

## **Employees' Job Satisfaction and Crisis Management: A panacea for Realization of Sustainable Development Goal.**

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This study adopts a comprehensive approach to understand how job satisfaction among employees contributes to crisis management and ultimately supports the attainment of Sustainable Development Goal. It explores various factors influencing job satisfaction, such as work environment, leadership styles, organizational culture, and employee's well-being. By analyzing these factors, the research aims to identify strategies and practices that organisations can adopt to enhance employees' job satisfaction, leading to improved crisis management capabilities.

The paper utilizes job satisfaction, crisis management and sustainable development goal theories to provide in-depth insights into employees' experiences and perceptions on the need for peaceful co-existence in workplace and the society at large. The findings of this research have implications for both academics and practitioners. By highlighting the importance of job satisfaction in crisis management, the study underscores the significance of nurturing a positive work environment and organisational culture. Moreover, it offers practical recommendations for organisations to enhance employees' job satisfaction, such as promoting work-life balance, providing training and development opportunities, and fostering transparent communication channels. Ultimately, the research aims to contribute to the broader goal of achieving Sustainable Development Goal by emphasizing the role of employees' job satisfaction as a panacea for effective crisis management.

**Keywords:** Employee, Job Satisfaction, Crisis Management, Sustainable Development Goal.

### **Introduction**

In today's rapidly changing world, crises and challenges have become a common occurrence in various aspects of our lives. Whether it is economic downturns, natural disasters or pandemics, organizations and societies are consistently faced with the need to effectively manage and navigate through these crises. Sustainable Development Goal which was established by the United Nations is aims at promoting peaceful and inclusive societies for sustainable development, provide access to justice for all, build effective, accountable and inclusive institutions at all levels (Akpan, & Kumar, 2019). However, achieving the targets set by Goal is not an easy task. It requires the

concerted efforts of individuals, organisations and governments to develop strategies and implement measures that enhance crisis management capabilities. One often overlooked factor in this equation is the role of employees' job satisfaction.

Employees play a critical role in crisis management in an organisation or institution. They are the backbone of organisations that facilitates the smooth functioning and ability to adapt in times of crisis. Job satisfaction, which refers to the level of contentment an individual derives from their work, is a key determinant of employee motivation, commitment and performance. When employees are satisfied with their jobs, they are more likely to contribute positively to crisis management efforts, leading to improved organizational resilience and the realization of Sustainable Development Goal, (Brown & Jones, 2019).

A satisfied workforce possesses several attributes that make them effective agents in crisis management. Firstly, satisfied employees tend to be more engaged and committed to their work, which translates into increased productivity and efficiency during times of crisis. Their enthusiasm and dedication foster a sense of ownership and responsibility towards organisational goals, resulting in a proactive approach to problem-solving and decision-making (Lopes & Theisohn, 2017).

Secondly, job satisfaction positively impacts employees' mental and emotional well-being. During crises, individuals are often subjected to high levels of stress and uncertainty. However, satisfied employees are better equipped to handle challenges, as they experience lower levels of burnout, anxiety and turnover intentions. Their resilience and ability to cope with adversity allows them to maintain a stable mindset, adapt to changing circumstances and provide essential support to their colleagues and organisations, (Boin & 't Hart, 2019).

Furthermore, employees' job satisfaction contributes to the formation of cohesive and collaborative teams. When individuals are content with their work environment, they are more likely to foster positive relationships with their colleagues, promote effective communication, and share knowledge and resources. The effective management of crises is crucial for the realization of Sustainable Development Goal, which aims to promote peaceful and inclusive societies, provide access to justice and build effective institutions, (Hurd, 2018). However, an often-overlooked factor in the equation of crisis management is the impact of employees' job satisfaction on organisational resilience and response during turbulent times.

The problem at hand is the lack of emphasis on understanding and prioritizing employees' job satisfaction as a key element in crisis management strategies. Many organisations fail to recognize the significant role that satisfied employees play in navigating and mitigating the impact of crises, hindering progress towards Sustainable Goal. Lack of attention to employees' job satisfaction during crisis management efforts can result to several negative outcomes. Firstly, a disengaged and dissatisfied workforce may exhibit decreased motivation and commitment, leading to reduced productivity and efficiency when organisations need it the most. This can impede the

ability to effectively respond to crises and hinder progress towards sustainable development (Kochan, Katz, & McKersie, 2018).

