Chapter - II

Theoretical Framework of Job Satisfaction
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THEORETICAL FRAMEWORK OF JOB SATISFACTION

The role of Human Resource Management in organizations has been evolving dramatically in recent times. The days of personnel department performing clerical duties such as record keeping, paper pushing and file maintenance are over. Human Resource is increasingly receiving attention as a critical strategic partner, assuming stunningly different for reaching transformational roles and responsibilities. Taking the strategic approach to human resource management, involves making the function of managing human assets, the more important priority in the organizations and integrating all human resource policies and programmes is the framework of a company’s strategy.

Among the various factors of production which are used in an organization, human resource is the most important. This is because the efficient use of physical resources (i.e. land, machinery, materials) ultimately depends on how the human factor is put to good use on various operations. The most efficient machinery in the world will not produce at an optimum level unless the people who operate the machinery know how to make it perform at its best and most importantly are motivated to make their equipment produce efficiently. If the skill and will are properly applied, wonderful things can happen:

- Human resource helps in transforming the lifeless factors of production into useful products.
- They are capable of enlargement i.e. capable of producing an output that is greater than the sum of inputs. Once they get inspired, even ordinary people can deliver extraordinary results.
- They can help an organization achieve results quickly, efficiently and effectively.

Job satisfaction plays an important role in improving the financial standing of organizations. Dissatisfaction amongst higher level employees will most likely reflect on lower level employees thus resulting in Economic, Financial and morale problems which indicate that a positive relationship between job satisfaction and job level conceits certain economic advantages to business organizations (Aronson et al. 2005). A satisfied, happy, efficient, dedicated and hard working employee is the biggest asset of any organization.
In today’s competitive business world, satisfied employees are treated as the essential human capital. Though it is very easy to measure the financial performance of a firm by using various financial tools and techniques, but it is very difficult to determine whether the organization doing the right thing for its employees to remain satisfied in their workplace.

1.1 DEFINING JOB SATISFACTION

The term job satisfaction figures prominently in any discussions on management of human resources. Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job.\(^1\)

It is an individual's feeling regarding his or her work. It can be influenced by a multitude of factors.\(^2\) The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling state accompanying the attainment of any goal, the end state is feeling accompanying the attainment by an impulse of its objective. The term Job satisfaction was brought to limelight by Hoppock (1935).\(^3\) Hoppock describes job satisfaction as, "any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job."

Job satisfaction has many dimensions. Commonly noted facets are satisfaction with the work itself, wages, and recognition, rapport with supervisors and coworkers, and chance for advancement. Each dimension contributes to an individual's overall feeling of satisfaction with the job itself. There are three important dimensions to job- satisfaction:

1. Job- satisfaction refers to one's feeling towards one's job. It can only be inferred but not seen.

2. Job satisfaction is often determined by how well outcomes meet or exceed expectations. Satisfaction in one's job means increased commitment in the fulfillment of formal requirements. There is greater willingness to invest personal energy and time in job performance.
3. The terms job-satisfaction and job attitudes are typically used interchangeably. Both refer to effective orientations on the part of individuals towards their work roles, which they are presently occupying.

Though the terms job-satisfaction and attitudes are used interchangeably, there are differences between the two. Attitude refers to predisposition to respond. Job-satisfaction, on the other hand, relates to performance factors. Attitudes reflect one's feelings towards individuals, organizations, and objects. But satisfaction refers to one's attitude to a job. Job satisfaction is, therefore, a specific subset of attitudes. Attitudes endure generally. But job satisfaction is dynamic; it can decline even more quickly than it developed. Therefore, one cannot establish the conditions leading to high satisfaction now and then neglect it, for employee needs may change suddenly. Job satisfaction needs constant attention.

A few definitions of job-satisfaction are:

- According to E.A. Locke, “Job satisfaction is as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.”

- Feldman and Arnold defines Job satisfaction as “the amount of overall positive affect (or feelings) that individuals have towards their jobs”.

- Kreitner and Kinicki described, Job satisfaction as “an affective or emotional response toward various facets of one's job. According to this definition job satisfaction is not a unitary concept.”

- Davis and Newstrom explained Job satisfaction as “a set of favorable or unfavorable feelings with which employees view their work.”

- Andrew stated that job satisfaction is the amount of pleasure or contentment associated with a job.

1.2 IMPORTANCE OF JOB SATISFACTION

Job satisfaction enriches management with a range of information pertaining to job, employee, environment etc. which will facilitate in decision making and correcting the path of organizational policies and behavior. It indicates the general level of satisfaction in the organization about its programmes, policies etc. Secondly, it is a diagnostic instrument for knowing employees' problems, effecting changes and correcting with least resistance. Thirdly, it strengthens the communication system of the organization.
and management can discuss the result for shaping the future course of action. *Fourthly,* it helps in improving the attitudes of employees towards the job and facilitates integration of employee with the organization. It inspires sense of belongingness and sense of participation leading to the overall increase in the productivity of the organization. *Fifthly,* it helps unions to know exactly what employees want and what management is doing. Thus, it facilitates mutual settlement of grievances and other unwanted situations. *Lastly,* it facilitates in determining the training and development needs of the both, employees and the organization.\textsuperscript{11}

Improvement in job satisfaction and morale, will improve job performance as well. The management should take advantage of this newly found insight and they should take action on two fronts. *First,* they should take initiation to measure the state of employee-feeling in order to know where to concentrate their efforts in improving employee-satisfaction. *Secondly,* they should train their managers, especially first-level supervisors, to pay attention to the attitudes and feelings of their subordinates so that performance could be improved.\textsuperscript{12}

Job satisfaction at work is getting wider attention at this time. Job satisfaction is one of the important factors, which affect not only the efficiency of the employees but also such job behavior as absenteeism, accidents, etc. Job satisfaction is the result of employee perception of how well the job provides those things that are viewed important. For the success of any organization, job satisfaction has vital importance. The employees who are satisfied are the biggest assets to an organization whereas the dissatisfied employees are the biggest liabilities.

In fact no organization can successfully achieve its goal and mission unless and until those who constitute the organization are satisfied in their jobs. Dissatisfaction leads to frustration and frustration leads to aggression. It is believed that employees dissatisfied with their job may be militant in their attitude towards the management. Dissatisfaction is infectious and quickly spreads to other employees and is likely to affect the morale and working of other employees and image of organization. A dissatisfied worker may seriously cause damage to the reputation and property of the organization and harm its business interest. Job satisfaction/dissatisfaction is the result of various factors which are related to the present job situations. These various factors are opportunities for career advancement, amount of tension at work, work involvement, relations with colleagues and
supervisors, due recognition of merit, sufficient emoluments and good working conditions, grievances removal, feeling of fatigue and loneliness and prestige of the organization.  

Job satisfaction is a complex and important concept for human resource managers to understand most employees do not believe their work is being properly rewarded. Nor do they believe that their companies are doing enough to attract high quality performers, train them, or manage them effectively.

