The third chapter examines the relationship between levels of job satisfaction and the socio-economic backgrounds of private and public sector banks.

The fourth chapter analyses the perception, aspiration, perceived deficiency and perceived importance to the employees of private and public sector banks.

The fifth chapter analyses the relationship between job satisfaction and quality of work life of the employees of private and public sector banks.

The sixth chapter sums up the important findings of the study. It also offers suggestions to improve the job satisfaction of the employees of private and public sector banks.

CHAPTER II

JOB SATISFACTION – CONCEPTS, THEORY AND IMPORTANCE

2.1 INTRODUCTION
Job satisfaction is a general attitude which is the result of many specific attitudes in three areas, namely, specific job factors, individual characteristics and group relationship outside the job\textsuperscript{67}. It is a pleasurable emotional state arising from the appraisal of one’s job or job experience, job satisfaction or dissatisfaction is a function of the perceived relationship between what one wants from one’s job and what one perceives it as offering or entering\textsuperscript{68}.

Job satisfaction is a specific subset of attitudes held by organisational members about their jobs. It is viewed as a positive attitude towards one’s work, which is global in nature, and which results from many job related experiences\textsuperscript{69}. In this chapter, an attempt is made to discuss the concepts of job satisfaction, evaluation and need for job satisfaction, theories and factors relating to job satisfaction and importance of job satisfaction.

### 2.2 CONCEPTS OF JOB SATISFACTION

\textsuperscript{67} M.L. Blun and Naylor J.C., \textit{Industrial Psychology its Theoretical and Social Foundations}, Wetherhill, Tokyo, 1968, p.169.\textsuperscript{.}


Job satisfaction refers to a person’s feeling of satisfaction with the fit he has. It acts as a motivation to work. Here it is not merely satisfaction, happiness or self-contentment. It is always in relation to the job. A job from the operational point of view is not only an activity which is performed under contractual agreement and for which one gets paid but also the total relationship of an individual with the firm; not the specific duties or responsibilities which one might have. Satisfaction means the simple feeling or state accompanying the attainment of any goal; the end state in feeling, accompanying the attainment of an impulse of its objective. Satisfier means any stimulus, situation or experience, which meets a need or represents a goal.

Smith suggested five major characteristics which contribute to the job satisfaction of an employee. These are the work itself, the pay package, Promotional opportunities, the nature of supervision and the interpresonal relationship with peers.\(^7^0\)

Gilmer says that job satisfaction or dissatisfaction is the result of various attitudes the person holds towards his job, towards the related factors and towards life in general.\(^7^1\)

---


Locke defines job satisfaction as a pleasure or positive emotional state resulting from the appraisal of one’s job or job experience.\textsuperscript{72}

**Davies found that organisational size is negatively related to job satisfaction and argued that large organisational size tends to create an unfavourable environment due to the lesser degree of communication, co-ordination and participatoin among employees.\textsuperscript{73}**

McCormick and Joseph Tiffin define it as satisfaction with one’s job which in turn is a function of the degree of need satisfaction derived from or experienced in the job.\textsuperscript{74}

M. Banerjee defined job satisfaction as a pleasurable positive emotional state resulting from the appraisal of one’s job or experience. It results from the perception that one’s job fulfills or allows the fulfillment of one’s important job values and to the degree that these values are congruent with one’s needs.\textsuperscript{75}


\textsuperscript{73}C. Davies, “Comparative Occupational Roles in Health Care”, *Social Science and Medicine*, 1979, pp. 515-521.

\textsuperscript{74}J. Earnest Mc Cormick and Joseph Tiffin, *Industrial Psychology*, Prentice Hall of India Private Limited, New Delhi, 1979, p. 298.

P.K. Ghosh and H.B. Ghorpade defined job satisfaction as the favourableness or unfavourableness with which employees view their work. It results when there is a fit between job requirements and the wants and expectations of employees. It expresses the extent of match between the employees’ expectations of the job and the rewards that the job provides.  

Tripathi describes job satisfaction as an employee’s general attitude toward his job. To the extent that a person’s job fulfills his dominant need and is consistent with his expectations and values, the job will be satisfying.

Porter and Lawler reported that people with high self-control, responsibility and a high level of challenge derive intrinsic satisfaction from the job.

