CHAPTER - 4

Job Satisfaction

- Meaning of job satisfaction
- Nature of job Satisfaction
- Theories of job satisfaction
- Factors affecting job Satisfaction
- Job Satisfaction & its Relationships
- Consequences of Job Satisfaction/Dissatisfaction
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The relationship between man and work has attracted the attention of philosophers, scientists and novelists. A major part of man's life is spent at the place of work. The nature and significance of work is important as it occupies so much of man's life span.

The term job satisfaction was brought to lime light by Hoppock, he reviewed 32 studies on job satisfaction conducted prior to 1933. According to him, job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to truthfully say "I am satisfied with my job."

A person's job is more than just the obvious activities of shuffling papers, waiting on customers or driving a truck. Jobs require interaction with co-workers and bosses; following organization rules & policies; meeting performance standards; living with working conditions that are often less than ideal and the like.. Job to an individual is not only a means of earning living but also serves other functions of an individuals like his expectations of job and rewards that the job provides. This means that an employee's assessment of how satisfied or dissatisfied he or she is with his/ her job is a complex summation of number of discrete job elements. This assessment of employees is very important to management because they affect organizational behaviour. Specific employee attitudes relating to job satisfaction and also towards organizational commitment are of major interest to the field of Organization Behaviour.

Therefore in simple words we can say that job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. As is generally assessed, job satisfaction is an attitudinal variable. In this context, job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job.

**JOB SATISFACTION – ITS MEANING**

A major part of man's life is spent in work, which is social reality and social expectation. Even then, only economic motive has never satisfied man. It is always of greater interest to know why man works and at which level and how he / she is satisfied with the job.

The term job satisfaction was brought to limelight by Hoppock. He reviewed 32 studies on job satisfaction conducted prior to 1933. Hoppock (1935) defined
job satisfaction as "any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, 'I am satisfied with my job.'" Employees may be satisfied with some aspects of their jobs, while being dissatisfied with others. It is assumed that employees are able to balance the specific satisfactions against the specific dissatisfactions and arrive at a composite satisfaction with the job as a whole (Hoppock, 1935). According to Poling(1990), the best predictor of job satisfaction is when the employees' personal values match those of the organization.

When considering job satisfaction, demographic variables should be considered to thoroughly understand the possible factors that lead to job satisfaction and dissatisfaction.

Herzberg, Mausner, Peterson, and Capwell (1957) identified several characteristics of satisfied/dissatisfied workers. They indicated that morale is high when people first start their jobs. Morale decreases during the next few years and remains at a relatively low level until workers are in their late twenties or early thirties. At this time, job satisfaction levels begin to rise and continue to rise through the remainder of the workers' careers. The same trend is found in regard to a worker's length of service. Workers begin with high morale, which drops during the first year and remains low for a number of years. Then as length of service increases, job satisfaction levels tend to rise.

Job satisfaction is a complex and multifaceted concept, which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. "Job satisfaction is more an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative." In recent years attention to job satisfaction has become more closely associated with broader approaches to improved job design and work organization, and the quality of working life movement.

Employee job satisfaction is a function of intrinsic and extrinsic rewards offered by a job. It is a function of the status associated with job level; employee job satisfaction is a function of work values. Intrinsic rewards include the achievement of the task, whereas extrinsic rewards include pay, promotion, and good relationships in the workplace. Task, status, monetary reward, and social relationships (or a team dimension) are four essential factors of job satisfaction. If people feel fairly treated from the outcomes they receive, or the processes used, they will be satisfied.
It is essential to highlight the important aspect of job satisfaction before giving the definitions. Therefore, there are three general accepted dimensions to job satisfaction.

1. Job Satisfaction is an emotional response to a job situation. As such, it can not be seen; it can only be inferred.

2. Job satisfaction is often determined by how well outcomes meet or exceed expectations.

3. The term "job satisfaction" and "job attitudes" are typically used interchangeably.

Although there are many different work attitudes, job satisfaction is a central construct that has dominated the attention of both front line managers and social scientists.

**According to "Edwin Lockes"

"Job satisfaction is a pleasurable feeling that "results from the perception that one's job fulfills or allows for the fulfillment of one's important job values." This definition reflects three important aspects of job satisfaction.

First, job satisfaction is a function of values, defined as "what a person consciously or unconsciously desires to obtain." For example, some business culture might value hiring people and helping them develop, rather than firing them and leaving them jobless.

Second, this definition emphasizes that different employees have different views of which values are important, which is critical in determining the nature and degree of their job satisfaction. One person may value high pay above all else; another may value the opportunity to travel; another may value staying within a specific geographic region.

The third, important aspect of job satisfaction is perception. What matters is our perception of our present situation relative to our values. An individual's perception may not be a completely accurate reflection of reality, and different people may view the same situation differently.

**According to" Dale Yoder"

"Job satisfaction is regarded as the composite of attitude of individual employees towards their job and relationship they create".
According to "Keith Davis & Newstrom"

"Job satisfaction is a set of favorable or unfavorable feeling with which employees view their work."

Spector (1997:2) says job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. As is generally assessed, job satisfaction is an attitudinal variable. In this context, job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job.

According to Gibson et al, (2000:352 - 353) job satisfaction may be defined as an individual’s expression of personal well-being associated with doing the job assigned.

Job satisfaction depends on the level of intrinsic and extrinsic outcomes and how the jobholder views those outcomes. These outcomes have different values for different people. For some people, responsible and challenging work may have neutral or even negative value depending on their education and prior experience with work providing intrinsic outcomes. For other people, such work outcomes may have high positive values. People differ in the importance they attach to the job outcomes. Those differences would account for different levels of job satisfaction for essentially the same job tasks.

An investigation done by Cheung and Scherling (1999:563) concurs with the above findings. For example, Tuch & Martin (1991) in Cheung and Scherling (1999:563) have shown that employee job satisfaction is a function of intrinsic and extrinsic rewards offered by a job; Cox & Nkomo (1991); Morrow & McElroy (1987) in Cheung and Scherling (1999:563) said employee job satisfaction is a function of the status associated with job level; Drummond & Stoddard (1991) in Cheung, and Scherling (1999:563) said employee job satisfaction is a function of work values. Lambert (1991) in Cheung, and Scherling (1999:563) says intrinsic rewards include the achievement of the task, whereas extrinsic rewards include pay, promotion, and good relationships in the workplace. This reward thesis has been used to explain sex differences in job satisfaction. Furnham & Gunter (1993); Neil & Snizek (1987) in Cheung, and Scherling (1999:563) have shown that task, status, monetary reward, and social relationships (or a team dimension) are four essential factors of job satisfaction. De Vaus & McAllister (1991); Shuka, Sarna, & Nigam (1989) in Cheung, and Scherling (1999:563) showed that these four
factors are also important dimensions of work values. Wright, Bengtsson, & Frankenber (1994) in Cheung, and Scherling (1999:563) claim that these four factors are the basis of the reward thesis, which explains higher job satisfaction by the intrinsic and extrinsic rewards offered by promotion.

Bateman and Snell (1999:458) say if people feel fairly treated from the outcomes they receive, or the processes used, they will be satisfied. However, these authors hasten to caution that a satisfied worker is not necessarily more productive than dissatisfied one; sometimes people are happy with their jobs because they don’t have to work hard! But job dissatisfaction, aggregated across many individuals, creates a workforce that is more likely to exhibit

1) Higher turnover;
2) Higher absenteeism;
3) lower corporate citizenship;
4) More grievances and lawsuits;
5) Strikes;
6) Stealing, sabotage, and vandalism; and
7) Poorer mental and physical health (which can mean high job stress, higher insurance costs, and more lawsuits).

All of these consequences of job dissatisfaction, either directly or indirectly, are costly to organizations. Reece and Brandt (1996:234) identified the importance of the emotional factor at work. Emotions play a critical role in the success of every organization, yet many people in key decision-making positions – leaders with outstanding technical and financial skills – fail to understand the important role emotions play in a work setting. In part, the problem can be traced to leadership training that emphasizes that “doing business” is a purely rational or logical process. These authors further emphasize that the cost of ignoring the emotional factor at work can be costly to companies in the form of lawsuits, resignation and death of valuable employees, etc.

In particular, people's perceptions are often strongly influenced by their frame of reference. A frame of reference is a standard point that serves as a comparison for other points and thus provides meaning. For example, an upper-level executive who offers a 6 percent salary increase to a lower-level manager might expect this to make the manager happy because the inflation (the executive's frame of reference) is only 3 percent. The manager, on the
other hand, might find the raise quite unsatisfactory because it is less than 9 percent raise received by the manager's colleague, who does similar work (the manager's frame of reference). A person's frame of reference often reflects one's average past experience. It may also reflect one's perceptions or other people's experience (i.e. his or her reference group). Thus, values, perceptions, and importance are the three components of job satisfaction. People will be satisfied with their jobs as long as they perceive that their jobs meet their important values.

**NATURE OF JOB SATISFACTION**

Job satisfaction is an integral component of organizational climate and an important element in management-employee relationship. Job satisfaction, in simple words, is an individual's emotional reaction to the job itself. The management philosophy has undergone a tremendous revival to the extent that from top management to bottom level is now concerned with Human Resource Management and their level of Job Satisfaction.

In short it can be said that, job satisfaction is a synchronization of what an organization requires of its employees and what the employees are seeking of the organization. Considering that people spend roughly one-third of their lives at work, and that what we do to earn a living represents a central aspect of how we think of ourselves as individuals, such strong feelings should not be surprising. Formally, we may define job satisfaction as individuals' cognitive, affective, and evaluative reactions toward their jobs.

Perhaps, one way to define job satisfaction may be to say that it is the end state of feeling. The word "end" emphasizes the fact that the feeling is experienced after a task is accomplished or an activity has taken place whether it is a highly individualistic effort of writing a book or a collective endeavor of constructing a dam. These tasks I activities could be very minute or large, observable or experienced but in all cases they have to satisfy a certain need. The feeling could be positive or negative depending upon whether need is satisfied or not and could be a function of the efforts of the individual on one hand and on the other the situational opportunities available to them.

As a result the scope of HRM lies, as it develops cordial relationship between workers and management, develops or create situations in organizations for the employees to enjoy their work and gain substantial Job Satisfaction and
also to gain employees sense of accomplishments through their work. It also leads to organizational efficiency, worker's productivity and management gets enlightened workforce. A good HRM policy would improve the possibility for industrial peace, which is badly needed in India nowadays.

In order to understand job satisfaction, perhaps, the first step is to demarcate the boundaries among such terms as attitude, motivation, and morale. Motivation implies the willingness to work or produce. A person may be talented and equipped with all kinds of abilities and skills but may have no will to work. Satisfaction, on the other hand, implies a positive emotional state, which may be totally unrelated to productivity. A closer analysis reveals that they measure two different anchor points; attitudes are predispositions that make the individuals behave in a characteristic they are precursors to behavior and determine its intensity and direction while Job satisfaction is an end-state of feeling; which may influence subsequent behavior. In this respect job attitudes and job satisfaction may have something in common.

According to Vroom-Job Satisfaction is a nebulous concept, when any individual joins an organization and carries out his duties and assigned work, he wants to satisfy his all kinds of needs whether it is economic, social and psychological needs. When an employee does not feel satisfied with his job, negative attitudes towards work may develop in his mind. This way, he finds oneself unable in concentrating at the work. On the other hand if he feels satisfied, he will contribute best of his efforts to the best of his efficiency and capability towards the achievement of the predetermined objectives of the enterprise or organization. It can be said that Job Satisfaction is set of favorable or unfavorable feelings with which employees view their jobs, more specifically the nature of jobs they do, the quality of supervision they receive, co-worker's pay and perks and promotional avenues. It affects job performance, employee's turnover, and absenteeism. High job satisfaction results into high work performance, less employee turnover and less absenteeism Job Satisfaction therefore is a specific subset of attitudes. Employee feels satisfied and happy while working on the job or after completing jobs. They develop some general attitude while they interact with each other, with the general public, customers, managers, and administration and also with the members of their societies. Employees may also feel fully satisfied, moderately satisfied or highly satisfied. Similarly they may also develop negative attitudes on the satisfaction scale. Task varieties, significance and characteristics are the important factors for providing Job Satisfaction to employees. Sometimes the employee's perception may not be
in consonance with reality it may be a myth. However, cognitive satisfaction is the most important factor to understand employee's Job Satisfaction. The group generates industrial morale by accepting group of employees through adherence to common goals. Managers need to pay attention to Job Satisfaction constantly.

Job Satisfaction may refer to either a person or group of people. Job Satisfaction is important for the study of human behavior because it represents general human conditions. It requires attention, diagnosis, and treatment, just as health does. It is part of life satisfaction. The nature of one's environment of job does affect one's feelings on the job. The result of various studies and experiments is that satisfaction arises from a complex set of circumstances in the same way as the motivation does. There are only few easy paths to better Job Satisfaction.

As a result Job satisfaction has become an integral component of organizational health and an important element in management-worker relationship. A satisfied employee proves to be an asset for the organization. Many factors effect job satisfaction, such as wages or salary, status and designations, working conditions and environment, family problems, efficiency and effectiveness of the employees, interest in the work, promotion policy, grievance handling machinery, performance appraisal methods, training and human relations in industries etc. job satisfaction is good not only for employees but for employers too as it increases productivity and decreases staff turn over and absenteeism.

THEORIES OF JOB SATISFACTION

VIE Theory

This theory is derived from the Expectancy model of Vroom by Porter and Lawler (1968). In addition to three basic components of valence, instrumentality, and expectancy, this model incorporates abilities and traits, role perceptions, intrinsic and extrinsic rewards, and the perceived equity of the rewards. The model assumes that, for an effort to translate into a desired level of performance, the person must have the ability to perform well (abilities and traits), and he must understand the demands of his job (role clarity). The model acknowledges that people work for both extrinsic rewards, such as money and promotions, and intrinsic rewards, such as pride in one’s work and a sense of accomplishment. The model also assumes that
the level of performance a person attains will affect the level of rewards he perceives to be equitable. Specifically, if a person expends a great amount of effort that culminates in high performance levels, he will perceive that he deserves a substantial reward (Dipboye, Smith, and Howell, 1994: 116-117).

