



**Research Proposal**

# Correlation Between Pay and Job Satisfaction

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**Abstract**

*Job satisfaction can play a significant role when it comes to an employee. Often, one can show a different type of behavior if they are not happy with what they are getting and assigned tasks which become a daily thing that they are not getting paid more. The problem with this topic is getting paid an amount they do not agree upon and working more. Not only that but, gender roles can also play a significant role. As we know, men would get paid more than women. Also, emotions can play a role in job satisfaction, as mentioned discussing one's feelings towards the job and their thoughts regarding it (De Coning, Rothmann & Stander, 2019). People who are getting underpaid and are doing a lot of work are not happy with what they are doing. When one's satisfaction is not met, they either try to fix the solution to discuss with higher management options of getting paid more to equal the pay level or leave. This is the main problem for healthcare workers because they are being overworked, and their wages are not being met by their expectations. And this is why many employees tend to retaliate after not giving their full potential because of being overworked.*

Key words: Job satisfaction, pay.

**Introduction**

Furthermore, employees know they are not happy with their job. Employees who are dissatisfied with their work are assumed to provide nonoptimal services (Thobibah & Damayanti, 2020). Thus, employees do not exert all their efforts, and work is not executed effectively. Some knowledge that can be given about pay and job satisfaction would be making sure to overlook what employees are getting paid and see if they are precisely working their job description. As well as making sure that employees are emotionally and mentally stable, not everyone is happy when they are not getting the amount they wish one deserved. Overall, just creating a plan as to where employees will be satisfied with their work and will be able to complete tasks.

This issue is an essential aspect because, as mentioned, employees are thinking they are getting underpaid, they are being overworked, and sometimes must stay longer within their shift but do not get compensated for the long hours they have stayed to catch up on work they may not have gotten too due to the fact of being relied on for other tasks. In such working conditions, many times, employees leave because they are dissatisfied with not being happy at the workplace; it can take a toll on those. Especially if one has a family and is the only provider, they must think about what they are doing to get them enough to provide for their families.

The cause is that employers are overworking their employees, such as assigning tasks unrelated to their job description, having them stay over, and not getting overtime. All these issues are a reason as to why one leaves a job. The solution to this issue should be that one should go to the drawing board and think about how much work their employees are doing and see if they can decide their wage. From personal experience, I was in this predicament working in healthcare as a receptionist, and I was doing more work than what I was told and was picking up the slack of other coworkers that were not doing the job. And when this gets mentioned to a supervisor, it gets taken care of at the moment and then just gets brushed off. The topic of wage did come up, and nothing could be done about the amount of work I was doing to get a raise. At that point, that's when I decided to leave, and I know that many people are stuck in that position to where they must leave a job because they are not satisfied with the work or with what they are getting paid.

## **Literature Review**

Many studies have been conducted on the correlation between pay and job satisfaction—these range from gender bias, pay scheme, profit sharing, and motivation. However, less scholarly research has been fully implemented on the subject matter. In our literature review, we shall look into these categories and some of the work's recommendations with a proposal based on the literature findings. In addition, we look closely at the external factors that have skyrocketed some of these findings due to the pandemic, loss of business leading to no jobs, and elevated high cost of living. Finally, Chapple and Jeon (2021), referencing a solution to already polarized living conditions in the Bay Area, suggested that jurisdictions explore other mechanisms, such as affordable housing preservation, tenant protections, and increasing supply market-rate housing.

According to Alkhateri et al. (2018), job satisfaction levels among the members of an organization are the critical criteria in assessing the organization's effectiveness. Job satisfaction means how individuals feel about different aspects of their job (Olsen, Bjaalid & Mikkelsen, 2017). More specifically, job satisfaction is a positive and pleasant emotion that an individual derives from job experience. Moreover, Wang et al. (2020) define job satisfaction as the positive perception of wages, occupational pride, and human relations. Because job satisfaction is related to job motivation, then the motivation theory deals with it. Job satisfaction is associated with an individual's motivation for a specific job. The motivational theory is often applied to an individual's behavior, and it is divided into two different theories, namely, process and content theories. The content theory deals with the intrinsic factors that determine the behavior of an individual towards specific directions. On the other hand, the process theory studies how the behavior of an individual is formed.

The content theory is also referred to as the substantive theory, and it focuses on the factors that deter or set the direction of an individual's behavior (Bušatlić & Mujabašić, 2018).