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

1.2.1 Intrinsic and Extrinsic Factors

Job outcomes include intrinsic and extrinsic work outcomes. The distinction between intrinsic and extrinsic outcomes is important for understanding the reactions of people to their jobs. In a general sense, intrinsic outcomes are objects or events, which follow from the employee's own efforts, not requiring the involvement of any other person. More simply, it is an outcome clearly related to action on the employee's part. Such outcomes typically are thought to be solely in the province of professional and technical jobs; and yet all jobs have potentially opportunities for intrinsic outcomes. Such outcomes involve feeling of responsibility, challenge, and recognition; the outcomes result from such job characteristics as variety, autonomy, identity, and significance.

Extrinsic outcomes, however, are objects or events, which follow from the employee's own efforts in conjunction with other factors or person's not directly involved in the job itself. Pay, working conditions, co-workers, and even supervision are objects in the work place which are potentially job-outcomes, but which are not a fundamental part of the work. Dealing with others and friendship interactions are sources of extrinsic outcomes.
1.2.2 Job-Satisfaction Outcomes

Job-satisfaction depends on the levels of intrinsic and extrinsic outcomes and how the job holder views those outcomes. These 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. Another important individual difference is job-involvement. People differ in the extent that:

i) Work is a central life interest;

ii) they actively participate in work;

iii) they perceive work as a central to self-esteem; and

iv) 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. These variables account for the fact that two employees could report different levels of satisfaction for the same performance levels. A final individual difference is the perceived equity of the outcome in terms of what job holder considers fair reward. If the outcomes are perceived to be unfair in relation to those of others in similar job requiring similar effort, the job holder will experience dissatisfaction and seek means to restore the equity, either by seeking greater rewards (primarily extrinsic) or by reducing effort. Thus job performance includes many potential outcomes. Some are of primary value to the organization- for example the objective outcomes. Other outcomes are of primary importance to the individual- job satisfaction.\footnote{15}

1.3 THEORIES OF JOB SATISFACTION:

The concept of job satisfaction underwent several changes and in course of time several theories were advanced. There are vital differences among experts about the concept of job satisfaction. Some widely used job satisfaction theories are:
(a) Fulfillment Theory

The proponents of this theory measure satisfaction in terms of rewards a person receives or the extent to which his needs are satisfied. Further they thought that there is a direct/positive relationship between job satisfaction and the actual satisfaction of the expected needs. The main difficulty in this approach is that job satisfaction as observed by Willing, is not only a function of what a person receives but also what he feels he should receive as there would be considerable difference in the actual and expectations of persons. Thus, job satisfaction cannot be regarded as merely a function of how much a person receives from his job. Another important factor/variable that should be included to predict job satisfaction accurately is the strength of the individuals' desire of his level of aspirations in a particular area. This led to the development of the discrepancy-theory of job satisfaction.

(b) Discrepancy Theory

The proponents this theory argue that satisfaction is the function of what a person actually receives from his job situation and what he thinks he should receive or what he expects to receive. When the actual satisfaction derived is less than expected satisfaction, it results in dissatisfaction. Job satisfaction and dissatisfaction are functions of the perceived relationships between what one wants from one's job and what one perceives it is offering. This approach does not make it clear whether or not over satisfaction is a part of dissatisfaction and if so, how does it differ from dissatisfaction. This led to the development of equity theory of job satisfaction.

(c) Equity Theory

Equity theory is primarily a motivation theory, but it has some important things to say about the causes of satisfaction/dissatisfaction. The proponents of this theory are of the view that a person's satisfaction is determined by his perceived equity, which in turn is determined by his input-output balance compared to his comparison of others. Input-output balance is the perceived ratio of what a person receives from his job relative to what he contributes to the job. This theory is of the view that both under and over rewards lead to dissatisfaction. While the under-reward causes feelings of unfair treatment, over-reward leads to feelings of guilt and discomfort.
(d) Herzberg's Motivation/ Hygiene Theory (Two factors theory):

This theory was developed by Herzberg, Manusner, Peterson and Capwell who identified certain factors as satisfiers and dissatisfies. Factors such as achievement, recognition, responsibility etc, are satisfiers, the presence of which causes satisfaction but their absence does not result in dissatisfaction. On the other hand, factors such as supervision, salary, working conditions etc are dissatisfiers, the absence of which causes dissatisfaction. Their presence however, does not result in job satisfaction. The studies designed to test their theory failed to give any support to this theory, as it seems that a person can get both satisfaction and dissatisfaction at the same time, which is not valid.17

Fredrick Herzberg's motivation/hygiene theory assumes that one group of factors, motivators, accounts for high level of motivation. Another group of factors, hygiene or maintenance factors can cause discontent with work.

The implications of Herzberg's research is that although managers must carefully consider hygiene factors in order to avoid employee dissatisfaction, even if all these maintenance needs are advanced, people may not be motivated to work harder. Only motivators cause employers to exert more effort and thereby attain more productivity, and this theory suggests that managers should utilize the motivators as tools to enhance employee performance.

(e) Maslow’s Hierarchy of Needs Theory

One theory of human motivation that has received a great deal of exposure in the past was developed by Abraham Maslow. Until the more basic needs are adequately fulfilled, a person will not strive to meet higher needs. In this theory Maslow classified human needs into five categories that ascend in a definite order as follows:

1) Physiological needs
2) Safety and security needs
3) Belonging and love needs
4) Esteem needs and
5) Self- actualization needs.
As assumption often made by those using Maslow's hierarchy is that workers in modern, technologically advanced societies basically have satisfied their physiological, safety and belonging needs. Therefore they will be motivated by the needs for self-esteem, esteem of others, and then self-actualization. Consequently, conditions to satisfy these needs should be present at work; the job itself should be meaningful and motivating.

(f) Process Theories of Motivation

Process theories suggest that a variety of factors may prove to be motivating. Depending on the needs of the individual, the situation the individual is in, and the rewards the individual expects for the work done. Theorists who hold to this view do not attempt to fit people into the single category, but rather accept human differences.

One process theory by Lyman Porter and E.E Lawler focuses on the value a person puts on a goal as well as the person's perception of workplace equity, or fairness, as factors that influence his or her job behavior. In a work situation, perception is a way an individual views the job. Figure-2.1 contains a simplified Porter and Lawler motivation model, which indicates that motivation is influenced by people's expectations. If expectations are not met, people may feel that they have been unfairly treated and consequently become dissatisfied. The essence of a Porter and Lawler view of a motivation is perception.

Figure – 2.1

Porter and Lawler Motivation Model
(g) Expectancy Theory

Expectancy theory concentrates, as the name implies, on the expectations which employees bring with them to work situation and the context and manner in which these expectations are satisfied. The underlying hypothesis is that "appropriate levels of effort, and hence productivity, will only be extended if employees' expectations are fulfilled". It does not assume a static range of expectations common to all employees but rather points to the possibility of different sets of expectations. Rewards are seen as fulfilling or not fulfilling expectations. Expectancy theory challenges management to demonstrate to employees that extra effort will reap a commensurate reward. The link between effort and reward needs to encompass both the pay packet and a variety of other extrinsic or intrinsic rewards. Reward schemes must therefore create a positive link between the size of the pay packet and the effort expended for employees primarily motivated by money. For others links must be created between effort and rewards which include job satisfaction and praise and other forms of recognition.18

(h) Variance Theory

Variance theory is based on a simple idea: if you want x from your work then you are satisfied to the extent that it provides you with x. The major problem for variance theorists is defining what it is that people want from their jobs. One way of solving this is to borrow concepts from motivation theory so that variance in what is wanted and what is available from a job occurs: for example, in the extent to which self-actualizing needs can be fulfilled. This means that by borrowing from motivation theory some researchers can specify in advance the variations in job satisfaction that employees could meaningfully report in their jobs. Another approach assumes the relevant variances depend on the nature of the work and thus differ from occupation to occupation. This provides a more flexible framework with which to analyze problems of low job satisfaction within occupations.

