



Importance and determinants of job satisfaction: Analytical Study

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Abstract

Job Satisfaction is an intangible variable. It consist of a complex number of variable conditions, feelings and behavioral tendencies. Robert dictionaries of industrial relations defined Job satisfaction as those outward or inner manifestation which gives the individual a sense of enjoyment or accomplishment in the performance of his work. According to Lockey Job Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of ones job or job experience.

Keywords: Job satisfaction, variable, enjoyment, pleasure, accomplishment, satisfaction etc.

Introduction

Job satisfaction is a psychological aspect. It is an expression of feeling about the job. Job satisfaction is an attitude. It is a permanent impression formed about the job. Employees interact with people and other resources while working with the job. In the process they experience positive or negative feelings about the job context and content. The concept of job satisfaction has gained importance over since the human relations approach has become popular. Andrew brain stated job satisfaction as the amount of pleasure or contentment associated with job. Further, he stated that if one likes a job intensely he will experience high job satisfaction and if he dislikes the job intensely he will experience job dissatisfaction as the amount of pleasure or contentment associated with a job. Further, he stated that if one likes a job intensely he will experience high job satisfaction and if he dislikes the job intensely he will experience job dissatisfaction.

Determination of Job Satisfaction

Employees spent most of the time in organizations. Therefore a number of organizational factor determine job satisfaction of the employees. Organisations can increase Job satisfaction by organizing and managing the organizational factors. Let us learn the organization determinants of Job satisfaction.

1. Wages
2. Nature of Work
3. Working conditions
4. Job Content
5. Organisational Level
6. Opportunities for Promotion
7. Work Group
8. Leadership Styles

Personal Determinants

Job satisfaction relates to the psychological factors. Therefore, a number of personal factors determine the Job satisfaction of the employees. They are mentioned below

1. Personality: Individual Psychology conditions determine the personality. Factors like perception, attitudes, and learning determines the psychological conditions. There fore these factors determine the satisfaction of individuals.

2. Age: Age is a significant determinant of Job satisfaction. Younger age employees passing higher energy level are likely to feel more satisfied. As employees grow older aspirants level increase. If they are unable to find their aspiration fulfilled. They feel satisfied.

3. Education: Education provides an opportunity for developing ones personality. It enhance individual wisdom and evaluation process. Highly educated employees poses persistence, rationality and thinking power. Therefore, they can understand the situation and appraise it positively.

4. Gender Difference: The gender and race of the employees determine Job satisfaction. Women are more likely to be satisfied than their counterpart even if they are employed in small jobs. Certain other factors that determine job satisfaction are learning, skill astronomy, Job characteristics, unbiased attitude of management, social status etc. Manager should consider all these factors in assessing the satisfaction of employees and increasing their level of Job satisfaction.

Measurement of Job Satisfaction

Job satisfaction is an intangible and psychological concept. It is a qualitative aspect. It is not understand in strict quantitative terms. Therefore, Job satisfaction should be measured though survey of employees attitudes. In most of the organizations, there is a practice of conducting surveys of employees intentions in a regular manner. Some of the techniques employed to measure Job Satisfaction are discussed below

1. Rating Scales
2. Personal Interviews
3. Tendencies
4. Critical Incidents

Conclusions

Job satisfaction is a psychology concept. It is an impression formed about the Job, working conditions, organizations, superiors and subordinates and peers. Every employee develops certain impression about the Job and organisations. A numbers of factors determine job satisfaction. They are organizational and personal. Organisational determinants are: Wages, nature of works, working conditions, Job

contents, organizational level, opportunities, for promotion, work group, and leadership style. Similarly, personal determinants include, personality, age, education and gender difference. As Job satisfaction is an intangible concept, it is measured in indirect manner. There are number of methods used in the measurement of Job Satisfaction. These includes: rating scales, personal interviews, observation of tendencies and critical incidents. Job satisfaction has both positive and negative effects on the job, workers and organizations. Job Satisfaction is positively related to productivity of organizations.

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