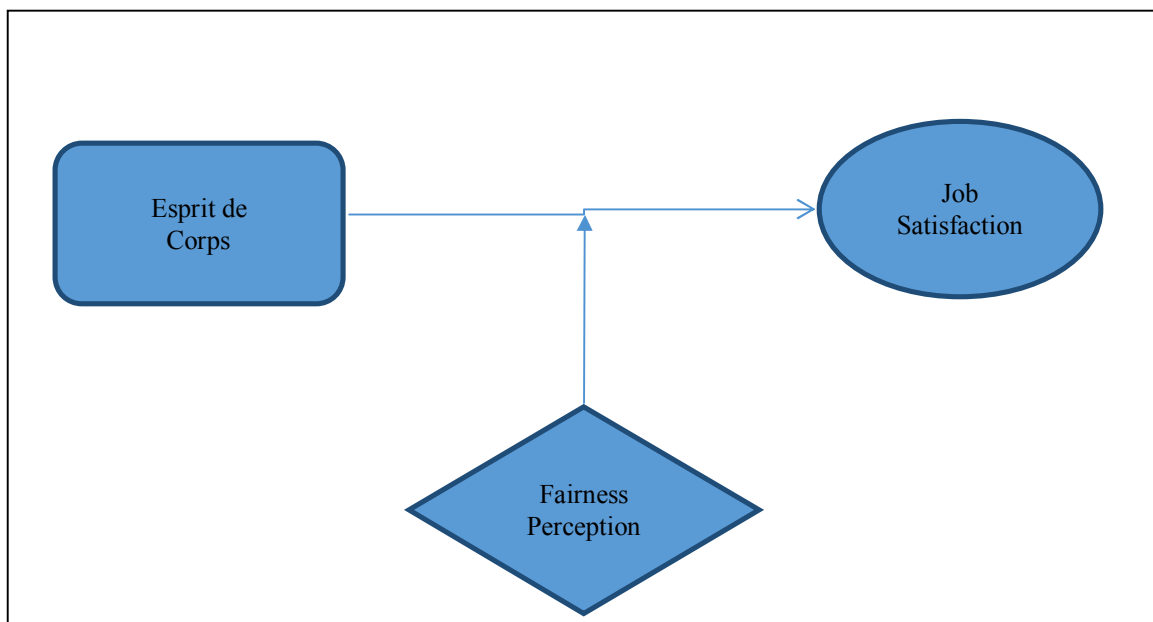


Figure 1: Conceptual Framework

5. Conclusion

The current study has outlined the component of job satisfaction whereby, it has outlined its critical significance and importance for empirical understanding. Notably, the paper has attempted to outline the prominence of Esprit de Corps in relationship with Job Satisfaction. In parallel, the study has pin pointed towards the noteworthy role Fairness perceptions could potentially play to buffer these relationships. The study has proposed to outline that through providing responsive team social environment, job satisfaction could be effectively enhanced. In addition, employees' perception regarding the work being just and fair; can further energize their job satisfaction through esprit de corps.

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