CHAPTER – II

REVIEW OF LITERATURE

During the past decades a large volume of work has been carried out regarding job satisfaction amongst employees in various organizations. Considerable attention has also been directed to the changing work values of the work force. Social researchers keep on reviewing theories and ideas regarding the determinants of workers satisfaction at work, their job commitment, involvement and values. The primary goal of this chapter is to review and summarise literature that is relevant to the understanding of Job Satisfaction among school teachers of private un-aided public schools in Punjab.

Hulin and Smith (1964) studied 5 separate aspects of job satisfaction, data for which were collected from 295 male workers and 163 female workers, drawn from 4 different plants, and the data was analysed with respect to the mean job satisfaction for male and female workers. Analysis indicated that in 3 plants the female workers were significantly less satisfied than their male counterparts, while in the 4th plant there was no significant difference.

Lodahl and Kejner (1965) defined job involvement as “the degree to which a person’s work performance affects his self esteem.” In the highly involved jobs, work becomes “a very important part of life.” The study concluded that highly job-involved individuals were found to be more involved in socially oriented work activities.

Sinha and Sekharan (1965) asserted in their study of factory workers that a satisfied worker is usually more skilled, very regular in attendance and is generally adjusted by supervisor as compared to less satisfied worker.

Hulin (1966) investigated job satisfaction of female clerical workers employed in 300 catalogue order firms. The results showed that satisfaction and group productivity were not associated, whereas job satisfaction and particularly pay satisfaction, were negatively associated with measures of community prosperity.
Lawler and Porter (1967) summarized the results of research on a sample of 148 middle and lower level managers in five organizations on the relationships between job satisfaction and performance, indicating little or no relationship. The study hypothesized that there is a strong relationship between performance and intrinsic rewards, which is derived from the performance of the task itself, while extrinsic rewards, such as pay, security and working conditions, were found subject to several other influences.

Blum and Naylor (1968) in their book on Industrial Psychology found that job satisfaction is the result of various factors related to attitude like wages, supervisor, steadiness of employment, conditions of work, advancement opportunities etc. and also health, age, temperament, level of aspiration etc. possessed by an employee. To support their argument they quoted various theories like Vroom, Maslow etc. and developed a technique to measure Persons’s correlation of job satisfaction.

Dubin (1968) found that job satisfaction is based on the workers attitude about their jobs and its correlation with characteristics of the work they do. The study further mentioned that there is positive correlation between job satisfaction and working conditions, but dissatisfaction with pay could overpower all other factors.

Goldthorpe et al., (1968) tested empirically the widely accepted thesis of working class bourgeoisie i.e. the thesis that as manual workers and their families achieve relatively high incomes and living standards, they adopt a way of life which is more characteristically assimilated into middle class.

Betz (1969) interviewed one hundred and eighty six female employees of a chain of discount department stores and interpreted them as supportive of the hypothesis that job satisfaction results from the “correspondence” of individual needs and environmental reinforces. The good fit principle was applied to know the level of job satisfaction. Five indicators of need reinforces were applied for each employee to know the level of their job satisfaction.

Hardin (1969) analysed that the identified questionnaire data collected from 196 office employees at the start and end of a six months period showed that change in
overall job satisfaction as perceived at the end was very poor. Perceived change in job satisfaction had zero regression on initial satisfaction but regressed very significantly on terminal satisfaction and on change in 14 job aspects as perceived at the end of the period.

Friedlander et al. (1969) studied 95 workers in an electronics company and found that perception of organizational climate is related to three facets of specific job satisfaction. Organizational climate dimensions like spirit (Members feel that their social needs are being satisfied and at the same time, they are enjoying a sense of task accomplishment), low hindrance (feeling by members that they are burdened with routine duties) and management thrust (management behaviour characterized by efforts to get the organization moving) are strongly related to satisfaction. Further analysis of data showed that climate variables had various degrees of impacts, depending on employees’ evaluation of job facets. In conclusion, the authors stated that satisfaction was found maximum among those, for whom work was important; an organizational climate in which management gets things moving maximized satisfaction; among those for work was less important, an organizational climate high in spirit and low in dissension and disruption etc.

