CHAPTER-4
CONCEPTUAL FRAMEWORK FOR
EMPLOYEES JOB SATISFACTION

4.1 Introduction
4.2 History of Job Satisfaction
4.3 Definitions of Job Satisfaction
4.4 Importance to Worker and Organization
   4.4.1 The Four PS of Job Satisfaction
   4.4.2 Tips on how to Sustain Employees Job Satisfaction
4.5 Benefits of Job Satisfaction
4.6 Creating Job Satisfaction
4.7 Employees Role in Job Satisfaction
4.8 Factors Influencing Job Satisfaction
   4.8.1 Organizational Factors
   4.8.2 Personal Factors
4.9 Sources of Job Satisfaction
4.10 Theoretical Models of Job Satisfaction
   4.10.1 Affect Theory
   4.10.2 Dispositional Theory
   4.10.3 Two – Factor Theory
4.12 Methods of the Measuring Job Satisfaction
4.12 Job Satisfaction and Emotions Relationship and Practical Implications Assuring Job Satisfaction

References
CHAPTER-4
CONCEPTUAL FRAME WORK FOR EMPLOYEES JOB SATISFACTION

4.1 Introduction
A lack of personal satisfaction is a frequent reason many people speak of when quitting a job. What is personal satisfaction? What can a manager do to develop levels of satisfaction in people on jobs? Fortunately, there are many things that can be done to provide working conditions where satisfaction can develop. There are no assurances that it will develop but at least conditions encouraging the development of satisfaction can be maintained in the work place. Employees should be able to understand where they fit into the business. They should know the importance of what they do, how it affects other people, parts of the business and the consequences on other people of both good and bad performances of their duties. This can be accomplished by requesting them to work a day or more at a variety of tasks as part of an orientation process. Some production units require a person to work one day each month in some other part of the business other than their normal duties. Encourage regular contacts with other employees of other organisation. As people become aware of their needs in a position, they should also understand the needs, pressures and concerns of the people they work with. The learning possibilities from this type of situation are endless and the opportunities for the development of ideas, people and methods are much greater where communication is open and encouraged. Do everything possible to develop a person’s skills. While someone may have been hired for a particular position or task, they may have especially good skills or abilities to do other things. Allowing the full range of skills to develop and encouraging a person to change can lead to increased job performance and personal satisfaction. Initiative and independence must be developed as well. People need to be allowed to choose how their work should be organized and done. The concept of "we do it this way here", does not lead to job or personal satisfaction. For instance, if a person is left-handed, they are far better off doing things in a method that suits their abilities rather than trying to convert to the prescribed way of carrying out procedures. Similarly, if a
person wishes to do the scheduling or book work entries at the start of the day rather than at the end of the day, management should try to make their arguments necessary to make this happen. There must be standards of comparison. People need to know how well they are doing at their jobs and where they could improve. This is usually the reason for a performance appraisal, but it is important to keep in mind that appraisals do not equate to criticism. It may be necessary to explain the importance of completing tasks within timelines or changing the technique of doing a task. Unfortunately, many performance appraisals only frustrate the employee by adding more tasks to what appears to be an already overloaded agenda. Job satisfaction needs to include an opportunity for growth and development. As people develop new attitudes and skills, their wants, needs and performance will change. An astute manager will be aware of these changes occurring and will be willing to provide training, job reclassification or a totally new position to take full advantage of the development of the employee. People watch their kids go through school and are amazed at their changes and development, but rarely management ever look at an employee in the same light.

4.2 History of Job Satisfaction

One of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924-1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of varies conditions on workers’ productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect 1920). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction. Scientific management (Tailor’s 1911) also had a significant impact on the study of job satisfaction. Frederick Winslow Taylor's 1911 book, Principles of Scientific Management, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labour and piece work towards the more modern approach of assembly lines and hourly wages. The initial use of scientific management by
industries greatly increased productivity because workers were forced to work at a faster pace. However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction. It should also be noted that the work of W.L. Bryan (1996), Walter Dill Scott (2009) and Hugo Munsterberg (1979) set that one for Taylor’s (1911) work. Some argue that Maslow’s (1979) hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. This model served as a good basis from which early researchers could develop job satisfaction theories.

4.3 Definitions of Job Satisfaction

Studies in the area of job satisfaction as an important and popular research topic started decades ago. In research designs, it has been used variously as dependent, independent and moderating variables. For the first time the concept of job satisfaction gained currency through the publication of a monograph by Hoppock (1935) on “job satisfaction”.