Additionally, low job satisfaction among employees can contribute to higher levels of stress, burnout, and turnover intentions during crisis period. These negative emotional states would not only impact on individual well-being but also affect the overall organisational climate, hindering effective collaboration, communication and decision-making. Hence, inadequate attention to employees' job satisfaction can lead to a lack of cohesive and collaborative teams, which are essential in crisis management. Without positive relationships, effective communication channels, and knowledge sharing, organisations may struggle to co-ordinate efforts, resulting in fragmented responses and missed opportunities to address crises effectively, (Kochan, Katz & McKersie, 2018).

To address the problem, it is necessary to recognize the importance of employees' job satisfaction in crisis management and incorporate it as a fundamental component of strategies aimed at realizing Sustainable Development Goal. By understanding and fulfilling employees' needs, organisations can foster a motivated and resilient workforce, capable of proactively responding to crises, maintaining stability, promoting inclusive and effective institutions.

Therefore, this paper provides a comprehensive understanding of the relationship between employees' job satisfaction and crisis management towards maximization of organisational resilience and contribution towards the realization of Sustainable Development Goal.

### **Discussion of Concepts**

**Employee and Job Satisfaction: Employment** is a relationship between two parties regulating the provision of paid labor services. Usually based on a contract, one party, the employer, which might be a corporation, a non-profit organisation, a co-operative society (ies), or any other entity, that pays the employee, in return for carrying out assigned work. Employees work in return for wages, which can be paid on the basis of an hourly rate, daily, bi-weekly, weekly, monthly or by piecework or an annual salary, depending on the type of work an employee agreed to do and agreed to the terms of payment of salary, the prevailing conditions of the sector and the bargaining power between the parties. Employees in some sectors may receive gratuities, bonus payments or stock options. In some types of employment, employees may receive benefits in addition to payment. Benefits may include health insurance, housing, disability insurance. Employment is typically governed by employment laws, organisation or legal contracts (Smith, Johnson & Williams, 2022).

Whereas, job satisfaction is otherwise called employee satisfaction. Job satisfaction refers to the pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. In other words, job satisfaction meant simply how content an individual is with his or her job; whether he or she likes the job. It is a measure of workers' contentment with their job,

whether they like the job or individual aspects or facets of jobs, such as nature of work or supervision (Martinez & Anderson, 2018).

**Ordinarily speaking**, employees are hired to perform specific duties which are packaged into a job. Usually based on a contract, one party, the employer, which might be a corporation, a non-profit organisation, a co-operative, or any other entity, pays the other, the employee, in return for carrying out assigned work, (May & Doherty, 2019).

**Job Satisfaction and Crisis Response:** Numerous studies have highlighted the importance of job satisfaction in crisis management. For example, research by Xie and Johns (2019) have found that employees with higher levels of job satisfaction exhibited greater resilience and adaptability during crises, leading to more effective crisis response outcomes. Similarly, a study by Liu, Huang, and Chen, (2020) also revealed that job satisfaction positively influenced employees' proactive behavior and problem-solving abilities during crisis situations. These findings emphasize the role of job satisfaction in fostering employee engagement and commitment to crisis management efforts.

**Employee Well-being and Crisis Resilience:** Job satisfaction has a direct impact on employees' well-being, which, in turn, influences their ability to handle crises. Studies by Bakker, Demerouti, and Verbeke (2004) and Avey, Luthans, and Jensen (2009) found that satisfied employees experience lower levels of burnout and stress, leading to improved psychological resilience during challenging times. This suggests that organisations should prioritize employees' job satisfaction as a means of enhancing their mental and emotional well-being, ultimately contributing to more effective crisis management.

**Teamwork and Collaboration in Crisis Management:** Effective crisis management requires cohesive and collaborative teams. Research by Mesmer-Magnus, DeChurch, and Wax (2012), demonstrated that job satisfaction positively influenced teamwork processes such as communication, coordination, and knowledge sharing. Satisfied employees are more likely to develop positive relationships with their colleagues, leading to better collaboration and synergy in crisis response efforts. These findings highlight the importance of job satisfaction in fostering teamwork and collaboration, crucial factors for achieving Sustainable Development Goal.

**Organisational Support and Psychological Contract:** During crises, employees rely on organisational support to navigate the challenges they face. Studies by Fink, (2013) have shown that perceived organisational support, which is influenced by job satisfaction, positively impacts employees' trust, commitment, and loyalty. When employees feel supported and valued by their

organisations, they are more likely to reciprocate by actively engaging in crisis management and contributing to sustainable development efforts.