Clayton (1969) presented a modification of Maslow’s theory, postulating three categories of human needs: existence, relatedness and growth (ERG). The author postulated a satisfaction progression mechanism, i.e. the more existence needs are satisfied, the more relatedness will come to be desired and vice-versa.

Lawler and Douglas (1970) studied 291 scientists working in research and development laboratories and assessed the independence of three job attitudes, namely, involvement, intrinsic motivation and higher-order need satisfaction and examined the relationship of these factors with job design and worker’s behaviour. The study found that higher order need satisfaction was most strongly related to job design factors, associated with opportunities for creativity, control, influence and use of abilities.

Maier (1970) in his book “Psychology in Industry” attempted to explain satisfaction at work and values of work. The author is of the view that money represents
the satisfaction of different kinds of needs and as such economic structure motivates them to produce by incentive of money. Efficiency and production of goods become outstanding values to work; whereas culture and leisure comes out to be regarded as wasteful. He adds if method of pay were universally produced it would be necessary to establish formula by which the value of work could be translated into that of another.

**Patchers** (1970) research was based on determinants of job involvement, especially those indicated by motivation for achievement and identification with work organization. A total of 834 non-supervisory employees of the Tennessee Valley Authority were interviewed and revealed that identification with the work organization increased with participation in decision-making at the division or branch level, as well as in the immediate work group.

**Hackman and Lawler** (1971) developed and tested a conceptual framework emphasizing the importance of the “fit” between job characteristics and individual worker needs a preceding job satisfaction, performance and absenteeism. Data was collected from 208 telephone company employees (about one third female/and 62 supervisors]. It was found that job satisfaction was high on four core dimensions, namely, variety, autonomy, task identity (the opportunity to do whole piece of work) and feedback as compared to other job characteristics. It also depicted that the importance of employee’s perception of their jobs influenced work related attitudes and behaviours.

**Herman and Hulin** (1972) focused in their study of 307 managers in a large manufacturing company, on variation associated with position in the organizational structure and with individual characterizations. Structural variables, namely, level in the supervisory hierarchy; functional division (production, production service and staff) and work related attitudes included evaluation of management, assessment of lien staff relationships etc. It was found that structure variables were better predictor of attitude than individual attribute variables of age, education or tenure. They further found that difference between organizational structure groups were more complex.
Hrebiniak and Alutto (1972) attempted to study the significance of personal characteristics and role related factor as bases of organizational commitment. The data were collected from 318 teachers and 395 nurses. Tension, as indicated by uncertainty about role requirement, lack of organizational influence and resources and inability to cope with social demands, tended to decrease commitment, although years of experience in the organization enhanced it. Dissatisfaction with organizational reward and recognition policies were also significantly related to the commitment of the respondents.

Iris and Barrett (1972) found a positive relationship between importance of work and life satisfaction on the basis of variables such as promotions, co-workers, supervision, pay etc.. They found it apparent that degree of job satisfaction could moderate the relationship between importance of job aspects and life satisfaction.

Jeanneret et al. (1972) viewed human work from various frames of reference and characterized it in terms of different ‘classes’ of job related variables. They came to the conclusion that there are common demonstrators of jobs of behavioral nature, which exist in jobs of different types and thus exist in varying degrees.

Schultz (1973) in his book ‘Psychology and Industry Today’ attempted to explain work values, motivation and job satisfaction on the basis of a brief review of literature. The study found traditional values for work for older workers. These variables include, “a strong loyalty to the company for which they worked; a strong motivation force: drive for money and status; a strong need for job security and stability and a strong identification with work roles rather than with personal roles off the job.” The study found that values of work of new breed of work differ sharply from those of the old breed.