Figure: The Porter-Lawler’s (1968) Model of motivation and job satisfaction.

Comparison Theory

Lawler (1973) in Dipboye, Smith and Howell (2000) incorporated the concepts of attained versus desired needs in his model of facet satisfaction. This model is an extension of the Porter-Lawler (1968) of motivation explained above. It is a facet satisfaction model because satisfaction with various components or facets of a job, such as supervision, pay, or the work itself, is considered. Lawler’s model specifies that workers compare what their jobs should provide in terms

A simple interpretation of the facet model of satisfaction is that:

- If the employee perceives that the amount that should be received (A) is equal to the amount received (B), the worker will be satisfied or happy.
- If the employee perceives that the amount that should be received (A) is greater than the amount received (B), the worker will be dissatisfied or unhappy.
Lawler's (1973) Model of Facet Satisfaction

- If the employee perceives that the amount that should be received (A) is smaller than the amount received (B), the worker will feel guilty, uncomfortable because of the perceived inequity of job facets, such as promotions and pay, to what they currently receive from their jobs.

However, simple need comparison theory is extended by also weighing the influence of certain worker characteristics (such as skills, training, and age) and job characteristics (such as degree of responsibility and difficulty). In addition, the model draws concepts from the equity theory of motivation by assuming that workers ultimately determine their job satisfaction by comparing their relevant job inputs and outputs to referent(comparison) others (Dipboye, Smith and Howell, 2000:149-150).

Opponent Process Theory

Another interesting theory of job satisfaction is that of Landy (1978) which hypothesizes that job attitudes emanate from a person’s physiological state. Opponent process theory assumes that when you experience an extreme emotional state, central nervous system mechanisms attempt to bring you back to a state of emotional equilibrium or neutrality. In returning to neutrality, the emotional state may even surpass equilibrium and progresses to the opposite emotional state. For example, when you were first appointed to your job, you probably felt happy, even elated. This positive emotional
state waned over time to a neutral state or perhaps to a slightly depressed or unhappy state. Opponent process theory presents an intriguing explanation of why job attitudes change over time and why workers may become bored with jobs they once found satisfying. It does not explain, however, why some workers are continually either very satisfied or dissatisfied with their jobs. The theory has also not been empirically tested, so we cannot judge whether it is a viable theory of job satisfaction (Dipboye, Smith and Howell, 2000:152-153).

Equity Theory

Equity theory also contains a social element in which the individual compares his or her inputs and outcomes to those of other. It predicts that too much of a good thing is dissatisfying that is receiving more than that is equitable will produce less satisfaction.

Instrumentality theory

A second view of job satisfaction is that individuals calculate the degree to which the job is satisfying by considering the extent to which the job leads to valued outcomes. It is assumed that the individuals have a set of judgments about how much they value certain outcomes such as pay, promotion, food or working conditions. They then estimate the extent to which holding the job leads the each of these outcomes. Finally by weighing the per received value of each outcomes in set, the individual arrives at an estimate of the satisfaction he or she feels will come from the job.

High Performance Cycle Theory

The High Performance Cycle theory is really an integration of work motivation and job attitude theories. This model uses the motivational framework of goal setting theory and predicts that high goals and high success expectations lead to high performance. Just as people are motivated to satisfy their needs on job, they are also motivated to strive for and attain goal. The basic idea behind loche and Latham’s theory is that a goal serves as a motivator because it compares their present capacity to perform that requires succeeding their goals. Goals also improve performance because they provide information about how well one is performing a task. High performance, in
turn, produces rewards, satisfaction, and commitment to future goals. The model also considers the influence of personal and situational factors, such as ability and task complexity.

Locke and Latham’s (1990) High Performance Cycle

Social Influence theory

Salancik and Pfeffer (1977) questioned comparison theories of job satisfaction and suggested that perhaps people decide how satisfied they are with their jobs not by processing all kinds of information about it but by observing others on similar jobs and making inferences about others’ satisfaction. In a sense they are saying that individual may come into a new job not knowing how satisfied they will be with it. They look around and see others like themselves who are satisfied with it and these observations influence how satisfied or dissatisfied they are with their jobs.

Social influence theory of job satisfaction is interesting because it recognizes the social nature of work and suggest a way of determining job satisfaction that has been ignored for a long time. It seems obvious those social factors do influence satisfaction and that they deserve more attention they have received in the past.
FACTORS AFFECTING JOB SATISFACTION

Psychological Factors

a) Attitudes towards Work

This category measures various dimensions of work and people's jobs. These measures are not analogous to a job analysis, where the actual tasks and behaviors required for those tasks are delineated. Rather, attitude scales measure the perceptions of a given position. These perceptions can affect how well individuals perform in their positions. There are numerous factors that affect job satisfaction which can be measured, and include such issues as, role clarity, role conflict, autonomy, participation in decision making, and job involvement.

Role Clarity is knowledge of exactly what behavior is expected in one's job, e.g., knowing what one's responsibilities are, and by knowing beforehand one's responsibilities one can perform efficiently and effectively which ultimately leads to job Satisfaction.

Role Conflict is the extent to which two or more pressures occur together such that complying with one would make doing the other more difficult e.g. bending a rule or policy in order to carry out an assignment. If one has to perform without facing any role conflict, they feel more motivated & Job Satisfied than others.

Autonomy is the extent to which employees have a say in the scheduling of their tasks, as well as decisions regarding the procedures to be followed and equipment to be used in their work, e.g. one is able to act independently of their supervisor in performing their job function. The greater is the degree of autonomy and responsibilities, the higher satisfaction tends to be. Hence it has been found that autonomy also affects the level of Job Satisfaction.

Participation in Decision Making is the extent to which employees participate in setting the goals and policies of the organization, e.g. if one can help in making decisions which affect their work. If employees are consulted from time to time they generally feel that they know much about their jobs and experience a feeling of contentment, which provides them Job Satisfaction, which ultimately leads to enhance the moral of the individual. It has been found that people with high moral values are more motivated & satisfied with their jobs.

Job Involvement is the degree to which employees are committed to and
involved in their jobs e.g. not minding spending a half-hour past quitting time if one can finish a task. The more the employees are committed the more will be the level of job satisfaction. Higher job involvement leads to higher levels of dedication and productivity in workers.

*Attitudes* have negative beliefs and feelings but these may predispose people to behave in ways consistent with these attitudes, for example, it would not be surprising to find that someone who does not like members of a certain minority group, refuse to work alongside someone who belongs to that group, or even to sit next to such an individual in the company cafeteria.

Hence it can be concluded that Employee Attitude are important to monitor, understand, and manage. They develop as the consequences of the feelings of equity or inequity in the reward system, as well as from supervisory treatment. Hence managers should be particularly concerned with job satisfaction, job involvement and organizational commitment. Job Dissatisfaction may lead to increased absenteeism, turnover and other undesirable behaviors. High performance and equitable rewards encourage high satisfaction through performance satisfaction effort lop. Higher satisfaction usually is associated with lower turnover and fewer absences.

**b) Mentally challenging work**

Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. These characteristics make-work mentally challenging. Jobs that have too little challenge create boredom but too much challenge creates frustration and feelings of failure. Under conditions of moderate challenge, most employees will experience pleasure, motivation and satisfaction.

**c) Validation**

When it's lacking people are cubby holed in various corners of the system -- to such a degree that the corner is all they see. The work grinds on endlessly, giving people few opportunities to sit back and take in the results of their efforts. Customer contact is limited to chance encounters, most of which involve complaints. Contact with customers (internal and
external) is a routine part of doing business, giving employees a first-hand view of how their products/services are used.

d) Mood

We all know that mood has an affect on people's attitudes toward life and work. Feelings and moodiness carryover from situation to situation. Mood swings within two dimensions - positive and negative. People with high positive effect of moods are those that feel a zest for life, are active and enthusiastic. People with low affective moods are drowsy, dull and listless. The other dimension represents the negative impact of moods. People possessing a high negative effect of mood are distressed, fearful, nervous and possibly angry. On the other hand a low negative affective mood, characterized by a state of calm and a relaxed attitude. Decisions made as a result of high positive mood are quiet different from those resulting form a high negative mood.

e) Stress

When the stress accumulates continuously for a longer period of time job satisfaction becomes low. Jobs are more stressful if they interfere with employees' personal lives or are a continuing source of worry or concern. The stress also accumulates if an employee is not able to make a balance with job work and personal life, if the work is not evenly (fairly) distributed within work teams. Stress may also result due to lack of review work procedures in order to remove unnecessary "red tape" or bureaucracy in the organization or system to minimize the stress in the employee the supervisors should try to manage the number of interruptions employees have to endure while trying to do their jobs. Some organizations utilize exercise or "fun" breaks at work in order to reduce and eliminate the accumulation of stress because stress has reciprocally related to Job Satisfaction.

ORGANIZATIONAL FACTORS

a) Organizational Commitment

Recent workforce trends, such as downsizing and re-engineering, have jeopardized employee commitment and morale in organizations. How an organization sustain commitment in these tumultuous times can
depend on a number of factors, like issues such as job security, loyalty, trust in management, identification, alienation and helplessness etc.

Layoff Survivor Sickness is a term coined to describe the guilt, lack of organizational commitment, and fear that survivors often experience following a reorganization.

**Job Security:** Organizational Commitment regarding the job security is the ability to keep a job for as long as one wants, providing one's job performance is satisfactory e.g. one can be sure of his job as long as he does good work. If the employees feel stability in their job, they feel more satisfied and if they feel that their job is not stable, they will remain dissatisfied.

**Loyalty:** Organizational Commitment regarding the loyalty is the feelings of affection for and attachment to one's organization e.g. If another organization offered me more money for the same kind of work.

**Trust in Management:** Organizational Commitment regarding the Trust in Management is the extent to which employees ascribe good intentions to and have trust in, the works and actions of management and their organization.

**Identification:** Organizational Commitment regarding the identification is the extent to which employees adopt, as their own, the goals and values of their organization

**Alienation:** Organizational Commitment regarding the alienation is the extent to which employees feel disappointed with their career and professional development.

**Helplessness:** Organizational Commitment regarding the Helplessness is the extent to which employees feel they possess few opportunities and alternatives available to them outside their organization.

All these factors affect the level of satisfaction of the employees.

To help understand the complex nature of organizational commitment, theorists have broken it down to its basic components the foci of commitment, the particular entity and the bases of commitment. It views organizational commitment as the result of three factors:

1) Acceptance of the organizations goals and values,
2) Willingness to help the organization achieve its goals, and
3) The desire to remain within the organization.
Factors Influencing Organizational Commitment

Organizational Commitment is affected by various job characteristics. Organizational Commitment tends to be greater when people have high levels of responsibility over the jobs they perform, and ample opportunities for promotions. Similarly organizational commitment tends to be high among individuals whose are highly enriched. The more jobs are recognized as having these characteristics (e.g., autonomy, job variety, and so on), more strongly employees are attached to them. In view of the fact that these characteristics are typically present in abundance among people who are self-employed it is not surprising to find that levels of commitment are higher among such individuals than those who are employed by organizations.

Secondly an employee's commitment is also likely to be influenced by the nature of the rewards he or she receives. Recent research has shown that feelings of commitment are enhanced by the use of a profit-sharing plan (an incentive plan in which employees receive bonuses in proportion to the company's profitability). Particularly when employees believe the plan is administered in an equitable fashion.

Third, Organizational Commitment is affected by the existence of alternative employment opportunities.

Fourth perceptions of commitment are likely to be related to an organizations treatment of newcomers. Organizations can do various things to help new employees learn the ropes and become productive members of Organizational. Such treatment also influences organizational commitment. The same dynamic applies as well to the return to employees who have been on overseas assignment.

Fifth and finally various personal characteristics also influence organizational commitment. For e.g., people who have more tenure with their organization are more highly committed to them than those who have been employed for shorter periods of time. This follows from the side-bets approach insofar as the longer one has been working for an organization, the more he or she is likely to have invested in it. Gender is another personal characteristic that is related to commitment.

Organizational Commitment: It's Major Effects

Organizational commitment greatly affects several key aspects of work
behavior. High levels of organizational commitment tend to be associated with low levels of Absenteeism and voluntary turnover. In most cases, more committed individuals are less likely to look for new jobs than less committed ones. Interestingly, it appears that people enter jobs with a predisposition toward commitment, and this influences their tendency to stick with their organizations. A committed workforce appears, is indeed beneficial to both individuals and organizations.

b) Organizational climate

Unlike measures of commitment, which are emotional reactions toward an organization and its policies, climate measures are descriptive of what it is like to work in the organization. Climate is bound by perception, which may not always correspond to organizational facts, but nonetheless comprise reality in the eyes of employees. Numerous climates can exist; depending on what facet of the organization is being described. There are, however, certain climate types which are common across a number of different organizations and industries. Examples include climates of fairness, safety, support, communication, and tolerance for risk, flexibility, and continuous learning. Climate is related to employee behavior, organizational outcomes, and management leadership style. Fairness is the extent to which employees perceive their workplace to be equitable and free of bias e.g. employees in our workplace are treated fairly, regardless of race, color, caste or sex.

Workers are often in situations at work where they can easily get physically hurt. Support is the amount of perceived emotional support employees feel from their organization e.g. Management here is interested in the welfare of its people. Communication is the accuracy and openness of information exchange e.g. we are kept informed about changes that affect my work. Tolerance for Risk is the degree to which the organization encourages bold action, risk, and independence of thought from employees e.g. Risk taking is a value supported by our corporate culture. Flexibility is the degree of adaptability and tolerance for ambiguity in an organization e.g. this organization adapts quickly to changes. Continuous Learning is the Perceptions of training and development opportunities in one's organization e.g. there are adequate opportunities to pursue professional development activities beyond the scope of my immediate job. Any organization practicing all these factors
of Organizational Climate can boost up the Job Satisfaction of the employees

c) Organizational culture

"A culture makes basic assumptions about the world, shapes the way we work and live. These basic assumptions are largely invisible and yet play a great role in shaping our thinking, attitudes and behavior. It is this configuration of ideas or world views which percolates down into the every day life of an executive and shapes his work life ... ", says D. Amerchand and R. Ramesh Kumar

Organizational Culture is a set of attributes perceived directly or indirectly by the members of the organization and assumes to influence their motivation and behavior and it distinguishes one organization from other organization.