(i) Job Characteristics

If variance theory suggests the cause of job satisfaction is subjective, the job characteristics model suggests the opposite: the cause of job satisfaction is be found in the objective characteristics of a job. Job design studies explored a new field when behavioral scientists focused on identifying various job dimensions that would improve simultaneously the efficiency of organization and job satisfaction of employees.
Hackman and Oldham first outlined this view in 1975; their model many inspired and its key concepts still provide the foundations of job satisfaction and job characteristics research. The job characteristics model proposes that three psychological states of a jobholder result in improved work performance, internal motivation, and lower absenteeism and turnover. The motivated, satisfied, and productive employee is one who (1) experiences meaningfulness of work performed (2) experiences responsibility for work outcomes, and (3) has knowledge of the results of the work performed. Achieving these three psychological states serves as reinforcement to the employee and as a source of internal motivation to continue doing the job well. According to Hackman and Oldham, five core dimensions of job characteristics are as follows:

1) **Skill Variety**: The degree to which a job entails a variety of different activities, which demand the use of number of different skills and talents by the jobholder.

2) **Task Identity**: The degree of which the job requires completion of a whole and identifiable piece of work that is doing a job from beginning to end with a visible outcome.

3) **Task Significance**: The degree to which the job has a substantial impact on the lives or work of other people, whether in the immediate organization or in the external environment.

4) **Autonomy**: The degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out. Autonomy deals with the amount of freedom that employees can exercise in their job.

5) **Task Feedback**: The degree to which carrying out the work activities required by the job results in the individual being given direct and clear information about the effectiveness of his or her performance. It is important to realize that each of five job characteristics affects employee performance differently. Therefore employees will experience the greatest motivation when all five characteristics are present, since the job characteristics combine to produce the three psychological states.
Further, when these critical psychological states are experienced, work motivation and job satisfaction will be high. Furthermore, behavioral outcomes, such as the quality of work and attendance, may also be improved.

Thus, the theory encompasses not only job characteristics and job satisfaction, but also work design principles, psychological studies and motivation. The attraction of such an ambitious model has been amplified by its clear specification of concepts and relationships between them and readily available measuring instrument. Particularly well established are the relationships between job characteristics and job satisfaction.23

1.4 FACTORS OF JOB SATISFACTION

Factors of job satisfaction focuses on the effects of job enrichment and job design, or the quality of work. Balancing job satisfaction with performance is needed. Organizational climate contains these elements.

1.4.1 Job enrichment

An “enriched” job is one in which an employee has opportunities for achievement, recognition, advancement, responsibility, and growth. Enriched jobs are those in which employees can be involved in the production of goods or services from beginning to end. They are not a series of limited, specialized activities, repeated over and over. Rather, enriched jobs are those in which the workers have the opportunity to see processes or tasks through from start to finish. Enriched jobs contain five core work dimensions: task identity, task significance, skill variety, autonomy, and feedback. The presence of these components within the job will then lead to critical psychological states of meaningfulness of work, responsibility for work outcomes, and knowledge of work outcomes. The presence of these psychological states leads ultimately, to motivation, high quality performance, low absenteeism and turnover and high job satisfaction.

An example of an enriched job is that of a small city municipal employee who has responsibility for the general operations of government. The municipal employee's job requires the traditional duties of a manager; planning; organizing, staffing, directing, coordinating, reporting, and budgeting (POSDCORB). Job enrichment among managerial and professional employees is often inherent in the nature of their work. Those who perform support functions and operate the organization's technology are those for whom job enrichment is difficult, though not always impossible.
1.4.2 Quality of work life

Another way to increase job satisfaction among employees is to provide a high quality of work-life (QWL) environment, in which employees may be productive because their work situation is one in which they find satisfaction. A QWL environment may contain either routinized jobs or enriched jobs. The key to QWL is the institutionalization of the following components, all within the employer's purview:

i) Fair and adequate compensation;

ii) Safe and healthy work environment;

iii) Opportunities to develop human capacities by performing meaningful work and suggesting new ways of doing job tasks;

iv) Growth and security, which includes opportunities to improve knowledge, skills, and abilities, and a sense of job security;

v) Social integration, which includes the opportunity to interact favorably with both co-workers and manager;

vi) Constitutionalism, which includes personal policies that are administered fairly, a work environment free of harassment, and equal opportunities for employees to advance;

vii) Total life space, which includes the ability to balance the demands of home and work; and

viii) Social relevance, which includes pride in both the job and the employer.

A high quality of work life can result from a determined effort on the part of a human resource manager. It may also exist simply as a result of concerned executives and skilled managers who display "good management". The presence of QWL factors in an organization sets the stage for job satisfaction to occur. The factors are a backdrop against which the activities of both employees and supervisors take place. Without them the work environment can be uncomfortable, even hostile. With QWL factors in place, the real business of balancing job satisfaction and performance can begin. If quality working conditions are not present, people will become dissatisfied. They may look for other jobs. They may simply perform at a minimal level. In either event, the organization will lose. What employees at all levels of the organization want is "good work" is not only a job, but also a source of financial support; that is:
• Work that allows people to use the skills that are unique and special to them;

• Work that allows people to be in relationships with one another at the work place; and

• Work that allows people to produce something that is "good" something to which they can look with pride, something that has social relevance.24

Quality of work life is a multi-faceted concept and its premise is having a work environment where an employee's activities become more important.25 Alert and conscientious human resource managers, reviewing the working environment in their organizations, can discover and prevent uncomfortable conditions. This means implementing procedures or policies that make the work less routine and more rewarding for the employee. These procedures or policies include autonomy, recognition, belonging, progress and development, and external rewards.

Elements of QWL that can influence directly are total life space, good managerial relations, fair and adequate compensation, and safe and healthy work environment, which are explained below:

1.4.2.1 Total Life Space

The idea of "total life space" is a new concept growing importance as the number of employees grow. Employees want to balance the demands of work and home. To fulfill this, they expect a reasonable amount of work, but not so much that the job interferes with personal life.

1.4.2.2 Good Managerial Relations:

The second most important factor in fostering job satisfaction is "good managerial relations". Those who act to maintain good relations with their employees exhibit the following behaviors: help with job related problems, awareness of employee difficulties, good communication, and regular feed-back about the performance so that employees always know where they stand. Employees want to have input into decisions that affect them and to feel important. They want to be informed and involved. When a job brings recognition and respect, employees experience satisfaction with it. This is an easy condition to create with feedback.
1.4.2.3 Fair and Adequate Compensation

Adequate compensation is another important influence on employee job satisfaction. Employees do expect fair and adequate compensation— a day's pay for a day's work. The component of compensation that influences satisfaction appears to be "equity" rather than amount however. Satisfaction with wages is more dependent on relative than on absolute pay, on comparison with others, and on perceptions of fairness. While within organizations there is a correlation between job satisfaction and pay, it is very small. Employees are consistently more satisfied because of equity than they are because of high wages. Employees at work have a clear idea of what they ought to be paid in comparison with others, and in relation to their skill, and experience, and so fourth. They want their performance, seniority, age, and education to be recognized and rewarded.

