

## **2.8. JOB SATISFACTION**

A favourable attitude towards one's job indicates job satisfaction, whereas a negative one indicates dissatisfaction with the job. While the available research evidence indicates that happy workers are not necessarily more productive, the satisfied workers are found to have less absenteeism records and they are surely to remain in their job for a longer period of time.

There are various factors that can affect the employee's job satisfaction.

The six important dimensions of job satisfaction are

- The Work
- Wages
- Compensation benefits,
- Promotion,
- Quality of supervision
- Nature or work group and conditions of work.

Employers usually go through several phases before finally taking the decision of leaving the organization.

### **Outcomes of Job Satisfaction**

Job satisfaction is an area which has generated a great amount of research interest. The effect of job satisfaction on employee behaviour can be summed up as follows:

**(A) Satisfaction and productivity** Contrary to the popular belief that satisfied workers produce more, the available research evidence indicates only a very weak positive correlation between satisfaction and productivity.

**(B) Satisfaction and absenteeism** The relationship between job satisfaction and employee absenteeism has been found to be negative and the strength of the relationship has been found to be moderately strong. If an employee feels unhappy with his job and if he is without a reasonable good job offer, it is quite unlikely that he would be able to leave his job.

**(C) Satisfaction and turnover** The research evidence indicates the strongest negative relationship between job satisfaction and one's decision to leave the organization. Happy employees tend to stay in their organization for a longer period of time than dissatisfied ones.

## **2.9 NATURE AND IMPORTANCE OF MOTIVATION**

According to Greenberg (1999), motivation is defined "as a process of arousing, directing and maintaining behaviour towards a goal." Where "directing" refers to the selection of a particular behaviour; and 'maintenance' refers to the inclination to behave with consistency in that manner until the desired outcome is met.

Motivation is the force that transforms and uplifts people to be productive and perform in their jobs. Maximizing employee's motivation is a necessary and vital to successfully accomplish the organization's targets and objectives. However, this is a considerable challenge to any organizations managers, due to the complexity of motivation and the fact that, there is no ready made solution or an answer to what motivates people to work well (Mullins,2002). Mullins (2002) also classifies motivation into Intrinsic and Extrinsic types. Intrinsic motivation involves psychological rewards to enhance job satisfaction, such as the opportunity to use one's ability, a sense of achievement, receiving appreciation and positive recognition or being treated in a considerate manner