A comprehensive pragmatic definition is given by Schein " culture is a pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptations and internal integration and that have worked well enough to be considered valid and therefore to be taught to its new members as the correct way to perceive, think and feel in relation to those problems".

d) The work group

Perhaps one strong human characteristic is man's desire to be continuously associated with others, according to Elton Mayo. It has been found empirically that isolated workers dislike their jobs. In other words, the work group also exerts a tremendous influence on the satisfaction of employees at work places. In one study by Richards and Dobryns it was found that morale of a group in an insurance company was significantly lowered by a physical change which restricted the opportunity' of their members for social interaction. It should, however, be noted that the amount of satisfaction one individual derives from his association with the group depends to a large extent on the relationship with the group, members and also his own need for affiliation.

Although a highway diverse workforce can potentially bring the advantage of differing opinions and perspectives this may turn into a
disadvantage among individuals who hold prejudicial attitudes. Indeed, if ones group membership causes an underlying current of distrust, then the conflict that results may be disruptive to the organization as people fail to cooperate with each other to get their jobs done. In extreme cases, the discriminatory actions that follow from prejudicial attitudes culminate in legal action be it employees charging their employers with unfair discrimination, or customers charging companies with discriminatory actions.

As observed by Mayo, "man's desire to be continuously associated in work with his follows is a strong; if not the strongest, human characteristics. People seek satisfaction of their social and psychological needs in interaction with others in a group situation. Isolated workers dislike their jobs. Intense noise and lack of opportunity for conversation among workers adversely affect their job satisfaction; Morale of a group in an insurance company was greatly lowered by a physical change, which restricted their opportunity for social interaction. However, the amount of satisfaction that a person derives from interaction with his coworkers depends on his own need for affiliation.

e) Downsizing and Restructuring

Downsizing and right sizing have had enormous effects on worker's satisfaction. However, the stress to the remaining workers can be just as intense. Fear of job loss becomes commonplace for many workers who work for firms that are downsizing (DeFrank & Ivancevich, 1998). Anticipation of job loss and increases in anxiety cause a marked decrease in performance (DeFrank & Ivancevich, 1998) and hence leading to decrease in satisfaction. Downsizing and restructuring (D&R) are practices which have become increasingly prevalent in the past decade, affecting most occupational sectors, encompassing all employment positions and impacting on various lines of business. The effects of downsizing have been particularly significant in the public sectors. By forcing efficiency with fewer resources, fiscal constraints have increased the demand for the delivery of more effective and better quality public programs and services. In many cases, this demand has translated into a smaller, more flexible civil service.

The emphasis on managerial accountability, transparency in public spending, and alternative service delivery has resulted in a leaner public
sector. So too has the recent focus on policy frameworks, consolidated budgeting processes and the trend towards more flexible pay and staffing requirements in the public sector. McKinley Sanchez and Schick (1995), drawing on institutional theory, suggest that three types of social forces help to explain the prevalence of downsizing in recent years. These forces are constraining forces, cloning forces, and learning forces.

Constraining forces are those, which pressure decision-makers to do what appears to be the "right thing" and to keep abreast with contemporary organizational trends, which, in today's terms, would involve becoming more efficient and effective. Cloning forces are the result of imitating the steps taken by other organizations. This imitation is often labeled "benchmarking".

A 1994 American Management Association Report indicated that in the private sector decreased morale is one of the most probable effects of D&R. Decreased morale occurred in 86% of the companies studied by the Association. Another study by Bennett in 1991-90 found that two thirds of private sector firms reported that morale was seriously affected by downsizing.

f) Effective Company Policies

Challenging Role and Goal: These aid employees to attain goals. If there is presence of challenging role and goals in the organization people are more satisfied & motivated to serve such type of organizations. Hence challenge is one of the important characteristics of the organizational policies, which provides job satisfaction to the employees of the organization. When it's lacking Employees seem afflicted with a serious case of organizational boredom and people are falling far short of their potential, not because they lack talent and skill, but because the workplace fails to call on their full expertise but when it is thriving the workplace is full of challenges for employees who want them and people are in work situations that require them to make full use of their talents.

Communication /Dialogue: When proper communication channels lack in the organization, Conversations tend to deal only with surface issues, certain issues are considered off limits as a result some employees are routinely kept out of important conversations reason being that conversation is often seen as a waste of time. The presence of proper
communication channels in the organization leads to an ongoing flow of constructive dialogue involving people at all levels of the organizations. As a result employees feel free to talk about work-related problems, opportunities, and issues and also the dialogue is honest and forthright, and there's no fear of recrimination among employees who talk straight hence leading to job satisfaction of employees. As conversations unfold, people do their best to set aside their own opinions and assumptions in order to understand other perspectives.

**Direction:** When it's lacking the "vision thing" is derided as a bunch of fluff that has little connection to the bottom line. Most employees don't have a clue as to where the organization is strategically headed. The stated vision is sharply different from the vision that seems to be guiding top management. When it's thriving a compelling vision of the future, it draws people in a common direction. Goals and objectives serve as a down-to-earth, day-to-day complement to the vision. Employees understand and are personally enrolled in the vision, goals, and objectives. Hence leading to job satisfaction of employees. The organization's direction should be periodically revisited, reassessed and refocused if necessary.

**Equality:** When it's lacking some employees feel like second-class citizens. Titles carry considerable weight. People use win-lose language, as in "us against them." The norm appears to be "different treatment for different people." Physical cues of inequality are abundant throughout the organization. Possibilities: special parking spaces for high-ranking employees, dramatically different work areas and working conditions, recognition reserved for certain groups. When it's thriving, people throughout the organization genuinely feel that they're on the same level, regardless of how things look on the organizational chart. All employees are considered to be equally important -- and actions at all levels back this up. At meetings and other gatherings, titles tend to fall away, opening the way to free-flowing dialogue. Hence leading to job satisfaction of employees.

**Flexibility:** When it's lacking the rules remain inflexible regardless of the situation. The rulebook is seen as the final word. Policies and procedures are mindlessly followed. "Whatever the circumstances, we do what our written rules and procedures tell us to do." People show remarkable ingenuity and persistence -- and expend tremendous energy -- getting
around the rules. When it's thriving the organization's rules are flexed
when a situation justifiably calls for it. Good judgment is used in
applying rules. People accept the subjectivity that goes along with this.
Policies and procedures are in place, yet there's an understanding that
specific circumstances may require different approaches." In a given
situation, we do what's right for the customer

**Informality:** When it's lacking work and fun are largely seen as mutually
exclusive. The culture is weighed down with protocol. Employees are
expected to wear formal business clothing. An outside observer would
call the workplace "stuffy." When it's thriving an open-door policy is
practiced by everyone, not because business books encourage it, but
because it seems like the natural thing to do. Employees use their
judgment, wearing what's appropriate for the situation. It's not unusual
for a major project to turn into a major pizza party -- with the work still
getting done.

**Invention:** The culture promotes excessive caution. The "do it right the
first time" mantra keeps employees from stepping outside the safe zone -
- and into the place where breakthrough innovation comes to life. The
current way of doing things is staunchly defended. When it's thriving
risk-taking in the name of innovation is strongly encouraged. Mistakes
are seen as a fair price to pay for learning and innovation. The
organization values left-field thinking, as in: "That idea really came out
of left field!" The workplace presents all sorts of opportunities to be
creative.

**Oneness:** When it's lacking internal competition often flares up between
individuals and work units. Turf wars are the rule rather than the
exception. Work units feel disconnected from the organization as a
whole; they have no sense of a mission larger than their own. There's
little understanding of who does what outside the immediate work unit.
When it's thriving there's a prevailing sense that "we're all in this
together." Working relationships are best described as "collaborative" not
"competitive." A common mission, direction, and set of values unite
people. Each person understands how his or her colleagues fit into the
system.

**Ownership:** When it's lacking people are told what to do -- instead of
being expected to make their own decisions and judgment calls.
Employees are routinely going to management to get clearance,
permission, and sign-offs. Management seems to be in the meddling business. They sporadically get involved in work processes without adding value. Change is done for employees (bad) or to employees (worse). A small minority of people makes most decisions. Information is parceled out only to those who "need to know." When it's thriving people view themselves as owners of their work and act accordingly.

**Purpose:** The overall mission is inward looking. Conversations about purpose focus exclusively on products, services, and moneymaking -- never on people. When it's thriving the organization has a larger purpose -- something beyond producing goods/services, making money, or even being the best in a given business. Individual employees feel that their work makes a positive difference in some way.

**Performance Related Factors**

a) **Promotion Opportunities:** An employee's performance typically is influenced by motivation, ability, and the work environment. Some deficiencies can be addressed by providing training or altering the environment, motivation problems are not as easily addressed.

Motivation is important because of its significance as a determinant of performance and its intangible nature. shows a framework for understanding the motivation process. If there are challenging opportunities open before the employees, they will make their best efforts to avail the opportunity and it will give them more satisfaction. The employees are more satisfied when they have challenging opportunities at work. This includes chances to participate in interesting projects, jobs with a satisfying degree of challenge and opportunities for increased responsibility. Important: this is not simply "promotional opportunity." As organizations have become flatter, promotions can be rare. People have found challenge through projects, team leadership, and special assignments-as well as promotions. To bring up the level of job satisfaction an organization should go for Promotion from within when possible, reward promising! employees with roles on interesting projects and divide jobs into levels of increasing, leadership and responsibility.

It may be possible to create job titles that demonstrate increasing levels of expertise which are not limited by availability of positions. They simply demonstrate achievement.
b) **Opportunity for advancement**

Personal Development—when it's lacking training is seen as an expense. When outside training is permitted, it must fit within a narrow definition of the employee's current job. Some employees have been doing the same work for years. Jobs tend to offer little variety, with the same tasks being done over and over. The organization is more interested in having people do what they're good at — and less interested in having them pursue their deepest interests. When it's thriving the workplace allows people to reach their full potential. Learning opportunities abound throughout the organization. Variety (trying new equipment, building new relationships, varying your work, etc.) is encouraged because it fosters learning and development. Internal job changing is valued as a way for people to develop their skills and experience. Belief that an individual is rewarded would appear to be closely related to belief that there is chance to advance even where a person does not believe that he deserves a promotion, it is still highly important to him that the best man be prompted

c) **Role Ambiguity**

Individuals wish to know just what is expected of them: ambiguity should be avoided. If there is no balance between role and goal. There's an unspoken understanding that work should come first in employees' lives. The culture honors workaholics. Everyone else feels guilty. There's pressure on people to make tradeoffs, with work almost always winning over family. If there is balance between role and goal, people at all levels of the organization respect the fact that there's life beyond work

d) **Verbal recognition**

*Acknowledgement:* When major milestones come and go with no apparent recognition from management employee's start feeling that their effort and performance has been wasteful. As a result they are demotivated towards their work and performance. Everyone seems too busy to acknowledge anything. If employees are acknowledged for a job well one -not with extrinsic rewards but with genuine appreciation the organization develops in all aspects. The organization takes time to celebrate its major efforts (the journey) and successes (the destination).
Worth: When it's lacking employees are paid at or below the going market rate for their positions even when their real worth to the organization is much greater. Most employees feel anonymous in the organization. There's deep skepticism that the work a person does makes any difference whatsoever. When it's thriving Employees are genuinely valued by the organization. People believe they are paid what they're worth. Employee input is routinely solicited.

**e) Effective concerned Supervision**

The one of the important determinant of satisfaction is supervision and the style of leadership. Generally employee-centered leadership style enhances a great amount of job satisfaction as the leader looks after the subordinates carefully; displays friendship, respect and warmth etc. towards employees. On other hand, production oriented leader may cause low job satisfaction to the employees and may affect, the turnover and absenteeism adversely. Of course, it all depends on the situation. An effective and capable supervisor satisfies his subordinates much more than an inefficient supervisor.

Satisfaction with leadership behaviour of the supervisor results in relatively low turnover rates, grievances and absenteeism. On the other hand, production-oriented supervisors who view their subordinates as "people to get work done" cause low satisfaction, and consequently relatively high rates of grievances, turnover and absenteeism.

Pelz reports from his researches that employee satisfaction from supervisory behavior depends upon the amount of influence exercised by the supervisor on his own superior. Supervisor's ability to satisfy his subordinates' needs depends not only on his leadership behavior but also on the amount of his power in the larger organization.

Good supervision ranks about average in importance of the first ten things people want in a job. Employees are more satisfied when their managers are good leaders. This includes motivating employees to do a good job, striving for excellence or just taking action. Greater attention should be paid to the factor that the managers are well trained. Leadership combines attitudes and behavior. It can be learned. People respond to managers that they can trust and who inspire them to achieve meaningful goals.
f) Productivity

The greater the Job Satisfaction of the workers, the greater would be the efforts they make towards their job: and resultanty productivity is bound to improve. Hence there exists positive correlation between productivity and Job Satisfaction Productivity is a concept related to production. It portrays a concept about output in comparison with the inputs used for production of that output. It can be considered as a ratio of output to input. The higher is the numerical value of the ratio between input and output, the greater would be the productivity. Productivity is the measure of how well an operation system functions.

WORK ENVIRONMENT FACTORS

a) Working conditions /Meaningful Workplace

Each of us has a set of factors, that, for us, is what we need to have a meaningful work experience. It's much like the set of keys we carry with us at all times. There's a huge distinction between "meaningful work" and "job satisfaction." In a meaningful workplace, it's less about needs and expectations and more about hopes and dreams and fulfillment.

Business concepts and strategies - such as reengineering strategic planning, Total Quality Management and its more recent incarnations, etc. - seldom come up during discussions of meaning in the workplace. The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. Even a nice chair can make a world of difference to an individual's psyche. If working conditions of railways is good enough, all the employees are satisfied with working conditions. Employees' level of job satisfaction varies with the present place of work. Employees working in rural and semi urban branches seem less satisfied than employees with urban and metropolitan branches.