P. Subbarao and V.S.P. Rao defined job satisfaction as the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values.

---


In contrast job dissatisfaction is defined as the unpleasurable emotional state resulting from the appraisal of one’s job frustrating or blocking the attainment of one’s job values or as entailing disvalues. 79

V. Surya Prakash Rao says job satisfaction refers to a person’s feeling of satisfaction on the job which acts as a motivation to work or serve better. It represents a constellation of a person’s attitudes towards or about the job. It is a function of satisfaction with different aspects of the job, such as nature of work, supervisors, co-workers, leadership style, etc., and of the particular importance one attaches to these respective components. 80

Narayana and Rao describe job satisfaction as an integral component of organisational climate and an important element in the management-employee relationship. Job satisfaction is a positive emotional state that occurs when a person’s


job seems to fulfill important job values, provided these values are compatible with one’s needs.\(^8\)

Aswathappa gives a few definitions of job satisfaction:

**Job satisfaction is the amount of the overall positive effect (or feelings) that individuals have towards their jobs. It is the amount of pleasure or contentment associated with a job. If you like the job intensely, you will experience high job-satisfaction; if you dislike your job intensely, you will experience job dissatisfaction. Job satisfaction is a set favourable or unfavourable feelings with which employees view their work.\(^9\)**

Vijayakumar observes that some of the important behavioural variables that affect job satisfaction are personality types of the employees, emotional stability, personality and job-fit, different types of motivational strategies, congruence between the boss and the employees as to the perception of the employees’ job decision making models adopted by persons, size of group, uncertainty, distorting and ambiguities in communication, job previews, mentally challenging work, equitable rewards, supportive working conditions and supportive colleagues, use of knowledge and coercive power, use of knowledge and coercive power,


organisational structure, behavioural and result-oriented performance appraisal criteria, etc.\textsuperscript{83}

Cherrington observed that age, education, and occupation are three personal characteristics that have been constantly related to job satisfaction.\textsuperscript{84}

Stephen P. Robbins defines job satisfaction as an individual’s general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes to the job, while a person who is dissatisfied with his or her job holds negative attitudes to the job.\textsuperscript{85}

Venkatachalam, Sivasankara Reddy and Samillah describe job satisfaction as the inner fulfillment derived from being engaged in a piece of work. Job satisfaction is generated by an individual’s perception of how well his job on the whole satisfies his various needs.\textsuperscript{86}

\textsuperscript{84}Cherrington, “Job Involvement Vis-à-vis Job Satisfaction Employees – A Case Study”, \textit{Management Accountant}, Vol. 74, May 1998, pp. 365-368.
K. Joyce and Thorton found job satisfaction refers to the feelings and emotional aspects of individuals’ experience of their jobs, as different from the intellectual or rational aspects. They observe that job satisfaction is a dynamic changing idea that reflects an individuals’ attitudes and expectations towards his work and goals in life. Job satisfaction is the feeling an employee has about his pay, work, promotion opportunities, co-workers and supervisors.

Rai and Sinha defined it as a general attitude towards one’s job. Job satisfaction is one of the key factors in organisational dynamics and is generally considered to be a primary dependent variable in terms of which the effectiveness of an organisation’s human resources is evaluated.

---


Hoppock describes job satisfaction as “any combination of psychological, physiological and environmental circumstances that cause any person truthfully to say that I am satisfied with my job”.\(^8\(^9\)\)

Nair defined job satisfaction and organisational commitment from the organisational behaviour perspective of specific interest and the complex relationships between job satisfaction and job performance.\(^9\)\(^0\)

K. Chidambaram and A. Rama said job satisfaction derived from one’s work is one’s main source of joy. Hence, it is important to have a deeper understanding of employees’ job satisfaction.\(^9\)\(^1\)

### 2.3 EVOLUTION AND NEED FOR JOB SATISFACTION

#### 2.3.1 Evolution of Job Satisfaction


When the management’s view of job satisfaction is traced, many changes are found with the progress of industrialisation. Before the industrial revolution, the craftsman did only fragmented meaningless tasks which were later taken over by machines. The fragmented nature of work resulted in lack of fulfillment and gave rise to feelings of boredom rather than happiness. In that period, the employers’ only aim was to get the work done by the workers whatever their condition might be. They did not look into the satisfaction of the workers and the workers did not care for it either.

As the industries started to grow, the social problems of the workers increased, yet the primary concern of the industrialists was not the psychological well being of the individual but improvements in productivity as a result of changes in physical environment. Foremost in this tradition was Pederick Taylor (1911), who attached importance to redesigning equipment and selecting right men for the job which resulted in an increase in production. In this period also, satisfaction of workers was not the prime interest.