- **Hoppock** (1935) in his monograph has defined job satisfaction as “any combination of psychological and environmental circumstances that causes a person truthfully to say ‘I am satisfied with my job’.

- **Bullock** (1952) defined job satisfaction as an attitude which results from balancing and summation of many specific likes and dislikes experienced in connection with the job their evaluation may rest largely upon one’s success or failure in the achievement of personal objective and upon the perceived combination of the job and company towards these ends.

- **Smith** (1955) refers to job satisfaction as the employee’s judgment of how well his job on the whole is satisfying his various needs.

- **Locke** (1969) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.
Sinha (1974) defines job satisfaction as a reintegration of affect produced by individual's perception of fulfilment of his needs in relation to his work and the situations surrounding it.

Rao (1996) job satisfaction is closely related to the gratification of needs. It is composed of effective, cognitive and behavioural elements. There elements vary in their intensity and consistency from one individual to another. Thus, job satisfaction is the satisfaction derived from and pursuit directed by the process of fulfilment of the needs. It is the favourableness or unfavourableness with which employees view their work. It results from specific attitudes of employees in three areas viz., specific job factors, and individuals’ adjustment on the job and group relationship.

Glimer defines (1966)"Job satisfaction is the result of various attitudes the person holds towards his job and towards life in general.

Woods (2004) job satisfaction can be achieved when an employee becomes one with the organization, performs to the best of their ability and shows commitment; moreover, job satisfaction and performance are positively influenced by rewards.

4.4 Importance to Workers and Organization

4.4.1 The 4PS of Job Satisfaction (Herzberg. F., Mausner B. Peterson R.O. and Capwell D.F. (1957)
- Physical interest – Physical interests encompass working conditions, nature of the job, salary and company benefits.
- Psychological interest – Psychological interests include emotions, job security, self-esteem, trust, and recognition and work environment.
- Political / Social interest – These include labour union affiliation and corporate social responsibility.
- Personal Development interest – These include the availability of training and development programmers, innovation and growth prospects.

The organizations therefore, have a responsibility to instil innovative thinking into the minds of the employees. For the employees to have that confidence, the managers have to show recognition, trust, encouragement and delegation. That leads to job
satisfaction. Once the employees experience job satisfaction, they automatically gain confidence and commitment and in turn, become trustworthy. It does not end there. A committed, confident worker becomes an innovative thinker and that automatically results are increase in company productivity and profitability. The problem with most organizations is that since they start with little capital, they rush for high profits. Business managers should know that a business starts with negative profits. Managers should also be aware that they are competing with giant reputable competitors.

4.4.2 Tips on How to Sustain Employees Job Satisfaction

Managers should question as to what special treatment they have for their employees so as to protect them from being grabbed by giant competitors. Entrepreneurial thinking has to be instilled into the minds of the employees by involving them in decision-making. The employees have to be encouraged to consider the present job as an opportunity for growth/training so that they also become future entrepreneurs. In this way they will develop a sense of commitment and be eager to learn. Managers should treat their employees as colleagues/co-partners who shares the common goal of shipping the boat (business) across the river, to beat the competitor. Team building spirit should be encouraged among staff members. In most organizations, lack of job satisfaction is the primary cause of business failure. Managers need to fully understand that the Human Resources Department occupies the heart of the organization.

4.5 Benefits of Job Satisfaction

There are major benefits of job satisfaction of employee, Because of healthier, satisfied and employees or organization become profitable. Trained the employees effectiveness and efficient for facing the competition of business. More positive feeling toward one is self-i.e. greater self-esteem. More positive feeling toward one’s i.e. improved job satisfaction & involvement. More positive feeling toward the organization i.e. strong recommitment the organization goals improved physical and psychological health. Area for growth and development of the individual as person and as a productive member of the organization decreased absenteeism and turnover and less accident.
4.6 Creating Job Satisfaction

After this argue it is become very important to know, how organisation can create the job satisfaction. What are the elements of a job that create job satisfaction? Increasing job satisfaction is important for its humanitarian value and for its financial benefit. (Due to its effect on employee behaviour) The most important need of an organization is to achieve the effective utilization of the resources that the organization has got at its disposal. Men, Money, Machine, Method and Material have been classified as the Principal Resources. From all these five resources the most important source which needs to be taken care of properly is the handling its work force i.e. man. If the work force in an organization are properly. And met, then these are the people who can take the organization to the maximum height of glory and achievement organizations can help to create job satisfaction by putting systems in place that will ensure that workers are challenged and then rewarded for being successful. Organizations that aspire to creating a work environment that enhances job satisfaction need to incorporate the following: Flexible work arrangements, possibly including telecommuting, training and other professional growth opportunities interesting work that offers variety and challenge and allows the worker opportunities to put his or her signature on the finished product opportunities to use one's talents and to be creative flexible benefits, such as child-care and exercise facilities up-to-date technology competitive salary and opportunities for promotion. Includes the family member of employees in functions.