Employees are concerned with their work environment for both personal comfort and facilitating in doing a good job. Studies demonstrate that employees prefer physical surroundings that are not dangerous or uncomfortable. Temperature, light, noise, and other environmental factors should not be at their extreme. Most employees prefer working close to their homes in clean and relatively modern facilities and with adequate tools and equipments. If the working conditions of the
enterprise are not suitable, the employees feel dissatisfied. The working conditions should be comfortable.

b) **Positive Interpersonal/Human Relations in the Enterprise**

If there are cordial relations in the enterprise and the labor problems are solved in democratic manner, it increases the feeling of Job Satisfaction. Job Satisfaction is strongly enhanced by friendly relations with coworkers and supervisors. However once these above stated determinants are considerably met other aspects such as self actualization, sense of fulfillment, security of employment prestige, dignity of the Job or job content, group cohesiveness etc. may also determine the Job Satisfaction

*Relationship building*: When it's lacking socializing on the job is seen as a drain on productivity. When doing their work, people feel closeted away from the rest of the world. Relationships with customers and vendors are seen strictly as a business necessity. When it's thriving Work days are filled with opportunities to build relationships. People understand the need to build strong relationships with customers, vendors, and other employees. Employees get the chance to mix with a variety of people. The workplace is designed to encourage mingling and conversation.

c) **Adequate Authority**

Employees are more satisfied when they have adequate freedom and authority to do their jobs. The level of job satisfaction depends up to a large extent whether the employees make decisions, whether allow employees to have input on decisions that will affect them and also if management establish work goals. Also, job satisfaction is related to the decentralization of power, in the contexts of power, decision making, and organizational design-decentralization is the degree to which the capacity to make decisions resides in many people as opposed to just one, central person. When power is decentralized, many people are allowed to make decisions and can freely participate in decision-making.
DEMOGRAPHIC FACTORS

a) Occupational Level

Ample research suggests that people in higher-level jobs experience the highest levels of satisfaction. One significant reason for this is that high-level jobs carry most prestige and self-esteem will be enhanced to the extent that other people view our work is important. High-level jobs are satisfying for many. Other reasons too:

1. They offer excellent opportunities for the expression of the needs for power and autonomy.
2. They reduce financial stringency of the employees.
3. They offer task diversity and job enrichment.

According to a professional, people receive the greatest job satisfaction, followed by salaried workers. Factory workers are the least satisfied with their jobs. Porter substantiated the same fact when he made a job satisfaction study of managers at various levels in the hierarchy. He found that at each successive lower level the managers were less satisfied. Anecdotal evidence from a variety of sources also continues to suggest that blue-collar workers are often the victims of severe dissatisfaction. A large number of research studies have shown that there is a positive relationship between the level or hierarchical status of a person and his job satisfaction. Porter made a study of job satisfaction of managers at various, levels of hierarchy, and found that managers were less satisfied.

b) Occupational Status

Occupational Status is related to, but not identical with, Job satisfaction. It has been observed that employee's are more dissatisfied in jobs that have less social status and prestige. Occupational status is always valued in terms of others opinion. It has been seen that employees who are working at the lower position seems to look for other job. Where they can' have greater job satisfaction. It has been seen that employees are more dissatisfied in jobs that have loss social status and prestige. These values are rather constant within a country, but they do vary among some countries and they probably vary from time to time within a country under some conditions.
c) **Age**

As age also affects Job Satisfaction among the employees, it is not seen that young employees feel satisfied with their jobs because they try to get better and better jobs while the employees of more age feel satisfied with their jobs. Studies have found different results in different groups on the relationship of age to job satisfaction. There was higher intrinsic job satisfaction among older white-color employees, but lower financial and job status satisfaction among this group.

The relationship between age of the employees and their satisfaction from the job is both complex and fascinating. Research reveals that old workers are satisfied workers. Job satisfaction usually tends to be high when, people enter the work force; it plummets and then plateaus for several years (say for five to six years) up (to the age of roughly thirty years, after which there will be gradual increase in satisfaction.

d) **Race and Sex**

A research contends that females are dissatisfied than males because females have less job and pay opportunities than males. Generally, it has been the experience that ladies feel more satisfied with their jobs because ladies are more ambitious than gents.

Some investigations on the subject have found that women are more satisfied with their jobs than men are. This is so despite the fact that women are generally discriminated against in job competition and pay, quite possibly the reason is that man's ambitions and financial needs are less.

Unfortunately, although more people than ever are tolerant of nontraditional sexual orientations, anti homosexual prejudice still exists in the workplace. Indeed, about two-thirds of Chief Executive Officer from major companies notes that they are reluctant to put a homosexual on a top management committee.

e) **Family Conditions**

Family conditions of the employees affect Job Satisfaction to a great extent. The employees, who are satisfied with their family conditions and atmosphere, feel more satisfied with their work.
\textbf{Number of Dependents}

The more dependents one has, the less satisfaction he has with his job. Perhaps the stress of greater financial need brings about greater dissatisfied with one's job. The more dependence one has, the less satisfaction he has with his job. Perhaps the stress of greater financial need brings about greater dissatisfaction with one's job. The culture of the nation as well as of the state believes in "Joint Family", so, but natural almost all the employees are having round about 3 to 4 dependents. It's true that as the members of a family are more there would be greater financial requirement and up to that extent employees are dissatisfied.

\textbf{Time and Service on Job}

Several investigations have indicated that Job satisfaction is relatively high at the start, drops slowly to the fifth or eight year, then rise again with more time on the job. The highest satisfaction is reached after twentieth year.

Service-A "win-lose" mentality prevails throughout the workplace -- to such a degree that there's an unspoken pressure to look the other way when a colleague needs help. This is especially the case between work units and divisions. At best, talk of mentoring and coaching activities -- and other efforts to promote people serving people -- remains just talk. When it's thriving employees have all sorts of opportunities to help one another. This can be formal (mentoring programs, training, apprenticeships, etc.) and informal (on-the-spot coaching, explaining a process, walking a colleague through a new computer program, pitching in to help with a task, and so on). Employees sometimes serve as "matchmakers," bringing together different individuals and groups to promote learning, relationship-building, systemic thinking, and (ultimately) improvement. People who want to lead and influence in positive ways have an open field for doing so.

\textbf{PERSONAL FACTORS}

In addition to these organizational determinants of job satisfaction, there are also several different personal factors that "influence this important work-related attitude. First, several different personality variables have been linked to job satisfaction. Moreover, people who are satisfied with their jobs tend to
remain longer than those who are dissatisfied. Not surprisingly, the most dissatisfied employees probably do not stay long enough to ever reach the highest echelons of their organizations. Third, job satisfaction is related to the extent to which people are performing jobs congruent with their interests. The better their positions fit with their interests, the more satisfied they are with their jobs; job satisfaction has been found to be related to ones general life satisfaction.

a) **Specialization**

Specialization has no doubt resulted in greater efficiency, but it has also contributed to dissatisfaction. Repetitiveness of tasks is found to be boring and monotonous by workers. Walker and Guest found that workers who carried out a number of operations expressed satisfaction with their job. A technological change led management to enlarge their jobs by increasing the number of duties. All the workers studies reported that their new jobs were much more interesting. Vroom and Maier however, think that" Greater variety of tasks may not increase satisfaction unless the tasks from a unified, integrated and meaningful whole. Enlarging the job by adding diverse unrelated activities or rotating the worker from one job to another unrelated job may not have intended positive consequences on either satisfaction. The relationship between job specialization and job satisfaction is complex. Specialization leads to greater efficiency in general, but at the same time it lowers the job satisfaction to some people. The following diagram represents the complex relationship between job satisfaction and job specialization

The greater variety of tasks may not increase the satisfaction of employees unless the tasks form it unified, integrated and meaningful whole. Enlarging the job by adding diverse, totally unrelated activities or job rotation of workers from one job to another unrelated job might not produce intended positive consequences of job satisfaction.

b) **Individual Factors**

*Respect:* When it's lacking the respect level varies widely throughout the organization. Rules and policies have a patronizing tone. Employees are often told what to do -- instead of being free to figure things out for themselves. When it's thriving Employees show respect for one another regardless of rank and title. When decisions are made, there's a
thoughtful assessment of how each option may affect people. People are treated like adults. The golden rule is an implicit working principle throughout the organization.

Relevance: When it's lacking People often find themselves going through the motions of meetings, protocol, and tradition. The organization is infested with valueless rules and policies. There's a constant struggle between employees and the organizational bureaucracy. When it's thriving the system allows employees to use their time efficiently; they can spend it on any activities that are relevant to the mission. Rules and red tape are kept to an absolute minimum.

Self Identity: When it's lacking great importance is placed on fitting in. Sameness rules. Requests for an office or an "away" space are routinely turned down, even when the request is well justified. Differences are viewed as something to "deal with" -- as opposed to something to value and "capitalize on." When it's thriving Individuality is encouraged. People are comfortable being themselves. The organization respects the fact that people sometimes need their own space (even in this era of teams).

c) Level of Education

Level of education affects the feeling of Job Satisfaction among the employees, educated employees feel more satisfied with their jobs than uneducated employees. There is a great deal of conflicting evidence on the relationship between education and job satisfaction so no generalization can be made. Organizational policies on advancement in relation to education are important keeping the occupational level as constant, there found a negative correlation between the level of education of employees and their satisfaction. One plausible explanation could be that people with higher educational levels have a tendency to set higher expectations from their jobs. Dissatisfaction will be more when a educated person is employed in lower range.

d) Intelligence

The more intelligent were highly discontented about the working
conditions although physically it was the most ideal workplace to work in. on an overall analysis, it appears that the relation of intelligence to job satisfaction depends on the level and range of intelligence and the challenge of the job.

e) **Health**

Health of the employees is an important factor affecting Job Satisfaction among the employees. The employees having sound health feel satisfied with their Jobs If you think about it, everyone of us has one physical feature or another that keeps us from doing a certain kind of work. Some people are not strong enough to load heavy packages onto trucks, others are not athletic enough to play professional sports, and still others might lack the agility and stamina needed to be a firefighter. Thus, although we all may be handicapped in some way, certain physical conditions tend to be the focus of widely held prejudicial attitudes.

f) **Interests**

The employees, who take interests in their work, feel more satisfied with their work. During my study I observed that the employees were more dissatisfied if the academic qualification does not match with the nature of job.

g) **Personality exclusive of intelligence:**

One criterion of personality is the existence or neurotic behavior. Neurotic tendency leads to job dissatisfaction only when the job itself is one of a 'greater' strain. Another possible criterion of personality is general satisfaction with non-job conditions. Very high correlation between general and job satisfaction is shown. Some job dissatisfaction is caused by the personality traits that made these employees unhappy off the job. In another study it was found that persons who were rated high in interpersonal disability by their fellow employees were the most satisfied with their jobs. Again, there is an implication of general personality patterns of happiness. It is likely that personality maladjustment is the source of some job dissatisfaction, but it is not clear how strong the relationship is.
h) **Personality-Job Fit**

Holland gave personality-job fit theory. In this theory he concluded that high agreement between an employee's personality and occupation results in a more satisfied individual. His logic was essentially this: people with personality types congruent with their chosen vocations should find that they have the right talents and abilities to meet the demands of their jobs. Thus they are more likely to be successful on those jobs and, because of this success, have a greater probability of achieving high satisfaction from their work. Few people can see, the big picture and how they fit themselves into it. When personality-job fit is lacking there's a nagging sense among some employees that "this place (or job) just isn't right for me. I'm not in a situation where I can succeed." People feel a clash between their own values and goals -- and what goes on in the workplace. Going to work requires them to be a different person. When it's thriving individual employees clearly see how they and their work fit into the bigger mission of the organization.

i) **It's in the genes**

As much as 30%) of an individual's satisfaction can be explained by heredity. Analysis of satisfaction data for a selected sample of individuals over a 50-year period found that individuals result were consistently stable overtime, even when these people changed the employer for whom they worked and their occupation. This and other research suggests that a significant portion of some people's satisfaction is genetically determined.

Analysis of satisfaction data for a selected sample of individuals over a 50-year period found that individual results were consistently stable over time, even when these people changed employers and occupations. This analysis and other research suggest that an individual's disposition toward life-positive or negative-is established by his or her genetic makeup, holds over time, and carries over into his or her disposition toward work.

j) **Age**

Studies have revealed that in some groups job satisfaction is higher with increasing age, in other groups job satisfaction are lower and in still
others there is no difference.

Individual As age also affects Job Satisfaction among the employees, it is not seen that young employees fed satisfied with their jobs.

k) **Sex**

In most of the studies on job satisfaction, it is constantly shown that women workers are more satisfied with their jobs than men. The reason for greater satisfaction of women may be that they have less ambitions and financial needs. The study of job motivation has shown that group of females prefer to work with friendly people having good social position.

l) **Skill**

The studies have shown that skilled workers have significantly higher job than unskilled workers. Skill operated together with the kind of work, occupational status, responsibility, length of service, personality characteristics, and opportunity to use skill.

j) **Training**

Arrangement of training also satisfies and motivates an employee because trained employees can do work easily and more efficiently. Advancement in career is possible in someone’s earlier years only and this chance can be grabbed by all who passes departmental examinations.

**TECHNICAL FACTORS**

a) **Work standard**

It has been found that employees are more satisfied and motivated when their entire workgroup takes pride in the quality of its work. The communication between employers and employees should be encouraged. It has been proved that development of meaningful measures of quality and celebrations of achievements in quality also helps to bring up the job satisfaction level of employees.
b) **Type of work**

The most important factors inherent in the job is type of work. Nature of Job affects Job Satisfaction of employees. If the "work" is interesting, and not fatiguing and if they have to do the work of similar nature for a long time employees feel dissatisfied. On the contrary, if the work of an employee is of different type, it gives more Satisfaction. 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.

c) **The Effects of Different Management Styles**

Values, beliefs, and experiences help form an individual's character. Although these attributes are similar in some mind-sets, a vast majority of people will hold dissimilar characteristics. To effectively function, businesses must integrate these dissimilar people into functional groups that are geared towards mutual results. These individuals are initially motivated by the need being satisfied by the job's salary. But, any conflict between themselves and top management or coworkers can cause dissatisfaction and a desire to obtain a new position within another company.

The empowerment develops, a sense of mutual loyalty and respect towards the managers and the company. Through clearly established communication lines, one is able to define and accentuate not only both manager's expectations, but also one's own as well. The authoritarian style, exerted upon them, felt like a punishment, rather than a reward for all the years of loyal service. The team was used to having responsibilities and the empowerment that should come along. Instead, everything they did had to be approved by the manager. Communication and expectations were stated in such vague manners, the employees felt as if they were out of the "loop" of information.

