CHAPTER II

CONCEPT AND REVIEW OF LITERATURE
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CHAPTER II

CONCEPT AND REVIEW OF LITERATURE

2.1 INTRODUCTION

Job Satisfaction is an attitude that an employee has toward his or her job. It is both a general attitude toward a job as a whole and a set of specific attitudes toward particular aspects of a job. The aspect of a job is important in determining job satisfaction. When job satisfaction is positive, it is said to be high; when job satisfaction is negative, it is said to be low. High and low job satisfactions are different degrees of intensity of the same attitude. This chapter deals with the various concept of job satisfaction and review of literature of the study.

2.2 DEFINITION OF JOB SATISFACTION

The following are some of the definitions given by leading authors:

The term job satisfaction is viewed as a "positive attitude towards one's work, which is global in nature and which results from many specific job-related experiences".¹

Vroom defines Job Satisfaction as, “The positive orientation of an individual towards all aspects of the work situation”.³
2.2.1 COMPONENTS OF JOB SATISFACTION

The level of an employee’s job satisfaction is determined primarily by the discrepancy between what the employee expects from the job and what the employee actually receives from the job. Like any attitude, job satisfaction has three components: cognitive, affective, and conative. The cognitive component is the set of beliefs the employee has about the job; the affective component is the employee’s feelings toward the job; and the conative component is the employee’s tendency to behave in a certain way towards the job. Thus an employee may believe that her job is good for her career, but may feel a strong dislike for the job. As a result, the employee may tend to perform poorly on the job. The belief, feelings and behavioral tendency are all part of the employee’s job satisfaction.

2.2.2 JOB SATISFACTION OUTCOME

Job satisfaction depends on the levels of intrinsic and extrinsic outcomes and how the jobholder views those outcomes. These outcomes and how the jobholder views those outcomes have different values for different people. For some people, responsible and challenging work may have neutral or even negative values. For other people, such work outcomes may have high positive values. People differ in the importance they attach to job outcomes. Those differences alone would account for different levels of job satisfaction for essentially the same job tasks. A final individual difference is the perceived equity of the outcome in terms of what the jobholder considers a fair reward. If the outcomes are perceived to be unfair in relation to those of others in similar jobs requiring similar effort, the jobholder will experience dissatisfaction and seek means to restore the equity, either by seeking greater rewards or by reducing effort.

Another important individual difference is job involvement. People differ in the extent that work is a central life interest, they actively participate in work, they perceive work as central to self-esteem, and they perceive work as consistent with self-concept. Persons who are not involved in their work cannot be expected to realize the same satisfaction as those who are. This variable accounts for the fact that two workers could report different levels of satisfaction for the same performance levels.
2.3 JOB SATISFACTION AND OTHER RELATED AREAS

2.3.1 JOB SATISFACTION AND JOB PERFORMANCE

Employees who are highly satisfied with their jobs will be motivated to be more productive. This common belief underlies such often-heard statements as "A happy worker is a productive worker" and "High job satisfaction leads to high job performance." This implied relationship between job satisfaction and job performance also is included in Frederic Herzberg's theory of hygienes and motivators. Herzberg's theory maintains that increased job satisfaction leads to higher motivation which, in turn, leads to higher job performance.

a) Satisfaction causes Performance

The "Satisfaction causes Performance" view has had little research to support the view that higher levels of job satisfaction causes higher levels of job performance. Employees can be highly satisfied with their jobs, but their job performance can be low, and vice versa. This finding should not be surprising because an employee's job performance depends on a large number of factors that may be more important than his or her job satisfaction such as ability, quality of equipment and material used, competence of supervision, and so on. Further, if the employee's job satisfaction is derived from sources that are weakly related to job performance, there is no reason to expect job satisfaction and job performance to be positively related.

b) Performance Causes Satisfaction

The "Performance Causes Satisfaction" view is sometimes held that the reverse is true job performance causes job satisfaction. The logic of this view is that job satisfaction results from performance-related rewards. That is, job performance can lead to rewards that an employee finds reinforcing. If these rewards are consistent or greater than the expected rewards and if the rewards are viewed as equitable, job satisfaction can result from the job performance. Thus, the direction of causality is from performance to satisfaction.
c) No Inherent Relationship

The "No Inherent Relationship" view of the relationship between job satisfaction and job performance is that there is no inherent relationship between the two concepts. In some situations, job satisfaction may cause higher job performance; in other situations, job performance may cause higher job satisfaction; and in still other situations, there may be no relationship between satisfaction and performance. The "No Inherent relationship" view recognizes that the relationship between job satisfaction and job performance in any particular situation will depend on a complex set of personal and situational variables.6

2.3.2 JOB SATISFACTION AND MOTIVATION

Motivation refers to the drive and effort to satisfy a want or goal. Satisfaction refers to the contentment experienced when a want is satisfied. In other words, motivation implies a drive toward an outcome, and satisfaction is the outcome already experienced. From a management point of view, a person might have high job satisfaction but a low level of motivation for the job, or the reverse might be true.7

Motivation is one of the key to increase performance. Motivation is the 'why' of behavior. Job satisfaction reflects an employee's feelings about various aspects of work. Management has to get their employees to act in a specific, goal-directed way so as to meet the organization's strategic business objectives. If this is done, employees receive what they want from the job, and then job satisfaction is achieved. Thus, satisfaction is an end state resulting from the attainment of some goal.

The employee's attitude towards work and life in general, and their age, health, level of aspiration, social status and political and social activities, all influence the level of job satisfaction. Managers have traditionally believed that a satisfied employee is a motivated employee. However, happy employees are not necessarily productive. Job satisfaction does not automatically cause employees to work harder. In fact, the weight of evidence suggests that job performance leads to job satisfaction rather than the other way round. However, satisfaction is related to tenure, turnover, absenteeism and tardiness. Encouraging an employee to feel positively about work can have a direct
impact on human resources costs and the organization's effectiveness in achieving strategic business objectives. Employees are more likely to behave honestly on the job, for example, when they believe a company is committed to their wellbeing and career advancement.8

2.3.3 JOB SATISFACTION AND QUALITY OF WORK LIFE

The quality of work life programs creates a workplace that enhances employee well-being and satisfaction. The general goal of Quality of Work Life program is to satisfy the full range of employee needs. Quality of work life has the following eight categories.9

- Adequate and fair compensation
- A safe and healthy environment
- Jobs that develops human capacities
- A chance for personal growth and security
- A social environment that fosters personal identifies freedom from prejudice, a sense of community, and upward mobility
- Constitutionalism
- A work role that minimizes infringement on personal leisure and family needs
- Socially responsible organizational actions

If employees feel equitably treated from the outcomes they receive, they will be satisfied. A satisfied worker is not necessarily more productive than a dissatisfied one. Sometimes people are happy with their jobs because they don't have to work hard. But job dissatisfaction, aggregated across many individuals, creates a work force that is more likely to exhibit higher turnover, higher absenteeism, more grievances and law suits, Strikes, stealing, sabotage and vandalism and poorer mental and physical health. All of these consequences of dissatisfaction, either directly or indirectly, are costly to organizations.10 A satisfied job force has a number of advantages for the firm. The general approach to satisfying employee's needs is to implement a quality of work life program.
2.3.4 JOB SATISFACTION AND MORALE

The term morale is one of the most widely studied concepts in the field of social and industrial psychology. Industrial morale is a byproduct of a group and is generated by the group. It is used ordinarily by the employer, labourer, and psychologists alike to refer to a feeling of ‘togetherness’ (Blankenship, 1939).\(^{11}\)

The dictionary definition of morale is “prevailing mood and spirit conducive to willing and dependable performance”. Likert and Willits (1940)\(^{12}\) defines job morale as an individual’s mental attitude towards all of the people with whom he works. Cantrill (1994)\(^{13}\) holds that high morale “is a condition of mental soundness marked by a whole hearted, decisive resolution to achieve given goals, and by spirited, unyielding, coordinated efforts in the direction of these goals.”