1.4.2.4 Work Environment

Employee job satisfaction is also influenced by the quality of the working environment both its physical attributes and the degree to which it provides meaningful work. While a comfortable physical environment is correlated with job satisfaction, the relationship is not merely as strong as the relationship between satisfaction and managerial behavior.

Employees want certain conditions in their work they want to believe that what they do will ultimately make a difference to someone in someway. They want to participate in decision making, opportunities to grow and develop, and same opportunities for their coworkers regardless of race, sex, or age.26

1.5 CONSEQUENCES OF JOB SATISFACTION

The consequences of job satisfaction are as follows:

1.5.1 Job Satisfaction and Productivity:

The relationship between job satisfaction and productivity is not definitely established. The consensus, however, is that in the long-run job-satisfaction leads to increased productivity. The strongest implication of much of the research is that the two variables, job-satisfaction and performance, are relatively independent of each other. There are two possible reasons for this. The first is that in many jobs variations in
satisfaction cannot lead to variations in productivity. Secondly, even when correlations do appear, the associations may be spurious, since both may be associated with other factor. In other words, job-satisfaction and productivity may be well have largely separate casual paths: one set of factors (e.g. investment in technology) determines productivity, another set (e.g. perceived equity of rewards) produces job-satisfaction.

There are some conditions under which high productivity more clearly leads to high job-satisfaction. One condition is that the employees perceive that intrinsic and extrinsic rewards are contingent upon their productivity. The second condition is that the extrinsic rewards (pay for example) be distributed equitably. Inequitable distribution fails to convince the employees close correlations between hard work and rewards. Fig-2.2 developed by Lawler and Porter illustrates the similarly between performance and satisfaction.

There is no simple formula for predicting a employee satisfaction, because an employee who performs well in his job gets both intrinsic and extrinsic rewards which will lead to his satisfaction. A poor performer will feel worse about his incompetence and
will receive fewer rewards. He will be less satisfied with his work experience. Furthermore, the relationship between productivity and job satisfaction is not entirely clear. The critical factor is what employees expect from their jobs and what they are receiving as rewards from their jobs. Although job satisfaction itself is interested and important, perhaps the “bottom line” is the impact that job satisfaction has on organizational commitment, which affects the goal of productivity, quality, and service. If employees are committed to an organization, they are more likely to be more productive.28

Human resources managers contribute to improved productivity directly by finding better and more efficient ways to meet their objectives and indirectly by improving the quality of work life for employees. Productivity is the ratio of an organization’s outputs (goods and services) to its inputs (people, capital, materials, and energy).

\[
\text{Productivity} = \frac{\text{Outputs}}{\text{Inputs}} = \frac{\text{Goods and services}}{\text{People, Capital, Materials, Energy}}
\]

Productivity increases as an organization finds new ways to use fewer resources to produce its output. In a business environment, productivity improvement is essential for long-run success. Through gains in productivity managers can reduce costs, save scarce resources, and enhance profits. In turn, improved profits allow an organization to provide better pay, benefits, and working conditions. The result can be a higher quality of work employees, who are more likely to be motivated toward further improvements in productivity.29

1.5.2 Job Satisfaction and Employee Turnover

Turnover is process in which employee leave the organization and have to be replaced. Like absenteeism, turnover is related to job dissatisfaction. Turnover occurs when employees leave an organization and have to be replaced. Excessive turnover can be a very costly problem, one with a major impact on productivity. But cost is not the
only reason turnover is important. Lengthy training times, interrupted schedules, additional overtime, mistakes and not having knowledgeable employees in place are some of the frustrations associated with excessive turnover. For example, in the United State, the national turnover rate for hospital nurses was 12% in 1996, 15% in 1999, and 26.2% in 2000. Turnover is a serious problem in part because of its relationship to decreased quality of care and extra expense for employers.

High employee turnover is of considerable concern for employers because it disrupts normal operations, causes morale problems for that stick on, and increases the cost involved in selecting and training replacements. The employer does whatever possible to minimize turnover, making employees feel satisfied on their jobs, and being one such. The withdrawal behavior of employees is modified by certain factors. Loyalty to the organization is one such. Some employees cannot imagine themselves working elsewhere, however dissatisfied they are in their present job. Availability of other places of employment also influence turnover.

1.5.2.1 Types of Turnover

There are two types of turnover. Turnover often is classified as voluntary or involuntary. The involuntary turnover occurs when an employee is fired. Voluntary turnover occurs when an employee leaves by choice and can be caused by many factors. Causes include lack of challenge, better opportunity elsewhere, pay, supervision, geography, and pressure. Certainly, not all turnovers are negative. Some workforce losses are quite desirable, especially if those workers who leave are lower performing, less reliable individuals.

1.5.2.2 Measuring Turnover:

The turnover rate for an organization can be computed in different ways. The following is the formula that the U.S. Department of Labor is widely used. (Separation means leaving the organization).

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\text{Number of employee separations during the month} \div \text{Total number of employees at midmonth} \times 100
\]
Common turnover figures range from zero to over 100% per year, and normal turnover rates vary among industries. Organizations that require entry-level employees to have skills are likely to have higher turnover rates among those employees than among managerial personnel. As a result, it is important that turnover rates be computed by work units. For instance, one organization had a company wide turnover rate that was not severe- but 80% of the turnover occurred within one department. This imbalance indicated that some action was needed to resolve problems in that unit.

1.5.2.3 Controlling Turnover

Turnover can be controlled in several ways. During the recruiting process, the job should be outlined and a realistic preview of the job presented, so that the reality of the job matches the expectations of the new employee. A good way to eliminate voluntary turnover is to improve selection and to better match applicants to jobs. By fine-tuning the selection process and hiring people who will not have disciplinary problems and low performance, employers can reduce involuntary turnover.

Good employee orientation also helps reduce turnover, because employees who are properly inducted into the company and are well trained tend to be less likely to leave. Compensation also is important. A fair and equitable pay system can help prevent turnover. Inadequate rewards may lead to voluntary turnover, especially with employees such as salespeople, whose compensation is tied directly to their performance. Career planning and internal promotion can help an organization keep employees, because if individuals believe they have no opportunities for career advancement, they may leave the organization.

Finally turnover may be linked to personal factors that the organization cannot control. This is particularly true with part time workers. Here are some of the many reasons employees quit that cannot be controlled by the organization:

1) the employee moves out of geographic area,
2) the employee decides to stay home for family reasons,
3) the employee's spouse is transferred, or
4) a student employee graduates from college.
Even though some turnover is inevitable, organizations must take steps to control turnover, particularly that caused by organizational factors such as poor supervision, inadequate training, and inconsistent policies. HR activities should be examined as part of the turnover control efforts.  