Manager's are individual's with high levels of responsibility. One can compare a good coach and a good manager.
d) **Support**

When it's lacking When people ask for support, management responds with skepticism: "Are you sure you need that information? You're the first group to ask for it." There's widespread agreement that when a person or group undertakes a project, the organizational odds are stacked against them. There may even be the workplace equivalent of a black market. When it's thriving employees are given the resources (information, time, funding, expertise, tools, etc.) they need to be successful in their work. Management knows when to get involved and when to stay out of the way.

e) **Job Content**

Another influential factor of job satisfaction is the job content. Job content refers to the factors such as recognition, responsibility, advancement; achievements etc in the jobs employee perform. It has been found that repetitive nature of tasks is the most dissatisfied factor, and pay and security were satisfying factors.

**ECONOMIC FACTORS**

a) **Performance based systems:**

Organisational reward systems have traditionally either a fixed salary or hourly rate system or an incentive system. Fixed rewards can be tied directly to performance through merit pay systems, whereby people get different pay raises at the end of the year, depending on their overall job performance. Many organisations are experimenting with various kinds of incentive systems, which attempt to reward employees in proportion to their accomplishments. Four popular incentive systems include profit sharing, gain sharing, lump sum bonuses, and pay for knowledge.

b) **Proper Remuneration / Pay**

Management has greatly over emphasized the importance of pay as a factor in job satisfaction. Most studies have found that pay ranks well below security, type of work etc. The relative importance of pay will probably change with the labor market, economic conditions and with employee's beliefs about the job situation. Remuneration is the main base
of Job Satisfaction. It is expected that benefits should be fairly distributed. A good wage system is considered as an important determinant of Job Satisfaction. If the attractive and proper remuneration is given to the employees for their job, they will feel more satisfied; it will give him more Job Satisfaction.

c) **Rewards for good performance**

It has been observed that individuals can be motivated for good performance by proper design of the rewards for good performance, which itself depends on design of their work environment and praise for their performance. Punishment for poor performance can also reduce the negative performance. Only thing, which is required, is the analysis of work situation to determine what causes workers to act the way they do and then initiate changes required eliminating troublesome areas and obstructions to performance. Specific goals are to set with workers participation and assistance. prompt and regular feedback of results should be made available and performance improvements should be rewarded with recognition and praise. Even when performance does not equal goals, ways should be found to help people and praise them for the good things they do. The Psychologist B.F. Skinner of Harvard developed a theory called reinforcement Theory having positive and negative reinforcement. Perhaps the strength of the Skinner approach is that it is closely akin to requirements of good managing. It emphasizes removal of obstructions to performance, careful planning and organizing, control through feedback and the expansion of communication. Clear contingencies between performance and rewards are desirable in the resent scenario.

d) **Equitable / Fair Rewards.**

Employees want pay systems and promotion policies that they perceive as being just, unambiguous, and in line with their expectations. When pay is seen as fair based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. An employee seeks fair promotions policies and practices. Promotions provide opportunities for personal growth, more responsibilities and increased social status
Employees are more satisfied when they feel they are rewarded fairly for the work they do. It is not only that rewards helps to bring up the job satisfaction level of employees but rewards for genuine contributions to the work and organization consistency in the reward policies is what that boosts up the employees moral which is again directly related to job satisfaction. As an added benefit or what we call fringe benefits such as subsidy on LPG, free medical services to family members, free transportation to local areas etc., employees who are awarded fringe benefits experience less stress.

e) Security

An average employee will think of job security first rather than other factors to get settle in life. It has been seen that employees secured in job are more satisfied in their job. But security is of less importance to the better educated person, perhaps because there is not so much fear of layoff in the kind of jobs that the highly educated obtain, or the highly educated are justifiably more confident of being able to find other jobs if necessary.

e) Benefits

In studies, housing, canteen etc re some of the personal benefits that have been ranked next to pay. But highly educated people having good pay give more importance to benefits and facilities.

Hence in a nutshell it can be summarized that Job satisfaction is the result of effect of so many factors. The terms are highly personalized, as the level of satisfaction differs from time to time and situation. Moreover, the attitude of any employee affects a lot. One gets satisfaction in any of the activities depending upon how he/she perceives the situation and what is expected in exchange of effort. There may be the difference between two employees, working at a different place and on different cadres. It all depends upon viewing of the situation and the effect of rest of the factors, which are crucial at any point of time.
JOB SATISFACTION AND ITS RELATIONSHIPS

Many people believe that happy workers are productive workers. Is job satisfaction, in fact, directly linked to task performance or organizational productivity? Overall results suggest that the relationship is positive, but not especially strong. In fact, after reviewing hundreds of studies it has been found that the mean correlation between job satisfaction and performance is considerably smaller only.

First, in many work settings, there is little room for large changes in performance. Some jobs are structured so that the people holding them must maintain at least some minimum level of performance just to remain at their jobs. For others, there may be very little leeway for exceeding minimum standards. Thus, the range of possible performance in many jobs is highly restricted. Moreover, for many employees, the rate at which they work is closely linked to the work of others or the speed at which various machines operate. As such, their performance may have so little room to fluctuate that it may not be highly responsive to changes in their attitudes.

Second, job satisfaction and performance may actually not be directly linked. Rather, any apparent relationship between them may stem from the fact that both are related to a third factor-receipt of various rewards. As suggested by Porter and Lawler, the relationship may work as the past levels of performance lead to the receipt of both extrinsic rewards (e.g., pay and promotions) and intrinsic rewards (e.g., feelings of accomplishment). If employees judge these to be fair, they may eventually recognize a link between their performance and these outcomes. This, in turn, may have two effects. First, it may encourage high levels of effort, and thus, good performance. Second, it may lead to high levels of job satisfaction. In short, high productivity and high satisfaction may both stem from the sum of the conditions. These two factors themselves, however, may not be directly linked.

For these and other reasons, job satisfaction may not be directly related to performance in many contexts. However, this conclusion may be true only with respect to "standard" measures of performance, such as quantity or quality of output. It may have stronger influences on other aspects of on-the-job-behavior, including organizational citizenship behavior. These include actions that enhance social relationships and cooperation within an organization (e.g., offering help to coworkers when it is requested, demonstrating a cheerful and cooperative attitude, protecting or conserving the organization's resources,
tolerating temporary inconveniences without complaint and so on). Such actions may contribute to the smooth and effective functioning of organizations without showing up directly in more standard measures. To the extent that my job makes me feel good I am likely to reciprocate by helping organization and the others who have contributed to those good feelings. Indeed, research has shown that the more highly satisfied people are with their jobs, the more contributions to organizational citizenship they are recognized as making by their coworkers.

In view of these findings, it is clear that the answer to the question "Are job satisfaction and performance linked?" requires another question: "What kind of performance do you have in mind?" With respect to many traditional indices of job performance, the link to job satisfaction is quite weak. For other aspects of performance, such as organizational citizenship behavior, the relationship appears to be stronger.

**RELATION BETWEEN JOB SATISFACTION AND MORALE**

Morale is, actually, a psychological term, which is achieving a considerable importance on part of management. Its presence or absence is considered vital for failure or success of any process. In the words of Heinz Bogartz (1993) in the context of industrial development, the crux of the battle lies in improving the level of productivity. Given the technological and other material inputs, productivity becomes the function of human input. The value of human input lies in the will to work, which is dependent upon motivation and morale. The sustained growth in Japan is also attributed to hard working nature or the will to work of Japanese.

Morale is a group phenomenon; it is an idea of the extent to which the individual receives a probability of satisfying his own motives through cooperation with the group. Morale is basically a matter of human behavior. It is an expression of the attributes, which the members of an organization develops and adapt towards the organization, members, purposes and leaders. Valuable Hawthorne experiments:-brought to the limelight those impulses and forces, which governs human behavior. On the basis of these researches, Alexander Leighton has enumerated five major determinants of morale

1. Confidence of the individual members of the group in the purpose of the group.
2. Confidence of the individual members of the group in the leadership and the ability of the leader

3. Confidence of the individual members of their fellow workers

4. Organizational efficiency

5. Working Conditions

High morale exists when individual perceives himself as a member of a group and perceives a high probability of achieving both individual and group goals through a course of action.

Morale and Job Satisfaction are interlinked, and so Human Relations are closely related to morale and job satisfaction. Job Satisfaction is an attitude of contentment formed by an employee towards his job or task on the basis of the job satisfaction derived from any of the job factors: individual adjustment, group relationship, work environment or his/her interaction with the work environmental factors. It is a sense of mental accomplishment and disposition backed by the fulfillment of the employee's expectation of the job and achievement of the rewards received from the job. Thus job satisfaction represents the extent of match between the employee's expectation of the job and his achievement of it i.e. it is the satisfaction derived from the work life of the individual employee.

Job Satisfaction is the contentment derived by an employee on the basis of his perception about his worth in the context of his total work life. Morale and job satisfaction are positively linked. While productivity is closely related to job satisfaction.

More than two and a half decades ago, Seashore (1954) came to the conclusion that there is no definition of morale. It is a condition, which exists in a context where people are.

- Motivated toward high productivity
- Want to remain with the organization
- Act effectively in crisis
- Accept necessary changes without resentment or resistance
- Actually promote the interest of the organization and
- Are satisfied with their jobs

Morale is a general attitude of the worker and relates to group while job satisfaction is individual feeling, which could be caused by a variety of factors
including group. in job satisfaction no such condition is attached. A given individual may be satisfied 'with a variety of factors, like salary, co-workers, his own contribution, etc. In fact Morale itself could also be a source of satisfaction to an individual.

RELATION BETWEEN JOB SATISFACTION AND MOODS

Researchers found that employee moods have a great bearing on whether they choose to be absent or leave their jobs all together. However employees who are satisfied with their jobs are less likely to act on those moods.

Positive and negative mood dimensions

We all know that mood has an affect on people's attitudes toward life and work. Feelings and moodiness carryover from situation to situation. One dimension is the positive side of mood. People with high positive affective moods are those that feel a zest for life, are active and enthusiastic. People with low affective moods are drowsy, dull and listless. The other dimension represents the negative side of moodiness. People possessing a high negative affective mood are distressed, fearful, nervous and possible angry. On the other hand a low negative affective mood is characterized by a state of calm and a relaxed attitude.

These two dimensions seem to be on a continuum relative to each other. However, as they do not have the same bearing on behavior, they are considered to be two separate and distinct dimensions each resulting in people reacting in different ways. Decisions made as a result of a high positive mood (people who are alert feeling good about life) are quiet different from those resulting form a high negative mood (people who are fearful and anxious).

MOODS AND ABSENTEEISM

Employees with low positive moods are listless and tired. These are the employees who have a tendency to wake in the morning feeling depressed and to choose to stay home for the day. This tendency toward absenteeism was also found by researchers among employees reporting high negative moods (employees who reported being upset, distressed and fearful). Employees reporting moods on the other end of these two dimensions were not absent from work. This is not surprising. People with high positive moods
are feeling enthusiasm and zestfulness about life in general. This carries over into a positive attitude about work. So, coming to work is a positive experience and absenteeism is very low among these employees. It also stands to reason that employees, whose moods were on the low end of the negative affective dimension (employees who reported calm and a relaxed attitudes about life), also tended to be absent less often.

Hence it is clear that moods or feelings about life affect the job and that this could cause loss in productivity and continuity of service through poor attendance. It is also clear that employees with "good moods" are an asset to the organization. However moodiness is a fact of life.

High employee turnover is of considerable concern for employers because it disrupts normal operations, causes morale problems for those who stick on and increases the cost involved in selecting and training replacements. The employer does whatever possible to minimize turnover making the employees feel satisfied on their jobs. being one such. In four major reviews of the relationship between satisfaction and turnover. It has been demonstrated that workers who have relatively low levels of job satisfaction are the most likely to quit their jobs and that organizational units with the lowest average satisfaction levels tend to have the highest turnover rates.

However, the withdrawal behavior of employees is modified by loyalty to the organization, as some employees cannot imagine themselves working elsewhere, however dissatisfied they are in their present jobs. Availability of other places of employment also influences turnover. If greener pastures are available, an employee does not mind going in search of them, notwithstanding the present level of job satisfaction he enjoys.

Correlation of satisfaction to absenteeism is also proved conclusively. Workers who are dissatisfied are more likely to take "mental health" days, i.e., days off not due to illness or personal business. Simply stated, absenteeism is high when satisfaction is low. As in turnover, absenteeism is subject to modification by certain factors. The degree to which people feel that their jobs are important has a moderating influence on their absences. Employees who feel that their work is important tend to clock in regular attendance.

**RELATION BETWEEN JOB SATISFACTION AND SAFETY**

Poor safety practices are a negative consequence of low satisfaction level. When people are discouraged about their jobs, company, and supervisors,
they are more liable to experience accidents. An underlying reason for such accidents is that discouragement may take one's attention away from the task at hand.

RELATION BETWEEN JOB SATISFACTION AND JOB STRESS

Job stress is the body's response to any job-related factor that threatens to disturb the person's equilibrium. In the process of experiencing stress, the employee's inner state changes. Prolonged stress can cause the employee serious ailments such as heart disease, ulcer, blurred vision, lower back pain, dermatitis, and muscle aches.

Chronic job-dissatisfaction is a powerful source of job stress. These employees are costly to the management in terms of time lost due to frequent absences and increased payments towards medical reimbursements. In additions to the above, it has been claimed that satisfied employees tend to have better mental and physical health and learn new job-related tasks more quickly.

RELATION BETWEEN JOB SATISFACTION AND WORK BEHAVIOR

Generally the level of job satisfaction seems to have some relation with various aspects of work behavior like absenteeism, adjustment, accidents, productivity and union affiliation. There are few studies that have used a casual design in which they have first identified the high-low groups on work behavior and then have taken the job satisfaction data.