Child (1941) defines the term morale refers to a condition of physical and emotional well-being in the individual that makes it possible for him to work and live hopefully and effectively, feeling that he shares the basic purpose of the groups of which he is a member\(^{14}\).

Job Satisfaction and morale are highly interrelated. Job satisfaction and morale require a certain basic seriousness about what one is doing. Thereafter, the level of satisfaction or morale may decrease due to prevailing work conditions or other factors. There is a lot of dissatisfaction and frustration among the transport employees but it does not generate action. But when interventions are designed for them and opportunities provided, one group responds enthusiastically. The remaining still responds cynically.

2.4 DETERMINANTS OF JOB SATISFACTION

Job satisfaction is derived from and caused by many interrelated factors. There are many factors affecting job satisfaction either directly or indirectly.

In simple terms, job satisfaction explains what makes people want to come to work, and what makes them happy about their job or not to quit their job. Experts,
industrialists and labour leaders realize the importance of job satisfaction in industrial moral and efficiency. This has necessitated the determinants of job satisfaction. Job satisfaction is a complex of various attitudes possessed by an employee. These attitudes are related to the many aspects of the job. The study is conducted with ten important factors. The dimensions are job satisfaction with the nature of work (8 items), working condition (6 items), training and development (4 items), monetary benefits (8 items), scope for advancement (8 items), safety and security (3 items), timings of work and leave (5 items), welfare measures (8 items), relationship with colleagues and union (7 items), and grievance and redressal (4 items). These are the important contributing factors which the researcher has taken for the study.

2.4.1 NATURE OF JOB

A satisfying nature of job is itself influenced by organizational factors. The nature of work and work climate are strong predictors of expectancy. It has been observed that group level task interdependence, increases the feeling of boredom and monotony. On the other hand, when jobs are challenging in nature, enhance the skills of employees, carryout innovative tasks, better prospects and freedom, they create an environment of satisfactory. Qualification of an employee must match his job, if he feels that his qualification is matched with his job, naturally he will be satisfied.

Job satisfaction with work itself often results when the employee can control the pace and method of operating on the job, can utilize skills and abilities in a variety of ways, and can complete identifiable whole jobs. Work satisfaction is greater for employees with a high status job that fully utilizes their skills and talents and calls for high standards of performance.

2.4.2 WORKING CONDITION

Implementing a common form of team work, good working environment, sufficient work load, clean and noise free work place, less risk and lower job related strain cause higher job satisfaction.
2.4.3 TRAINING AND DEVELOPMENT

Training is one of the most important sub-systems of human resource development. It is generally carried out either formally or informally in almost all organizations irrespective of the size of the units. There was a provision for on-the-job as well as off-the-job training. A majority of the respondents of the present study mentioned that when employees in their units were sponsored for training, they took it seriously and tried to learn from the programme they attended.

2.4.4 MONETARY BENEFITS

Salary increases are often sought to compensate for the disadvantage that may exist in job situations\textsuperscript{17}. Salary was not an important factor to keep someone on the job\textsuperscript{18}. Job evaluation is done comparing the demands of different jobs in order to establish a systematic structure of pay scales. This will involve identifying the skills, experience and responsibility involved in each job. Monetary benefits have proven to be a crucial retention factor of job satisfaction especially after two or four years of service.

2.4.5 SCOPE FOR ADVANCEMENT

Satisfaction with promotion could come from working with jobs that have a potential for leading to a career path that would be productive and satisfying and would hold out a greater future for advancement\textsuperscript{19}. Fair promotional policies in any organisation become their foundation of growth. When an employee gets fair promotion, which is generally based on his true assessment, he gets a type of recognition, and hence, increases his job satisfaction. The qualification of an employee must his job, if he feels that his qualification is not matched with his job, naturally he will be satisfied.

2.4.6 SAFETY AND SECURITY

Job security is one of the most important ingredients of job satisfaction. A secure job environment enhances the degree of job satisfaction. Management must create an environment of job security among employees. Job safety and security is the extent to which a job is, or seems to be, guaranteed for the foreseeable future. Although lack of job
security would prevent a worker’s lower order needs from being satisfied, it is possible that the implied threat would stimulate greater effort.

2.4.7 TIMING OF WORK AND LEAVE

Job dissatisfaction is directly related with intention to timing of work and leave. Work is performed in limited hours by the existing staff and thus, the scheme hinders the employment generation. The employees performing night shift, unavailability of leave and overtime job cannot give sufficient time to their families and to social activities. Since job satisfaction is considered as one aspect of work culture of organizations, timing of work and leave may be one determinant of job satisfaction.

2.4.8 WELFARE MEASURES

The employee welfare measures are designed to attract, retain, motivate and maintain high standards of performance. It is one of the aspects of Human Resources development. If there is no problem with social security, employees get satisfied.

2.4.9 RELATIONSHIP WITH COLLEAGUES AND UNION

Satisfaction with co-workers will be high when there is significant interaction between peers, who have similar attitude and who accept one another. If the interaction is necessary to attain goals, it will have a greater effect on job satisfaction. In two studies carried out by Johnston, friendliness of co-workers was ranked first as a reason for liking their jobs. London and Klimoske found satisfaction with co-workers to be greatest with job of optimal complexity and lower with work at low and high complexity. If there is increase in the feeling of belongingness and coordination among employees there is increase in the degree of job satisfaction.

2.4.10 GRIEVANCE AND REDRESSAL

Any discontent or dissatisfaction, real or imaginary, experienced, by an employee about his or her employment constitutes a grievance. In their working lives, employees occasionally become aggrieved at the treatment meted out to them by the supervisors or
the management on certain service conditions, managerial decisions, practices, etc... The model Grievance Procedure has provided the following definition of grievance:

Complaints affecting one or more individual workers in respect of their wage payments, overtime, leave, transfer, promotions, seniority, work assignment and discharge would constitute grievance. Where the points at dispute are of general applicability or considerable magnitude, they will fall outside the scope of this procedure.

Job satisfaction explains what makes people want to come to work, and what makes them happy about their job or not to quit their job. Nash has extensively reviewed the nature of job satisfaction in the industrial world and found that job satisfaction is attributed not only to one but many factors and varies in its impact on individual’s satisfaction with life, because work varies in importance from individual to individual. People who fake their jobs as prime interest experience high level of job satisfaction. Their job satisfaction will be further enhanced if they are doing work that is utilizing their skills. He also found that job satisfaction is an indicator of employee’s motivation to come to work and it changes with age and employment cycle.24

Job satisfaction is the various attitudes that the employee holds towards his job, towards related factors, and towards life in general. “These attitudes are related to the job and are concerned with such specific factors as wages, supervision, and steadiness of employment, condition of work, advancement opportunities, recognition of job, and prompt settlement of grievances, fair treatment by employer and other similar items”.25

20 WAYS TO SUCCEED ON THE JOB26:

In order to be an excellent employee, one who is highly regarded, rewarded with positive performance evaluation, and more frequent raises and promotions, employee must incorporate good working skills.
1. Learn everything you can about your job. Do everything possible to help your company succeed by making the most of your position.
2. Show your leadership potential by volunteering to be in charge of certain tasks.
3. Get on committees, special teams, and new projects in order to enhance your visibility to the bosses.
4. Be self-disciplined, meet deadlines, organize your methods, and show that you are reliable.
5. Make good use of your time. Even if there is only 15 minutes left until quitting time, you can start that big project and pick up the rest of it tomorrow.
6. Set goals and objectives, break them down into smaller steps in order to accomplish them.
7. Communicate well. Learn how to get your point across without stumbling over your words, feeling intimidated, etc.
8. Cooperate with the boss. It is your job to follow orders, so do as you are instructed.
9. Be open to new ideas. Someone else’s way of improving on your idea may be better for the company. Just be objective and make the change if so ordered.
10. Be open to constructive criticism. Your boss is likely to instruct you or tell you why your idea did not work. Do not get offended. Welcome this learning experience; it is how you grow and succeed in the workplace.
11. Be enthusiastic. Get excited about new projects. Look at your workload as a challenge, not a burden. Your positive attitude will earn you high marks on the job.
12. Be assertive. Stand up for yourself, but remain diplomatic. You do not want to be a doormat, so stand up for your ideas, defend your position, and communicate with your superiors regarding any questions or complaints.
13. Praise your coworkers for their good ideas. A simple “nice job” will do. Do not go on and on.
14. Ask for other’s opinions and listen to them. Multiple objective opinions will help you see the real picture.
15. Always keep personal business out of the office.
16. Never pass the blame. If you messed up, accept the blame. Move on and do not make a big deal out of it. Your lame attempts at pointing the finger, saying, "I never got the message" or "I did not know" just make you look incapable.