Probably the most important point to bear in mind when considering job satisfaction is that there are many factors that affect job satisfaction and that what makes workers happy with their jobs varies from one worker to another and from day to day. Apart from the factors mentioned above, job satisfaction is also influenced by the employee's personal characteristics, the manager's personal characteristics and management style and the nature of the work itself. Managers who want to maintain a high level of job satisfaction in the work force must try to understand the needs of each member of the work force. For example, when creating work teams, managers can enhance worker satisfaction by placing people with similar backgrounds, experiences and needs in the same workgroup. Also, managers can enhance job satisfaction by carefully matching workers with the type of work. For example, a person who does not pay attention to detail would hardly make a good inspector and a shy worker is unlikely to be a good salesperson. As much as possible, managers
should match job tasks to employees' personalities. —Managers who are serious about the job satisfaction of workers can also take other deliberate steps to create a stimulating work environment. One such step is job enrichment. Job enrichment is a deliberate upgrading of responsibility, scope and challenge in the work itself. Job enrichment usually includes increased responsibility, recognition and opportunities for growth, learning and achievement. Large companies that have used job enrichment programs to increase employee motivation and job satisfaction include AT&T, IBM and General Motors. Good management has the potential for creating high morale, high productivity and a sense of purpose and meaning for the organization and its employees. Empirical findings by Ting (1997) show that job characteristics such as pay, promotional opportunity, task clarity and significance and skills utilization, as well as organizational characteristics such as commitment and relationship with supervisors and co-workers, have significant effects on job satisfaction. These job characteristics can be carefully managed to enhance job satisfaction. Of course, a worker who takes some responsibility for his or her job satisfaction will probably find many more satisfying elements in the work environment. Everett (1995) suggests that employees ask themselves the following questions: When have I come closest to expressing my full potential in a work situation? What did it look like? What aspects of the workplace were most supportive? What aspects of the work itself were most satisfying? What did I learn from that experience that could be applied to the present situation? The importance of the participation and contribution of the employees in the growth of an organization has been very well understood by sociologists and psychologists. Now, employees can enjoy the fruits of their contribution in the form of satisfaction or their needs. Money is considered as one to the important factors to satisfy man. No doubt, money is the motivator it is a reward for one's need. It satisfies so many desires connected with the psychological needs of a man. But to term it to cure all ‘would not be correct. What is needed to be analysed for the growth of an organization is how best the human talent can be mobilized and utilized to the optimum. For all this the organization needs to study the following factors: What makes a person work? What does a worker want from the job? What are the things that satisfy or dissatisfy a worker? It is related to several inter-related factors like morale, motivation recognition and praise etc. An organization can correct certain bad situations and thereby improve the job satisfaction of its workers by discovering their attitudes.
towards the factors related to the job. The organization can contribute effectively to the job satisfaction. The present industrial culture is characterized by a work system, which does not significantly stimulate workers to peak performance. It has led to a state where many individuals have become alienated and consequently, have lost zest for work. It has not helped individuals in gratifying their social and psychological needs and has therefore generated felling of subordinator, dependence and sub-massiveness. It has also de-emphasized self-actualization, growth process, creativity and innovativeness. The situation is still worse in case of small-case units where workers, in absence of job security and adequate work reward it extremely difficult to satisfy their physiological needs continuously. Research studies have also stated, in general, that many persons work today not because work offers any pleasure but there is no other way of earning a living under the circumstances where increased employees alienation from system of work is one of the important factors of work life these days. Jobs do not seem to arouse interest or satisfaction among employees. Job has been kilned as a piece of work either complete or bits, by performing which one earns lively hood. Though economic returns that job yields to its workers decide its importance, psychological and biological aspects are of no less importance. Job is a highly complex phenomenon in our present technical development. The more complex phenomenon is job satisfaction because job cannot be separated from the individual who performs it. Employees motives experience and social interrelations with his family company and community must be considered. Thus, apart from mechanical aspect and economic aspect job has psychological aspect too. This aspect is generally overlooked by many organizations and work is given prime importance. They forget that it is the human being who does work.

