Chapter -3

3.1 Concept of Job Satisfaction.

Job satisfaction is 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.

The term Job satisfaction was brought to limelight by Hop pock (1935). Hop pock describes job satisfaction as, “any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job.”

The study of job satisfaction enriches management with a range of information pertaining to job, employee, environment etc. which facilitated it in decision making and correcting the path of organizational policies and behavior. It indicates the general level of satisfaction in the organization about its programmes, policies etc.

Secondly, it is a diagnostic instrument for knowing employees “problems, affecting changes and correcting with least resistance”.

Thirdly, it strengthens the communication system of the organization and management can discuss the result for shaping the future course of action.

Fourthly, it helps in improving the attitudes of employees towards the job and facilitates integration of employee with the organization. It inspires sense of belongingness and sense of participation leading to the overall increase in the productivity of the organization.
Fifthly, it helps unions to know exactly what employees want and what management is doing. Thus, it facilitates mutual settlement of grievances and other unwanted situations.

Lastly, it facilitates in determining the training and development needs of the both, employees and the organization.

3.2 Significance of Job Satisfaction.

Job satisfaction is one of the important factors, which affect not only the efficiency of the laborers but also such job behavior as absenteeism, accidents, etc. In fact no organization can successfully achieve its goal and mission unless and until those who constitute the organization are satisfied in their jobs. Dissatisfaction leads to frustration and frustration leads to aggression. A dissatisfied worker may seriously cause damage to the reputation and property of the organization and harm its business interest. Job satisfaction/dissatisfaction is the result of various factors which are related to the present job situations. These various factors are opportunities for career advancement, amount of tension at work, work involvement, relations with colleagues and supervisors, due recognition of merit, sufficient emoluments and good working conditions, grievances removal, feeling of fatigue and loneliness and prestige of the organization.

3.3 Dimensions of Job Satisfaction.

Job satisfaction has many dimensions. Commonly noted facets are satisfaction with the work itself, achievement, recognition, responsibility, growth, wages, rapport with supervisors and coworkers, and chance for advancement. Each dimension contributes to an individual’s overall feeling of satisfaction with the job itself, but different people define the “job” differently. The presence of these dimensions leads ultimately, to motivation, high quality performance, low absenteeism and turnover and high job satisfaction.

3.4 Linkage between HRD Climate (OCTAPACE Culture), HRD outcomes and Organizational Effectiveness

Human resource development is deliberated the key to higher productivity, better relations and more profitability for any organization. Iqbal (2007) says human productivity is crucial for growth and survival of organizations.

Rao (1988) suggests that human resource development sub-systems comprise performance appraisal, potential appraisal, career planning, training, performance coaching, organization development, employee welfare, rewards, qualities of work life and human resource information system.

Pareek (1983) refers to performance appraisal, feedback, counselling, potential appraisal, career advancement; career planning and training as dimensions of human resource development. The HRD Climate has a major influence on human performance through its influence on individual motivation and job satisfaction. Individuals in the organizations have certain anticipations which depend upon their perceptions as to how the organization climate suits to the satisfaction of their needs.

The culture so built can help to generate a sustainable and lasting competence of the organization to manage itself and not only manage with the external turbulence but even encash on the opportunities offered by the changing situations. HRD practices are the levers or mechanism through which employee skills can be developed. Strategically aligned practices, which indicate to employees that HR practices are aligned with the business strategies of the organization, may motivate employees to work harder and more efficiently since they know that the organization that they are working for is being strategically managed.
A Schematic Presentation of Linkages between HRD Instruments, Processes, Outcomes and Organisational Effectiveness

HRD Mechanisms of Sub-systems or Instruments
- Role clarity.
- Planning of Development by every employee.
- More competent people.
- Higher productivity.

HRD Processes & HRD Climate Variables
- Awareness of competencies required for job performance.
- Proactive orientation.
- More trust.
- Collaboration and teamwork.
- Higher work commitments and job involvement.
- More problem solving.

HRD Outcomes Variables
- Potential development exercises.
- Training.
- Communication policies.
- OD exercises.
- Rewards.
- Job-enrichment programmes.
- Other mechanisms
- More objective rewards.
- Generation of objective, data on employees etc.
- Better utilization of Human Resources.
- Better Generation of internal resources.
- Better Organisational health.
- More teamwork, synergy and respect for each other.

Organisational Effectiveness Dimensions
- More problem solving.
- Role clarity.
- Planning of Development by every employee.
- Awareness of competencies required for job performance.
- Proactive orientation.
- More trust.
- Collaboration and teamwork.
- Communication policies.
- OD exercises.
- Rewards.
- Job-enrichment programmes.
- Other mechanisms

Other Factors
- Personnel policies, top management styles, investment on HRD, top management commitments, history, previous culture, line manager interest etc.
- Higher productivity.
- Growth and diversification.
- Cost reduction.
- More profits.
- Better image.

Figure 3.4.1
HRD PROCESSES & OUTCOMES:

HRD outcomes are the result of HRD climate and processes.

- Enhanced HRD climate and processes result in more proficient, satisfied and committed Employees.

- HRD processes are many whereas HRD outcomes are inadequate. HRD outcomes create and decide Organizational Effectiveness. An organization with competent and committed workers is likely to be more operational.

- An organization with reduced HRD outcomes is the result of its poor HRD climate, poor policies and assurance of its top management. It shows that there is need of upgrading in organizational climate and processes.

- Training makes people more capable. They develop new skills, knowledge and attitudes.

- There is greater accuracy of norms and standards. People become better conscious of the skills required for job performance and the expectations which other members of their role set have from them.

- People become more committed to their jobs because now there is greater impartiality in the management of rewards. The data based appraisal system reduces subjectively to minimum. They become more pre-emptive in their direction.

- People develop great trust and respect for each other. They become more open in their performance. Thus, new values come to be generated.

- There is enormous collaboration and team work which produces synergy effect.
• There is greater willingness on the part of employees to acknowledge change.

• Participation develops in workers a sense of achievement and satisfaction in work.

**Incorporating the HRD system benefits to the Organization.**

By developing the employees and make them ready to acknowledge responsibilities, welcome change, adapt to change, enables the application of the programmes of total quality management, continuance of sound human relations, increase in efficiency and profitability.

**Incorporating the HRD system benefits to the Employees.**

Appreciating the potential, increase information, fulfilling their needs and enhancing social and psychological position. In the form of increase in cooperation, increase in collaboration and team effectiveness.

**Incorporating the HRD system benefits to the Society.**

In the form of developing human resources and increased involvement of human resources to the society.