17. Have a 100% attendance record at meetings and special gatherings. Show up, speak up, and show your bosses that you care about your job.

18. Be available. If a coworker needs to ask you a question, make time for her. If the boss needs you to stop in her office after lunch, clear your schedule and be there.

19. Respect everyone in the office from the boss and your coworkers to the mail carrier and the janitor.

20. Think of what you would want your boss to report on your evaluation. Perform your work every day to make it happen.

2.5 THEORIES OF JOB SATISFACTION

Job satisfaction is a feeling whereas work motivation is concerned with behavior. We often individuals are avoiding jobs which they do not like. Such behavior compares job satisfaction with work motivation, though the two are different. Some different theories exist concerning dynamics of job satisfaction and its general impact upon worker behavior. Brief mentions of the more prominent theories are as follows:

2.5.1. HUMAN NEEDS AND MOTIVATION - MASLOW’S HIERARCHY OF NEEDS:

One of the most widely mentioned theories of motivation is the hierarchy of needs theory put forth by psychologist Abraham maslow. Maslow saw human needs in the form of a hierarchy, ascending from the lowest to the highest, and he concluded that when one set of needs is satisfied, this kind of need ceases to be a motivator.

The Needs of Hierarchy

i) Physiological needs: These are the basic needs for sustaining human life itself, such as food, water, warmth, shelter, and sleep. Maslow took the position that until these
needs are satisfied to the degree necessary to maintain life, other needs will not motivate people.

**ii) Security or Safety needs:** These are the needs to be free of physical danger and of the fear of losing a job, property, food, or shelter.

**iii) Affiliation, or acceptance, needs:** Since people are social beings, they need to belong to be accepted by others.

**iv) Esteem needs:** According to Maslow, once people begin to satisfy their need to belong, they tend to want to be held in esteem both by themselves and by others. This kind of need produces such satisfactions as power, prestige, status, and self-confidence.

**v) Self Actualisation needs:** Maslow regards this as the highest need in his hierarchy. It is the desire to become what one is capable of becoming to maximize one's potential and to accomplish something.

**Needs Hierarchy**

Maslow's concept of a hierarchy of needs has been subjected to considerable research. Edward Lawler and J. Lloyd Suttle collected data on 187 managers in two different organizations over a period of 6 to 12 months. They found little evidence to support Maslow's theory that human needs form a hierarchy.

In another study of Maslow's needs hierarchy involving a group of managers over a period of 5 years, Douglas T. Hall and Khalil Nougaim did not find strong evidence of a hierarchy. They found that as managers advance in an organization, their physiological and safety needs tend to decrease in importance, and their needs for affiliation, esteem and self-actualization tend to increase. They insisted, however, that the upward movement of need prominence resulted from upward career changes and not from the satisfaction of lower-order needs.
2.5.2 FREDERICK HERZBERG'S MOTIVATOR HYGIENE THEORY

The best-known theorist associated with this view is Frederick Herzberg, who did a study in which he asked 200 engineers and accountants what factors at work satisfied them the most. The factors indicated in the responses were classified as either motivators or as hygiene factors. Job satisfaction and job performance also included in Frederick Herzberg's theory of hygienes and motivators. Herzberg's theory maintains that increased job satisfaction leads to higher motivation which, in turn, leads to higher performance.

As seen in figure 2.1 certain characteristics tend to be consistently related to job satisfaction (factors in inner circle), and others to job dissatisfaction (factor in the outer circle). Intrinsic factors, such as achievement, recognition, and growth seem to be related to job satisfaction. These factors are variously known as motivators, satisfiers or job content factors and extrinsic factors such as company policy and administration, supervision, working conditions, salary status, security, and interpersonal relations seem to be related to job dissatisfaction. These factors are also known as dissatisfies, hygiene factors, maintenance factors or job-content factors. This is the idea of Herzberg, and it has important implications for managers.

To achieve motivation, managers should cope with both satisfiers, dissatisfiers, improve hygiene factors and ensure that dissatisfaction is removed from the mind of the employees. A favourable frame of mind is now created for motivation. This is the crux of the two-factor theory of motivation. Chart 2.1 represents the essence of the Herzberg model.
Chart 2.1 Hygiene factors and Motivators

Chart 2.2 Contrasting view of Satisfaction and Dissatisfaction
Herzberg assumes that there is relationship between satisfaction and productivity. But the research methodology he used looked at satisfaction; one must assume a high degree of relationship between satisfaction and productivity. The two factors are not actually distinct. Both, motivators and hygiene factors contribute to satisfaction as well as dissatisfaction. The theory, to the degree that it remains valid, provides an explanation of job satisfaction.\footnote{31}

2.5.3 ALDERFER’S ERG THEORY

The E, R and G of ERG theory stands for existence, relatedness and growth, the three sets of needs which are the focus of this alternative theory of “human needs in organizations".\footnote{32} The existence needs are concerned with survival and physiological well-being. The relatedness needs stress the importance of interpersonal and social relationships. The growth needs are concerned with the individual’s intrinsic desire for personal development.

Alderfer suggests that there does not exist a rigid hierarchy where a lower – level need must be substantially gratified before one can move on. A person can be working on growth even though existence or relatedness needs are satisfied.

The ERG theory counters this by noting that whenever a higher –level need is frustrating, the individual’s desire to increase lower-level need takes place. Thus, the ERG theory contains a frustration at higher –level needs. The EGR theory represents a more valid version of the need hierarchy.

2.5.4 EQUITY THEORY

J. Stacy Adams argues that a major input into job performance and satisfaction is the degree of equity or inequity that the people perceive in their work situation. Equity theory is that people assess their performance and attitudes by comparing both their contribution to work and the benefits.\footnote{33}
Equity is defined as the belief that one is being treated fairly in relation to others and inequity is defined as the belief that one is being treated unfairly in relation to others. Equity or inequities are formed through a four-step process. First, the worker evaluates how he/she is being treated by the organization. Second, the worker evaluates how the other individual worker under comparison is being treated. Third, the worker compares the two treatments, by comparing how he/she is treated and how the other worker is treated. Finally, as a result of their comparison, the worker may feel either equity or inequity.

**Chart 2.3 Formation of Equity Perception**

Formation on equity perception equity is determined through the calculation of a simple ratio.

\[
\frac{\text{Outcomes by a person}}{\text{Inputs by person}} = \frac{\text{Outcomes by another}}{\text{Inputs by another person}}
\]

If the individual does not see a balance in this formula, he will become dissatisfied and attempt to resolve balance by working more or less efficiently and by trying to obtain greater reward.
The following Chart 2.4 gives a model of the response to equity and inequity.

Chart 2.4 Response to equity and inequity

Individual's subjective judgments about the equity or fairness of the reward play a key role. If the people feel, they are inadequately rewarded they may be dissatisfied. If they view reward as equitable they will probably continue at the same level of output. If people think that rewards are greater than what is considered equitably, they may be satisfied and they work hard.34

2.5.5 REINFORCEMENT THEORY

Psychologist B.F Skinner of Harvard demonstrated how reinforcement theory related with human behavior. Reinforcement is an approach to motivation that explains the rewards as they cause behavior to change or remain the same over times. Reinforcement theory argues that behavior that results in rewarding consequences of
work to be repeated, whereas behavior that result in punishing consequences are likely to be repeated.