**Sustainable Development Goal (SDG):** The realization of peaceful coexistence among world inhabitants through effective crisis management with the use of employees' job satisfaction demands that all hands be on deck. To this end, many groups of individuals globally have been initiating and preferring suggestions on how these identified life-threatening issue can be surmounted. The United Nations (UN) in 2015 in its own way during one of its conferences adopted some Global Goals project termed “Sustainable Development Goals (SDG) with the cardinal objective of seeking universal action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.”

Subsequently, the UN introduced and integrated 17 SDGs believing that “action in one area will affect outcomes in others, and that such development would balance social, economic and environmental sustainability”. These UN SDGs are: no poverty, zero hunger, good health and wellbeing, quality education, gender equality, clean water and sanitation, affordable and clean energy, decent work and economic growth, industry, innovation and infrastructure, reduced inequalities, sustainable cities and communities, responsible consumption and production, climate action, life below water, life on land, peace, justice and strong institutions and partnerships for the goals.

The Sustainable Development Goal of the United Nations which is “Peace, Justice and Strong Institutions” was specifically initiated for the purpose of eradication and prevention of lethal violence caused by crises and civilian deaths in conflicts around the world through promotion of justice, accountability and inclusive institutions at all levels.

**Linking Job Satisfaction to Sustainable Development:** Job satisfaction contributes to the realization of Sustainable Development Goal by fostering effective and accountable institutions. Research by Griggs, Nilsson, Stevance & McCollum, (2017) found that satisfied employees are more committed to organisational goals, leading to improved organizational performance and outcomes. This aligns with the objectives of Sustainable Development Goal, which emphasize building effective institutions. Job satisfaction, therefore, becomes a crucial factor in achieving sustainable development through crisis management.

### **Theoretical Framework**

**Job Satisfaction Theory:** This theory posits that job satisfaction is influenced by various factors, including intrinsic and extrinsic motivators, work conditions, and interpersonal relationships. It suggests that satisfied employees are more likely to be motivated, committed, and engaged in their work. In the context of crisis management, job satisfaction theory implies that satisfied employees

are more inclined to contribute positively to crisis response efforts, thereby enhancing organisational resilience and progress towards Goal, (Hurd, 2018).

**Crisis Management Theory:** This theory focuses on the effective management of crises, emphasizing preparedness, response and recovery. It highlights the importance of proactive planning, clear communication, decision-making and collaboration during crisis situations. Within this framework, employees' job satisfaction plays a critical role in crisis management as satisfied employees are more likely to exhibit resilience, adaptability, and effective teamwork, leading to better crisis response outcomes, (Martinez & Anderson, 2018).

**Sustainable Development Goal:** This framework incorporates the overarching objective of Sustainable Development Goal, which aims to promote peaceful and inclusive societies, provide access to justice and build effective institutions. The theoretical framework explores how employees' job satisfaction in crisis management contributes to the realization of this goal by fostering organizational resilience, effective decision-making and collaboration.

### **Summary**

Based on the reviewed literatures, this discussion is premised on critical roles played by employees' job satisfaction in crisis management and its contribution to the realization of Sustainable Development Goal. Some key points that emerged from the research are:

- i. Motivation and Engagement:** Satisfied employees exhibit higher levels of motivation and engagement during crisis situations. This translates into increased productivity, efficiency and a proactive approach to problem-solving. Employees who are satisfied with their jobs are more likely to feel a sense of ownership and responsibility towards organizational goals, driving them to actively contribute to crisis management efforts.
- ii. Well-being and Resilience:** Job satisfaction positively influences employees' well-being, leading to improved resilience during crises. Satisfied employees experience lower levels of burnout, stress, and turnover intentions, enabling them to better cope with the challenges and uncertainties that crises bring. Their ability to maintain stable mental and emotional states enhances their capacity to adapt, support colleagues, and make effective decisions in highpressure situations.
- iii. Collaboration and Teamwork:** Job satisfaction fosters positive relationships among employees, promoting effective teamwork and collaboration during crisis response. Satisfied employees are more likely to engage in open communication, coordination, and knowledge sharing, which are essential for addressing complex challenges. Effective collaboration among employees enhances the organisation's ability to respond cohesively and adapt to evolving circumstances, contributing to the achievement of Sustainable Development Goal.