The significance of job satisfaction came into prominence after the famous Hawthrone Studies in the 1920s. The study began in Tayor’s tradition, examining the nature of relationship between improvements in working environment and improvements in productivity. The experiment itself was of considerable historical
importance. It led directly to the human relations school of thought. In organisational psychology it was assumed that job satisfaction leads to increased productivity and human relationships in organisations are the key to job satisfaction. So, historically, interest in job satisfaction started when the central condition of modern industrial organisation appeared about 175 years ago.\textsuperscript{92}

The industrial revolution has been a revolution not only in technology but also in human relations. As technology grew more and more complex, people became more dependent on one another and the problem of working together became troublesome.\textsuperscript{93}

The workers started to recognise their needs and organised themselves to fight for the satisfaction of their needs like working hours and the like.

Then modern management guided by the human relations concept viewed workers not as a mere collection of physical and mental functions adopted to a system but as persons with attitudes, interests, sentiments and feelings which cannot be ignored and a due consideration was given to the context of industrial relationship. The


recent development in organisation is the workers’ participation in management. This results in workers’ involvement in work organization by participating in decision making, which leads to a sense of satisfaction with their jobs.

Briefly the industrial revolution has done wonders to make life easier for all, but a service cost is necessitated in terms of satisfaction that individuals develop from their jobs.

2.3.2 Need for Job Satisfaction

2.3.2.1 Job Satisfaction: Its Relationship with the Mental Health of the Individual

A study by Arthur Kornhauster provides empirical evidence for the relationship between job satisfaction and health. Dissatisfaction with one’s job may have specially volatile spillover effects. For instance, people feel bad about many other things such as family life, leisure activities, and sometimes even life itself. Many unresolved personality–problems and mal-adjustments arise out of a person’s inability to find satisfaction in his work. Both scientific study and casual observation provide ample evidence that job satisfaction is important for the psychological adjustment and happy
living of an individual. In fact, job satisfaction and life satisfaction are inextricably bound.\textsuperscript{94}

\subsection*{2.3.2.2 Job Satisfaction: A Positive Relation with Physical Health of the Individual}

The people who like work are likely to live longer. Here the logic behind such a result is that people with greater satisfaction tend to have greater income and more education and thus coincidentally enjoy greater benefits which promote longevity. On the other side of the coin, it was contended that chronic dissatisfaction with work represents stress which, in turn, eventually takes its toll on the organisation. Emotional stress, as physicians contend, has been implicated as a contributory factor in the genesis of hypertension, coronary and artery diseases, digestive ailment and even some kinds of cancer. Therefore, job satisfaction is essential to maintain physical health also.\textsuperscript{95}

\subsection*{2.3.2.3. Goodwill about the Organisation}

\textbf{From the point of view of an organisation, people who feel positively about their work life are}


\textsuperscript{95}E. Polmove, “Predicting Longevity: A Follow-up Controlling for Age”, \textit{Gerontology}, Winter, 1969, p.67.
more apt to voice favourable sentiments about the organisation to the community at large. When the good will of the company goes up, new, qualified and dynamic people show their interest in joining the organisation. The organisation thus will be in a position to enjoy the talents of people, as job satisfaction fosters a pervasive residue of public good will towards the organisation.\(^{96}\)

2.3.2.4. Making an Individual live with Organisation

A happy and satisfied individual can find it easy to live within the organisation as well as outside it. On the contrary, a chronically upset individual makes organisational life vexatious for others with whom he interacts.\(^{97}\)

2.3.2.5. Reduces Absenteesim

The calculable costs of employee absenteeism are sufficient to accept the importance of job satisfaction. Higher job satisfaction reduces absenteeism. The managers should be compelled, if

\(^{96}\) Andrew J. Dubrin, *The Practice of Supervision*, Universal Book Stall, New Delhi, 1988, p.58.

\(^{97}\) *Ibid.*
they are unconvinced about the merits of job satisfaction, to give priority and adequate weightage to job satisfaction. A serious consequence of job satisfaction can be the employee turnover.\footnote{Ibid.}

\section*{2.3.2.6 Reduces Turnover of Workforce}

When employees are content and happy with their job the question of quitting the organisation does not arise at all. So poor labour turnover which is one of the biggest problems faced by the employer will not be there. It is needless to mention that high employee turnover is of considerable concern for employees. A serious consequence of job satisfaction can be the high labour turnover. Higher job satisfaction reduces poor labour turnover.\footnote{A. Devaraju, “Creating Job Basis Function”, \textit{Decan World}, September 13, 2000, p.4.}

\section*{2.4 THEORIES OF JOB SATISFACTION}
Six approaches can be identified. Theoretical work on the satisfaction-fulfillment theory was the first approach to develop. The equity theory and the discrepancy theory developed later, partially as reactions against the shortcomings of the fulfillment theory. The two Factor Theory, Achievement Theory, Social Reference Group Theory, the sixth approach, represents an attempt to develop a completely new approach to thinking about satisfaction.