Shepard (1973) studied three occupational groups to examine the relationship between job satisfaction and autonomy discrepancy. The author concluded that non-challenging work is associated with job satisfaction, even though there was some evidence that highly specialized work lowers individual expectations for autonomy.
Pritchard and Peters (1974) interviewed 629 enlisted naval personnel for studying the effect of job duties and workers interests on intrinsic and extrinsic job satisfaction. They found that job duties were more strongly related to both intrinsic and extrinsic satisfaction than were the indicators of interests.

Quinn et al. (1974) conducted a comprehensive review of trends in job satisfaction, based primarily on seven national worker surveys, and supplemented by eight national polls from 1958 to 1973. The study concluded with comparison of job satisfaction levels among groups of workers and with a brief overview of experience with programs designed to increase the job satisfaction of workers such as job enrichment, job enlargement, job rotation and flexi time and other rearranged work schedules.

Tannebaum et al. (1974) conducted an international study of the effects of workers’ participation on ten industrial plants taking 2 units from each of five countries selected for study (Israel, Yugoslavia, Austria, Italy and the United States). They found that position in the organizational hierarchy was positively related to job satisfaction in each country. In all countries except Austria, the strongest correlate of job satisfaction was an index of opportunities provided by work and education, which had a negative net effect on job satisfaction in each country.

Herman et al. (1975) studied 392 workers in a printing plant and investigated the relative importance of demographic characteristics of employees and their position in the organizational structure in explaining job satisfaction and other attitudes. Demographic factors like age, sex, marital status, family size, number of family wage earners and education were taken for the analysis. It was found that employees organizational position (which was indexed by job level, shift, department, tenure in corporation) was a far more important predictor of attitudes than the individual demographic variables.

Irancevich and Donnelly (1975) studied 295 salesmen for supporting the hypothesis that job satisfaction is greater in “flatter” organizational structures. In organization with relatively few hierarchical levels, salesman reported more satisfaction
with self actualization and autonomy and less anxiety and stress, than workers in “medium” and “tall” organizational structures.

O’Reilly and Roberts (1975) used a sample of 578 Naval Officers and investigated the influence of organizational characteristics and individual traits on five job satisfaction facets. The study found no significant relationships between job satisfaction and individual traits. The study concluded that structural characteristics appeared to be more directly linked to job attitudes than personality traits.

Stone and Porter (1975) studied 556 employees in a Western telephone company and used variables, like job satisfaction, organizational commitment, motivational force and sources of organizational attachment. They found direct relationship between pay, satisfaction and degree of commitment.

Schneider et al. (1975) conducted a research on 50 life insurance agencies (N = 522) to find relationship among two measures of job satisfaction, one measure of organizational climate and seven production and turnover indices of organizational effectiveness. They found that climate and satisfaction measures were correlated in regard to some people; people agree more on the climate of their agency and satisfaction. However, climate was found uncorrelated with turnover data.

Sheridan and Slower (1975) explored interrelationships between job satisfaction and performance on the basis of 35 managers and 59 machine operators. The authors interpreted their findings that job satisfaction developed from the managers perceptions that previous performance had resulted in the presence of desirable facets on the job and provided the ‘Pull’ for continued high performance; on the other hand the machine operator’s performance was highly sensitive to changes in their need satisfaction.

Locke (1976) presented a thorough review of theory and research on job satisfaction, beginning with the historical development of this area of inquiry. He gave considerable attention to consequences of job satisfaction, analyzed relationship between satisfaction and productivity and concluded that satisfaction can be an outcome
of productivity when high productivity leads to rewards such as approval, pay increases and promotion.

Newman et al. (1976) studied on the job versus off the job satisfaction and found that this distinction had an important bearing on how a manager seeks to motivate his subordinate. They developed a table of human needs related to work. It is given in Table 2.1.