Although it is difficult to define adjustment most psychologists and organizational behaviorists have been able to narrow it down to what they call neuroticism and anxiety. Neuroticism, perhaps, can "be examined in the light of what is socially desirable. Generally deviation from socially expected behavior has come to be identified as neurotic behavior. Since the socially expected desirable behavior may change from generation to generation, the symptoms of deviant behavior may also change. Neuroticism also varies in degree. Chronic absenteeism may verge on neuroticism while a person coming barefoot to the office may be a milder form of it. Though it may be easy to identify symptoms of neuroticism it is very difficult to know what causes it. Family tensions, job tensions, social isolation, emotional stress, fear, anxiety or any such sources could be a source of neuroticism.

Anxiety, on the other hand, has a little clearer base. It is generally seen as a
mental state of vague fear and apprehension, which influence the mode of thinking. Its reasons vary from individual to individual and in the same individual from time to time. However, irrespective of the sources, anxiety usually shows itself in such mental states as depression, impulsiveness, excessive worry and nervousness.

Adjustment problem usually show them selves in the level of job satisfaction. For long, both theorists and practitioners have been concerned with employees' adjustment and have provided vocational guidance and training to them to minimize its impact on work behavior. Most literature in this area, generally suggests a positive relationship between adjustment and job satisfaction. People with lower level of anxiety and low neuroticism have been found to be more satisfied with their jobs.

**RELATION BETWEEN JOB SATISFACTION AND ACCIDENTS**

Research on the relationship between job satisfaction and accident, generally shows that the higher the satisfaction with the job, the lower is the rate of accidents. Though it is difficult to, explain such a relationship but generally a satisfied employee would not be careless or negligent and would encounter lesser possibilities of running into an accident situation. The more favorable attitude towards job would make him more positively inclined to his job and there would be a lesser probability of getting to an unexpected, incorrect or uncontrolled event in which either his action or the reaction of an object or person 'may result in personal injury.

The general trend seems to be of higher satisfaction score of non-accident group as compared to the accident group. Subsequent analysis showed that the differences in the averages were statistically, significant in the areas of management and personal adjustment. Although the satisfaction scores were not statistically significant in the job and social relation areas for the two groups, as far as the overall satisfaction is concerned no accident group was found to be significantly more satisfied than the accident group.

**RELATION BETWEEN JOB SATISFACTION AND EMPLOYEE WITHDRAWAL**

When employees are dissatisfied with their jobs they tend to find ways of minimizing their exposure to them—that is, they withdraw. Two main forms of employee withdrawal are absenteeism and voluntary turnover. By not
showing up to work and or by quitting to take a new job, people might be expressing their dissatisfaction with their jobs or attempting to escape from the unpleasant aspects they may be experiencing.

RELATION BETWEEN SATISFACTION AND ABSENTEEISM

Absenteeism in the workplace costs organizations thousands of dollars in lost productivity. In fact, despite a reduction in the absenteeism rate in 2002, absences cost organizations on average $789 per employee (Marsh, 2002). Studies indicate a variety of factors for absenteeism (Locke, 1984; Mobley, 1977) such as the desire to leave a current job (Mobley, 1977), employee group behavior (Steers & Rhodes, 1978; Markham & McKee, 1995), demographic factors (Steel & Rentsch, 1995; Hackett, Bycio, and Guion 1989), and job stress (Steel, 1995; Greenglass and Burke, 2000).

Absenteeism (Mobley, 1977) has been linked to individuals desire to leave their current job. In this stream of research, absenteeism is an antecedent for job turnover. As an individual becomes dissatisfied with his or her current position, a mental process begins by which the individual begins evaluating other situations and other employment options. Absenteeism is one of those first steps in an employee’s mental process in disconnecting with his or her present job (Mobley, 1977). Steers and Rhodes (1978) take exception to Mobley (1977) in that they do not believe that absenteeism is an antecedent to turnover, rather it is a separate issue in itself.

Various reasons are given for individuals missing work from the actual job situation to employee values, pressures to attend, and personal and workgroup norms and values. Markham and McKee (1995) have linked absenteeism to the behavior of the group to which the employee belongs. If the employees belongs to a group that tolerates absences then employees will be more likely to be absent, however, if individuals belong to a group that does not tolerate absences then employees tend to miss less work (Markham & McKee, 1995).

Personal demographics such as gender and education level are also thought to influence absenteeism with women missing more work, presumably because of children (Steel & Rentsch, 1995). In today’s society with many women working full-time outside the home, it appears that women are still carrying the majority of the childcare burden. In a study conducted by Hackett, Bycio, and Guion (1989) higher absenteeism was also found with
women primarily due to sick family members. While it is likely to see this trend begin to change, at this time, women more frequently miss work than men because of childcare responsibilities. Steel and Rentsch (1995) also found that those individuals with higher education tended to not miss as much work as those with less education. This was due in part because persons with higher education viewed their work as a career rather than just a job.

Job stress has also been linked to absenteeism (Steel, 1995). The belief is as employees experience increasing levels of stress in the workplace, the greater the need for absences becomes. A recent study (Unsworth & Veysey, 2001) involving organizations in the U.K. indicated 70 percent of the organizations responding that employee stress and the resulting absenteeism was one of the most likely issues that employers will face in the next few years. In a study conducted by Greenglass and Burke (2000) with hospital nurses experiencing downsizing, they found that those nurses who had better coping abilities had better overall feelings regarding their professional accomplishments and less depression and anxiety.

With respect to absenteeism, research has shown that the lower individuals' satisfaction with their jobs, the more likely they are to be absent from work. The strength of this relationship, however, is modest rather than strong. The reason is that dissatisfaction with one's job is likely to be just one of many factors influencing employees' decisions to report or not report to work. For example, even someone who really dislikes her job may not be absent if she believes her presence is, necessary to complete an important project. Not surprisingly, companies are extremely interested in controlling the problem of absenteeism.

In everyday life certain contingencies require a little extra effort on the part of workers to come to work. A minor problem with bicycle, a drizzle, a small fight with the spouse and several such incidents have a tremendous impact on the work attendance. For a dissatisfied worker these may be major reasons for missing the work but for a satisfied worker these may be irrelevant. The fact, however, remains that the absence from work, irrespective of the reasons, adds considerable cost to the process of output. One such cost is paying a large sum to badli workers or retaining a large number of employees than required to meet such contingencies arising out of the phenomena of absenteeism. Over manning alone amounts to 10 per cent of the total work force.

We find a consistent negative relationship between satisfaction and
absenteeism, but the correlation is moderate-usually less than +0.40.60 While it certainly makes sense that dissatisfied employees are more likely to miss work, other factors have an impact on the relationship and reduce the correlation coefficient. Organizations that provide liberal sick leave benefits are encouraging all their employees—including those who are highly satisfied to take days off.

An excellent illustration of how satisfaction directly leads to attendance, where there is a minimum impact from other factors is a study done at Sears. The interesting dimension in this study is that the snowstorm gave the Chicago employees a built-in excuse not to come to work. The storm crippled the city's transportation, and individuals knew they could miss work this day with no penalty. This natural experiment permitted the comparison of attendance records for satisfied and dissatisfied employees at two locations one where you were expected to be at work With normal pressures for attendance) and the other where you were free to choose with no penalty involved. If satisfaction leads to attendance, where there is an absence of outside factors, the more satisfied employees should have come to work in Chicago, while dissatisfied employees should have stayed home. The study found that on this particular April absenteeism rates in New York were just as high for satisfied groups of workers as for dissatisfied groups. But in Chicago, the workers with high satisfaction scores had much higher attendance than did those with lower satisfaction levels. These findings are exactly what we would have expected if satisfaction were negatively correlated with absenteeism. Regardless of level of satisfaction, the latter are more likely to remain with the organization because the receipt of recognition, praise and other rewards gives them more reasons for staying.

**RELATION BETWEEN SATISFACTION AND TURNOVER**

Satisfaction is also negatively related to turnover, but the correlation is stronger than what we found for absenteeism. Yet, again, other factors such as labor market conditions, expectations about alternative job opportunities, and length of tenure with the organization are important constraints on the actual decision to leave one's current job.

Low satisfaction has been found to be consistently associated with turnover. Less satisfied employees are more likely to quit their jobs than others who are more satisfied with their jobs. Less satisfied employees are also likely to be
absent from work more frequently than their more satisfied co-workers.

Another costly form of withdrawal related to job satisfaction is voluntary turnover. The lower peoples levels of satisfaction with their jobs, the more likely they are to consider resigning and to actually do so. As in the case of absenteeism, this relationship is modest, and for similar reasons. Many factors relating to the individuals, their jobs, and economic conditions shape decisions to move from one job to another. For example, in a recent study Judge found that the extent to which satisfaction was associated with turnover depended on people's affective dispositions that is, on their tendency to be generally satisfied (happy with life in general) or dissatisfied (prone to gripe a lot about things).

CONSEQUENCES OF JOB SATISFACTION/DISSATISFACTION

CONSEQUENCES OF JOB SATISFACTION

Job Satisfaction and employee turnover

High employee turnover is of considerable concern for employers because it disrupts normal operations, causes morale problems for those who stick on and increases the cost involved in selecting and training replacements. The employer does whatever possible to minimize turnover. Making the employees feel satisfied on their jobs being one such. In four major reviews of the relationship between satisfaction and turnover. It has been demonstrated that workers who have relatively low levels of job satisfaction are the most likely to quit their jobs and that organizational units with the lowest average satisfaction levels tend to have the highest turnover rates.

However, the withdrawal behavior of employees is modified by loyalty to the organization, as some employees cannot imagine themselves working elsewhere, however dissatisfied they are in their present jobs. Availability of other places of employment also influences turnover. If greener pastures are available, an employee does not mind going in search of them, notwithstanding the present level of job satisfaction he enjoys.

Satisfaction and absences

Correlation of satisfaction to absenteeism is also proved conclusively.
Workers who are dissatisfied are more likely to take "mental health" days, i.e., days off not due to illness or personal business. Simply stated, absenteeism is high when satisfaction is low. As in turnover, absenteeism is subject to modification by certain factors. The degree to which people feel that their jobs are important has a moderating influence on their absences. Employees who feel that their work is important tend to clock in regular attendance.

**Satisfaction and Safety**

Poor safety practices are a negative consequence of low satisfaction level. When people are discouraged about their jobs, company, and supervisors, they are more liable to experience accidents. An underlying reason for such accidents is that discouragement may take one's attention away from the task at hand.

**Satisfaction and Job Stress**

Job stress is the body's response to any job-related factor that threatens to disturb the person's equilibrium. In the process of experiencing stress, the employee's inner state changes. Prolonged stress can cause the employee serious ailments such as heart disease, ulcer, blurred vision, lower back pain, dermatitis, and muscle aches.

Chronic job-dissatisfaction is a powerful source of job stress. These employees are costly to the management in terms of time lost due to frequent absences and increased payments towards medical reimbursements. In additions to the above, it has been claimed that satisfied employees tend to have better mental and physical health and learn new job-related tasks more quickly.

**Satisfaction and Productivity**

In the long-run job-satisfaction leads to increased productivity. The very important reasons for the apparent lack of direct relationship between job satisfaction and productivity are:

(a) **Measurement deficiency**

The explanation for the lack of clear-cut relationship between satisfaction and productivity may be attributable to the measurement of satisfaction as a result in the absence of objective criterion, subjective evaluation may
become objectionable and unreliable. They might distort the relationship.

(b) **Performance cannot significantly vary.**

The individual performance cannot significantly vary. A worker in general operates under certain technological constraints where he cannot go beyond a particular level of output.

The performance, in this intriguing model leads to two kinds of rewards intrinsic and extrinsic, where extrinsic rewards such as salary and production bonuses are under the control of organization and where intrinsic rewards such as challenging jobs, etc. stem from the job itself. Intrinsic rewards are more closely related to satisfaction.

Criticism of the model are many first, the relationship between job-satisfaction and job performance is weak, the median correlation between satisfaction and performance is only secondly, there is more evidence to suggest that job performance leads to job satisfaction, third there are some conditions under which high productivity more clearly leads to high job-satisfaction 41( employees perceive that intrinsic and extrinsic rewards are contingent upon their productivity).

**Job-satisfaction and Employee Turnover**

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CONSEQUENCES OF DISSATISFACTION

Negative Is Stronger Than Positive

Job Satisfaction or Job Dissatisfaction are of great concern to management since there is a relationship between Job Satisfaction and job performances. Dissatisfaction seems to be more motivating than satisfaction. In a similar way, people often react more immediately and visibly to pain than to a
pleasant stimulus.

High levels of absenteeism and staff turnover can affect bottom line, as temps, recruitment and retraining take their toll. But few practices (in fact, few organizations) have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied and motivated employees tend to be more productive, creative and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and patient satisfaction. Family physicians who can create work environments that attract, motivate and retain hard-working individuals will be better positioned to succeed in a competitive health care environment that demands quality and cost-efficiency. What's more, physicians may even discover that by creating a positive workplace for their employees, they've increased their own job satisfaction as well. Job satisfaction have a variety of effects. These effects may be seen in the context of an individual's physical and mental health, productivity and turnover.

Employee dissatisfaction can be expressed in a number of ways. Charles Hulin defines job withdrawal as a "set of behaviors that dissatisfied individuals enact to avoid the work situation." For example, rather than quit, employees can complain, be insubordinate, steal organizational property, or shirk a part of their work responsibilities. Following figure offers four responses that differ from one another along two dimensions: constructiveness/destructiveness and activity/passivity. They are defined as follows:

**Responses to Job Dissatisfaction**

The first thing about job satisfaction is the ways through which employees express their job dissatisfaction. Following figure offers four responses that differ from one another along two dimensions: constructive/destructive and activity/passivity

**Exit:** Behavior directed toward leaving the organization. Includes looking for a new position as well as resigning.

**Voice:** Actively and constructively attempting to improve conditions. Includes suggesting improvements, discussing problems with superiors, and some forms of union activity.
Responses to Job Dissatisfaction

**Loyalty:** Passively but optimistically waiting for conditions to improve. Includes speaking up for the organization in the face of external criticism and trusting the organization and its management to "do the right thing."

**Neglect:** Passively allowing conditions to worsen. Includes chronic absenteeism or lateness, reduced effort, and increased error rate.