2.4.1. Fulfillment Theory

It measures satisfaction in terms of the rewards a person receives or the extent to which needs are satisfied. Further, there is a direct positive relationship between job satisfaction and the actual satisfaction of the expected needs.
Schaffer has argued that job satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied are actually satisfied.\textsuperscript{100}

Vroom also sees job satisfaction in terms of the degree to which a job provides the person with positively valued outcomes. He equates satisfaction with valence and adds that if we describe a person as satisfied with an object, we mean that the object has positive valance for him. However, satisfaction has a much more restricted usage in common parlance. We refer to a persons’ satisfaction only with reference to objectives which he possesses.\textsuperscript{101} Researchers who have adopted the fulfillment approach measure people’s satisfaction by simply asking how much of a given fact or outcome they receive. Thus these researchers view satisfaction as depending on how much of a given outcome or group of outcomes a person receives. Fulfillment theories have considered how facet–satisfaction measures combine to determine overall satisfaction.

The crucial issue is whether the facet satisfaction measures should be weighted by their importance to the person when they combine. Some job factors are more important than other job factors for each individual. Therefore the important factors need to be weighted more in determining the individual total satisfactoin. However,

\textsuperscript{100} R.H. Schaffer, “Job Satisfaction as Related to Need Satisfaction in Work”, \textit{Psychological Monographs}, Vol. 64, 1953, p. 10.

there is evidence that the individuals’ facet satisfaction scores reflect this emphasis already and thus do not need to be further weighted.

Morse stated this point of view as follows. At first, satisfaction would simply be a function of how much a person received from the situation or what may be called the amount of environmental return. It makes sense to feel that those who were in more need-fulfilling environments would be more satisfied. But the amount of environmental return did not seem to be the only factor involved. Another factor obviously had to be included in order to predict satisfaction accurately. This variables was the strength of an individuals’ desires, or his level of aspiration in a particular area. If the environment provided little possibility for need satisfaction, those with the strongest desires, or highest aspiratoins, were the least happy. The Discrepancy Theory represents an attempt to take into account the fact the people do differ in their desires.\textsuperscript{102}

2.4.2. Achievement Theory

David C. Mc Clelland’s extensive and long research programme has generated a theory centering on three needs – achievement, affiliation and power - and rating the strength and/or dominance of each need in individuals to occupations or professions held. His theory is particularly relevant for the motivation of managers.

Individuals with a high need for achievement thrive on jobs and projects that tax their own skills and abilities and they want to be appraised as to how well they are doing; they want feedback on results.

Individuals with high affiliation needs value interpersonal relationships and exhibit sensitivity toward other people’s feelings. Individuals with strong power needs seek to dominate or gain power, influence or control over people.

Mc Clelland’s research has found that managers and entrepreneurs generally score high in the need for achievement. This indicates that the motivating forces for managers should lie in the challenge and potential of the job. There is, of course, the necessity for a manager to possess some degree of all the three needs, that is some need for affiliation and some power to go along with the strong need for achievement. But the dominant need according to research is the need for achievement.
2.4.3. Discrepancy Theory

Katzell and Locke have probably presented the two most completely developed discrepancy theory approaches to satisfaction. According to Katzell, satisfaction = $1 - \frac{(|X-V|)}{V}$, where $X$ equals the amount of the outcome and $V$ equals the desired amount of the outcome. Like many discrepancy theorists, he sees satisfaction as the difference between an actual amount and some desired amount; but unlike most discrepancy theorists, he assumes that this difference should be divided by the desired amount of the outcome, by using Katzell’s formula. It is to be believed that the more a person wants of an outcome the less dissatisfied he would be with a given discrepancy. He offers no evidence for this assumption, and it is hard to support logically. A discrepancy from what is desired would seem to be equally dissatisfying regardless of how much is desired. Katzell also speaks of actual discrepancies while most discrepancy theorists talk of perceived discrepancy; note also that by Katzell’s formula, getting more than the desired amount should produce less satisfaction than getting the desired amount.

Locke has stated a discrepancy theory that differs from Katzell in several ways. First, Locke emphasises that the perceived discrepancy, not the actual discrepancy, is important. He also argues that satisfaction is determined by the simple difference
between what the person wants and what he perceives he receives. The more his wants exceed what he receives the greater is his dissatisfaction. Locke says, job satisfaction and dissatisfaction are a function of the perceived relationship between what one wants from one’s job and what one perceives it is offering.  

