



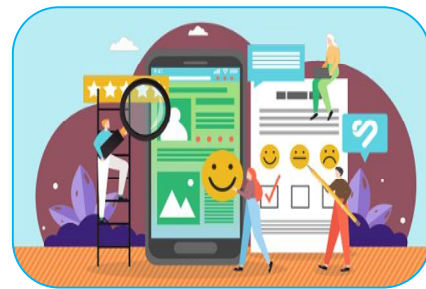
STRATEGIES OF INCREASING JOB SATISFACTION

Dr. Bharat H. Mimrot and Dr. Devesh D. Pathrikar
Department of Psychology, NKSPT's A.S.C. College Badnapur Dist. Jalna.

ABSTRACT:

Human factors psychology, or ergonomics, studies the interface between workers and their machines and physical environments. Human factors psychologists specifically seek to design machines to better support the workers using them. Psychologists may be involved in design of work tools such as software, displays, or machines from the beginning of the design process or during the testing an already developed product. Human factor psychologists are also involved in the development of best design recommendations and regulations. One important aspect of human factors psychology is enhancing worker safety.

Human factors research involves efforts to understand and improve interactions between technology systems and their human operators. Human–software interactions are a large sector of this research.



KEYWORDS: *Job satisfaction, improve interactions and strategies.*

INTRODUCTION:

In today's scenario where there is no dearth of competitors in the market, it is essential that employees work with dedication and sincerity. How do you expect a new joinee to develop a sense of loyalty and attachment towards the organization all of a sudden? The poor fellow does not know much about your company and it does take time for everyone to adjust in the system. Respect towards the organization comes with due course of time only when the employee is treated well by his superiors.

The second major area of research and practice in the field of industrial and organizational psychology is called organizational psychology. In authoritative brain science, the attention is on friendly associations and their impact on the individual and on the working of the association. You will learn about the work that organizational psychologists have done to comprehend job satisfaction, various management and leadership styles, organizational culture, and teamwork in this section..

Job Satisfaction

The general attitude of an employee toward his or her job is referred to as "Job Satisfaction." According to Locke, "Pleasurable or positive emotional state resulting From the appraisal of one's job or job experiences" is the definition of job satisfaction. A person's job will be satisfying to the extent that it meets his primary need and meets his expectations and values.

Some people enjoy their jobs, others tolerate them, and still others despise them. A person's level of job satisfaction is a measure of how much they enjoy their job. Edwin Locke (1976) referred to it as the emotional state that results from evaluating one's job experiences. According to Saari & Judge (2004), job satisfaction is defined in terms of affect, even though it results from both how we think

about our work (our cognition) and how we feel about our work (our affect). The work itself, our personality, and the culture we come from and live in all have an impact on our level of job satisfaction (Saari & Judge, 2004).

Job satisfaction has many definitions and many studies have been conducted to measure job satisfaction in different types of organizations. Oshagbemi (1999) defined job satisfaction as a person's positive emotional reaction to his or her job. Job satisfaction describes positive feeling about a job, resulting from evaluation of its characteristics. A person with high level of job satisfaction has positive feelings about his or her job. It is getting more and more common for public and government organizations to ask their employees to assess their working situation by conducting employee surveys. In general, the purpose is to use the survey results as a starting point for development and change. Job satisfaction is the most studied variable in the literature due to its importance in organizational behavior. Different theories about job satisfaction can be found in literature like Affect Theory, Dispositional Theory, Two factor theory also called (Motivator-Hygiene Theory) and Job Characteristics Model. According to Nelson (2006) an employee's job satisfaction is priceless. The frustrated or discouraged employees negatively influence the willingness to do the job. Unsatisfied employees are less committed to the organization which affects their performance and eventually the performance of their organization.

After a change in an organization, such as a change in the management model, job satisfaction is typically measured to see how the change affects employees. An organization may also measure it on a regular basis to determine one of the many things that are expected to affect its performance. Also, to get a broad picture of the state of the economy and the workforce, polling companies like Gallup frequently measure national job satisfaction (Saad, 2012).

Employees are asked to fill out questionnaires to determine their level of job satisfaction. Employees may be asked to respond to a single, straightforward question using a rating scale like the Likert scale, which was discussed in the personality module. In most cases, a Likert scale provides respondents with five possible responses to a statement or question, allowing them to indicate their positive or negative strength of agreement or feeling regarding the statement or question. As a result, the potential responses to a question like "How satisfied are you with your job today?" could mean "Very satisfied," "Somewhat satisfied," "Neither satisfied nor dissatisfied," "Somewhat dissatisfied," or "Very dissatisfied." Most of the time, the survey will ask a lot of questions about the employee's satisfaction to better understand why he or she is happy or unhappy. These surveys may be designed for particular occupations at times; Other times, they are made to be used in any job.

Importance Of Job Satisfaction:-

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, effecting 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.

If we can improve job satisfaction and morale, we can improve job performance as well. Soon the management set about to take advantage of this newly found insight and they took action on two fronts. First, they initiated attempts to measure the state of employee- feeling in order to know where to concentrate their efforts in improving employee- satisfaction. Secondly, they set about to train their managers, especially first-level supervisors, to pay attention to the attitudes and feelings of their

subordinates so that performance could thereby be improved. The topic of job satisfaction at work is getting wider attention at this time. Job satisfaction is the satisfaction one feels while doing the job. 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. Job satisfaction is the result of employee perception of how well the job provides those things that are viewed important. For the success of any organization, job satisfaction has vital importance.