1.5.3 Job Satisfaction and Absences

Correlation of satisfaction to absenteeism is also proved conclusively. Employees who are dissatisfied are more likely to take "mental health" days, i.e. days off not due to illness or personal business simply stated, absenteeism is high when satisfaction is low. As in turnover, absenteeism is subject to modification by certain factors. The degree to which people feel that their jobs are important has a moderating influence on their absence. Employees who feel that their work is important tend to clock in regular attendance. Besides, it is important to remember that while high job-satisfaction will not necessarily result in low absenteeism, low satisfaction is likely to bring about high absenteeism. Absenteeism is expensive. Being absent from work may seem like a small matter to an employee. But if a manager needs 12 people in a unit to get the work done, and 4 of the 12 are absent most of the time, the unit's work will probably not get done, or additional workers will have to be hired.

1.5.3.1 Types of Absenteeism

Employees can be absent from work for several reasons. Figure-2.3 depicts the reasons for unscheduled absences. Clearly, some absenteeism is unavoidable. People do get sick and have family issues such as sick children that make it impossible for them to attend work. This is usually referred to as involuntary absenteeism. However, much absenteeism is avoidable; it is called voluntary absenteeism. Often, a relatively small number of individuals in the workplace are responsible for a disproportionate share of the total absenteeism in an organization.
Reasons for Unscheduled Absences

Many employers have sick-leave policies that allow employees a certain number of paid absent days per year, because illnesses, death in the family, and other personal reasons for absences are unavoidable and understandable. Absenteeism tends to be higher in governmental agencies, utilities, and manufacturing firms. Absenteeism is lowest in retail/wholesale firms, possibly because those industries use a large percentage of part-time workers.

1.5.3.2 Measuring Absenteeism

Controlling or reducing absenteeism must begin with continuous monitoring of the absenteeism statistics in work units. Such monitoring helps managers pinpoint employees who are frequently absent and the departments that have excessive absenteeism.

Various methods of measuring computing absenteeism exist. One formula for computing absenteeism rates, suggested by the U.S department of labor, is as follows:

Number of person-days lost through job absence during period

\[ \text{Number of person-days lost} \times \frac{100}{\text{Average number of employee} \times \text{number of work days}} \]

Note: (This rate can also be based on number of hours instead of number of days).
1.5.3.3 Controlling Absenteeism

Controlling voluntary absenteeism is easy if managers understand its causes more clearly. However, there are a variety of thoughts on reducing voluntary absenteeism. Organizational policies on absenteeism should be stated clearly in an employee handbook and stressed by supervisors and managers. The policies and rules an organization uses to govern absenteeism may provide a clue to the effectiveness of its control. Studies indicate that absence rates are highly related to the policies used to control absenteeism.

Absenteeism control options fall into three categories:

a. Discipline

b. Positive reinforcement, and

c. a combination of both. A brief look at each is as follows:

• **Disciplinary Approach:** Many employers use a disciplinary approach. People who are absent for the first time receive an oral warning, but subsequent absences bring written warnings, suspension, and finally dismissal.

• **Positive Reinforcement:** Positive reinforcement includes such methods as giving employees cash, recognition, time off, or other rewards for meeting attendance standards. Offering rewards for good attendance, giving bonuses for missing fewer than a certain number of days, and "buying back" unused sick leave are all positive methods of reducing absenteeism.

• **Combination Approach:** Combination approaches ideally reward desired behaviors and punish undesired behaviors. One of the most effective absenteeism control methods is to provide paid sick-leave banks for employees to use up some level. Once that level is exhausted, then the employees may face the loss of some pay if they miss additional work unless they have major illness in which long-term disability insurance coverage would begin.
Another method is known as a "no fault" absenteeism policy. Here, the reasons for absences do not matter, but the employees must manage their time rather than having managers make decisions about their excused and unexcused absences. Once absenteeism exceeds normal limits, then disciplinary action up to and including termination of employment can occur.

Some firms have extended their policies to provide a paid time-off (PTO) program in which vacation time, holidays and sick leave for each employee are combined into a PTO account. Employees use days from their accounts at their discretion for illness, personal time or vacation. If employees run out of date in their accounts, then they are not paid by any additional days missed. The PTO programs generally have reduced absenteeism, particularly one day absences, but overall, time away from work often increases because employees use all of "their" time off by taking unused days as vacation days.32

1.5.4 Job Satisfaction and Safety

Poor safety practices are a negative consequence of low satisfaction level. When people are discouraged about their jobs, company, and supervisors, they are more liable to experience accidents. An underlying reason for such accidents is that discouragement may take one's attention away from the task at hand. Inattention leads directly to accidents. For example, many hand injuries from power tools can be attributed to the operator not paying careful attention.

1.5.5 Job Satisfaction and Job Stress

Job stress is the body's response to any job-related factor that threatens to disturb the person's equilibrium. In the process of experiencing stress, the employee's inner state changes. Prolonged stress can cause the employee serious ailments such as heart disease, ulcer, blurred vision, lower back pain, dermatitis, and muscle aches.

Chronic job-dissatisfaction is powerful source of job stress. The employee may see no satisfactory short term solution to escaping this type of stress. An employee trapped in a dissatisfying job may withdraw by such means as high absenteeism and tardiness; or the employee may quit.
Employees under prolonged stress stemming from job-dissatisfaction often consume too much alcohol, tobacco, and drugs. These employees are costly to the management in terms of time lost due to frequent absences and increased payments towards medical reimbursement.

1.5.6 Job Satisfaction and Unionization

It is proved that job-dissatisfaction is a major cause for unionization. Dissatisfaction with wages, job security, fringe benefits, chances for promotion and treatment by supervisors are reasons, which make employees, join unions. Another dimension is that job- dissatisfaction can have an impact on the tendency to take action within the union, such as filling grievances or striking.

1.5.7 Other Effects of Job-satisfaction

In additions to the above, it has been claimed that satisfied employees tend to have better mental and physical health and learn new job related tasks more quickly. All things considered practicing managers and organizational behavior researchers would agree that job-satisfaction is important to an organization. Critics however, point out this is pure conjecture because there is so much we do not know about the positive effects of satisfaction. On the other hand, when job-satisfaction is low, there seems to be negative effects on the organization that have been documented. So if only from the standpoint of viewing job-satisfaction as a minimum requirement or point of departure, it is of value to the organization's overall health and effectiveness and is deserving of study and application in the field of organizational behavior.33

1.5.8 Specific Variables

There have been attempts to establish whether specific variables such as gender, age, personality and job and life satisfaction are predictive of job- satisfaction. There has also been considerable interest in the complex relationship between an individual's job-satisfaction and satisfaction with other aspects of his or her life.34

(a) Gender

It may well be that women, despite having strong psychological attachment to work have lower expectations and therefore employ different social comparison processes to men when evaluating the jobs. There is some evidence that job-
characteristics have a different impact on men and woman. For example, autonomy seems to be more important for men's job satisfaction than women's, whereas supportive supervision has more impact on women's job satisfaction than men's.

(b) Age

Whilst for many years no relationship between age and job-satisfaction was consistently identified. There now seems to be a growing amount of evidence that there is a relationship. Perhaps one would expect the relationship to be linear, i.e. older employees reporting higher levels of job-satisfaction than younger employees. But the relationship appears to be more complex than this. Recent evidence suggests the relationship is U-shaped. Very young employees report higher levels of satisfaction than those in their late 20s. Job satisfaction seems to rise again, with older employees reporting higher levels of job satisfaction.