Porter in measuring satisfaction asks people how much of a given outcome there should be for their job and how much of a given outcome there actually is; he considers the discrepancy theory to be the most widely used. It differs from Locke’s approach since it sees satisfactions as influenced not by how much a persons wants but by how much he feels he should receive.

A few researchers have argued that satisfaction is determined by what a person expects to receive rather than by what he wants or feels he should receive. Thus the literature on job satisfaction contains there different discrepancy approaches: the first looks at what people want, the second at what people feel they should receive, and the third at what people expect to receive. The last of these approaches has seldom been used and can be


dismissed. As Locke points out, the expectation approach is hard to defend logically. Admittedly, getting what is not expected may lead to surprise, but it hardly leads to dissatisfaction.

Most discrepancy theories allow for the possibility of a person saying he is receiving more outcomes than he should receive, or more outcomes than he wants to receive. However, the theories do not stress this point which presents some problems for them. It is not clear how to equate dissatisfaction (or whatever this feeling might be called due) to over-reward with dissatisfaction due to under-reward.

2.4.4. Equity Theory

The Equity Theory is primarily a motivation theory but it has some important things to say about the causes of satisfaction/dissatisfaction.

Adams argues in his version of the Equity Theory that satisfaction is determined by a person’s perceived input-outcome balance in the following manner: the perceived equity of a person’s rewards is determined by his input-outcome balance; this perceived equity, in turn, determines satisfaction.
Satisfaction results when perceived equity exists, and dissatisfaction results when perceived inequity exists. Thus, satisfaction is determined by the perceived ratio of what a person receives from his job relative to what a person puts into his job. According to the Equity Theory, both under-reward and over-reward can lead to dissatisfaction although the feelings are somewhat different. The theory emphasises that over-reward leads to feelings of guilt, while under-reward leads to feelings of unfair treatment.

The Equity theory emphasises the importance of other people’s input-outcome balance in determining how a person will judge the equity of his own input-outcome balance. It argues that people evaluate that fairness of their own input-outcome balance with their “comparison-other” (the person they compare with). This emphasis does not enter into either the Discrepancy Theory or the Fulfillment Theory as they are usually stated. Although there is an implied reference to other in the discussion of how people develop their feelings about what their outcomes should be, the Discrepancy Theory does not explicitly state that this perception is based on perceptions of what other people contribute and receive. This difference points out a strength of the Equity Theory relative to the Discrepancy Theory. The Equity Theory rather clearly states how a

\[105\]
person assesses his inputs and outcomes in order to develop his perception of the fairness of his input-outcome balance. The discrepancy theory, on the other hand, is vague about how people decide what their outcomes should be.

2.4.5. Two Factor Theory

Frederick Herzberg and his colleagues developed the Two Factor Theory. The modern Two Factor Theory was originally developed by Herzberg, Mausner, Peterson, and Capwell (1957). The authors stated that job factors could be classified according to whether the factors contribute primarily to satisfaction or to dissatisfaction.

Two years later, Herzberg, Mausner and Synderman published the results of a research study which they interpreted as supportive of the theory. Since 1959, much research has been directed towards testing the Two-Factor Theory. Two aspects of the theory are unique and account for the attention it has received.

First, the Two Factor Theory says that satisfaction and dissatisfaction do not exist on a continuum running from satisfaction through neutral to dissatisfaction. Two

independent continua to exist, one running from satisfied to neutral and another running from dissatisfied to neutral. Second, the theory stresses that different job facets influence the feeling of satisfaction and dissatisfaction. The results of a study made by Herzberg shows that factors such as achievement, recognition, work itself, and responsibility are mentioned in connection with satisfying experience. Working conditions, interpersonal relations, supervision, and company policy are usually mentioned in connection with satisfying experience. Working conditions, interpersonal relations, supervision, and company policy are usually mentioned in connection with dissatisfying experience. The study shows the frequency with which each factor is mentioned in connection with high (satisfying) and low (dissatisfying) work experiences.

Perhaps the most interesting aspect of Herzberg’s theory is that at the same time a person can be highly satisfied and highly dissatisfied. Also the theory implies that factors such as better working conditions cannot increase or cause satisfaction, as they can only affect the amount of dissatisfaction that is experienced. The only way satisfaction can be increased is by effecting changes in those factors contributing primarily to satisfaction. The results of the studies designed to test the Two Factor Theory have not provided clear-cut support for the theory. Nor have these studies allowed rejection of the theory. Even proponents of the theory admit that the same factors can cause both satisfaction and dissatisfaction and that a given factor can cause satisfaction in one
group of people and dissatisfaction in another. Other researchers print out that results supporting the theory seem to be obtainable only when certain limited research methodologies are used.

