

Ans-1 Job satisfaction or employee satisfaction is a measure of worker's contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Job satisfaction can be measured in cognitive (evaluative, affective (or emotional), and behavioral components. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction), or cognitions about the job (cognitive job satisfaction).

One of the most widely used definitions in organizational research is that of Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). Others have defined it as simply how content an individual is with his or her job, whether he or she likes the job or not. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or

not the ~~it is assessed at both the~~
~~global level~~ (each individual is satisfied
with different aspects of the job).
Spector (1997) lists 14 Common facets:
appreciation, communication, coworkers,
fringe benefits, job conditions, nature
of the work, organization, personal
growth, policies and procedures,
promotion opportunities, recognition,
security, and supervision.

HRM consists of people related functions
as hiring, training and development,
performance review, compensation, safety
and health, welfare, industrial relations
and the like. These are typically the
functions of 'Personnel Management'
and are administrative and supportive
in nature. Appropriately called "doables",
these activities are highly routinized
and have been often outsourced.