**Behavior Change**

One might expect that an employee's first response to dissatisfaction would be to try to change the conditions that generate dissatisfaction. This can lead to supervisor-subordinate confrontation, perhaps even conflict. Employees can initiate change through whistle-blowing: taking grievances public by going to the media. The damage that a single well-placed whistle-blower can do to an organization was recently revealed at Archer-Daniels Midland. Top executive Mark Whitacre, working in cooperation with FBI, taped many conversations that were later used to charge ADM with price fixing in one of the biggest antitrust cases in 1990s.

**Psychological Job Withdrawal**

When dissatisfied employees are unable to change their situation or remove themselves physically from their jobs, they may "psychologically disengage" themselves from their jobs. This psychological disengagement can take
several forms. First, if the primary dissatisfaction has to do with the job itself, the employee may display a very low level of job involvement. Job involvement is the degree to which people identify themselves with their jobs. People who are uninvolved with their jobs consider their work an unimportant aspect of their lives.

A second form of psychological disengagement, which can occur when the dissatisfaction is with the employer as a whole, is a low level of organizational commitment. Organizational commitment is the degree to which an employee identifies with organization and is willing to put forth effort on its behalf. Individuals who have low organizational commitment are often just waiting for the first good opportunity to quit their jobs. They are often very difficult to motivate.

Most employers think that the staffing policies of the 1980s may have killed company loyalty in the 1990's to cope with global competition, deregulation, hostile takeovers, and unprecedented levels of corporate debt, many companies were forced to slash their labor costs through massive layoffs. According to the US Department of Commerce, 4.7 million workers who had held their jobs for more than three years have been dismissed since 1983. As Rudy Oswald, chief economist for the AFL-CIO, noted "There is little bond between employers and workers anymore." When asked, "Compared with ten years ago, are the employees today more loyal or less loyal to their companies?" 63 percent said "less"; only 22 percent said "more." Half of those responding said it was "likely" they would "change employers in the next five years." Thus, just as U.S. businesses are trying to create a new sense of worker participation and involvement, many of their employees are showing reduced levels of commitment and dependency.

**Absenteeism**

Absenteeism refers to the frequency of absence of a job holder from the work place- either unexcused absence due to some avoidable reasons or long absence due to some unavoidable reasons. It is the former type of absence which is a matter of concern. This absence is due to lack of satisfaction from the job which produces a 'lack of will to work' and alienates a worker from work as far as possible. Thus, job satisfaction is related to absenteeism.

If the job conditions cannot be changed, a dissatisfied worker may be able to solve his or her problem by leaving the job. This could take the form of an
internal transfer if the dissatisfaction is job-specific (e.g. the result of an unfair supervisor or unpleasant working conditions). On the other hand, if the source of the dissatisfaction relates to organization wide policies (e.g. lack of job security, or below-market pay levels), organizational turnover is likely to suffer.

**Productivity:**

There are two views about the relationship between job satisfaction and productivity:

1. A happy worker is a productive worker,
2. A happy worker is not necessarily a productive worker.

The first view establishes a direct cause-effect relationship between job satisfaction and productivity; when satisfaction increases, productivity increases when job satisfaction decreases, productivity decreases. The basic logic behind this is that a happy worker will put more efforts for job performance. However, this may not be true in all cases. For example, a worker having low expectations from his job may feel satisfied but he may not put his efforts more vigorously because of his low expectations from the job. Therefore, this view does not explain fully the complex relationship between job satisfaction and the other view is that a satisfied worker is not necessarily a productive worker. Research studies also support this view. This relationship may be explained in terms of the operation of two factors-effect of job performance on satisfaction and organizational expectations from individuals for job performance.

Job performance leads to job satisfaction and not the other way round. The basic factor for this phenomenon is the rewards (a source of satisfaction) attached with performance. The intrinsic reward stems from the job itself which may be in the form of growth potential, challenging job, etc. the satisfaction on such type of reward may help to increase productivity. The extrinsic reward is subject to control by management such as salary, bonus, etc. any increase in these factors does not help to increase productivity though factors increase job satisfaction.

A happy worker does not necessarily contribute to higher productivity because he has to operate under certain technological constraints and, therefore, he cannot go beyond certain output. Further, this constraint affects the management's expectations from the individual in the form of lower
output. Thus the work situation is pegged minimally acceptable level of performance.

However, it does not mean that the job satisfaction have no impact on productivity. A satisfied worker may not necessarily lead to increased productivity but a dissatisfied worker leads to lower productivity.

Exit and neglect behaviors encompass our performance variables - productivity, absenteeism, and turnover. But this model expands employee response to include voice and loyalty-constructive behaviors that allow individuals to tolerate unpleasant situations or to revive satisfactory working conditions. It helps us to understand situations, such as those sometimes found among unionized workers, where low job faction is coupled with low turnover. Union members often express dissatisfaction through the grievance procedure or through formal contract negotiations. These voice mechanisms allow the union members to continue in their jobs while convincing themselves that they are acting to improve the situation.

**Psychological Job Withdrawal**

When dissatisfied employees are unable to change their situation or remove themselves physically from their jobs, they may "psychologically disengage" themselves from their jobs. This psychological disengagement can take several forms. First, if the primary dissatisfaction has to do with the job itself, the employee may display a very low level of job involvement. Job involvement is the degree to which people identify themselves with their jobs. People who are uninvolved with their jobs consider their work an unimportant aspect of their lives.

A second form of psychological disengagement, which can occur when the dissatisfaction is with the employer as a whole, is a low level of organizational commitment. Organizational commitment is the degree to which an employee identifies with organization and is willing to put forth effort on its behalf. Individuals who have low organizational commitment are often just waiting for the first good opportunity to quit their jobs. They are often very difficult to motivate. Most employers think that the staffing policies of the 1980s may have killed company loyalty in the 1990s. to cope with global competition, deregulation, hostile takeovers, and unprecedented levels of corporate debt, many companies were forced to slash their labor costs through massive layoffs. According to the US Department of Commerce, 4.7 million workers
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**Harms Physical and Mental Health**

The degree of job satisfaction affects an individual's physical and mental health. Since job satisfaction are types of mental feeling, their favorableness or unfavourableness affects the individual psychologically which ultimately affects his physical health. For example, Lawler has point out that drug abuse, alcoholism, and mental and physical health result from psychologically harmful jobs. Further, since a job is an important part of life, job satisfaction influences general life satisfaction. The result is that there is spillover effect which occurs in both directions between job and life satisfaction.

**Tardiness And Employee Turnover**

Employee tardiness is a human resource issue that seems to be consistently a problem. Tardiness has been identified as one of the most pervasive problems that plagues employers (Pell, 1992). Reasons many people give for tardiness include very common issues such as oversleeping, childcare issues, and trying to accomplish more tasks in the morning than time allows. Monitoring of employee tardiness is time consuming as well in the lost productivity and supervisory time in counseling and disciplining late employees (Blau, 1999).

Studies devoted strictly to lateness have been few and far between (Blau, 1999). However, in a key study conducted by Blau (1999) it was found that group behavior related to tardiness because if the group within which the individual worked tended as a group to tolerate lateness, then individuals were late more often. Conversely, if the work group did not tend to tolerate lateness, then employees were timelier. At the individual level, Blau (1994) found that counseling with employees who tended to be tardy helped reduce the lateness problem.
Turn over of employees is the rate at which employees leave the organization within a period of time. When an individual feels dissatisfaction in the organization, he tries to overcome this through various ways of defense mechanism. If he is not able to do so, he opts to leave the organization. Thus, in general case, employee turnover is related to job satisfaction. However, job satisfaction are not the only cause of employee turnover, the other cause being better opportunity elsewhere. For example, in the present context, the rate of turnover of computer software professionals is very high in India. However, these professionals leave their organisations not simple because they are not satisfied but because of the opportunities offered from other sources particularly from foreign companies located abroad.

Voluntary turnover, which is strongly related to job satisfaction, is a costly and disruptive phenomenon for organizations. Hewlett-Packard, a high-technology firm, estimates that it spends $ 40,000 to replace one middle-level manager. Typically only workers who have alternative employment opportunities consider leaving, and it is the best employees who often have the most opportunities. Thus, widespread dissatisfaction can cause dysfunctional turnover: the best employees moving on, the worst staying on and engaging in other forms of withdrawal behavior. In the worst scenario, the better employees go to work for the company's competitors.

Another way of physically removing oneself from the dissatisfying work is to be absent. Absenteeism is disruptive and costly to an organization. It has been estimated that absenteeism costs organizations an average of $505 a day for large employers and $662 a day for employers with fewer that 100 employees.

Short of missing the whole day, a dissatisfied employee may be late for work. Although not as disruptive as absenteeism, tardiness can be costly, and tardiness is related to job satisfaction. It can be especially costly when others depend on the tardy individual.

In other words, satisfied worker tends to stay and dissatisfied tends to leave. It is intuitively reasonable that since workers derive different levels of satisfaction from work roles job dissatisfaction forces an individual to leave the jobs and seek action elsewhere. In few organizations turnover and absenteeism account for a, substantial slice of total labor costs. With high labor turnover rate, the cost of recruitment, and training the new employees, which the management cannot ignore, goes up. Serious Job Dissatisfaction
can result in stress and tension, which is usually the cause of a variety of physiological disorders.

**Union activity**

One of the surest signs of deteriorating conditions is job satisfaction. In its more sinister form it is behind wildcat strikes, slowdowns, absences and employee turn over. It may be a part of grievances, low performances, disciplinary problems and other difficulties. It is provided that job - dissatisfaction is major causes for unionizations. Dissatisfaction with wages, job security, fringe benefits, chances of promotion and treatment by supervisors are reasons for employees union.

**Early Retirement**

High Job satisfaction, on the other hand, gladdens the hearts of administrators because it tends to be connected with positive conditions that administrators want. Although high satisfaction is the hallmark of a well-managed organization, it cannot be urged into existence or even bought.

**Diminishing Returns**

Frequently, there is not a simple relationship between satisfaction and its consequents. For example: the greater the dissatisfaction, the greater the motivation to quit. Once people are basically satisfied, they are no longer motivated to quit. How will their behavior be different if they are wildly satisfied with their jobs? They will still not be motivated to quit. Thus, once employees are satisfied and motivated with their jobs, being wildly satisfied may not produce significantly different behavior.

**Negative Publicity**

Another frequently noticeable consequence of job dissatisfaction is 'bad mouthing the organization. That is the disgruntled employee verbalizes his discontent to others in the community and makes the organization unpopular. Such negative publicity can conceivably lead to difficulty in recruiting new employees. It may also results in loss of business to a certain extent.
Employee Unrest

In the state of unhappiness with job the worker may not attend to his job properly, may be involved in daydreaming, be forgetful or just may not care. He may start complaining about work condition and find faults with everything that goes on the work environment. One may start coming late to work or be absent from work periodically. Sometimes, this unrest become so frustrating that it may lead to undesirable habits as excessive drinking. At its extreme; unrest may affect a mental health and well being of the worker.

Moods

We all know that mood has an affect on people’s attitudes toward life and work. Feelings and moodiness carryover from situation to situation. Life affects work and work affects life. In fact moods have been found to affect decisions and behavior over a six-month period. Researchers have been able to place these mood swings within two dimensions. One dimension is the positive side of mood. People with high positive affective moods are those that feel a zest for life, are active and enthusiastic. People with low affective moods are drowsy, dull and listless. The other dimension represents the negative side of moodiness. People possessing a high negative affective mood are distressed, fearful, nervous and possible angry. On the other hand a low negative affective mood is characterized by a state of calm and a relaxed attitude.

Employees with low positive moods are listless and tired. These are the employees who have a tendency to wake in the morning feeling depressed and to choose to stay home for the day. Employees reporting moods on the other end of these two dimensions were not absent from work.
SOURCES OF JOB DISSATISFACTION

Characteristics of the Physical Environment: Most workers react negatively to extreme physical environments. Physical features of the environment like cleanliness and health hazards, temperatures and lighting requirements, and where the job takes place, such as indoors or outdoors, indoor air pollution ("sick building syndrome" - SBC) affect job attitudes.

Characteristics of the Social Environment: The two primary sets of people in an organization who affect job satisfaction are coworkers and supervisors. A person may be satisfied with his or her supervisor and coworkers for one of three reasons.

First, the person may have many of the same values, attitudes, and philosophies that the co-workers and supervisors have. Indeed, many organizations try to foster a culture of shared values among employees. For example, after years of having a rather hierarchical and elitist structure, General Motors has recently tried to instill a more democratic corporate culture. Many of its moves are purely symbolic, such as shutting down the executive dining room on the 14th floor of GM headquarters. According to Executive Vice-President William Hogland, it used to be that "the big shooters went to the 14th floor, and the little people went someplace else." Other symbolic action included dispensing with neckties on Fridays - a symbol that identified and separated former levels of employees. Although these kinds of changes hardly substitute for real business changes, they do have some value in reducing the 'us versus them' division that can subvert cooperation and coordination across levels.

Second, the person may be satisfied with his or her supervisor and co-workers because they provide social support. Social support means the degree to which the person is surrounded by other people who are sympathetic and caring.

Third, supervisors and co-workers may help the person attain some valued outcome. For example, a new employee may be uncertain about what goals to pursue or what paths to take to achieve those goals. This person will likely be satisfied with a supervisor or co-workers who can help clarify those goals and paths.

Because a supportive environment reduces dissatisfaction, many organizations foster team building both on and off the job. The idea is that group cohesiveness and support for individual group members will be
increased through exposure and joint efforts. Although management certainly cannot ensure that each stressed employee makes friends with other employees, it can make it easier for employees to interact, a necessary condition for developing friendship and rapport.

**Characteristics of the Behavioral Settings:** Behavioral settings have two important and interrelated aspects: (1) social density, the number of people in an area divided by the number of square feet in the area, and (2) privacy, the freedom from external observation and interruption (e.g. e-mail privacy in the company). Research with clerical workers shows that job satisfaction decreases as social density increases. Social density is particularly problematic when it occurs in the absence of partitions or enclosures so that one is both crowded and lacks privacy. Modern technologies are increasing the degree to which employees can be closely monitored, and in some cases this can lead to feeling of lack of privacy.