Maslow's needs hierarchy and the two-factor theory are examples of content theories. The needs hierarchy theory varies depending on the capacity in which the needs of an individual are fulfilled. Thus, the satisfaction in this theory is highly dependent on how various achievements are rewarded. Maslow classified human necessities into two different groups, namely growth and deficiency needs. The deficiency needs can only be fulfilled by extrinsic factors, including employment terms and wages (Maksum, 2021). On the other hand, growth needs can only be fulfilled through intrinsic factors. Herzberg's two-factor theory is composed of the hygiene theory and motivational theory. The factors that prevent dissatisfaction with jobs are referred to as hygiene factors. Suppose an individual is happy with their job. In that case, we can say that their satisfaction is related to their job, and the factors that help people perform effectively are referred to as motivational factors. The factors that affect job satisfaction are related to job content. Contextual factors raise job dissatisfaction (Alshmemri, Shahwan-Akl & Maude, 2017). There are various motivational factors, including job itself, recognition, and achievement. However, the hygienic factors are contextual, including the work environment, personal life, and pay.

The process theory is essential in identifying the factors that emerge from the motivational process and stresses the correlation between various elements to describe the motivation process and selection of behavior. The process theory can be best described using the expectancy theory by Vroom, Lawler, and Porter theory and Adam's equity theory (Lloyd & Mertens, 2018). The expectancy theory expands on the behavioral selection process and emphasizes the factors that result from the motivating process. For example, the tendency of an individual to behave in a specific way is highly dependent on the expectation for results; for example, the behavior would result in excellent results for the individual. It is important to note that expectation plays a critical role in determining an individual's behavior. For example, people will exert more effort if they believe that their achievement will be recognized and rewarded. On the other hand, in Adam's equity theory, job satisfaction is highly dependent on the perception of an individual on inputs and outputs (Kollmann et al., 2020). If the input-output ratio of an individual is similar to that of their colleagues, then they believe that equity is prevailing. Thus, satisfaction can be determined by calculating the input-output ratio of an individual's job and comparing the findings with others.

Various theories can be used to understand the concept of pay satisfaction, including fulfillment theory, discrepancy theory, and equity theory. Discrepancy theory states that pay satisfaction results from a gap between the actual rewards obtained after executing a specific task and the rewards they want to receive (Kim & Choi, 2018). The smaller the gap, the greater the pay satisfaction. The equity theory focuses on the importance of pay, and money plays a significant role. On the other hand, the fulfillment theory views satisfaction as a result of accomplishing specific needs. The theory also states that an individual's rewards determine pay satisfaction after accomplishing specific tasks to fulfill their needs (Kim & Choi, 2018). The motivation of an individual is determined by primary and secondary achievement. The more individuals expect their accomplishments will lead to greater pay, the more motivated they will become (Kim & Choi, 2018). Contrarily, if they believe that rewards and achievements are not related, the less motivated they are.

Solimun & Fernandes (2018) states that employee satisfaction is essential because it is directly related to customer satisfaction, especially in the service industry. This is because direct contact between the employee and the customer from the delivery of the product and the psychological state of the employees affects the satisfaction of the customers. Job satisfaction

among health care providers is essential in good service and satisfying the patients. According to Solimun and Fernandes (2018), when job satisfaction among health care providers is high, the satisfaction among the patients is also high, and those who experience job satisfaction are more effective and productive. Employees' behavior and ability are the key factors that influence customers when choosing a medical facility. In research by Ogbonnaya, Tillman, and Gonzalez (2018) on the impact of quality medical care on patient satisfaction, the researchers found out that kindness and high professionalism among the patients are likely to increase the recommendation for the clinic and the same patients are likely to return. Thus, the overall service in an organization can be increased if it raises job satisfaction among its workers.

The majority of the people in the United States choose to spend the better part of their adulthood on paid employment. The rationale for people devoting most of their time to work is varied, including that their job is the source of their identity (Cassar & Meier, 2018). When people are asked what motivates them to work, money is the most sought answer. No other motivational technique can reach that derived from money because of its instrumental value. Money is essential because it provides security and substance. People usually work to live where money is the source of living. The United States is arguably the wealthiest nation with the highest Gross Domestic Product (GDP); hence, if money is used as a means of living, the Americans are well-off. Statistics from the United States Census Bureau, less than 15 percent of the working people in the country are below the poverty line. Moreover, income disparities are also high in the country, and it has been growing with time. It is therefore hard to determine whether pay is the determinant of job satisfaction.

According to Witt & Nye's (1992) research, men's fairness-satisfaction relationship was not higher. There were no practical differences in fairness perceptions and job satisfaction between men and women. Several research on job satisfaction has been done based on the explicit assumptions that job satisfaction is a potential determinant of absenteeism, turnover, in-role job performance, and extra-role behaviors. The primary antecedents of job attitudes are within management's ability to influence (Witt & Nye, 1992). The results further found that the correlations between the fairness job satisfaction measures were significantly different from zero and overlapped for the subsets.