Several studies designed to test the Two Factor Theory provide little support to this theory. The same factor may serve as a satisfier for one but a dissatisfier for another. It appears from this theory that a person can be satisfied and dissatisfied at the same time.

### 2.4.6. Social Reference Group Theory

Reference group defines the way an individual looks at the world. According to this theory job satisfaction occurs when the job meets the interest, desires and requirements of a person’s reference group. In other words, job satisfaction is a function of the degree to which the job meets the approval of the group to which the individual looks for guidance in evaluating the world and defining social reality.
The Social Reference Group Theory is similar to the Need Fulfilment Theory except that it takes into account not the desires, needs and interests of the given individual but rather the point of view and opinions of the group to whom the individual looks for guidance. This theory is an incomplete explanation to the extent some people are independent of group opinions and group pressure.\textsuperscript{107}

2.5. **FACTORS RELATING TO JOB SATISFACTION**

Harrell\textsuperscript{108} classified job satisfaction dimensions in three major areas which are more suitable for most of the environment.

2.5.1. **Personal Factors**

**Gender**

Gender plays a role in fixing the highest job satisfaction but the ratio is certainly negligible. Jordan in his book on staff management in library and information work


indicated that perceptions and judgements that depend on gender influence job satisfaction.\(^{(109)}\)

One study shows that women are less satisfied than men due to fewer job opportunities for females. But female workers may be more satisfied due to their lower occupational aspirations.\(^{(110)}\)

**Srivastava and Krishna have reflected in their study male teachers are more involved in the jobs than female teachers.**\(^{(111)}\)

**Age**

Some recent studies show a positive correlation between age and job satisfaction. Workers in the advanced age group tend to be more satisfied probably because they have adjusted with their job conditions.

However, there is a sharp decline after a point perhaps because an individual aspires for better and more prestigious jobs in the later years of his life.\(^{(112)}\)

---


Another study by Hanlon investigated the relationship between age and commitment to work and job. He showed that age had little effect on work environment.\textsuperscript{113}

**Time on Job**

Several investigations have indicated that job satisfaction is relatively higher at the start, drops slowly by the fifth or eighth year, then rises again with more time on the job. The highest morale is reached after the twentieth year.

**Intelligence**

The relation of intelligence to job satisfaction no doubt depends on the level and range of intelligence and the challenge of the job. Intelligence accounted for a tiny fraction of the variation in work attitude among the employees, the brightest having slightly poor worker attitudes.\textsuperscript{114}

\textsuperscript{114} Mara Houdyshell, “What were you Thinking”, If you could choose Librarianship Again, would you” Survey on Career Satisfaction: *Report*, California University, July 1999, p.127.
Education Level

Generally more educated employees tend to be less satisfied with their jobs probably due to their higher job expectations. However research does not indicate a conclusive relationship between these two variables.\textsuperscript{115}

A study by Dharanendriah and Aminabhavi clearly showed that education does not correlate with strong job involvement.\textsuperscript{116}

Personality Exclusive

Personality has been suggested as a major cause of job dissatisfaction. In an investigation of female employees of the Kinberly–Cleark Corporation it was found that of the 25 most neurotic, 16 were more dissatisfied than the average; of the 25 most stable, only 3 were this dissatisfied. Another possible criterion of personality is general satisfaction with non-job conditions. Another study shows that persons who were rated


with high interpersonal desirability by their fellow employees were the most satisfied with their jobs.

2.5.2 Factors Inherent in the Job

Type of Job

The most important factor inherent in the job is type of work. Several studies have shown that varied work brings about more job satisfaction than routine work. Houdyshell, in his survey of correct satisfaction, held that a majority of the librarians are satisfied due to variety and diversity of work.\textsuperscript{117}

Skill

Skill in relation to job satisfaction has a bearing on several other factors; kind of work, occupational status, responsibility and possibly others. Fischer in his paper on “Techno stress and the Librarian” said that respect for employees’ skills is the factor that gives more job satisfaction to library professionals of different disciplines\textsuperscript{118}.

\textsuperscript{117}Mara Houdyshell, \textit{op.cit.}, 1999.