Table 2.1

Human Needs Related to Work

<table>
<thead>
<tr>
<th>Needs</th>
<th>Direct-On the Job Satisfaction</th>
<th>Indirect-Off the Job Satisfaction</th>
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<tbody>
<tr>
<td>Physical Needs</td>
<td>Working Condition</td>
<td>Money for Necessities of life</td>
</tr>
<tr>
<td>Social Needs</td>
<td>Sociability, Belongingness,</td>
<td>Money to attain social status,</td>
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<td>Status within company</td>
<td>title in company</td>
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Source: Newman et al. (1976)

They found limitations in the ‘off the job satisfaction’ since in our society it depends largely on money we use to buy things that satisfy physical needs and contribute towards social status. Economic security during old age or in time of catastrophe is also assured by money. The study indicated that the total range of human needs were found overpowering and the job satisfaction is a challenge to management as it is not easy to satisfy all.

Seybolt (1976) interviewed 926 public sector employees to find relationship between rewards offered by the job and satisfaction with the work itself. It was found that rewards of greater magnitude (pay, job variety and task complexity) are required to satisfy the higher educated employees. The direct effect of rewards was considerably stronger than the effect of education or the interaction of education and rewards.
Glenn and Taylor (1977) in their study of 1080 males and 461 female respondents, reveal that for both sexes, a moderate but consistent correlation between age and job satisfaction existed. The correlation may result from influences associated with aging or cohort membership or both.

Freeman (1977) in his study attempted to show that subjective variables like job satisfaction, which economists traditionally viewed with suspicion, contain useful information for predicting and understanding behaviour. The study found that Job Satisfaction is a major determinant of labour market mobility.

Dowell’s (1978) study was based on an assumption that if an individual’s work satisfaction is low then the quality of that individual’s life will also be low. He examined this belief across a variety of desired class. The study was conducted on 289 employees of two catalog order plants (one located in South and one in Midwest with population in excess of one million) on four occupational sub groups, namely, blue collar non-supervisory personnel, white collar non-supervisory personnel, first line supervisors and middle managers. The result indicates that significant differences exist between occupational groups in the satisfaction of security and social desires within work context.

James and Hamilton (1978) challenged the view that young generation of workers had markedly different occupational values(stressing meaning and self-fulfillment) compared with older workers. The study concluded that ‘young workers, above all else, value opportunities for promotion and advancement. They need opportunity to obtain high incomes or advanced benefits. Older workers were found more satisfied, because simply they had better jobs.

Shrivastava (1978) found that variables such as age, length of service, number of dependents, marital status, working conditions affect the satisfaction and dissatisfaction of job among workers. Voydanoff (1978) tested Herzberg’s two factor job satisfaction theory. From a series of 66 items measuring perception of job characteristics, the researcher derived seven factor based scales. The study concluded
that intrinsic job feature were not of greater importance than the extrinsic in explaining overall job satisfaction.

Katzell (1979) on the basis of examination of trends revealed by attitude surveys and opinion polls identified several changes in work attitudes. On the basis of the findings, the study recommended several strategies emphasizing the individualistic treatment of workers that employers might utilize to enhance job satisfaction in the context of a changing attitude climate by increasing the flexibility of rewards and work schedules, provisions of more part time jobs, job rotation, job enrichment and participative management.

Mortimer and Lorence (1979) examined the impact of reward values on work of central importance in occupational selection and career development. The findings suggested that, overtime, occupational experiences reinforce the same values that constructed the basis of initial work selection. High income strengthened extrinsic reward values, while work autonomy reinforced the importance of intrinsic and people oriented rewards.

Sharma (1980) conducted a study on 8 well-known organizations and found a positive relationship amongst variables such as monthly emoluments, opportunity to use own ability with job satisfaction. An 18 item scale was developed. Variables such as monthly income, work technology, occupational aspirations and recruitment policy were found positively related to job satisfaction.