4.7 Employees Role in Job Satisfaction

Employee’s role is very important in job satisfaction. If employees know that job satisfaction is beneficial for them, surely they must be able to contribute to their own satisfaction and wellbeing on the job. The following suggestions can help an employee to find out the personal job satisfaction: Develop excellent communication skills. Employer's value and reward excellent reading, listening, writing and speaking skills. Acquire new job-related knowledge that helps her to perform tasks more efficiently and effectively. This will relieve boredom and often gets one noticed.
Demonstrate creativity and initiative. Qualities like these are valued by most organizations and often result in recognition as well as in increased responsibilities and rewards. Develop teamwork and people skills. A large part of job success is the ability to work well with others to get the job done. Accept the diversity in people. Accept people with their differences and their imperfections and learn how to give and receive criticism constructively. See the value in your work. Appreciating the significance of what one does can lead to satisfaction with the work itself. This helps to give meaning to one's existence, thus playing a vital role in job satisfaction. Learn to de-stress. Plan to avoid burnout by developing healthy stress-management techniques.

4.8 Factors Influencing Job Satisfaction

There are number of factors which influence one's satisfaction in the job situation. They can be categorized under two broad headings organizational factors and Personal Factors.

4.8.1 Organizational Factors

A major amount of time is spent at a work place by employees so it must fulfil their needs to some extent. The factors related to the work place are:

- **Reward**

Rewarding staff appropriately is important. Experienced human resources consultancies and practitioners who are engaged in staff selection, assessment and recruitment are often able to evaluate and assess the needs and wants of individuals fairly accurately. By having them, especially those with many years of expertise and experience on your human resources maintenance team, organizations can develop strategic and creative benefits and wages to attract, retain and motivate talent who will achieve high performance for the organization and job satisfaction for themselves. Job satisfaction is often achieved where performance is recognized by appropriate and equitable performance related pay supplemented with other perks, benefits and non-financial recognition and rewards, which meets the team member’s expectation. Non-financial rewards have more impact than financial recognition in attaining job satisfaction.
- **The work itself**
  The content of the work itself is a major source of satisfaction. This means the extent to which the job provides the individual with interesting tasks, opportunities for learning and the chance to accept responsibility. Research made with reference to the job characteristics and approach to the job design shows that feedback from the job itself and autonomy are two major job related motivational factors. Some of the most important ingredients of job satisfaction include interesting and challenging work and a job that provides status.

- **Compensation**
  Wages and salaries are significant, but a complex and multidimensional factor in job satisfaction. Money not only helps people to attain their basic needs, but also is instrumental in providing upper level need satisfaction. Employees often consider salary as a reflection of how management views their contribution to the organization. Fringe benefits are also important, but they are not as influential. One reason undoubtedly is that most employees do not even know the benefits they are receiving. Moreover, most tend to undervalue these benefits because they cannot see their practical value. Research made regarding compensation, indicates that if employees are allowed flexibility in choosing the type of benefits they prefer within a total package, called a flexible benefits plan, there is a significant increase in both benefit satisfaction and overall job satisfaction.

- **Career growth**
  Promotional opportunities seem to have a varying effect on job satisfaction. This is because promotions take different forms and include a variety of rewards. For example, individuals who are promoted on the basis of seniority often experience job satisfaction but not as much as those who are promoted based on their performance.

- **Supervision**
  Supervision is another moderately important source of job satisfaction. There are two dimensions of supervisory style that affects job satisfaction. One is employee-centeredness, which is measured by the degree to which a supervisor takes personal interest in the welfare of the employees. The other dimension is participation or influence, as illustrated by managers who allow their people to participate indecisions
that affect their own jobs. This approach, generally, leads to higher job satisfaction. It is proved that a participative environment created by the supervisor has a more substantial effect on worker's satisfaction than participation in a specific decision.

- **Co-workers**
  Friendly, co-operative co-workers are a modest source of job satisfaction. The work group serves as a source of support, comfort, advice and assistance to the individual. A good workgroup makes the job more enjoyable. On the other hand, if this factor is not considered with care, then it may have reverse effects, meaning thereby, that the people are difficult to get along with this will have a negative effect on job satisfaction.