The employees who are satisfied are the biggest assets to an organization whereas the dissatisfied employees are the biggest liabilities. 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. It is believed that employees dissatisfied with their job may be militant in their attitude towards the management. Dissatisfaction is infectious and quickly spreads to other employees and is likely to affect the morale and working of other employees and image of organization. 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. Job satisfaction is a complex and important concept for human resource managers to understand most employees do not believe their work is being properly rewarded. Nor do they believe that their companies are doing enough to attract high quality performers, train them, or manage them effectively. Since Herzberg's 1959 work on satisfiers and dissatisfiers in the work place, job satisfaction has frequently been held up as means of improving employee motivation. With the improvement come increasing individual productivity, job longevity and organizational efficiency. The salience of the concept of job satisfaction has become so ingrained in thinking about jobs and employees that its importance is now taken for granted, as though it is a tenant of managerial faith. Today human resource managers want to know how to have satisfied employees, not why employees should be satisfied. In truth, employees and managers may have different reasons for wanting organizational conditions that foster job satisfaction. Employees spend most working hours at work, thinking about work, resting up for work, or preparing for work, because work provides "daily meaning as well as daily bread." Yet work is not always a place where workers feel satisfied.

Human resource manager may be concerned about employees' job satisfaction for different reasons than their employees. Altruistic managers want satisfied employees because they care about their employees. Result-oriented managers want satisfied employees because satisfied employees may perform better and have less absenteeism and greater longevity. Satisfied employees also tend to produce higher-quality work than their dissatisfied cohorts. In fact, studies on humanizing the workplace indicate that satisfied employees are more productive and that organizations with satisfied employees are more efficient. Satisfied employees are more likely to experience high internal work motivation, to give high quality work performance and to have less absenteeism and turnover.

STRATEGIES OF INCREASING JOB SATISFACTION:-

1. Clear, Concise and Consistent Communication

Employees in many organizations are unaware of the organization's mission, vision, and goals. To get the most out of the skills and abilities that each employee brings to the company, it can be helpful to establish a corporate culture that encourages employees to become an integral part of it. Employees should be kept up to date on the company's position, progress, issues, and challenges, as well as how they directly contribute to the company's success.

2. Getting to Know Your Employees and Create a Team

It tends to be finished by the recruiting right representative for right work and obviously characterized and conveyed worker assumptions. Instilling trust and accountability, setting clear expectations, securing employees' commitment to the company, and developing a culture that encourages teamwork to overcome obstacles, create new advantages, and propel the company to greater success are all things that every business should take the time to do.

3. Training and Other Improvement Programs

Provide the employee with the necessary education, training, and coaching to improve their skills and demonstrate your interest in their success and readiness for new responsibilities..

4. Empower Employees Across the Company

All over the company, raise the appropriate levels of new responsibility. Encourage responsible decision-making and permit decision-making by stakeholder groups. Ensure your representative realizes that you trust them to take care of their business overall quite well.

5. Work It

Job rotation, job expansion through tasks and knowledge, and job enrichment all have the potential to improve employee satisfaction. Employees should be able to get to Target.

6. Fair Compensation and Benefits

The most crucial component of the organization is its compensation and benefits policies. However, the goal of your policies should be "suitability," not "the best."

7. Opportunity for Promotion and Career Development

Create career development programs for each title and programs to promote all organization titles. Every employee should be given opportunities to use their talents, skills, and creativity within the company.

8. Monitor Performance and Reward for Contribution

Individuals normally keep track of who's winning. Make use of this by monitoring and rewarding positive contributions and behavior. Know how others measure up to expectations to inspire them to perform at new levels. We should create a fair and proper evaluation and encourage employees to work.

9. Provide Regular, Honest Feedback

Don't wait until there's a crisis to give feedback. Instead, keep it real, challenge the employee to new levels of performance, give regular, constructive feedback on their performance on a wide range of issues, and build employee loyalty.

10. Build Corporate Culture

We should concentrate on creating effective channels of communication as well as supportive relationships with coworkers and supervisor. By treating everyone in the organization or company with respect, you can boost employee satisfaction.

REFERENCES:-

1. Oshagbemi, T.A., 1999. Overall Job Satisfaction: How Good Are Single Versus Multiple Item Measures? *Journal of Managerial Psychology*, 14(5): 388-403.
2. Herzberg, F., B. Mausner and B.B. Snyderman, 1959. *The Motivation to Work*. John Wiley: New York.
- Hoffman, B.J., C.A. Blair, J.P. Meriac and D.J. Woehr, 2007. Expanding the Criterion Domain? A Quantitative Review of OCB Literature, *Journal of Applied Psychology*, 92(2): 555-566.

3. Nelson, N., 2006. A Little Appreciation Can Go Long Way Toward Employee Job Satisfaction, Wiley Periodicals DOI 10, 1002/ert 20094.
4. Shah, Arun Kumar, (1990) Job satisfaction in cooperative organization, An empirical study. Co-operative training college, Kharguli Gauhati-4 Assam. P.6.
5. Daftaur, Chitranjan N. (1982) Job attitudes in Indian management; a study in need deficiencies and need importance. Concept publishing company New Delhi, Pp. 14-15.
6. Srivastava S.K. (2004). Impact of labor welfare on employee attitudes and job satisfaction. Management & Labor Studies, Vol. 29, No 1, Pp. 31-41.
7. Willa M. Bruce and J. Walton Blackburn (1992) Balancing Job Satisfaction and Performance; A Guide for Human Resource Professionals, Quorum Books, USA, Pp. 2-25.