Kumar et al. (1981) have referred to job satisfaction as a person’s feelings of satisfaction on the job, which acts as a motivation to work, and job as an activity which is performed under contractual agreement and for which a person gets remuneration. The data supported the hypothesis that motivational factors are primarily related to the feelings of satisfaction and maintenance factors. Misra (1983) conducted a study concerned with job satisfaction of the workers in textile industries and found that job satisfaction is related (positive relationship) with pay, promotion, working conditions supervision, co-worker etc.
Bose (1984) conducted a case study of Rohtas Industries Ltd., Dalmia Nagar which indicated that for most of the workers work does not simply function as a means of earning a livelihood and most of the workers find the producing role important for maintaining their sense of well being. Bose, tried to find out the commitment of the workers towards their job and found that if the workers had enough money to support themselves, they would still want to work. Work gives them a feeling of being tied to the society. They found a purpose in life while doing their work.

Khaleque and Choudhury (1984) perceive job satisfaction and dissatisfaction as a function of the perceived relationship between what one expects and obtains from one’s job and how much importance or value he attributes to it. They also corroborated with the other studies and suggested that job satisfaction scores weighted by importance are not better indicator of overall job satisfaction than un-weighted components.

Srivastava (1984) in his book ‘Job Motivation: Managers Supervisors, Workers’, attempted to find out what kind of attitudes people have towards their jobs. He also investigated factors that contributed to or were associated with formation of such attitudes. The study presented evidences that motivational factors for our managers desire to lead a “luxurious” life, money, power and status, the so-called hygiene factors of Herzberg.

Preisendorfer (1985) examines the importance of responsibility and its roles in the work place e.g. in regard to job status, decision making, power and salary. Responsibility can be assigned or assured. The study pointed out that the holders of assigned responsibility hold jobs of higher status and pay but they are at risk if they make mistakes. Those who assume responsibility seek higher wages and job status.

Singh and Suri (1985) were of the opinion that job satisfaction among the women workers was influenced by major variables, namely, achievement, recognition, responsibility status and advancement for job satisfaction. Putti and Chingling (1987) found that job satisfaction of subordinates was related to the leadership style of the supervisor which was affected by various factors such as supervision, work group, wages etc.
Aggarwal (1988) proposed stratification theory of work motivation where in proximity to the source of production determines the degree of work motivation. Locke has defined job satisfaction as a “pleasurable/positive emotional state resulting from the appraisal of one’s job or job experience.” Following the definition of job satisfaction and emphasizing on different variables like pay, promotion, recognition, benefits, working conditions, supervisor, co-worker, company and management empirical research was done for National Labour Institute. The research found that job satisfaction had a positive relationship with all the variables given above.

Shantamani (1988) found in his study that industrial morale was related to the satisfaction that a worker derives from his job, the organization he works for and the people with whom he comes into contact.

Arvey et al. (1989) in their work examined the job satisfaction items to reflect intrinsic, extrinsic, and general satisfaction with the current job. Intraclass correlations were computed to estimate the proportion of observed variability resulting from genetic factors for all job satisfaction items. Resulting values indicated that approximately 30 percent of the observed variance in general job satisfaction was due to genetic factors.

Ostroff (1992) investigated the relationship between employee satisfaction, job related attitudes (commitment, adjustment and psychological stress), and organizational performance. Organizational performance data were collected from 298 schools; employee satisfaction and attitude data were collected from 13,808 teachers working in these schools. Correlation and regression analysis supported the expected relationships between employee satisfaction/attitudes and organizational performance etc.

Judge et al. (1993) study is related to the relationship between job satisfaction and life satisfaction. The analysis is based on the results of a national probability sample of workers, which indicated the job and life satisfaction were closely and significantly related. The cross-sectional results suggested a relatively strong relationship between job and life satisfaction.