**a) Positive Reinforcement**

A method of strengthening behavior with rewards or position overcomes after behavior is performed. Positive reinforcement is used to increase the strength of desired work by making the reinforcement. Positive reinforcement involves rewarding a desired behavior with some form of recognition approval which makes the employee happy and encourage him/her to repeat the behavior. This approach is called positive reinforcement or behavior modification.35

**b) Negative Reinforcement**

Negative reinforcement increases the frequency and strength of a desired honour by avoiding unpleasant consequences that would result if behavior were performed. It is strengthening desired behavior by avoidance. Punishment is used to weaken undesired behavior by using negative outcomes when the behavior is performed.

### 2.5.6 VICTOR VROOMS EXPECTANCY THEORY

One that many believe goes far in explaining how people are motivated, is the expectancy theory. One of the leaders explaining this theory is the psychologist Victor H. Vroom. He holds that people will be motivated to do things to reach a goal if they believe in the worth of that goal and if they can see that what they do will help them in achieving it.36 Expectancy theory is based on the premise that human behaviour depends on the people’s expectations concerning their ability to perform tasks and to receive derived results. The expectancy theory is represented in Chart 2.5
Chart 2.5 Elements of Expectancy Model

Expectancy is the extent to which an individual believes that a specific action will result in a particular outcome.

There are two types of expectancies:

i. Effort – performance (E → P)

ii. Performance – Outcome (P → O)

According to this theory, employee motivation leads to the effort which in turn operates better performance. This performance leads to a variety of outcomes each of which has a value called valence.

Valence is the value (or performance) an individual perceives in an outcome. Example an employee may place higher value on an increase in pay than promotion. In another, a worker may place a high value on avoiding termination.
E→P expectancies involve a person's belief that an increase in effort will lead to increased performance.

P→O expectancies are beliefs that a certain performance will lead to a particular income.

Thus a person who believes that a higher performance will lead to an increase in pay has an expectancy close to 1. On the other hand, if the worker believes that pay increase is not a function of performance, the expectancy is close to 0. If the worker believes that performance has an influence on pay, the expectancy is between 0 and 1.

Thus Vroom's motivation formula is expressed as:

Level of Motivation = (Effort - Performance Expectancy) * (Performance - Outcome Expectancy) * Valence value of the Outcome.

2.5.7. PORTER – LAWLER MODEL

Lyman W. Porter and Edward E. Lawler III derived a substantially more complete model of motivation; built in large part on expectancy theory. In their study, they applied this model primarily to managers. Figure 2.6 shows the most variable model of Porter and Lawler. Porter and Lawler point out that an effort (force or motivation) does not directly lead to a performance. It is mediated by abilities, traits, and role perception. More important – in the Porter and Lawler model, is what happens after the performance. The rewards that follow and how they are perceived to determine the job satisfaction.
Chart 2.6 The Porter and Lawler Model

**Evaluation of the theory**

The Porter and Lawler model is of great signification to managers since it offers the following guidelines to motivate their employees.

i. Place the right person on the right job (match abilities and traits of individuals to the requirement of the job).

ii. Carefully explain to the employees what their roles are and make sure that they understand their roles.
iii. Prescribe in concrete terms the actual performance levels expected of the individuals.

Thus the Porter – Lawler model suggests that performance leads to satisfaction.

10 JOB SKILLS NECESSARY FOR THE 21\textsuperscript{ST} CENTURY
1. Up-to-date computer skills
2. Diplomacy
3. Basic knowledge of a foreign language. Fluency is a plus
4. Constant education and improvement
5. Logic. If you can use logic when figuring out problems, you are at an advantage.
   Companies want workers who can solve problems easily
6. Leadership ability
7. Organization
8. Adaptability
9. Perfection
10. Public speaking ability

2.6 THE REVIEW OF LITERATURE

This chapter also deals with the review of the literature which is relevant to the subject matter of the thesis and concept of job satisfaction. The literature review is usually concerned primarily with the research and writing connected with the main subject matter of the research study. An important purpose of reviewing the literature is to interpret the findings of the present study conducted in the area of job satisfaction. It can help the investigator to find out the significance of his research problem in relation to the researches already conducted elsewhere. A review serves two purposes. The researcher is made to know the progress already attained in the field. In addition, the researcher is made aware of the gaps in the previous studies and also the area not explored so far.
Sinha (1958) studies the job satisfaction prevalent in Indian offices and manual workers, and analysed the causative impacts on satisfaction and dissatisfaction. 'Interesting work', 'social status', and 'boss' were found as crucial factors contributing to satisfaction whereas inadequate salary and lack of security were regarded as important factors causing dissatisfaction. Clerical employees were found to be lower in their satisfaction, indicating a reverse tendency to what is usually observed, that is, increase in satisfaction with occupational level.

Prasad (1974) found that only 12% of employees were satisfied, 28% were in between and 60% were dissatisfied. He also found low Job Satisfaction correlated to a) sense of pride in the work group, b) reaction and valuation of the people, c) civil servants' estimates of their own job and capabilities. No other reference is available in the published literature about survey of Government employees' Job Satisfaction in India.

Prakasam (1982) in his study on the employee's attitudes in high and low productivity mills: An application of two – factor theory. The analysis contributed that the factors recognition, achievement and advancement are mostly appeared as satisfiers. Few others feel company policy and working conditions are dissatisfiers. Some other factors like security, salary behaved both as satisfiers and dissatisfiers.

Zechariah (1983) in his study on Employee expectations from a supervisor revealed that, the employee expects cooperation, friendliness, interest in workers grievances, good listening, impartiality and minimum use of authority from the supervisor.

Bhatacharya and Gosh (1984) conducted a survey on “Motivation forces and some forms of withdrawal Behaviour”, have revealed job satisfaction to be of great significance for the effective function of any organisation. It has been found to be intimately related to morale, is often a factor in worker productivity, influences his attendance and stability, and has a spillover effect on employee relations.
Krishna and Krishna (1984)\textsuperscript{43} presented a comparative study of American and Indian Employees of manufacturing organizations. They found that leadership style and participation in decision making were significant correlates of job satisfaction for American respondents, whereas recognition and advancement, innovation and change, and absence of intradepartmental as well as interdepartmental conflicts were significant correlates of job satisfaction for the Indian respondents.

Nash (1985)\textsuperscript{44} has extensively reviewed the nature of the job satisfaction in the industrial world and found that job satisfaction is attributed not only to one but many factors and varies in its impact on individual's satisfaction with life, because work varies in important from individual to individual. He also found that people who take their jobs as prime interest experience high level of job satisfaction. Their job satisfaction will be further enhanced if they are doing work that is utilizing their skills. He also found that job satisfaction is an indicator of employee's motivation to come to work and it changes with age and employment cycle. He also concluded that certain organizational characteristics influence job satisfaction, and one of the major factors is the intrinsic nature of the job itself. An individual who genuinely likes the content of the job will be more satisfied with the job. In terms of preferences, he said that industrial workers want job with high pay, high security, promotional opportunities, fewer hours of work and friendly supervision. Finally he found that if it demands considerable effort to get a job, if one can make a lot of money at it, if one cannot think of an alternative, then one should be highly satisfied with the job. He also stated in his findings that factors that influence job satisfaction differ between men and women in terms of importance of ranks. Generally, men rank security first, followed by advancement, type of work, company, pay, co-worker, supervision, benefits, and duration of work, and then working condition. On the other hand, women rank type of work first, followed by company, security, co-workers, advancement, supervision, pay, working condition, duration of work, and then benefits.
Holland (1985)\textsuperscript{45} presents the matching of job requirement with personality characteristics is best articulated in personality-fit theory with six personality types. These are realistic, investigative, social, conventional, enterprising, and artistic. He proposes that satisfaction and the propensity to leave a job depends on the degree to which individuals successfully match their personalities to an occupational environment.