(c) Personality

Whilst the concepts of extraversion and neuroticism were characterized as traits, i.e. general predispositions, they can also be manifested in more specific states—positive affect and negative affect (PA and NA.). These are independent of each other. High positive affect is marked by feelings of excitement and enthusiasm. High negative affect is characterized by feelings of fear, anger, sadness, and guilt. Neuroticism and extroversion, with their associated affective states, provide the psychological context in which people experience their work, i.e. a generalized tendency to experience positive and/or negative feelings. And, indeed, strong relationships exist between measures of PA and NA and job-satisfaction.

(d) Job and Life Satisfaction

The extent to which job and life satisfaction are connected has been a question which sociologists, from Marx and Engel's onwards, have attempted to answer. There is a speculation that there are three possible forms of the relationship between job satisfaction and life satisfaction: (1) spillover, where job experiences spill over into nonwork life and vice versa; (2) segmentation, where job and life experiences are separated and have little to do with one another; and (3) compensation, where an individual seeks to compensate for a dissatisfying job by seeking fulfillment and happiness in his or her nonwork life and
vice versa. Consistent with the spillover model, studies indicated that job and life satisfaction are correlated. However, it also seems possible the causality could go the other way—a happy or unhappy life spills over into one's job experience and evaluations. In fact, the research suggests that the relationship between job and life satisfaction is reciprocal—job satisfaction does affect life satisfaction, but life satisfaction also affects job satisfaction.

The research literature on job satisfaction shows a consistent relationship between job satisfaction and depression. However, to counter this, there is evidence that job loss and other work events are in fact associated with depression. Thus, dissatisfaction resulting from one's job spill over into one's psychological well-being. Organizations only have so much control over a person's job satisfaction, because for many people, their job satisfaction is a result, in part, of spillover of their life satisfaction. However, continuing to take actions to address low job satisfaction is not only important for organizational effectiveness, but by not doing so, organizations can cause spillover of employees low job satisfaction into their life satisfaction and well-being.35

1.6 JOB SATISFACTION AND DISSATISFACTION

As Tiffin and McCormick point out, the satisfaction which an individual obtains in employee's job is largely the result of the extent to which different aspects of employee's work situations are relevant to job-related value systems.36 Job satisfaction is of almost significance from the standpoint of employee morale. It is a complex of different attitudes, possessed by an individual. These attitudes relate to a several aspects of the job such as opportunity for advancement, job security, opportunity to use ideas, opportunity to learn job, opportunity for public service, steadiness of employment, supervision, pay, coworkers, working conditions, cleanliness, working hours, ease at work, company benefits, communication, recognition and allied factors.37 In addition to these job-related factors, individual adjustment and group relationships outside the job also form major determinants of job satisfaction. Obviously, job satisfaction and job dissatisfaction are two separate dimensions.38

Harrell, on the basis of numerous studies classifies determinants of job satisfaction and dissatisfaction in three groups including personal factors, factors inherent in the job and factors controlled by the management.39
1.6.1 Personal Factors

Personal factors relating to the job satisfaction are sex, number of dependents, age, and time on job, intelligence, education and personality. First usually women are more satisfied than men in their jobs. It is perhaps because of the fact that they have less ambition and financial needs than their counterpart. Second, job dissatisfaction increases with the increasing number of dependents. Presumably, increased financial stress leads to greater dissatisfaction in jobs. Third, older individuals in white-collar jobs have greater intrinsic job satisfaction but less financial and job status satisfaction. However, the relationship between job satisfaction and age is uncertain. Fourth, it is indicated that job satisfaction is relatively high at the start and end of the job duration and low in the middle period of the job. Fifth, the relationship between job satisfaction and intelligence is a function of nature of work. Intelligent individuals in less challenging and repetitive work are found to be dissatisfied. Sixth, education has dubious relationship with job satisfaction. Individuals with high education are likely to be satisfied with their depending upon advancement policies and opportunities in relation to education in the company. Lastly, personality forms a major determinant of job satisfaction and dissatisfaction. It has been shown that neurotic tendency causes job dissatisfaction in jobs of "greater" strain and that there is highly positive relationship between general satisfaction and job satisfaction. Explicitly, job dissatisfaction is likely to occur because of personality characteristics, which cause dissatisfaction outside the work situation. Indeed, the personality maladjustment in general, is a significant source of job dissatisfaction.

1.6.2 Factors Inherent In the Job

These factors found to be important in the selection of employees. Instead of being guided by their co-workers and supervisors, the skilled workers would rather like to be guided by their own inclination to choose jobs in consideration of 'what they have to do'.

The job satisfaction inherent in the job itself relates to the nature of work, skill required, occupational status, geographical location and size of the organization. First, the nature of work determines job satisfaction. Usually, varied work causes more job satisfaction than repetitive work. Obviously, the factory workers are found to be less satisfied than professionals. However, the relationship between job satisfaction and nature of work is confused by the involvement of other factors such as skill, pay and status.
Second, the job satisfaction is determined by the skill required in the job. Factors such as conditions of work and wages only assume significance where satisfaction in skill declines. Third, occupational status as perceived by the individual himself and others whose opinion he values forms a factor in job satisfaction. Frequently, white-collar jobs are rated high, although there may be variations in the prestige value of the occupations from community to community. It has been indicated that individuals are less satisfied in jobs, which have lower social status and prestige. Fourth, geographical locations are related to job satisfaction. Usually, individuals in the mountain areas are found to be the least satisfied with their jobs. Likewise individuals in the large cities have less job-satisfaction than those in small cities. Last, size of the organization is a factor in job satisfaction. In smaller organizations, individuals are more satisfied than in larger ones. This is because of the fact that the former involves greater participation and personal relations than the latter.

1.6.3 Factors Controlled By the Management

Job satisfaction factors controlled by the management include job security, pay, fringe benefits, opportunity for advancement, working conditions, coworkers, responsibility, supervision, transfer policies, duration of work and downward flow of information.

**Job Security**: Steady employment of job security is a determinant of job satisfaction, although its importance varies in terms of marital status and number of dependents. Explicitly, job security is a great source of satisfaction for individuals with several dependents than for single individuals.

**Transfer Policies**: A systematic transfer policy is needed to maintain harmonious relations between management and employees. The management should transfer an employee in the interest of organization and not to victimize him.

Similarly, the employee should seek transfer for his betterment and not to create problems for the management. A sound transfer policy is, therefore, needed to maintain reasonable consistency of treatment throughout the organization.41

**Pay**: Pay plays a significant role in influencing job-satisfaction. This is because of two reasons. First, money is an important instrument in fulfilling one's needs; and two;
employees often see pay as a reflection of management's concern for them. Employees want a pay system, which is simple, fair and in line with their expectations. When pay is seen as fair, based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. What needs emphasis is that it is not the absolute amount paid that matters, rather it is one's perception of fairness.

**Nature of Work:** Most employees crave intellectual challenges on jobs. They tend to prefer being given opportunities to use their skills and abilities and being offered a variety of tasks, freedom, and feedback on how well they are doing. These characteristics make jobs mentally challenging. Jobs that have too little challenge create boredom. But too much challenge creates frustration and a feeling of failure. Under conditions of moderate challenge, employees experience pleasure and satisfaction.