- **Work environment**
  Work environment and working conditions are factors that have a modest effect on job satisfaction. If working conditions are good, clean and attractive surroundings employees find it easier to carry out their job. Most people do not give working conditions a great deal of thought unless they are extremely bad. The physical working conditions like availability of necessary furniture, lighting facilities, work hazard also plays a major role in the factor of job satisfaction. But this is crucial because it has a direct effect on job satisfaction. On the contrary, if working conditions are given importance, productivity and accomplishment of objectives are enhanced. The second important factors in the job satisfaction of the person are the personal factors.

**4.8.2 Personal Factors**

- **Interest**
  Whether the nature of the work is of interest to the employee is a question. Answer of which tells the job satisfaction of the person.

- **Personality Traits**
  Some jobs are suitable only to a certain type of personalities. For example a doctor or a sales person job is such that they are in regular contact with general public. If they are shying nature or cannot talk much they will not be able to be successful in that
setting which will cause dissatisfaction to them. While choosing for a job one should see that they have those personality traits which are necessary for that job because matching of the personality traits with the job is very necessary.

- **Status and Seniority**
  It has been found that the higher a person's position within the organisation the job satisfaction reported is also high. Status is highly affected on job satisfaction.

- **Life Satisfaction**
  Whether the job which a person is doing giving the person life satisfaction too? Life satisfaction is a teen which is referred to Maslow's hierarchy of need of self-equalization. A person wants to establish or reach a goal in his life and it can be accomplished through the work which one is doing. It is other than the monetary part.

### 4.9 Sources of Job Satisfaction

- **Company and Administrative Policies**
  An organization's policies can be a great source of frustration for employees if the policies are unclear or unnecessary or if not everyone is required to follow them. Although employees will never feel a great sense of motivation or satisfaction due to your policies, you can decrease dissatisfaction in this area by making sure your policies are fair and apply equally to all. Also, make printed copies of your policies-and-procedures manual easily accessible to all members of your staff. If you do not have a written manual, create one, soliciting staff input along the way. If you already have a manual, consider updating it (again, with staff input). You might also compare your policies to those of similar practices and ask yourself whether particular policies are unreasonably strict or whether some penalties are too harsh.

- **Supervision**
  To decrease dissatisfaction in this area, you must begin by making wise decisions when you appoint someone to the role of supervisor. Be aware that good employees do not always make good supervisors. The role of supervisor is extremely difficult. It requires leadership skills and the ability to treat all employees fairly. You should teach your supervisors to use positive feedback whenever possible and should
establish a set means of employee evaluation and feedback so that no one feels singled out.

- **Salary**
  The old adage "you get what you pay for" tends to be true when it comes to staff members. Salary is not a motivator for employees, but they do want to be paid fairly. If individuals believe they are not compensated well, they will be unhappy working for you. Consult salary surveys or even your local help-wanted ads to see whether the salaries and benefits you're offering are comparable to those of other offices in your area. In addition, make sure you have clear policies related to salaries, raises and bonuses.

- **Interpersonal Relations**
  Remember that part of the satisfaction of being employed is the social contact it brings, so allow employees a reasonable amount of time for socialization (e.g., over lunch, during breaks, between patients). This will help them develop a sense of camaraderie and teamwork. At the same time, you should crackdown on rudeness, inappropriate behaviour and offensive comments.

- **Working Conditions**
  The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. Do everything you can to keep your equipment and facilities up to date. Even a nice chair can make a world of difference to an individual's psyche. Also, if possible, avoid overcrowding and allow each employee his or her own personal space, whether it is a desk, a locker, or even just a drawer. If you've placed your employees in close quarters with little or no personal space, don't be surprised that there is tension among them. Before you move on to the motivators, remember that you cannot neglect the hygiene factors discussed above. To do so would be asking for trouble in more than one way. First, your employees would be generally unhappy and this would be apparent to your patients. Second, your hardworking employees, who can find jobs elsewhere, would leave; while you're mediocre employees would stay and compromise your practice's success. So deal with hygiene issues first, then move on to the motivators.
- **Work it Self**
  Perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful. Emphasize that their contributions to the practice result in positive outcomes and good health care for your patients. Share stories of success about how an employee's actions made a real difference in the life of a patient, or in making a process better. Of course employees may not find all their tasks interesting or rewarding, but you should show the employee how those tasks are essential to the overall processes that make the practice succeed. You may find certain tasks that are truly unnecessary and can be eliminated or streamlined, resulting in greater efficiency and satisfaction.

- **Achievement**
  One premise inherent in Hertzberg's theory is that most individuals sincerely want to do a good job. To help them, make sure you've placed them in positions that use their talents and are not set up for failure. Set clear, achievable goals and standards for each position and make sure employees know what those goals and standards are. Individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs. Be careful, however, not to overload individuals with challenges that are too difficult or impossible, as that can be paralyzing.