Melamed et al. (1995) study found a close relationship between objective work conditions (work under load, repetitive or varied work) and subjective monotony to job
satisfaction, psychological distress, and sickness absence was examined in 1278 male and female workers. It was found that subjective monotony was moderately related to the objective work conditions. Hierarchical regression analyses showed that the effects on all outcomes were partially mediated by subjective monotony and were also directly related to repetitive work and work under load. Job satisfaction and psychological distress were mainly related to subjective monotony, whereas sickness absence was equally related to the work conditions and subjective monotony. The highest impact was observed for short-cycle repetitive work. Testing sex interactions revealed that sickness absence was related to the work conditions in women but not in men. The findings highlight the significance of the actual work conditions in predicting employee work behaviour.

Venakatachalam and Reddy (1996) conducted a study to find out the impact of job level, job tenure and type of organization on job involvement and job satisfaction among employees working in three organizations, namely, banks, schools, and government offices. The data was analyzed by means of analysis of variance. The type of organizations in which the employees are working significantly influenced the job satisfaction but not on work and job involvement. The result further revealed that the job tenure do not show significant impact on job involvement, work involvement and job satisfaction.

Daftuar and Anjali (1997) in their work examined the impact of occupational stress, organizational commitment and job involvement and personality of lower and middle level managers working in electrical manufacturing company. It revealed that there was a positive relationship between the above mentioned variables and job satisfaction.

Bhatt (1997) explored the level of job stress, job involvement and job satisfaction of male and female primary teachers in public and private schools. It was found that the level of job stress was higher among the public school teachers. Joshi (1998) in his study has made a comparative analysis of level of job satisfaction and job involvement of private and public sector employees. The study concluded that the
public and private sector employees differ significantly in terms of job satisfaction and job involvement.

**Chellandurai (1999)** indicated that job satisfaction is an attitude people have about their job. Further, job satisfaction was defined as the feelings a worker has about his or her job or job experiences in relation to previous experiences, current expectations, or available alternative. The study further categorized job satisfaction theories either into content theories or process theories. Content theories were based on various factors, which influence job satisfaction. Further, process theories taken into account the process by which variables such as expectations, needs and values, and comparison interest with the job to produce job satisfaction.

**Patel (1999)** in his work on employees of nationalised and co-operative banks focused on the impact of age and organisational commitment on job involvement. It was found that younger employees have less job involvement and organisational commitment than the middle aged and elderly employees.

**Hossain and Islam (1999)** investigated the overall quality of working life and job satisfaction and performance of the government hospital nurses in Bangladesh. The study found a significant positive correlation between QWL and Job Satisfaction. Perceptions of QWL and Job Satisfaction were higher among the respondents of small organizations than in the large organizations. Morning shift nurses perceived higher QWL and Job Satisfaction than the night shift nurses.

**Janseen (2000)** studied 170 non-management employees from a Dutch industrial organization in the food sector. Results showed a positive relationship between job demands and innovative work behaviour when employees perceived effort reward fairness.

**Manickavasagam (2000)** analysed morale and some related factors of job performance such as productivity, labour cost turnover, absenteeism and accidents. This study found 2/3 of its employees with a high morale and very significant relationship between morale and accidents. The study pointed out that inverse relationships of morale with production, absenteeism, labour cost and profitability need deeper
investigation. The study cautioned that inverse relationship may be a temporary phenomenon but concrete steps such as good working conditions, better prospects of promotion etc. may help to enhance the morale of employees of the undertaking.

Joshi (2001) attempted to study and compare the extent of job satisfaction among the employees of public and private sector organizations and to find out relationship between job satisfaction and occupational level in both the sectors. A sample of 60 each was taken from both the sectors. The hierarchical status was represented at three levels i.e. Managers, Supervisors and Workers (20 each). The Bayfield Roth Scale of Job Satisfaction was used to collect the data. The main findings are: (a) The extent of job satisfaction was not found significantly higher in the private sector organizations as compared to public sector organization and (b) A significant difference in the extent of job satisfaction of managers, supervisors and workers has been found in the public sector organization.