Occupational Status

Several studies show that occupational status plays a role in job satisfaction. The study on job satisfaction among government officers by Daffuar showed that top level respondents are the most satisfied group followed by the lower and middle level respondents in that order; more specifically top executives are the most satisfied.\textsuperscript{119}

Size of Organisation

The favourable attitudes in small plants are based specifically on the optimism about advancement, opportunity for making suggestions, treatment of employees, and respect for the ability of the management. In a small firm individuals know each other better and are therefore more cooperative. The formal organisation in a large branch becomes more impersonal and policies become more arbitrary, creating a feeling of less participation. An investigation by Hossain and Islam found that the employees who are working in small organisations have more satisfaction than employees of large organisations.\textsuperscript{120}

Geography

Several studies relating to job satisfaction show that the geographical location of the work spot also has a significant role in job satisfaction. Sharma conducted a study on job satisfaction among bank officers. It showed that urban background had a strong and consistent influence on job satisfaction among bank officers.121

2.5.3. Factors Controllable by Management

Job Security

Most of the investigations indicate that job security has a direct and effective relationship with job satisfaction. Lindstrom found job security to be the main source of job satisfaction.122


Job security is also considered a condition for the whole-hearted and sincere co-operation in the work of an organisation. It is also a symbol of status. A secure job is a prestigious job.  

Promotional Opportunity for Advancement

Promotional opportunities have a moderate impact on job satisfaction. A promotion to a higher level in an organisation typically involves positive changes in supervision, job content and pay. Age at higher levels of an organisation usually provides workers with more freedom, more challenging work assignments and higher salary.  

Another study found that a majority of the employees in banks were dissatisfied due to poor scope for advancement.  

Working Conditions

__________________________


Working conditions that are compatible with an employee’s physical comfort and facilitate doing a good job contribute to job satisfaction. Bhattacharya in his study found that working conditions are a great source of job satisfaction to a majority of employees.  

Co-Workers

The influence of co-workers on job satisfaction of employees is in acceptable percentage. A study by Hariharamahadevan and Amirtharajan showed that there is a close relationship between job satisfaction and interpersonal relationship.

One major reason people stay on the job is because they like their co-workers.

Recognition

Studies show that while financial rewards are vital to employee commitment and performance, money alone would not energize your workers or boost performance.


People want more than money; they want to be needed, valued and appreciated, something a pay cheque alone cannot do any more.\textsuperscript{129}

**Supervision**

There is a positive relationship between the quality of supervision and job satisfaction. A study by Nayak showed that the job satisfaction of workers is higher under relationship-oriented supervisors than task oriented supervisors and the employees in highly favourable situations are most satisfied and in highly unfavourable situations are least satisfied.\textsuperscript{130}

**Downward Flow of Information**

The flow of information relating to his job and his environment give more satisfaction to an employee. Zechariah’s study on employees’ expectations from a supervisor showed that the employees are satisfied more if the supervisor informed them what was happening in the unit.\textsuperscript{131}


2.6 IMPORTANCE OF JOB SATISFACTION

While job satisfaction is obviously of great personal concern, employees are also concerned with the importance of job satisfaction, for it greatly affects their behaviour. Therefore, it is essential to examine the ways in which job satisfaction/ dissatisfaction affects a variety of factors, some economic and some personal.

2.6.1. Job Satisfaction and Job Performance

In the 1950s two major literature reviews showed that in most studies only a slight relationship was found between satisfaction and performance. A later review by Vroom also showed that studies had not found a strong relationship between satisfaction and performance. In other words, better performers did seem to be slightly more satisfied than poor performers.

---

Lawler and Porter explained this as performance causes satisfaction good performance may lead to rewards, which in turn leads to satisfaction.\(^{132}\)

Clearly, a more logical view is that performance is determined by people’s efforts to obtain the goals and outcomes they desire, and satisfaction is determined by the outcomes people actually obtain. Yet for some reason, many people believed, and some people still do believe, that the “satisfaction causes performance” view is the best.

### 2.6.2 Job Satisfaction and Turnover

In several studies, researchers have measured job satisfaction among a number of employees and then studied which of the employees left during or ensuing time.

The satisfaction scores of the employees who left have been compared with these of the remaining employees. Although the relationship between satisfaction scores and turnover has not always been very strong, the studies in this area have consistently shown that dissatisfied workers were more likely than satisfied workers to terminate employment. Thus satisfaction scores can predict turnover.

2.6.3. Job Satisfaction and Accidents

Research into the relationship between job satisfaction and accident generally shows that the higher the satisfaction with the job, the lower is the rate of accidents. A satisfied employee would not be careless or negligent and would encounter lesser possibilities of running into an accident-prone situation. The more favourable attitude towards the job would make him more positively inclined to his job and there would be a lesser probability of his getting into an unexpected, incorrect or uncontrolled event in which either the action or the reaction of an object or person may result in personal injury.

