

Activity 6.4

For the following jobs, say which methods of reward (financial or non-financial) would be suitable and why. (Remember to consider whether it is easy to measure their output – this may affect how you decide to reward their efforts.)

- a) car production worker
- b) hotel receptionist
- c) teacher
- d) shop assistant
- e) managing director
- f) taxi driver

Job satisfaction

There are other ways that people can be motivated to be more committed to their job and work more effectively – they need to get enjoyment from doing their job. However, there are some factors that will make employees unhappy and these must be satisfied before the employees can be motivated in a positive way. For example, if the management of the business is not good and the employees are treated badly, giving them fringe benefits will probably not motivate them. If their rates of pay are perceived by the employees as very low relative to those of other similar workers, this will be a source of dissatisfaction to the employees. If these sources of dissatisfaction have been avoided, for example if reasonable wage rates are paid and employees are treated fairly at work, then other sources of **job satisfaction** can motivate employees.

Employees have different ideas about what makes their jobs satisfying. They include:

- pay – the amount of money paid to an employee (see pages 69–71)
- opportunities for promotion
- working conditions
- fringe benefits or non-financial rewards (see page 71)
- the way that the employee is managed or treated
- working hours
- colleagues
- the nature of the work itself
- level of responsibility
- the sense of achievement derived from the job
- recognition for good work
- chance for training
- status of the job.

Individual employees will have different ideas about which of these is the most important.