

How To Keep Your Employees Motivated

Author: Munodiwa Zvemhara . May 2020

Various disciplines have studied job satisfaction, which is a commonly researched subject matter in work and organizations. The reason behind it is that many researchers consider that job satisfaction influences workers' performance, efficiency, endeavour, absenteeism, and turnover. Furthermore, job satisfaction is considered an important factor to forecast an individual's welfare in general and his intentions to either maintain or quit his job.

According to Chi (2009) employee satisfaction is very significant in helping organizations to reach their financial targets. This statement implies that if management pays close attention to their employees, the latter will surely take care of the customers. Satisfied workers shall be more motivating and endeavoured than dissatisfied ones. Service organizations are investing a lot for employee retention, as nearly all hospitality experts believe that decreasing employee turnover shall impact the bottom-line. Moreover, satisfied workers are more likely to give better service, which shall result in a satisfactory service experience.

- **Productivity**- studies have revealed that there is a positive but weak relationship between job satisfaction and productivity (Johns, 1996). Luthans (1989) as well agrees with John's statement. According to Ostroff (1992), companies with more satisfied workers are more effective than companies with fewer workers. Hence, the more satisfied workers are more productive and result in a higher effectiveness of companies. Luthans further adds that the most satisfied worker is not necessarily the most productive employee. Moreover, Robbins et al. (2003) state that at the organizational level, there is a strong association between job satisfaction and productivity which is not the same at the individual level.
- **Organizational Commitment**- is the level to which workers show a strong willingness to stay in their company. They have the desire to work hard towards the success of their organization. Employees who are committed to their organization, they develop levels of satisfaction consistent with their commitment (Aldag and Kuzuhara, 2002)
- **Employee Wellbeing**- According to Spector (1997) employees who do not like their jobs may experience negative physical and mental health problems. However, Luthans (2002) contradicts Spector and states that workers with high levels of job satisfaction experience enhanced mental and physical health.
- **Absenteeism**- Every company would like to have the minimum rate of employee absenteeism as the latter is an indication of poor staff job satisfaction. Hellriegel, Slocum, and Woodman (1989) state that job satisfaction level is linked to absenteeism. Absenteeism is a way to flee a disagreeable working atmosphere (Nel et al. 2004). Rollinson et al. (1999) affirm that there is an inverse association between job satisfaction and absenteeism. Hence as job satisfaction increases,

absenteeism shall decrease. However, Johns (1996) found a moderate relationship between job satisfaction and absenteeism. Robbins et al. (2003) further report that the moderate relationship between the two variables is due to factors like sick leaves and employees' time off.

- **Employee Turnover-** Turnover is the voluntary or involuntary permanent withdrawal from a company. Voluntary turnover may occur, as may be workers want to seek new job prospects or they want to express their dissatisfaction with jobs. French (2003) states that a high employee turnover rate is due to the dissatisfaction of workers at their workplace. Research conducted by Steel and Ovalle (1984) found that a moderate relationship between job satisfaction and turnover which implies that less satisfied employees are more likely to leave their jobs.

Job satisfaction is a significant feature that organizations wish for their workers. Overall satisfaction is all about the inner condition of satisfaction or dissatisfaction of the person. Satisfaction, described as pleasant colleagues, good salary, sympathetic supervisors, and attractive jobs, result in positive experiences of the individual. Whereas poor salary, non-inspiring jobs, and disapproval among colleagues are causes of dissatisfaction, leading to negative experiences of the worker. Hence, overall satisfaction is a feeling which depends on the intensity of positive and negative experiences. (Cherrington, 1994). Hence, job satisfaction would be the sum of the satisfaction of each job aspect.

Munodiwa Zvemhara is a consultant at Industrial Psychology Consultants (Pvt) Ltd a management and human resources consulting firm.

Phone +263 4 481946-48/481950/2900276/2900966 or cell number +263 783168453 or email: munodiwa@ipccconsultants.com or visit our website at www.ipccconsultants.com

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