Feldman and Arnold (1985)\textsuperscript{46} in their study on Personality types and career patterns. This study was revealed that six personality types. There were realistic, investigative, and artistic. He proposed that satisfaction and the propensity to leave a job depends on the degree to which individuals successfully match their personalities to an occupational environment.

Hodgson (1985)\textsuperscript{47} in his investigation on the Civil service road to job satisfaction in United Kingdom revealed that the outcomes fall under six headings – communication; training; organization and job design; preparing for new office technology; efficiency and productivity; and customer service. It was anticipated that the achievements of job satisfaction fieldwork was built upon to support wider Civil Service reforms.

Curry (1986)\textsuperscript{48} in his study on the Casual Ordering of Job Satisfaction and Organisational Commitment revealed that the people in the job are more satisfied when they have high level of responsibility and ample opportunities for promotion.

Rubenowitz and Rundblad (1987)\textsuperscript{49} carried out on Productivity and job satisfaction after the introduction of new technology. Within the framework of a research project concentrated on the transport sector and engineering industry, one of the aims has been to obtain and systematize basic knowledge about the impact of new technology on productivity and job satisfaction. In the transport sector the results from the empirical studies show both a gain satisfaction. In the engineering industry, however, the implementation of new technology has been prolonged to such an extent, that it is too early to make any definite judgment about the development of productivity and job satisfaction. Persons, who are actively using computer systems and monitors as a facility
and part of other tasks and assignments, are far more satisfied and efficient than persons who are linked to and passively have to react to signals or imperative demands from computers or robots. Particularly because of new technology so often opens possibilities for subordinates to make decisions on their own and exert self-control, a leadership climate characterized by positive support and mutual respect and consensus is necessary. One of the factors that are most satisfying in our workplaces is the work group cohesiveness, the positive feeling of belonging to a team. Research within organizational psychology has convincingly proved that most human beings are by nature interested in work, and the best guidelines to increase productivity and job satisfaction consist of adapting such forms of organization, management and productivity technology that is also directly or indirectly favorable for the organization.

Ratan Kumar Singh (1988)\textsuperscript{50} in his study on Road Transport and Economic Development has evaluated the critical role played by road transport as a basic infrastructure in economic development and has analysed the correlation between the development of road transport and that of other vital sectors of the economy in relation to Bihar State. He has pointed out that condition of roads is not satisfactory, the most of the roads are unsurfaced and that development of roads in the State has not been well planned and co-ordinate with the economic development. He has also studied the functioning of Bihar State Road Transport Corporation as a case and has suggested certain guidelines for a suitable roads development policy for Bihar and the steps to be taken to improve the workings and performance of the Bihar State Road Transport Corporation.

Sharma and Sharma (1989)\textsuperscript{51} analysed on Organisational climate, job satisfaction and job anxiety. They found significant positive correlation between job satisfaction and dimensions of organisational climate. These correlations were higher for subordinates in terms o leadership and communication dimensions and higher for officers in terms of interaction, influence, decision making and goal setting dimensions of organisational climate.
Kiely and Holding (1989)\textsuperscript{52} conducted a survey on Employee Job Satisfaction following Deregulation in the Bus Industry on 95 first live managers. Despite concern over the status of the bus industry, the image of the companies in the community and the services they offered, respondents expressed considerable pride in working for their respective companies. It was suggested that the poor communication before and immediately following deregulation was the cause of much of the dissatisfaction.

Mohan and Sarim (1989)\textsuperscript{53} conducted a survey on Job Satisfaction in relation to personality, self esteem and adjustment of 50 teaching and non-teaching engineers. They analysed that their job satisfaction was influenced by pay, self esteem and total adjustment. They concluded that their job satisfaction was influenced by pay, self esteem and total adjustment and also asserted that job satisfaction has some basic relation with psychological traits in addition to content of job.

Sri Raman, Raman and Bagade (1990)\textsuperscript{54} evolved a cost and financial model for State Transport Undertakings based on the relationship between unit cost and vehicle productivity, employee productivity, energy productivity and material productivity. The results show that low productivity is found in the combination of vehicle and employee productivity and vehicle and energy productivity. The study concluded that the State Transport Undertakings which had a higher employee and energy productivity alone could reap better returns to scale.

Sharma (1991)\textsuperscript{55} has conducted a study on the job satisfaction among bank employees by studying six leading banks in India. The factors selected for the analysis were college education, monthly emoluments, work technology and type of supervision. He analysed that banks with higher proportion of college graduates among their clerical employees were not satisfied. This study revealed that the level of job satisfaction in such banks was lower than other banks, where clerical jobs provided least challenge and discretion or gave fewer opportunities to use one's own ideas and abilities, job satisfaction was relatively lower.
Mukhamath and Khadi (1991) conducted a study on factors influencing job involvement and job satisfaction with 176 married female college teachers in India. They analysed that the family responsibility and attitude towards teaching were the most influential factors for job involvement and job satisfaction. It was also inferred that the family responsibilities and job satisfaction were inversely related.

Kline and Boyd (1991) respondents at the highest management level reported highest job satisfaction. For presidents, satisfaction was related to the organisation's structure and context as well as to its climate, whereas for middle managers and vice presidents, job satisfaction was related more frequently to its structure and context.

Narender Kumar and Jain (1991) in their survey on motivational techniques, which was used by the bank executives in state of Haryana. The analysis revealed that “Praise for good work” has been the most popular technique used by the bank executives. Informal discussion with staff members on bank problem was identified a popular one. Techniques like caring for personal problems of staff members, co-operative attitude of officers, letter of appreciation, persuasion and request have also been widely used in banks. Among moderately used techniques are staff meeting, family visits, difference of treatment and mutual understanding with staff.

Katzell, Thompson and Guzzo (1992) in their investigation on How job satisfaction and job performance are and are not linked found that employees tend to prefer jobs that give them opportunities to use their skill and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. Jobs that have too little challenge created boredom, but too much challenge created frustration and a feeling of failure. Under conditions of moderate challenge most employees will experience pleasure and satisfaction.

Witt and Nye (1992) presented that the employees want a fair unambiguous pay system and promotion policies. Satisfaction is not linked to the absolute amount one is paid; rather, it is the perception of fairness. Similarly, employees seek fair promotion
policies and practices. Promotion provides opportunities for personal growth, more responsibilities, and increased social status. Individuals who perceive that promotion decisions are made in a fair and just manner are likely to experience satisfaction from their jobs.

Mathew (1992)\textsuperscript{61} analysed the study on Managerial satisfaction in relation to on-the-job activities. He found that the relative frequency of various activities actually performed by managers in different type of organizations and these had significant impact on their satisfaction with job.

\textit{Misra (1992)}\textsuperscript{62} found significant differences between respondents from public and private sectors with regard to climate-satisfaction relationship on such dimensions as scope for advancement, monetary benefits, objectivity and rationality, recognition and appreciation, training and education, and welfare facilities.

\textit{Baby (1993)}\textsuperscript{63} in her study on “Passenger Satisfaction with the performance of Rural Transport service by Anna Transport Corporation, Salem” has attempted to identify the level of passenger satisfaction and the problems faced by rural passengers. She has concluded that rural passengers were satisfied with the operating and service efficiency of Anna Transport Corporation. She has suggested that co-operation among the operators, passengers and Government was essential for ensuring quality of service.

\textit{Ganguli (1994)}\textsuperscript{64} in his study entitled “Job Satisfaction Scales for Effective Management”, found that the satisfaction level of Indian industrial workers. The author found that supervisors are generally more satisfied than their non-supervising subordinates. This observation was true for Bengal-Bihar belt.