**Promotions:** Promotional opportunities affect job-satisfaction considerably. The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence, status and like. An average employee in a typical government organization can hope to get two or three promotions in his entire service, though chances of promotions are better in private sector. It is no surprise that the employees take promotion as the ultimate achievement in his career and when it is realized, he/she feels extremely satisfied.

**Supervision:** Supervisors is the set of people who are related to job satisfaction in any organization because they who establish a supportive personal relationship with subordinates and take a personal interest in them contribute to their employee satisfaction. They also help the new employee to clarify goals and paths of the organization.

**Work Group:** The work group does serve as source of satisfaction to individual employees. It does so primarily by providing group members with opportunities for interaction with each other. It is well-known that for many employees work fills the need for social interaction.

The work group is even stronger source of satisfaction when members have similar attitudes and values. Having people around with similar attitudes causes less friction on a day-to-day basis. Co-workers with similar attitudes and values can also provide some confirmation of a person's self-concept: "We are ok and you are ok".
**Working Conditions:** Working conditions that are compatible with an employee's physical comfort and that facilitate doing a good job contribute to job-satisfaction. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the work place, and adequate tools and equipments are the features which affect job-satisfaction.

The assumption that working conditions and satisfaction are interrelated contradicts the two-factor theory of motivation. According to this theory working conditions are a part of maintenance factors, which when provided, help remove dissatisfaction but not satisfaction and the opposite of dissatisfaction is no-satisfaction but not satisfaction.

Thus, while working conditions constitute a source of job-satisfaction, they are relatively minor source. Generally, unless working conditions are either extremely good or bad, they are taken for granted by most employees. Only when employees themselves change jobs or when working conditions change dramatically over time (e.g. moving into new facilities) do working conditions assume more relevance.42

1.7 JOB SATISFACTION AND JOB WITHDRAWAL

Job satisfaction is a pleasurable feeling that results from the perception that one's job fulfils or allows for the fulfillment of one's important job values. This definition reflects three important aspects of job satisfaction. *First,* job satisfaction is a function of values, defined as "what a person, consciously or unconsciously desires to obtain." *Second,* this definition emphasizes that different employees have different views of which values are important, and this is critical in determining the nature and degree of job satisfaction. One person may value high pay above all else; another may value the opportunity to travel; another may value staying within a specific geographic region. The *third* important aspect of job satisfaction is perception. It is one's perception of one's present situation relative to one's values that matters. An individual's perception may not be a completely accurate reflection of reality, and different people may view the same situation differently. Thus, values, perceptions, and importance are the three components of job-satisfaction. People will be satisfied with their jobs as long as they perceive that their jobs meet their important values.
1.7.1 JOB DISSATISFACTION AND PROCESS OF JOB WITHDRAWAL

Job withdrawal is a set of behaviors that dissatisfied individuals enact to avoid the work situation. The right side of Figure-2.4 shows a model grouping the overall set of behaviors into three categories: behavior change, physical job withdrawal, and psychological job withdrawal.

Various forms of withdrawal are in a progression, as individuals try the next category only if the preceding is either unsuccessful or impossible to implement. The theory of progression of withdrawal has a long history and many adherents. Others have suggested that there is no tight progression in that any one of the categories can compensate for another, and people chose the category that is most likely to redress the specific source of dissatisfaction. Either way, the withdrawal behaviors are clearly related to one another, and they are all at least partially caused by job-dissatisfaction.

Figure – 2.4

An Overall Model of the Job Dissatisfaction - Job withdrawal process

1.7.1.1 Behavior Change:

One might expect that an employee's first response to dissatisfaction would be to try to change the conditions that generate the dissatisfaction. This can lead to supervisor-subordinate confrontation, perhaps even conflict, as dissatisfied employees try to bring about changes in policy or upper level personnel. Where employees are unionized, it can lead to an increased number of grievances being filed. Although at first this type of conflict can feel threatening to the manager, on closer inspection, this is really an opportunity for the manager to learn about and perhaps solve an important problem.
Employees can also sue their employers when the disputed policies relate to race, sex, safe working conditions, or any other aspect of employment regulated by state or federal laws. Such suits are costly, both financially and in terms of the firm's image, regardless of whether the firm wins or loses. Most employers would prefer to avoid litigation altogether. Keeping a majority of their employees happy is one means of achieving this.

1.7.1.2 Physical Job Withdrawal:

If the job conditions cannot be changed, a dissatisfied employee may be able to solve the problem by leaving the job. This could take the form of an internal transfer if the dissatisfaction is job-specific (the result of an unfair supervisor or unpleasant working conditions). On the other hand, if the source of dissatisfaction relates to organization wide policies (lack of job security or below-market pay levels), organizational turnover is likely.

Many employees who would like to quit their job have to stay on if they have no other employment opportunities. Another way of physically removing oneself from the dissatisfying work is to be absent. Like turnover, absenteeism is disruptive and costly to an organization. Short of missing the whole day, a dissatisfied employee may be late for work. Although not as disruptive as absenteeism, tardiness can be especially costly when companies are organized around teams because the tardy individual often creates difficulties that spill over and affect the other team members.

1.7.1.3 Psychological Withdrawal

When dissatisfied employees are unable to change their situation or remove themselves physically from their jobs they may psychologically disengage themselves from their jobs. Although they are physically on the job, their minds may be somewhere else.

This psychological disengagement can take several forms. First, if the primary dissatisfaction has to do with the job itself, the employee may display a very low level of job involvement. Job involvement is the degree to which people identify themselves with their jobs. People who are uninvolved with their jobs consider their job an unimportant aspect of their lives. For them, performing well or poorly on the job does not really affect their self-concept, which makes them harder to motivate. Over time, job-dissatisfaction leads to low job involvement.
A second form of psychological disengagement, which can occur when the dissatisfaction is with the employer as a whole, is a low level of organizational commitment. Organizational Commitment is the degree to which an employee identifies with the organization and is willing to put forth effort on its behalf. Individuals who have low organizational commitment are often just waiting for the first good opportunity to quit their jobs. In other words, they have developed a strong intention to leave the organization. In the meantime, like individuals with low job involvement, they are often difficult to motivate. Like job involvement, organizational commitment is strongly related to job satisfaction.

1.8 SOURCES OF JOB-DISSATISFACTION

Many aspects of people and organizations can cause dissatisfaction among employees. Organizations need to be aware of these because it is the responsibility of the organizations to raise job satisfaction and reduce employee withdrawal. Some of aspects are as follows:

1.8.1 Personal Dispositions

Personal disposition is the first source of job dissatisfaction. It is not surprising that many who have studied these outcomes have focused on individual differences, because dissatisfaction is an emotion that ultimately resides within the person. Negative affectivity is a term used to describe a dispositional dimension that reflects pervasive individual differences in satisfaction with any and all aspects of life. Individuals who are high in negative affectivity report higher levels of aversive mood states, including anger, contempt, disgust, guilt, fear and nervousness across all contexts.

People who are high in negative affectivity tend to focus extensively on the negative aspects of themselves and others. They are also more likely, in a given situation, to experience significantly higher levels of distress than others- which implies that some people bring dissatisfaction with them to work.