**Characteristics of the Person:** Researchers use the term affectivity to describe certain individual dispositions; the term can be used to describe individuals' differences in satisfaction with any and all aspects of life. Persons who are high in negative affectivity report higher levels of aversive mood states, including anger, contempt, disgust, guilt, fear, and nervousness across all contexts (i.e. work and nonwork). These people also tend to focus extensively on the negative aspects of themselves and others. They are more likely to experience significantly higher levels of distress than others - which implies that some people bring dissatisfaction with them to work. Research has shown that negative affectivity in early adolescence is predictive of overall job satisfaction in adulthood.

Although those low in negative affectivity generally report more job satisfaction than those with high negative affectivity, when people who are generally low in negative affectivity decide they are dissatisfied with their work, their behavioral reaction is much stronger.

Depressed workers are not productive workers. The bad news is that depression affects 17.6 million Americans each year. Since the annual cost of depression in the United States is estimated to be $43.7 billion in lost productivity, absenteeism, and medical care, it makes good sense for companies to find ways to alleviate depression in the workplace.
MANAGEMENT TECHNIQUE DESIGNED TO INCREASE JOB SATISFACTION

A very genuine question may strike to an average person that why is it important to know an individual's values? Although they don't have a direct impact on behavior, values strongly influence a person's attitudes. So knowledge of an individual's value system can provide insight into his or her attitudes.

An employee's performance and satisfaction are likely to be higher if his or her values fit well with the organization. This argues for management to strive during the selection of new employees to find job candidates who not only have the ability, experience, and motivation to perform but also have a value system that is compatible with the organizations.

TECHNIQUES OF RAISING JOB SATISFACTION LEVEL

Nowadays satisfaction of employees is very important element for the fulfillment of long-term goals of the organization, reason being that there is paradigm shift in the resources. Human Beings are considered to be one of the most important resources of the organization. If proper tools and techniques of management are adopted the level of Job Satisfaction can be increased among the employees some of the techniques are stated below.

a) Job Design-Structuring tasks for high motivation

The approach to job satisfaction that we will consider in this topic is the largest in scope because it is directed at improving the nature of the work performed. The idea behind job design is that motivation can be enhanced by making jobs more appealing to people.

i) Job Enlargement and Job Enrichment

One of the first modern approaches to redesigning jobs suggested that such consequences could be minimized by having people perform an increased number of different tasks all at the same level. This approach is known as job enlargement. Adding tasks in this fashion is said to increase the horizontal job loading of the position.

The enlargement of jobs combined these various functions into larger jobs performed by the same people. Although it was more difficult and expensive to train people, to perform the enlarged jobs than the separate jobs, important benefits resulted as well. And,
because one person follows the whole job all the way through, greater opportunities to correct errors existed.

In contrast to job enlargement, job enrichment gives employees not only more jobs to do, but also more tasks to perform at a higher level of skill and responsibility (Figure). Job enrichment gives employees the opportunity to take greater control over how to do their jobs. Because people performing enriched jobs have increased opportunities to work at higher levels the job enrichment process is said to increase a job's vertical job loading.

Job Enlargement versus Job Enrichment: Two Ways of designing Jobs

Although evidence suggests that job enrichment programs also have been successful at other organizations, several factors limit their popularity. Most obvious, is the difficulty of implementation. To redesign existing facilities so that jobs can be enriched is often prohibitively expensive. The technology needed to perform certain jobs makes it impractical for them to be redesigned. Another impediment is the lack of employee acceptance. Similarly, people may get used to having to do in certain ways, and don't like having to change.

ii) Job Characteristic Model

The job characteristics approach assumes that jobs can be designed so as to help people get enjoyment out of their jobs, and care about the work they do. The job characteristics model identifies how jobs can be designed to help people feel that they are doing meaningful and valuable work. In particular, the model proposed by Hackman and Old Ham specifies that enriching certain elements of jobs alter people's psychological state in a manner that enhances their work effectiveness. Specifically the model identifies five core jobs dimensions that help create three critical psychological states leading in turn to several beneficial personal and work outcomes

Skill variety is the extent to which a job requires a number of different activities using several of the employee's skills and talents. For example, an office manager with high skill variety may have to perform many different tasks.

Task identity is the extent to which a job requires completing a
whole piece of work from beginning to end. For example, tailors will, have high task identity if they do everything related to making a whole suit (e.g., measuring the client, selecting the fabric, cutting and sewing it, and altering it to fit).

Task significance is the degree of impact the job is felt led to have on others. For example, medical researchers working on a cure for a deadly disease probably recognize the importance of their work to the world at large.

Autonomy is the extent to which employees have the freedom and discretion to plan, schedule, and carry out their jobs as desired. For example, a furniture repairperson act highly autonomously by freely scheduling his or her day's, work and by freely deciding how to tackle each repair job confronted.

Feedback is the extent to which the job allows people to have information about the effectiveness of their performance. For example, telemarketing representatives lady receive information about how many calls they make per day and the number and values of the sales made.

The job characteristics model specifies that the three critical psychological states affect various personal and work outcomes—namely people ‘s feelings of motivation., quality of work performed, satisfaction with work, absenteeism, and turnover. The higher the experienced meaningfulness of work, responsibility for the work performed, and knowledge of results, the more positive the personal and work benefits will be. When they perform jobs that incorporate high levels of the five core job dimensions, people should feel highly motivated, perform high quality work, be highly satisfied with their jobs, be absent infrequently, and be unlikely to resign from their jobs.

The relationship between the job characteristics and behavior is likely to be moderated by the level at which the employee works in the. organizational hierarchy and also the gender of the employee.

Given the proposed relationship between the core job dimensions and their associated psychological reactions, the model claims that job motivation will be highest when the jobs performed rate high on the various dimensions. To assess this, a questionnaire known as the Job Diagnostic Survey (JDS) has been developed to measure the degree to which various job characteristics are present in a particular job. This is done by using an index known as the
motivating potential score (MPS), computed as follows:

\[ \text{MPS} = \text{Skill variety} + \text{task identity} + \text{task significance} + \text{autonomy} + \text{feedback} \]

The MPS is a summary index of jobs potential for motivating people. The higher the score for a given job, the greater the likelihood of experiencing the personal and work outcomes specified by the model. Knowing a job MPS helps one identify jobs that might benefit by being redesigned.

b) **Techniques For Designing Jobs That Motivate: Some Managerial Guidelines**

Because researchers have been actively involved in studying the goal-setting process for many years, it is possible to summarize their findings in the form of principles. These represent very practical suggestions to enhance motivation.

i) **Combined tasks**

Instead of having several workers each performing a separate pan of a whole job, it would be better to have each person perform the entire job. Doing so helps provide greater skill variety and task identity.

ii) **Establish client relationships**

The job characteristics model suggests that jobs should be set up so that the person performing a service comes into contact with the recipient of the service. Jobs designed in this manner will not only help the employee by providing feedback, but also provide skill variety (e.g., talking to customers in addition to fixing cars), and enhance autonomy (by giving people the freedom to manage their own relationships with clients). This suggestion has been implemented at Sea-Land Service, the large containerized ocean-shipping company.

iii) **Open Feedback Channels**

Jobs should be designed to give employees sufficient feedback. The more people know how well they are doing the better they are to take corrective action. Sometimes clues about job performance can be clearly identified as people perform their jobs.
iv) **Load jobs vertically**

Loading a job vertically involves giving people greater responsibility for their jobs leaking responsibility for and control over performance away from managers and giving it to their subordinates increases the level of autonomy of the jobs offer these lower-level employees.

v) **Updating The Employees With Latest Technology And Knowledge By HRD Programs**

Companies do not hesitate to protect their investment in capital equipment and instruments. They go to extreme lengths to maintain their devices and update them when new software or design changes threaten to make them obsolete. And yet these same companies ignore the preventive maintenance required so that their single greatest investment, their people, grow and remain healthy and happy in the organization for years.

Regardless of whether your company offers these sorts of special programs or whether you look for ideas on your own, keep the challenge/mastery shuttle working for you in your career. It leads straight to the top.

vi) **By Bringing Cultural Change**

To change an absenteeism culture, a cultural change might be brought by systematic efforts based on: -

- Involvement of employees at all levels
- Result orientation
- A positive focus
- A systematic approach
- Follow up

c) **KATZ and Associates have identified four measures of Job Satisfaction**

- Pride in work group
- Intrinsic Job Satisfaction
- Company involvement
- Financial and job status satisfaction
To illuminate dissatisfaction or to improve job satisfaction a number of instructions can be undertaken. Some of the most important of them are

i) Improving the working conditions

One simple prescribed solution to increase job satisfaction is to improve those conditions, which are organizational sore parts. In one company job enrichment raised the morale of electronic technicians. By identifying the root cause of job dissatisfaction the management can evolve a strategy for remedial action.

Working Conditions and Working Environment must be proper so that employees may not feel any difficulty in discharging their duties properly. Working conditions that are compatible with an employee's physical comfort and that facilitate doing a good job contribute to job-satisfaction. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the work place, and adequate tools and equipment are the features which affect Job Satisfaction. The assumption that working conditions and satisfaction are interrelated contradicts the two-factor theory of motivation.

ii) Transferring discontented works

In some cases it is also possible to mitigate dissatisfaction by transferring the disgruntled employees to another job matching his tastes and preferences. This transfer achieves a better fit between individual and job characteristics and promotes job satisfaction. This kind of transfer may not be without certain constraints. The dissatisfied person may be unwilling to move from the existing position or he may be incompetent to hold other challenging job.

iii) Changing the perceptions of dissatisfied employees

Employees sometimes have misconceptions about many aspects of job etc. Dissatisfaction stems from these misperceptions about the organization. Employees may be misinformed about certain issues or the misperceptions might be based on inadequate or incorrect information's. In these cases, management can change the perceptions of dissatisfied employees and restore job satisfaction. By furnishing the correct information, discontent
iv) Initiate morale - building programs

Organization conducts programs of development wherein morale building becomes a major part. Even the successful organizations also conduct new programs to keep the morale and job satisfaction at the higher level. For instance, USAA (United Service Automobile Association) -the effective organization from the viewpoint of profitability and having a record of good service to public and with high morale among employees, has recently introduced a program called 'vanpooling' which increased job satisfaction of a larger number of employees.

d) Other General Techniques

Fortunately, there is a much less expensive way to create greater employee satisfaction. It is virtually cost free and it increases productivity, which significantly improves the "bottom line." William M. Mercer, Inc. found in surveying 206 mediums to large companies in 1998 that in organizations with high turnover, compensation was the most common reason given for dissatisfaction. Several job elements contribute to job-satisfaction. The most important amongst them are wage structure, nature of work, promotion chances, quality of supervision, work group, and working conditions etc. Here some general techniques of increasing employee's job satisfaction are being mentioned.

i) Right Man for the Right Job

The very first important technique to increase the level of Job Satisfaction among employees is the allocation of work among the employees must be made on scientific basis so that right job may be allocated to the right person.

ii) Proper Remuneration

Remuneration bears a close, direct & significant role in influencing Job Satisfaction of employees. This is because of two reasons. First, money is an important instrument in fulfilling one's needs; and secondly, employees often see pay as a reflection of management's concern for them. Employees want a pay system, which is simple,
fair, and in line with their expectations. When pay is seen as fair, based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. Therefore, the remuneration must be adequate and proper so that the employees may feel that they are being duly rewarded for their jobs.

iii) Security of Jobs

The jobs of employees must be secured so that they may feel stable in their jobs. Employee retention and turnover are the most objective measures of employee satisfaction/dissatisfaction in organizations. Common estimates of turnover costs range from $10,000 to $40,000 per person, depending on the position; while retention actually increases revenues. The Harvard Business review reports that a 5% increase in retention results in a 10% decrease in costs and productivity increases ranging from 25% to 5%.

iv) Promotional Opportunities

Promotional opportunities affect job satisfaction considerably. Therefore promotion opportunities must be available to the employees so that they may contribute their best efforts to achieve the targets. The desire for promotion is generally strong among employees as it involves change in job content, pays, responsibility, independence, status and the like. An average employee in a typical government organization can hope to get T\O or three promotions in his entire service, though chances of promotion are better in private sector.

v) Labour Welfare Schemes

Various schemes for labour welfare must be introduced like accommodation, medical facilities, insurance facilities, recreation facilities and prevention needs etc.

vi) Democratic Supervision

There is a positive relationship between the quality of supervision and job satisfaction. Supervision of the enterprise must be based on democratic principles. The supervisors must adopt Theory Y of supervision instead of X theory. Supervisors who establish a supportive personal relationship with subordinates and take a personal interest in them contribute to their employee satisfaction
Table gives the list of Supervisory actions.

1. Maintain open lines of communication
2. Create a good physical environment
3. Remedy sub-standard conditions
4. Transfer discontented employees
5. Change the 'perception of dissatisfied employees
6. Display concern for employees
7. Give ample recognition
8. Allow for participative management
9. Practice good management
10. Conduct morale-building programs

vii) Effective Communication System

Communication system must be sound so that the orders and instructions may easily be communicated to the employees and the opinions, suggestions, feelings and problems may be communicated to the Management.

viii) Establishment of Cordial Human Relations in work group

Cordial Human Relations must be established in the enterprise so that the employees may feel themselves an important part of the enterprise. The work group does serve as a source of satisfaction to individual employees. It does so, primarily by providing group members, with opportunities for interaction, with each other. It is well known that, for many employees work fills the need for social interaction. The work group is an even stronger source of satisfaction when members have similar attitudes and values. Having people around with similar attitudes "causes less friction on a day to day basis."

ix) Freedom to Work

Adequate freedom must be granted to the employees to do their work so that they may satisfy their ego. Organizations owe it to their employees to keep them fresh and challenged, and there are certainly lots of ways to do that. In the case of the aforementioned scientist/supervisor, his company went to special lengths to help
him with his problem. At our suggestion, the fellow pursued an adjunct professorship program that his company sponsored with a major university. He was able to grow scientifically as well as to develop and improve his administrative ability. Surprisingly, several months later, he chose to stay on his company's management ladder.

x) Nature of Work

Most employees crave intellectual challenges on jobs. They tend to prefer being given opportunities to use their skills and abilities and being offered a variety of tasks, freedom, and feedback on how well they are doing. These characteristics make jobs mentally challenging. Jobs that have too little challenge create boredom. But too much challenge creates frustration and a feeling of failure. Under conditions of moderate challenge, employees experience pleasure and satisfaction.