\textit{Sinha and Singh (1995)}\textsuperscript{65} participated in their study on “employees Satisfaction and its Organisational Predictors” which provided evidence from two hundred forty eight managers and 1795 workers to support a new conceptual framework in which the employees satisfaction with their organization, life satisfaction, satisfying nature of their
job, expectancy to satisfy their most salient needs, and unproblematic properties of their work. Organizational satisfaction was found to be associated with the first three indices. Work climate and human relations contributed directly and through other factors to organizational satisfaction in case of the managers. In case of the workers, the nature of work and the service conditions were the strong predictors which affected organizational satisfaction directly and by rendering their work more satisfying. They investigated that the managers prefer challenging work, tension free life and freedom to do work but the workers prefer promotional benefits, good relation at work and good working environment.

Organ and Lingl (1995) argued that Conscientiousness should be related to job satisfaction because it represents a general work-involvement tendency and thus leads to a greater likelihood of obtaining satisfying work reward, both formal (pay and promotion) and informal (recognition, respect, feeling of personal accomplishment). Indirectly, the subjective well-being literature also suggests a positive relationship between Conscientiousness and job satisfaction.

Weiss and Cropanzano (1996) analysed the perceived job characteristics and emotional experience at work. He found that the satisfied employees have a favourable evaluation of their job, based on their observations and emotional experiences.

Moore and Baker (1997) observed that a strong indication that overall satisfaction ratings are inflated is that people typically report much lower satisfaction levels for specific aspects of the job. For instance, only 54 per cent of American workers believe that they are paid fairly, 46 per cent say their company promotes fairly, and 41 per cent claim that senior management truly cares about them. Satisfaction with co-workers seems to be one of the few ratings that come close to overall job satisfaction.

Joshi and Sharma (1997) in their study on “Determinants of managerial job satisfaction in a private organization” located in Gujarat and it is engaged in the manufacture of viscose filament yarn and it’s by-products. One hundred twenty four
managers drawn from various departments and levels in a private sector organization participated in the study. The objectives of the study are a) To ascertain the level of job satisfaction of managerial employees and b) To identify the situational factors that influence job satisfaction among this segment of the employee population. The findings indicated that all the 15 job and organization related variables are positively and significantly related to managerial job satisfaction which are scope for advancement, grievance handling, monetary benefits, participation, objectivity and rationality, recognition, appreciation, welfare facilities, support and warmth, communication, top management commitment, resourcing and recruiting, career planning and performance appraisal. They suggested that only two variables, i.e. Job content and Training to be the best predictors of job satisfaction. The said two predictors of job satisfaction cater to the satisfaction of higher-order needs called ego or esteem needs in the hierarchy model proposed by Maslow. They indicated that the job content and training was the best predictors of job satisfaction. This study was examined the role of job and organizational related factors on job satisfaction among managerial employees.

Harihara Mahadevan and Amirtharajan (1997) analysed on job satisfaction of nationalized Bank officers and revealed that those factors which have close association with job satisfaction are age, education, qualification, experience, salary, job security, customer service, suggestion scheme, interpersonal relationship, department's care, training effectiveness, officer's association and recognition. It also revealed that the factors which have no close association with job satisfaction were retirement benefits, loan facilities, and accommodation facilities, working hours, transfer policies, authority and power, grievance handling procedures, work performance, job attitude, and status in the security. Working hours, security transfer policies, promotion policies, authority and power, officer's association are identified dissatisfaction factors for satisfied officers. Salary, retirement benefits, loan facilities, accommodation facilities, security, customer service, suggestion scheme, work performance, interpersonal relationship, training effectiveness are known as favorable factors for dissatisfied officers.
Sinacore (1998)\textsuperscript{71} has been found that some demographic variables like age, race, and employment status were the important factors in determining level of job satisfaction.

 Nazir (1998)\textsuperscript{72} in his study on “Perceived importance of job facets and overall job satisfaction of Bank employees”, which was used by the bank employees in the State of Jammu and Kashmir. The study attempted to measure overall job satisfaction, determinants of job satisfaction, and factors on their overall job satisfaction. The result of the study revealed that the employees perceive various job factors as sources of satisfaction and dissatisfaction. Income and level of education was found to be related to the overall job satisfaction.

 Naaz (1998)\textsuperscript{73} in his study on “Development of a scale for the measurement of job characteristics” investigated these four core job characteristics i.e. Autonomy, Task Identity, Feedback and Skill Variety as a composite model based in the assumptions that perceptions of these characteristic enhance employee motivation and performance. The objective of the study is to study job characteristics in Indian context necessitated the development of a standardized tool. The present job characteristics scale consists of 28 items. The validation techniques used were internal consistency and construct validity. The reliability coefficient reported exceeds the prescribed significant level. The preliminary form of the scale is thus reliable and valid instrument for measuring job characteristics. The author feels confident that the present scale may motive the researchers to explore the influence of job characteristics in the Indian setting. In this regard the scale assumes added significance.

 Biwas (1998)\textsuperscript{74} examined the effects of six life style stressors, i.e. performance, threat, boredom, frustration, bereavement and physical, on organizational commitment, job involvement and perceived organizational effectiveness across job levels (managers, supervisors and workers). Data were collected from 160 employees belonging to nine different organizations located near Vadodara. To examine the relationship between the life – stressors, organizational commitment and job involvement, correlation coefficient
were computed between these variables. Life-style stressors, organizational commitment, job involvement and organizational effectiveness were positively correlated with each other. All the life style stressors, except threat, were negatively correlated with organizational commitment. Job involvement had no significant correlation with any of the life-style stressors except physical stressors. Perceived organizational effectiveness was negatively related to performance stressors and frustration stressors. Thus he suggested that performance, threat and frustration stressors are significant predictors of organizational commitment, whereas none of the stressors predict job involvement. Perception of organizational effectiveness has a high positive correlation with organizational commitment and job involvement. Managers have significantly higher scores on organizational commitment and job involvement than supervisors and workers. Workers reported significantly higher performance stress than managers and supervisors.

Rangasamy and Markandeyan (1998) in their case study on job satisfaction of workers in Tamilnadu State Transport Corporation revealed that more than 75% of the workers have attained medium level of satisfaction. The workers who have high level and low level of satisfaction in TNSTC amount to 12.5% each. Job security, salary, work load, work allocation, training and development and overtime wages contributed the important factors in job satisfaction. Freedom in performance, transfer and labour management relations were the important factors for dissatisfaction of workers in TNSTC. No difference was found in administration, technical and traffic workers in their level of job satisfaction and also in the influence of various factors in the job satisfaction.

Mossholder, Bennett, Martin & Mossholder (1998) Job satisfaction is a more general, multifaceted, and global response that is outcome satisfaction. Consistent with this reasoning, the study has shown high correlation between procedural justice and job satisfaction.

Wright and Cerdery (1999) are observed that uncertainty of production is a common problem in the organizations. Although production is based upon pre-planning, but in spite of planning, uncertainty of production cannot be avoided. It is very important
to find the linkage of production uncertainty with job satisfaction. They investigated the relationship between job control and affective outcome varies with the level of production uncertainty.

Hossain and Islam (1999)\textsuperscript{78} designed a study with a view to investigating the overall quality of working life and job satisfaction, and performance of the government hospital nurses in Bangladesh. A total number of 63 nurses were selected from three government hospitals on a stratified random sampling basis. The results reveal that there was significant positive correlation between quality of working life and job satisfaction. A significant positive correlation was also found between quality of working life and performance and, job satisfaction and performance. Quality of working life had the highest contribution to performance. Perception of quality of working life and job satisfaction were significantly higher among the respondents in small organizations than in the large organization. Morning shift nurses perceived higher quality of working and job satisfaction than the night shift nurses. Night shift nurses were suffering from more problems than the nurses of other shifts.

Perrewe, Hochwarther, and Kiewitz (1999)\textsuperscript{79} found that the employees, who find themselves unable to adjust between work and family, generally seem to be less satisfied with their jobs as well as their life.