Another construct useful in understanding dispositional aspects of job satisfaction is the notion of core self-evaluations. Core self-evaluations have been defined as a basic positive or negative bottom-line opinion that individuals hold about themselves. A positive core evaluation reflects the person's self image on a number of more specific
traits, including high self-esteem, high self- efficiency internal locus of control, and emotional stability. These factors, both alone and together, have been found to be quite predictive of job satisfaction.

1.8.2 Tasks and Roles:

The second source of job dissatisfaction is tasks and roles. As a predictor of job-dissatisfaction, nothing surpasses the nature of the task itself. Many aspects of the task have been linked to dissatisfaction. Several elaborate theories relating task characteristics to employee reactions have been formulated and extensively tested. There are three primary aspects of task that affect job-satisfaction: the complexity of the task, the degree of physical strain and exertion on the job, and the value of the employee puts on the task.

With a few exceptions, there is a strong positive relationship between task complexity and job satisfaction. That is, the boredom generated by simple, repetitive jobs that do not mentally challenge the employee leads to frustration and dissatisfaction. Moreover, monotony at work has been shown to have a particularly strong negative affect on women relative to men.

The second primary aspect of task that affects job satisfaction is the degree to which the job involves physical strain and exertion. This aspect is some times over looked at a time when automation has removed much of the physical strain associated with the jobs. Indeed, the fact that technology has aimed to lessen work-related physical exertion indicates that such exertion is almost universally considered undesirable. Nevertheless, many jobs can still be characterized as physically demanding.

The third primary aspect is whether the object of the work promotes something valued by the employee. Over one million volunteer employees in the United States perform their jobs almost exclusively because of the meaning they attach to the work. Some of these jobs are even low in complexity and high in physical exertion. These volunteers view themselves as performing a worthwhile service, however, and this override the other two factors and increases satisfaction with the job.

One of the major interventions aimed at reducing job dissatisfaction is job enrichment, which explicitly focuses on the task as a source of dissatisfaction. Job enrichment refers to specific ways to add complexity and meaningfulness to a person's work. As the term suggests, this intervention is directed at jobs that are "impoverished" or boring because of their repetitive nature or low scope.
Another task-based intervention is Job rotation. This is a process of systematically moving a single individual from one job to another over the course of time. Although employees may not feel capable of putting up with the dissatisfying aspects of a particular job indefinitely, they often feel they can do so temporarily. Job rotation can do more than simply spread out the dissatisfying aspects of a particular job. It can increase work complexity for employees and provide valuable cross training in jobs so that employees eventually understand many different jobs. This makes for a more flexible workforce and increases employee's appreciation of the other tasks that have to be accomplished for the organization to complete its mission.

In addition to the specific task performed by an individual, in the broader scheme of work, each person also has a role in the organization. The person's role in the organization can be defined as the set of expected behaviors that both the person and other people who make up the social environment have for the person's in that job. These expected behaviors include all the formal aspects of the job and usually much more as well.

Three aspects of organizational roles stand out as significant influences on job-satisfaction: role ambiguity, role conflict, and role overload. Role Ambiguity refers to the level of uncertainty about what the organization expects from the employee in terms of what to do or how to do it. Ambiguity associated with work methods and scheduling are two of the most problematic forms of ambiguity, but by far the most critical dimension in terms of predicting job-satisfaction is ambiguity around performance criteria. Employees have strong needs to know precisely how they are going to be evaluated on the job— and when this is unclear, job satisfaction suffers.

A second source of dissatisfaction is Role Conflict recognition of incompatible or contradictory demands by the person who occupies the role. Role conflict occurs in different forms. For example, a member of cross-functional project team might have a project manager as well as manager in her functional area who holds mutually exclusive expectations for the employee. Another form of role conflict occurs when the employees may be occupying more than one role at a time and the roles have incompatible expectations. Conflict between work roles and family roles, for example, is common in organizations.
In order to help employees manage role conflict, companies have turned to a number of family-friendly policies in order to recruit both new talent and hold onto the talent they already have. These policies may include provisions for childcare, eldercare, flexible work schedules, job sharing, telecommuting, and extended maternal and paternal leaves. Although these programs create some headaches for managers in terms of scheduling works and reporting requirements, they increase the level of employee commitment to the organization. They have also been linked to increased organizational citizenship behaviors on the part of individual employees, as well as enhanced organizational performance, especially in organizations that employ a large percentage of female employees.

Role conflict is especially a problem when employees are asked to take assignments overseas that are highly disruptive to other members of the family. The inability to effectively manage this type of role conflict is the single biggest cause of expatriate turnover.

Dissatisfaction can also arise from role overload, a state in which too many expectations or demands are placed on the person. Role overload is an increasingly prevalent problem in today's organizations because of their emphasis on downsizing and cost cutting.

1.8.3 Supervisors and Coworkers:

The third source of job dissatisfaction is supervisors and coworkers. The two primary sets of people in an organization who affect job satisfaction are coworkers and supervisors. A person may be satisfied with supervisor and coworkers for one of three reasons. First, he/she may have many of the same values, attitudes, and philosophies that the coworkers and supervisors have. Most individuals find this very important. Indeed, many organizations try to foster a culture of shared values among employees. Even if one cannot generate a unifying culture throughout an entire organization, it is worth noting that increases in job satisfaction can be derived simply from congruence among supervisors and subordinates at one level.

Second, the person may be satisfied with supervisor and coworkers because they provide social support. Social support means the degree to which the person is surrounded by other people who are sympathetic and caring. Social support is a strong predictor of
job satisfaction, whether the support comes from supervisors or coworkers. Support from other organizational members is also related to lower employee turnover.

Third, one's supervisor or coworkers may help the person attain some valued outcome. For example, a new employee may be uncertain about the goals to pursue or what paths to take to achieve those goals. He/she will likely be satisfied with a supervisor or with coworkers who can help, clarify those goals and paths.

Many organizations foster team building both on and off the job because a supportive environment reduces dissatisfaction. The idea is that group cohesiveness and support for individual group members will be increased through exposure and joint efforts. Although management certainly cannot ensure that each stressed employee develops friends, it can make it easier for employees to interact a necessary condition for developing friendship and rapport.

1.8.4 Pay and Benefits:

This is the last source of job dissatisfaction. One should not discount the influence of the job incumbent, the job itself, and the surrounding people in terms of influencing job satisfaction, but for most people, work is their primary source of income and financial security. Pay is also seen as an indicator of status within the organization as well as in society at large. Thus, for some people, pay is a reflection of self-worth, so pay satisfaction takes on critical significance when it comes to retention.

One of the main dimensions of satisfaction which pay deals with pay levels is, the absolute amount of income associated with the job. Indeed, when it comes to retention, employees being recruited away from one organization by another are often lured with promises of higher pay levels. Benefits also make up a large portion of any employee's total compensation package. Hence, satisfaction with benefits is another important dimension of overall pay satisfaction.

Satisfaction with pay structure deals with how happy the person is with the manner in which pay within the organization is rank ordered across different job categories. A manager of a sales force, for example might be satisfied with his/her overall pay, but if he/she discovers that due to sales commission some subordinate actually winds up with higher pay, then dissatisfaction with the structure of pay may result. Finally, relative to
changes over time, satisfaction which raises also needs to be considered. People generally expect that their pay will increase over time, and to the extent that this expectation is not met, they may wind up dissatisfied with pay raises.43

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