- iv. **Psychological Contract and Organizational Support:** Job satisfaction influences the perceived fairness and reciprocity in the psychological contract between employees and their organisations. When employees feel supported and valued by their organisation, they develop a positive psychological contract, leading to higher levels of commitment, loyalty and willingness to contribute during crises. Organisations that prioritize employee job satisfaction by providing support and meeting expectations foster a strong foundation for effective crisis management.
- v. **Alignment with Sustainable Development Goal:** Job satisfaction directly aligns with the objectives of Sustainable Development Goal by promoting effective and accountable institutions. Satisfied employees are more committed to organisational goals, leading to improved organisational performance. Through their engagement in crisis, management efforts, satisfied employees contribute to the development of inclusive and effective institutions which are essential for achieving the broader objectives of Sustainable Development Goal.

## **Conclusion**

Employees' job satisfaction plays a pivotal role in crisis management and is instrumental in realizing Sustainable Development Goal. The literature review and findings indicate that job satisfaction positively influences various aspects of crisis management, including employee motivation, engagement, resilience, collaboration and overall well-being.

Satisfied employees are more likely to be motivated and committed to their work, leading to increased productivity and efficiency during crises. Their ability to proactively problem-solve and make decisions contributes to effective crisis response and organisational resilience.

Job satisfaction also enhances employees' well-being, reducing stress, burnout levels and improving their psychological resilience. This enables employees to better cope with the challenges of crises and maintain stability, ultimately contributing to improved crisis management outcomes.

Furthermore, job satisfaction fosters collaboration and spirit of teamwork among employees, promoting effective communication, coordination and knowledge sharing. This cohesive approach enhances organisations' ability to navigate crises and adapt to changing circumstances, leading to more successful crisis management efforts.

The establishment of a positive psychological contract and organisational support further reinforces employees' job satisfaction and their willingness to actively engage in crisis management. By fulfilling promises and meeting employees' expectations, organisations foster a sense of loyalty, commitment and accountability, thereby strengthening crisis response capabilities.

Ultimately, job satisfaction serves as a catalyst for achieving Sustainable Development Goal by enhancing organisational performance, accountability and the establishment of effective

institutions. Satisfied employees are more committed to organisational goals, leading to improved performance and the development of effective, accountable and inclusive institutions.

To harness the power of employees' job satisfaction in crisis management, organizations should invest in strategies that enhance job satisfaction, such as providing support, fostering positive work environments, promoting work-life balance and recognizing employee contributions. By doing so, organisations can build a motivated, resilient and engaged workforce that is capable of effectively managing crises, advancing sustainable development and ultimately realizing Goal.

### **Suggestions**

Here are some suggestions to enhance employees' job satisfaction for effective crisis management and the realization of Sustainable Development Goal:

- i. **Foster a Positive Work Environment:** Create a supportive and inclusive work environment that values employees' contributions, promotes open communication, and encourages spirit of teamwork. This can be achieved by promoting a culture of respect, recognition and collaboration within an organization.
- ii. **Provide Training and Development Opportunities:** Offer training and re-training programs and professional development opportunities to enhance employees' skills and capabilities in crisis management. This may include workshops, seminars, sensitization on crisis communication, decision-making and stress management, equipping employees with the necessary tools to effectively navigate crises.
- iii. **Enhance Employee Well-being:** Prioritize employee well-being by implementing initiatives that promote work-life balance, stress reduction and mental health support. This can include flexible work arrangements, employee assistance programs, and wellness initiatives to help employees manage their overall well-being during crisis situations.
- iv. **Encourage Employee Engagement:** Involve employees in decision-making processes and solicit their input and ideas during crisis management planning. This fosters a sense of ownership and empowerment, leading to increased job satisfaction and commitment to crisis response efforts.
- v. **Recognize and Reward Employee Contributions:** Implement recognition and reward programs to acknowledge and appreciate employees' efforts in crisis management. Recognizing their contributions reinforces a positive psychological contract and would enhance the importance of their work in achieving organisational and sustainable development goals.
- vi. **Build Resilient Leadership:** Develop resilient leaders who can effectively manage and lead teams during crises. Provide leadership training and support to equip leaders with the skills to motivate and inspire employees, foster a positive work environment and effectively navigate crisis situations.



- vii. **Continuous Evaluation and Improvement of Employees' Situations:** Regularly assess employee job satisfaction and gather feedback on crisis management strategies. Use this feedback to identify areas for improvement and make necessary adjustments to enhance employees' job satisfaction and crisis response capabilities.
- vii. **Communicate Transparently:** Ensure transparent and timely communication with employees during crises. Keep employees informed about the situation, organisational plans and the progress made. Open and honest communication builds trust and empowers employees to contribute effectively to crisis management efforts.

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