Taormina (1999)\textsuperscript{80} conducted on Predicting employee commitment and satisfaction: the relative effects of socialization and demographics amongst 193 Chinese employees at 38 organizations in Hong Kong. The relationship between employee commitment and job satisfaction is identified to determine those variables by which satisfaction and commitment are affected. Work examining demographic variables in this context is exemplified. Hypotheses are established on the linkages between a number of organisational variables and employee's job satisfaction and commitment. The methodology is described of research examining the relationships between job satisfaction and demographic and socialisation variables. Higher linkages were found
between Job commitment and Satisfaction, and the Socialization variables as compared to the demographic variables.

Jonge, Dollard, Dormann, Le Balance (2000) provide renewed empirical support for the view that high-strain job are conducive to ill health. Further, it appears that active job give rise to positive outcome.

Hossain (2000) designed with a view to investigating the satisfaction of commercial bank employees and its consequences on related issues. A total number of 440 commercial bank employees from both the private and the public sectors were randomly selected as sample for the study. The results revealed that the public sector bank employees were in a better position in terms of their job satisfaction than the private sector bank employees and the executives were more satisfied than the non-executives. Job satisfaction had significant positive correlation with performance but significant negative correlation with job stress and propensity to quit the job. Job satisfaction had the highest positive contribution to performance. Banking employees in Bangladesh were highly dissatisfied with their salary, lack of fair promotional opportunity, low job status and absence of recognition for good work.

Avtgis (2000) analysed on Unwillingness to communicate and Satisfaction in Organisational relationships. The study revealed that people who reported increased communication and high reward in communication also reported greater relational satisfaction and greater perceived organizational influence. Increased upward communication and its reward also results in job satisfaction.

Sprigg, Jackson, and Parker (2000) examined the consequences of implementing a common form of team working and the effects of interdependence and autonomy in particular interdependence as a moderate of the relationship between autonomy and employee’s well being. Results showed that higher job-related strain cause lower job satisfaction.
Foels, Driskell, Muller and Salas (2000)\textsuperscript{85} in their investigation on the effect of democratic leadership on group member satisfaction revealed that there was a significant tendency for groups experiencing democratic leadership to be more satisfied than groups experiencing autocratic leadership with using a meta analytic satisfaction of research evidence to address the paradox. Style of leadership also plays an important role in determining level of job satisfaction.

Taylor (2000)\textsuperscript{86} suggested that job satisfaction is directly related to company's investment in employee's well being. When an organisation cares for its employees, it definitely gets their support in reward. Organisational investment in employee's well being results in the higher satisfaction of employees.

Johnson and Johnson (2000)\textsuperscript{87} investigated the effects of perceived over qualification on dimensions of job satisfaction, using the relative deprivation theory. The result supported the hypothesis and he suggested that perceived over qualification has a negative effect on job satisfaction.

Vigoda (2000)\textsuperscript{88} stated that perception of organisational politics was found to have negative relationship with job attitudes, a positive relationship with intention to leave the job, and a stronger positive relationship with negligent behaviour. A weak negative relationship was found between perception of organisational politics and employee's performance as reported by supervisors.

Pook, Pook and Fustos (2000)\textsuperscript{89} analysed on Co-operation and information sharing versus job satisfaction in some international environments. The issues of information sharing and cooperation related to job satisfaction, advancement in the workplace, satisfaction with rewards received and managerial willingness to help promote employees are addressed. Studies were conducted amongst private and state firms in Bolivia, Poland and Hungary. The results of these studies are presented and analysed. They indicate important national differences concerning perceived country values and anomalies with respect to information sharing and cooperation. The
implications for managers from foreign companies working in these countries are discussed.

Jones and Gautam (2000)\(^90\) analysed the universal shortage of skilled workers, leading to an increase in job-hopping and a general atmosphere of dissatisfaction. Efforts to retain staff are listed with other steps to make people more alert when they wake. Firms are adopting new policies to keep and motivate staff. A discussion on these introduces the idea of the satisfaction grid where performance is measured in relation to job satisfaction. If the latter drops, measures to raise it are taken. There is a realization that firms must balance a person's work and the satisfactions of his personal life.

Caudron (2001)\(^91\) conducted a survey of 5000 households in USA on the myth of job happiness revealed that less than half of all workers are satisfied with their work. The reason for the dissatisfaction was the gap between expectations and reality.

Boyt, Lusch, and Naylor (2001)\(^92\) carried out on the Role of professionalism in determining job satisfaction in professional services in North America. The findings indicated that when organizations reward professional behaviour, they foster the development of key aspects of professionalism which lead directly to higher spirit de corps, increased job satisfaction and, ultimately, to increased service quality.

Sharma (2001)\(^93\) analysed overtime jobs as an additional financial resource to support the employees from the point of view of their satisfaction with reference to Himachal Pradesh. He has a keen desire to acquire a deep knowledge of overtime job satisfaction level of employed to know whether it is instrumental in catering to their financial needs and is a successful technique to boost their morale so as to get the work done. He analysed some issues which interrupting overtime job satisfaction. He examined a set of 200 respondents employed in the Transport Corporation, employees in the Telecommunication Department and employees in the Postal Department in Himachal Pradesh. The employees were not satisfied with overtime job for various factors. Factors
like unjustified sanction of overtime hours, health and security adverse effects, less attention to families and social activities, and interrupting employment growth activities etc. They do not satisfy them and are performing overtime job to comply with the orders. The overtime rate is comparatively better than the normal rates of job. He indicated that employment must be provided to the newcomers, particularly in transportation where work is performed round-the-clock and in saving activities of the Postal Department where the handling of some schemes like recurring deposits have acute shortage of staff due to which ledger posting, balance checking and other related work is performed on overtime basis with employees who mostly are not satisfied.

Vander, Emans, and Van De Vliert (2001)\textsuperscript{94} have been investigated that group level task interdependence, increases the feeling of belongingness and coordination among employees and hence increases the degree of job satisfaction.

Kalleberg and Mastekaasa (2001)\textsuperscript{95} examined the impact of intra organisational (resignations and layoffs) and inter organisational (promotions and downward commitment) job mobility on changes in job satisfaction and organisational commitment. They found that promotions increase employee’s perceptions of the quality of their job and thereby enhance both their satisfaction and commitment. Resignations increase job satisfaction. Whereas layoffs have no effect on satisfaction. Fair promotional policies in any organisation become their foundation of growth. When an employee gets fair promotion, which is generally based on his true assessment, he gets a type of recognition, and hence, increases his job satisfaction.

Tremblay and Roussel (2001)\textsuperscript{96} analysed on “Modeling the role of organizational justice: effects on satisfaction and unionization propensity of Canadian managers”. He suggested that procedural justice is an important factor for employees with respect to pay and job satisfaction. To analyse and test these relations, structural equation modeling is used and hypotheses proposed concerning distributive justice theory, the consequences of procedural justice, the mediating role of satisfaction between justice perceptions and the propensity to join a trade union and the influence of pay satisfaction on other work
related attitudes. To evaluate these hypotheses a study was conducted of Canadian managers working in the pulp and paper industry, consumer services and the public sector in Quebec. The findings indicate that organisational justice is linked to pay satisfaction and that distributive justice is a better predictor of pay satisfaction than procedural justice perceptions. However, procedural justice is a better predictor of organisational satisfaction and job satisfaction. Organisation and job satisfaction significantly influence the propensity to join a trade union.

Somayajulu (2002) in his study on “employee satisfaction – A mantra for profitability in the Transport sector” stated that the passenger transport services were nationalized to prevent the exploitation of the traveling public by inefficient and unscrupulous private operators. After decades of government control, passenger transport services have again been opened up for private operators to unleash the benefits of competition. Several individual transport modes have also emerged supported by convenient credit facilities, offering stiff competition to public transport systems. The changing scenario has eroded the customer base of State Transport Undertakings (STUs) in the past few years. To retain and regain their customers, STUs have to develop effective human resource development practices to improve the morale and satisfaction of their employees, since evidence suggested strong links between employee satisfaction and profitability in several service sectors. These links are all the stronger in a labour-intensive passenger transport sector. He explored the possibility of achieving profitability through customer satisfaction, employee satisfaction, service quality and empowerment. He analysed correlation exists between employee satisfaction and profitability; suitable mechanisms have been suggested to enhance employee motivation, morale, satisfaction and loyalty as key elements of profitability in the transport sector.