Further dividing the results by gender revealed that most of the associations were being generated by males. The differences across genders suggest that the link between payment method and pay need not be universal. In addition, detailed information on the share of earnings associated with performance pay schemes might shed further light on the relationship between such techniques and job satisfaction (Witt & Nye, 1992). In the work of Witt and Nye (1992), in which (Brockner and Adsit (1986) were cited, the study found that satisfaction with an exchange relationship was more strongly related to perceptions of equity among men than women. Brockner and Adsit (1986) confirmed that fairness is an essential component of job satisfaction among the personnel sampled in the present study. They noted that employees who perceived fairness in pay and promotions were more likely to feel satisfied with their jobs than employees perceiving less fairness or unfairness (Witt & Nye, 1992).

In the cross-sectional estimations, Williams et al. (2002) reported that individual pay schemes and profit-sharing are associated with greater job satisfaction; these associations carried over to two of the three facets with the robust results for satisfaction with pay. In panel estimates, holding fixed worker effects constant, the same two performance pay indicators retained vital statistical significance. The fixed effect estimates then disaggregated the individual performance pay variable into five constituent parts. The indicators for commissions, tips, stock options, and

bonuses all joined profit sharing in a strong positive association with job satisfaction holding constant earnings. Interestingly, piece rates emerged with a negative association (Williams et al., 2002). Satisfaction with pay level and the system that determines and delivers pay have neglected to make a similar distinction regarding benefits. The research developed a measure of the benefits system satisfaction construct, examining the discriminant validity of benefits system satisfaction, procedural and distributive justice aspects, and transaction costs related to benefit satisfaction according to Williams, Malos, and Palmer (2002), investigations of new measures should demonstrate that the instrument has a valuable practical impact when used in substantive research. Sturman and Short (2000) noted that compensation is an applied field; since the pay satisfaction questionnaire study has been criticized for neglecting to examine the consequences of separate dimensions of pay satisfaction. In the study, individuals who perceived their supervisors' process for making decisions about employees' access to benefits such as leave benefits as more fair were more satisfied with their benefits system and benefit levels than employees who perceived these processes as less suitable (Williams et al., 2002).

A prominent concern for any organization is employee motivation, and it would seem almost impossible to discuss work motivation without considering compensation. There is substantial literature focusing on extrinsic reward's influence on traditional, full-time workers; however, there is a significant void contemplating contingent worker motivation. The current study also indicated strong relationships between global job satisfaction and loyalty to agency and client companies. This finding would suggest that global job satisfaction could have slightly more influence over loyalty when compared to the pay satisfaction of contingent workers (Heywood & Wei, 2006). Thus, motivation leads to differences in wage growth patterns between individuals, i.e., selection on growth.

Furthermore, the motivated employee is likely to be on a less steeply declining trend in job satisfaction over time than her unmotivated counterpart. The findings by Collischon and Eberl's (2021) imply that wage increases can be pareto-efficient in terms of employee job satisfaction and do not necessarily affect the job satisfaction of others negatively, in contrast to previous findings. Their finding fundamentally challenges the use of pay secrecy clauses as applied by many firms and provides career perspectives for their employees (Collischon & Eberl, 2021).

## **Methodology**

In our research, we will limit ourselves to the quantitative research method because it will enable us to extract enough data that will help us make accurate findings of correlations between pay and job satisfaction. Before we began our data collection procedure, we discussed the meaning of quantitative research, the types of quantitative research, and the reasons for the preference of the method over other data collection methods. Therefore, quantitative research can be explained as the systematic investigation of a particular phenomenon by collecting quantifiable data as well as performing statistical and computational techniques (Goertzen, 2017). Because the group wanted to collect data that shows the real picture on the ground, they opted for the research because of its quantifiable feature. Furthermore, the research about the topic needed a research template that is objective, investigational, and elaborate. Thus, to establish the relationship between the two features, the elaborative and investigative nature of the quantitative method could have been of great help to us. Therefore, narrowing down to the quantitative techniques used in collecting data, we subdivided them into two distinct features.

The first feature is the primary quantitative type of research commonly used to research market research (Nardi, 2018). The data collection done here is directly from healthcare workers rather than relying on other scholars' research. Here, we decided to utilize the survey research method where we now asked healthcare workers their views on the issues. In this manner, we had how they thought about the issue and recorded their responses down. We decided to pick only the survey research method in the primary quantitative research because it could offer us the best and most accurate responses. After all, the respondents were the people who knew precisely their situation.