Dissatisfied employees are more likely to have accidents in order to remove themselves from their unpleasant work situation. To conclude, dissatisfaction is associated with a predisposition accidents.

2.6.4. Job Satisfaction and Organisational Effectiveness
The research evidence on the determinants of satisfaction suggests that satisfaction is very much influenced by the actual rewards a person receives. The organisation has a considerable amount of control over these rewards. Absenteeism and turnover have a direct influence on organisational effectiveness.

The organisation can control absenteeism and turnover by rewarding well the best performers. Although identifying and rewarding the better performers is not always easy, the effort may have significant pay off in terms of increased organisational effectiveness.

2.6.5. Job Satisfaction and Productivity

Of all behaviours that job satisfaction or dissatisfaction could affect, the most important is performance. It is generally assumed that a satisfied employee will be a productive employee. It is quite natural that greater positive feelings about work lead to greater output and higher quality of work.

2.6.6. Job Satisfaction and Absenteeism
In every day life certain contingencies require a little extra effort on the part of the workers to work. For a dissatisfied worker these may be irrelevant. The fact, however, remains that absence from work adds considerable cost to the process of output - like turnover, absenteeism has been found to be related to job dissatisfaction. If workers absent themselves voluntarily without giving prior notice, it amounts to dissatisfaction with the work. The research studies that have separated voluntary absences from overall absences have, in fact, found that voluntary absence rates are much more closely related to dissatisfaction than are overall absence rates.\textsuperscript{133}

2.6.7. Job Satisfaction and Unionism

In the Indian context where unions are strong and persuasive, to think of job satisfaction without unionism would be very unrealistic. Most workers tend to look up to the union officials to settle their grievances. The purpose of unions is to protect the economic interest of its members and to ensure and maintain desirable working conditions for them.

In addition, they also serve as watch dogs against unfair labour practices. To conclude, dissatisfaction with work makes the employees form or join a union.

So far, the effects of job satisfaction have been considered in terms of their potential economic effects. However, another major reason for studying job satisfaction is its effects on the individual’s life. Dissatisfaction is not solely a psychological phenomenon. Job dissatisfaction in an extreme form causes stress, and stress is related to a number of physical illnesses such as heart disease and peptic ulcers; mental health is also related to job satisfaction though the relationship is of a lower order. This might be because individuals are resilient to poor working conditions and will seek their satisfaction from aspects of their job other than work itself.

The fact that the relationship between job satisfaction and mental health is low cannot be desired since many individuals in low level jobs fail to derive positive mental health from their work. When employees are happy with their jobs, it improves their lives. In contrast, the dissatisfied employee carries home the negative attitude. Clearly the relationship between job and life is complex depending on personality factors, the job and personal circumstances. When relationships exist, this might be because a cheerful individual will enjoy both work and other life factors, whereas a morose individual would complain about both.
A further moderating factor is that a poor job is likely to be associated with poor pay and hence poor social conditions. For all of these reasons, a straightforward interpretation of the relationship between life and job satisfaction is impossible\textsuperscript{134}.

2.7 SUMMARY

Job satisfaction is a mental feeling of favourableness which an individual has about his job. Job satisfaction is the amount of pleasure or contentment associated with a job. The industrial revolution has done wonders to make life easier for all, but a service cost is necessitated in terms of job satisfaction that individuals develop from their job.

Factors relating to job satisfaction such as gender, age, time on job, intelligence, educational level and personality play a very important role in shaping job satisfaction.

Factors controllable by organisations are job security, opportunity for advancement, working conditions, co-workers, recognition, supervision and downward flow of information. Job performance, turnover, accidents, organisational effectiveness,

\textsuperscript{134}K. Chidambaram and A. Rama, “Determinants of Job Satisfaction of Bank Employees”, \textit{The ICFAI}, 2006, p.68.
productivity, absenteeism, unionism and individual are very important factors of job satisfaction.

CHAPTER III

SOCIO-ECONOMIC BACKGROUND
AND LEVEL OF JOB SATISFACTION OF
EMPLOYEES OF PRIVATE AND PUBLIC SECTOR BANKS

3.1 INTRODUCTION

Job satisfaction is an attitude which results from balancing and summation of many specific likes and dislike experienced in connection with the job. The evaluations may rest largely upon one’s success or failure in the achievement of personal objective and upon the perceived combination of the job and company towards their ends\textsuperscript{135}.

Job satisfaction refers to an individual’s positive emotional reactions to a particular job. It is an effective reaction to a job that results from the persons comparison of actual outcomes with those that are desired, anticipated, or deserved\textsuperscript{136}.