Bajpai and Srivastava (2002) in their study on sectorial comparison of job satisfaction in Indian Banking sector. This study was revealed that the layoff threats, quick turnover, less welfare schemes, and less scope for vertical growth increase job dissatisfaction. Secure job environment, welfare policies, and job stability increase the degree of job satisfaction.
Mohamed Nasurdin et al. (2003) in their study on impact of job satisfaction on intention to leave among academicians, found that extrinsic satisfaction with pay, coworkers, promotion had a stronger influence on intentions to leave the institution as compared to intrinsic satisfaction like self-esteem, helping others.

Saiyadain, Demberel and Murerwa (2004) analysed on “Demographic variables and job satisfaction amongst Mongolian and Ugandan employees”. The study was conducted to examine the effect of age, gender, years of education and work experience on job satisfaction both across and amongst Mongolian and Ugandan employees. Data was collected from 120 Mongolian and 100 Ugandan employees. The Mongolian sample consisted of 56.7% male and 43.3% female employees. They had an average age of 35.8 years with about 8 years of experience. Majority of them had college level education. The majority of Uganda sample consisted of female employees. The average age was 33.7 years with 6.4 years of work experience. Majority of them had senior school education. The results show that Ugandan employees have higher score on job satisfaction as compared to Mongolian employees. Demographic differences did not interact with country are concerned, some of them were found to be significant. Mongolian employees of the age of 25 and below and Ugandan employees between 31-35 years of age were found to be more satisfied than the other age levels in their respective countries. Mongolian employees with 1-5 years of work experience and Ugandan employees with 6-10 years of work experience were found to be more satisfied with their respective countries. Differences in gender and years of education did not make any significant impact either across the countries or within the country. The trend analysis shows decreasing satisfaction with increasing age of employees in both the countries. However, there is quadratic relationship between age and job satisfaction only for Mongolian employees. Work experience shows an inverse relationship with job satisfaction but only for Mongolian employees. Ugandan employees have higher score on job satisfaction as compared to Mongolian employees. Demographic differences did not interact with country differences.
Gurpreet Randhawa (2004) examined the relationship between job satisfaction and work performance. The data was collected from 300 scientists, 150 scientists from National Dairy Research Institute and 150 scientists from Agriculture Extension Centre in Haryana. The scientists were surveyed by questionnaire. The sample was drawn by using the simple random sampling procedure. The results showed a highly significant correlation between the job satisfaction and work performance. This signifies that satisfied work force tends to be a better performer in organizations. Further, comparative analysis was also done so as to measure the significance of difference between the mean scores of two groups of scientists. Analysis of data revealed that the two groups of scientists do not differ significantly on the measures of job satisfaction and work performance. The results showed a highly significant correlation between job satisfaction and work performance.

Chowdhury and Endres (2004) provided an explanation of relationships between an individual's prior self-efficacy of working in a team environment, his / her satisfaction with the current team environment and individual performance as an effective team member. They proposed that a positive relationship exists between prior self-efficacy of working in a team environment and individual satisfaction with the current team environment, and that this self-efficacy – individual satisfaction relationship is moderated by team performance. It is also proposed that individual satisfaction with the current team environment mediates the relationship between prior self-efficacy and individual performance on tasks specific to team environment. It is confirmed that relationship between prior self-efficacy and individual performance, mediated by individual satisfaction. The result of the study concluded that self-efficacy of working in a team may not predict individual performance and satisfaction when team performance was high. Self-efficacy does predict individual performance and satisfaction when team performance is low.

Mishra and Wagh (2004) illustrated how much relevant the concept of job involvement is in the functioning of today's business organizations. They attempted to found out factors responsible for job involvement and compare different categories of
executives (Service oriented and Production oriented; Public sector and Private sector executives) on job involvement dimension. Data were collected from 100 executives working in reputed public and private sector organizations through a standardized questionnaire. Result of the study show different categories of executives differ on job involvement dimension. They observed that factors like rewards, work culture & environment, challenging job, delegation of authority & responsibility are found to be potential factors are followed by other factors like job knowledge, recognition, and motivation, result oriented job and creative job etc. On the other hand the factors, which are found to be responsible for job dis-involvement, are negative feedback, job insecurity, lack of rewards, non-professional work culture & environment, lack of challenges, lack of delegation & empowerment and lack of motivation.

Naval Bajpai (2004)\textsuperscript{104} has made an attempt to study of job satisfaction in relation to experience of the employees, region and pervasiveness of the organization. This study was designed to examine the regional differences in job satisfaction of the employees of national and international organizations having different levels of experience. For this purpose, one national and one international organization, situated in Chhattisgarh and Vindhya region were selected, and 50-50 managers and supervisors were taken from each organization. Subjects were further divided into two groups based on their experience. Data were analyzed employing three way ANOVA. Results revealed that high experience subjects of international organizations showed highest level of job dissatisfaction, while low experienced subjects of national and international organizations showed lower job satisfaction. Similarly, subjects of international organization, situated in Vindhya, showed highest job satisfaction while subjects of national organization, situated in Vindhya, showed lowest job satisfaction.

Sekher (2004)\textsuperscript{105} attempted to explore the relationship between work alienation, job satisfaction and organizational commitment among 259 workers, supervisors and executives from the public and private sector undertakings. The main objectives of the study were to assess their degree of work alienation, levels of job satisfaction and organizational commitment and to find out relationships among work alienation, job
satisfaction and organizational commitment. Four public sector undertakings and four private sector undertakings from the twin cities of Hyderabad and Secunderabad were approached and their permission taken to conduct the study. Results revealed that, with regard to work alienation, employees from public sector undertakings are found to be experiencing more than their counterparts in private sector undertakings. Coming to job satisfaction, the employees from private sector undertakings are more satisfied with their job than the public sector counterparts. With regard to organizational commitment, the employees from public sector undertakings are more committed to their organizations than their counterparts in private sector undertakings. Firstly, work alienation and job satisfaction yielded a moderated, negative and significant correlation which indicates that as work alienation increases, job satisfaction decreases in the organizations. Secondly, the coefficient of correlation between alienation and commitment also revealed that it is negative and statistically significant indicating that as the alienation increases organizational commitment decreases. Interestingly the job satisfaction and the commitment yielded a positive and significant correlation indicating that as the satisfaction increases commitment also increases positively. Thus, there is significant negative correlation between work alienation and job satisfaction, work alienation and organizational commitment, positive between job satisfaction and organizational commitment.

Ramayah and Nasurdin (2006)\textsuperscript{106} in their study, integrating importance into the much researched link of job satisfaction and commitment. The traditional methods used in most job satisfaction and organizational commitment researches do not incorporate this aspect into their measurement. Cronbach’s alpha coefficient was established to determine inter-item consistency reliability of the various facets of the job satisfaction and also organizational commitment between the two measurements. The means and standard deviation of the various facets of job satisfaction, organizational commitment and demographic variables were computed. Correlation between the five facets of job satisfaction and also between the facets and organizational commitment was calculated using the Pearson’s correlation coefficient. The non - parametric test of Friedman’s k-related sample test used to test the predictive validity of the traditional
questionnaire and proposed questionnaire. As for the researchers, the proposed measurement is an alternative that can be explored in their future researches.

2.7 CONCLUSION

Job satisfaction is considered as one aspect of work culture of organization, regional variations may be one determinant of job satisfaction, as it represents larger cultural context of the society. The review makes it clear that researchers made varied attempts to get into the core of the construction. The review is in no way complete. The studies reviewed reveal that no attempt has been made to compare the job satisfaction of different cadre of employees. In order to fill this gap, the present study has been undertaken. Generally employees’ attitude and behaviour are shaped to a great extent by the structure of the organisation to which they belong. The study attempts to probe the level of job satisfaction of transport employees, taking into account.
REFERENCES