On the other hand, we picked the secondary quantitative type of research to try and compare the two if the results and findings were the same. The group suggested understanding the meaning of secondary quantitative research. Finally, it concluded that it is one of the researches that involves using already available data from different sources. Scholars or even healthcare researchers have researched almost everything in the world. Therefore, we never wanted to limit ourselves to the primary source alone. Thus, in this section, we selected the internet to be the primary data source for our topic of study.

We found relevant data on the internet and some research papers that have been written about the topic and their findings. Remember, with the increased internet use; learning has been made simpler because almost every information that a researcher needs is available there (Bryman, 2017). Therefore, the internet sources helped us compare and contrast the primary research findings if they were in line with the internet sources. Also, the relevance of previously collected data can be proved in the course of the research. Above all, the group members suggested including the reasons we preferred the quantitative research method over the qualitative research method.

### **Data Collection**

Firstly, the data collected by the quantitative research method has a high chance of being accurate and reliable (Rahman, 2020). Data gathered, analyzed, and finally presented in numerical form makes the results highly reliable. As most scholars suggest, numbers hardly lie. Secondly, the data collected is free from biasness (Rutberg & Bouikidis, 2018). The research is not affected mainly by personal opinions and comments from people. Therefore, the numerical data is fair. Lastly, it is relatively quick because few individuals representing the whole population are picked to help in the research. Therefore, because of the above-discussed features, the group settled for a quantitative method of research as the methodology used to collect data.

Job satisfaction is an attitude and can only be measured accurately by asking people outside of formal settings. In order to study the behavior of people, it is crucial to choose an efficient method to measure the satisfaction level of employees at their organizations. There are various methods used to measure job satisfaction with varying levels of efficiency. We will evaluate using the Index of Job Satisfaction (SIJS), a short form survey containing a minimum of five questions. Sinval and Marôco (2020) stated that it is preferable to select a shortened measure that demonstrates valid evidence in whichever desired population of the study. SIJS has many advantages; first it is short, reliable, freely available, and overall, one of the most popular.

This study can compare the job satisfaction data between both female and male doctors and registered nurses at, say, ten random Kaiser Permanente hospitals in northern California. Several recent studies, as an example, have suggested that women experience a more significant impact on their overall levels of job satisfaction. This is because they are often paid less than their male counterparts. Besides gender, race has an even more significant impact on pay and job

satisfaction rates. A study done by Himmelstein and Venkataramani concluded that Black and Latina women earn less than white women in identical positions. (Treadwell, 2019)

On the survey questionnaire, all employees are asked to self-report their level of satisfaction using five choices; 1 -strongly disagree, 2 - disagree, 3 - undecided, 4 - agree, and 5 - strongly agree. Some popular questions mentioned in the study are 1) I feel fairly satisfied with my present job 2) Most days I am enthusiastic about my work 3) Each day at work seems like it will never end 4) I find real enjoyment in my work 5) I consider my job to be rather unpleasant. A few more questions will also be asked regarding their age, race, and title (doctor or a nurse). Other topics can also be investigated through the survey, such as pay, managers' behavior, promotion opportunities, and work environment.

Interestingly, this survey questionnaire can be completed online; there is no need to travel anywhere. There are not many resources needed to conduct the survey online, and the Internet provides anonymity that makes the environment ideal for unbiased honesty. However, many employees feel shy or scared when completing surveys asking questions about the workplace. The reason could be maybe they're worried about losing their job if they speak about being dissatisfied. The critical step here is to reassure them that their answers will remain confidential, and they will be allowed to be cloaked in anonymity. Lastly, use simple, straightforward language that is easy to understand and not obfuscate language to hide meaning in the questions. Respondents may be offered gifts to incentivize completion, but it may lead to false positives if you give gifts. In the end, data that has been collected through surveys can be analyzed and concluded, hence can be helpful for HR and management to understand what measures to take to improve employee satisfaction.

## **Conclusion**

Therefore, pay, and job satisfaction plays a huge role in one's life financially, mentally, and emotionally. A solution will happen where one will get entitled to what they deserve with all the hard work they put through while working. The present regulations and laws have not helped enough to achieve job satisfaction and prevent workers from exploitation. The living cost in a given area should help derive the rates and compensation provided to the workers. However, it can only be achieved with a proper scale scheme; men and women in the same workplace are given equal pay for equal work. This can solve the root cause of job loss, homelessness, and poor living conditions that constantly remedy poor health. The government will spend more in solving the external factors that contributed to not fully implementing fair and equal pay.

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