- **Recognition**
  Individuals at all levels of the organization want to be recognized for their achievements on the job. Their successes don't have to be monumental before they deserve recognition, but your praise should be sincere. If you notice employees doing something well, take the time to acknowledge their good work immediately. Publicly thank them for handling a situation particularly well. Write them a kind note of praise or give them a bonus, if appropriate. You may even want to establish a formal recognition program, such as "employee of the month."

- **Responsibility**
  Employees will be more motivated to do their jobs well if they have ownership of their work. This requires giving employees enough freedom and power to carry out
their tasks so that they feel “own” the result. As individuals mature in their jobs, provide opportunities for added responsibility. Be careful, however, that you do not simply add more work. Instead, find ways to add challenging and meaningful work, perhaps giving the employees greater freedom and authority as well.

- **Advancement**

Reward loyalty and performance with advancement. If you do not have an open position to which to promote a valuable employee, consider giving him or her a new title that reflects the level of work he or she has achieved. When feasible, support employees by allowing them to pursue further education, which will make them more valuable to your practice and more fulfilled professionally. In essence, if these six sutras are taken care of then certainly there will be job satisfaction and employees will be more productive and creative.

- **A Strong Motivator**

Job satisfaction is often a strong motivator in work endeavours. Research has shown that job satisfaction can lead to high job performance especially for professionals and high-level employees, commonly known as talent. As jobs and work in the new economy shift to professionalized knowledge-based, info-tech, info.com and bioscience characteristics, job satisfaction will increasingly become a key driver of individual motivation and effort. Research has also shown that there exists a relationship between individual performance measured at a certain time and later job satisfaction. However, this relation is conditional to performance being fairly rewarded in appropriate form as perceived by the recipient.

- **Quality of Work-Life**

One hallmark of a socially responsible organization is it success in achieving not only high performance outcomes, but also in helping its team members experience a high level of job satisfaction. Quality of work-life (QWL) is a key indicator of the overall quality of human experience in the work place. QWL expresses a clear way of thinking about people, their work and the organization in which their careers are fulfilled. QWL establishes a clear objective that high performance can be achieved with high job satisfaction.
• **High Job Satisfaction**

Achieving high job satisfaction needs some simple strategies. Offer your team members a variety of meaningful tasks. Repetitive routine work often leads to job dissatisfaction. As a leader, think about introducing application of creativity in their work. Rotate the staff to different tasks at regular intervals so that their works remain challenging. If you have to supervise do it unobtrusively. Give more responsibility by empowering your team members. Allow them opportunity to self-pace themselves. Give frequent and non-critical feedback on performance and provide opportunity for self-development to overcome inadequacies. People like to feel in control of them to feel good about them a key component of job satisfaction.

• **Employee Communications**

Unclear targets, objectives and poor communication can contribute to dissatisfaction and eventually lead to poor work performance. If you are administering rewards, make sure they match their expectation. If their expectations are unrealistic, take time to make comparison to equivalent and comparable jobs and broad work related environmental condition to similar employers. Explain this to your team members job satisfaction needs effective communication about the tasks, which have to be done. The team member must know the performance achieved in relation to the target. Regular work appraisal should therefore be provided. More importantly they must have an awareness of departmental and organizational changes, which affects their job. Change agents should periodically meet team members to share the progress on changes no matter how small. Critical to this is listening to employee’s feedback and their perception as it is more likely to affect their job satisfaction and work performance.

• **Organizational Benefits**

Improved job satisfaction in the work place will reduce social problems. The creative aspect of achieving satisfaction will reduce if not overcome boredom and monotony in work, physical strain and mental stress. The benefits to an organization will also include a lower absenteeism rate and lower staff turn-over. These translate into lower losses, less late-coming, fewer grievances and more effective cost control. Satisfied team members are generally more committed to the work place success than those who do not find job satisfaction. A satisfied team member is more likely to perform
well cheerfully than other employees. Job satisfaction is an emotion, a feeling, an attitude and a matter of perception. It arises from the employee's appraisal of experience at work. It involves likes and dislikes as well as needs and wants which are internal and external to the employees. As an employer or leader if you fail to meet them, there is a high probability you will also not achieve high performance. Creating job satisfaction remains a challenge for many human resources executives and line executives. By having an experienced business partner skilled in people relations can greatly help in meeting this challenge. Achieving high job satisfaction for employees or team members is pre-requisite for becoming a market leader and champion. The happier employees are within their job, the more satisfied they are said to be job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers.

4.10 Theoretical Models of Job Satisfaction

Job Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours such as organizational citizenship, absenteeism and turnover. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviours. One common research finding is that job satisfaction is correlated with life satisfaction. This correlation is reciprocal, meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. An important finding for organizations to note is that job satisfaction has a rather tenuous correlation to productivity on the job. This is a vital piece of information to researchers and businesses, as the idea that satisfaction and job performance are directly related to one another is often cited in the media and in some non-academic management literature.
Different research studies have described various Theoretical Models for evaluating job satisfaction through parameters which are represented in the figures below.

**Figure-1: Model-1**

<table>
<thead>
<tr>
<th>Task Characteristics</th>
<th>A single-item global measure: All things considered, how satisfied are you with your job?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomy</td>
<td>Turnover Intention</td>
</tr>
<tr>
<td>Task variety</td>
<td>Job Satisfaction</td>
</tr>
<tr>
<td>Task Significance</td>
<td></td>
</tr>
<tr>
<td>Task identity</td>
<td></td>
</tr>
<tr>
<td>Feedback from job</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Social Characteristics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Social support</td>
<td></td>
</tr>
<tr>
<td>Interdependence</td>
<td></td>
</tr>
<tr>
<td>Interaction outside the organization</td>
<td></td>
</tr>
<tr>
<td>Feedback from others</td>
<td></td>
</tr>
</tbody>
</table>

Figuer-2: Model-2

Relationships and practical implications


Figure-3: Model-3


Cheristen, Lyer and Soberman Model of Job Satisfaction (Cheristen ET, 2006)

Christen, Lyer and Soberman (2006) provide a model of job satisfaction presented in Figure 1 in which the following elements are included:
- Job related factors
- Role perceptions
- Job performance and
- Firm performance.

Figuer-4: Model-4

Brikend Aziri, Job Satisfaction: A Literature Review. Management Research and Practice VOL. 3 ISSUE 4 (2011) PP 80, Cheristen, Lyer and Soberman
Model of Job Satisfaction (Cheristen ET, 2006) Lawler’s and Porter’s Model of
Job Satisfaction (Lawler and Porter, 1967)

According to this model the intrinsic and extrinsic rewards are not directly connected
with job satisfaction, because of the employee’s perceptions regarding the deserved
level of pay.

Locke and Latham (1990) provide a somewhat different model of job satisfaction.
They proceed from the assumption that the objectives set at the highest level and high
expectations for success in work provides achievement and success in performing
tasks. Success is analysed as a factor that creates job satisfaction. This model is
presented as
4.10.1 Affect Theory

Edwin A Locke’s Range of Affect Theory (1976) inarguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderate show satisfied and dissatisfied one becomes when expectations are/aren’t met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn’t value that
facet. To illustrate, if employee A values autonomy in the workplace and employee B is indifferent about autonomy, then employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

4.10.2 Dispositional Theory
Another well-known job satisfaction theory is the dispositional theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one’s job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction. Judge (1998) significant model that narrowed the scope of the dispositional theory was the Core Self-evaluations Model; there are four Core Self-evaluations that determine one’s disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control and neuroticism. This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one’s own competence) lead to higher work satisfaction. Having an internal locus of control believing one has control over her/his own life, as opposed to outside forces having control leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

4.10.3 Two – Factor Theory (Motivator – Hygiene Theory)
Frederick Herzberg’s two factor theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. Herzberg observed that certain factors were associated with satisfaction, whereas others tend to be associated with dissatisfaction. Satisfaction depends on motivators. Dissatisfaction results from the absence of sufficient hygienic factors. Hygienic factors are those which help prevent dissatisfaction but do not increase satisfaction or motivation. They include pay, working conditions, job security, status, internal policy of organization, workers, personal life etc. Motivators are those factors
leading to satisfaction and motivation. They include psychological role, interesting
and challenging work, recognition and achievement, responsibility, opportunity for
advancement, interaction with others and the factors inherent in the work itself.
Herzberg proposed that factors of satisfaction and dissatisfaction are separate and
distinct from each other, and satisfaction stems from motivators or factors intrinsic to
work and dissatisfaction stems from hygiene factors which are extrinsic to work it.
Herzberg’s two factor theory has made a significant contribution in understanding of
human behaviour. The theory draws the attention of managers to the importance of
job content factors in work motivation. While Herzberg’s model has stimulated much
researchers have been unable to reliably empirically prove the model, with Hack man
and Oldham suggesting that Herzberg’s original formulation of the model may have
been a methodological artefact. Furthermore, the theory does not consider individual
differences, conversely predicting all employees will react in an identical manner to
changes in motivating / hygiene factors. Finally, the model has been criticized in that
it does not specify how motivating/ hygiene factors are to be measured.

4.11 Methods of Measuring Job Satisfaction
There are many methods for measuring job satisfaction. By far, the most common
method for collecting data regarding job satisfaction is the Likert scale (named after
Rensis Likert). Otherness common methods of for gauging job satisfaction include:
Yes/No questions, True/False questions, point systems, checklists and forced choice
answers.

Smith, Kendall, & Hulin (1969), created the Job Descriptive Index (JDI), (five point
Likert Scale) is a specific questionnaire of job satisfaction that has been widely used.
It measures one’s satisfaction in five facets: pay, promotions opportunities, co-
workers, supervision and the work itself. The scale is simple, participants answer
either yes, no, or can’t decide (indicated by?) in response to whether given statements
accurately describe one’s job. The Job in General Index is an overall measurement of
job satisfaction. It is an improvement to the Job Descriptive Index because the JDI
focuses too much on individual facets and not enough on work satisfaction in general.
4.12 Job Satisfaction and Emotions, Relationship and Practical Implications Assuring Job Satisfaction

Mood and emotions while working are the raw materials which cumulate to form the affective element of Job satisfaction. According to Weiss and Cropanzano 1996 Moods tend to belonged lasting but often weaker states of uncertain origin, while emotions are often more intense, short-lived and have a clear objector cause. There is some evidence in the literature that state moods are related to overall job satisfaction. Positive and negative emotions were also found to be significantly related to overall job satisfaction. Frequency of experiencing net positive emotion will be a better predictor of overall job satisfaction than will intensity of positive emotion when it is experienced. Emotion regulation and emotion labour are also related to job satisfaction. Emotion work (or emotion management) refers to various efforts to manage emotional states and displays. Emotion regulation includes all of the conscious and unconscious efforts to increase, maintain or decrease one or more components of an emotion. Although early studies of the consequences of emotional labour emphasized its harmful effects on workers, studies of workers in a variety of occupations suggest that the consequences of emotional labour are not uniformly negative. It was found that suppression of unpleasant emotions decreases job satisfaction and the amplification of pleasant emotions increases job satisfaction. The understanding of how emotion regulation relates to job satisfaction concerns two models:

- Emotional dissonance
  Emotional dissonance is a state of discrepancy between public displays of emotions and internal experiences of emotions, which often follows the process of emotion regulation. Emotional dissonance is associated with high emotional exhaustion, low organizational commitment and low job satisfaction.

- Social interaction model (Rode J.C. 2004)
  Taking the social interaction perspective, workers emotion regulation might beget responses from others during interpersonal encounters that subsequently impact their own job satisfaction. For example the accumulation of favourable responses to displays of pleasant emotions might positively affect job satisfaction. Performance of emotional labour that produces desired outcomes could increase job satisfaction. Job
satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours such as organizational citizenship, absenteeism and turnover. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviours. One common research finding is that job satisfaction is correlated with life satisfaction. This correlation is reciprocal, meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as non-work satisfaction and core self-evaluations are taken into account.

Next chapter we described overview of sugar Industry in Gujarat State.

References

- Brown, Mark G., 1996: Keeping Score: Using the right metrics to drive world-class performance. New York: Quality Resources. P. 123
- Bullock, R.P., 1952: “Social Factors related to job satisfaction”. Research monograph No.70, Ohio State University, Bureau of Business Research and Columbus.
- D.M.Pestonjee, 1991: Motivation and Job Satisfaction, Macmillan India Ltd., PP.69-75.

Dr. Geeta Gupta¹, Dr. Dolly Dollai², Dr. Kapil Dev³, Ms. Monica Dubey⁴ and Dr. B. D. Sharma⁵, 2014: Human Resource Development. Books, pp.1-90.


http://www.harvardpro.com/careerjobs5a.htm
www.wesreastitute.com
www.intellectbase.org
www.jistr.org
www.coursehero.co
www.doclide.us
www.aafp.org
www.ukessays.com
www.m.wikipedia.org
http://www.intellectbase.org
www.globaljournals.org
http://www.irjcjournals.org
www.ukessays.com