Takahashi (2002) studied white-collar workers engaged in lifetime employment system and seniority-based pay system in Japan. The study tested a version of E.L. Deci’s (1975), hypothesis that, if a person’s feeling of self-determination enhanced, his or her job satisfaction will increase. With a measure of self-determination which was first developed, the hypothesis was supported by data from 10,916 white-collar workers in 385 organizational units of Japanese major companies. The study found a strong linear relationship between the job satisfaction and the degree of self-determination.

Rai and Sinha (2002) argued that mere job satisfaction might not be a valid concept in the modern times particularly in the context of skilled work force. The workers had as much a choice of organizations to work with as a consumer in the market place with varieties available. Data was obtained from 261 managers of nationalized bank. The results showed that compared to intrinsic job satisfaction, intrinsic job delight was a better predictor of self-esteem, and of the two measures of personal effectiveness. The results were supportive of the implicit hypothesis that job delight is a more worthwhile variable compared to job satisfaction under specified conditions.
Bovier and Perneger (2003) studied doctors practicing in Geneva, Switzerland on predictors of work satisfaction. The study found that, in general, physicians were more satisfied with the following aspects of their current work situation: patient care, professional relation, and personal reward (intellectual stimulation, opportunities for continuing medical education, and enjoyment at work).

Rao (2003) identified the importance of job satisfaction in the life and career of teachers of secondary schools. The study found that there is no significant influence of age, sex, qualification etc. on the job satisfaction of the teachers. Mishra and Wagh (2004) in their joint work on public and private sector executives explained that reward, work culture and environment, challenging job, delegation of powers were found to have positive effect on job involvement.

Asaari and Kariau’s (2004) study focused on the work satisfaction of working adult learners in relation to their spouse’s support. The study concluded that spouse played an important factor in determining the work satisfaction of working adult learners. Peace of mind for the working adult learners is needed to focus their concentration and commitment on the job.

Eskildsen et al. (2004) studied differences in job satisfaction and intrinsic work motivation between employees with different characteristics. The study was based on 9,263 employees from randomly selected households. The study found that Danish workers were found to be more satisfied and there were no differences between the genders with respect to job satisfaction.

Rode (2004) studied that job satisfaction is significantly related to life satisfaction. The study tested a comprehensive model that examined the relationship between job and life satisfaction and a broad personality, construct called ‘core self-evaluations’ as well as non-work satisfaction and environmental variables, using a nationally representative (U.S.), longitudinal data set. Results indicated that core self-evaluations was significantly related to both job and life satisfaction over time and the relationship was not significant after taking into account the effects of core self-evaluations and non-work satisfaction.
**Feather and Rauter (2004)** investigated Organisational Citizenship Behaviour (OCB’S) in a sample of 154 school teachers from Victoria, Australia, of whom 101 were in permanent employment and 53 were on fixed term contacts. OCB’s were positively related to perceived job insecurity and negatively related to opportunities to satisfy influence and skill–utilisation work values for the contact teachers and positively related to organizational commitment, organizational identification and to opportunities to satisfy variety and skill utilization work values for the permanent teachers. Results were discussed in relation to the different functions that OCB’s were assumed to serve for both groups of teachers and the possibility of conceptualizing OCB’s using a motivational analysis based on expectations and goal structures.

**Alas (2005)** in his study compared people from different countries according to their job related attitudes and ethical values based on empirical data from 15 countries. The results indicated that countries with a socialist past have and deal with the satisfaction of needs at a lower level than traditional capitalist countries and this consequently influences attitudes and expectations towards society, organizations and work. Attitudes towards society and facets of job satisfaction predict ethical values differently in countries with a different history as well. In traditional capitalist countries ethical values were influenced by attitudes towards society and almost not connected with facets of job satisfaction.

**Walters (2005)** analysed data from 50 qualitative interviews with female part time workers in low level jobs in Britain to illustrate their attitudes, orientations and aspirations towards paid work. The research reported two main findings. Firstly, female part-time workers at the bottom end of the occupational structure were not a homogeneous group of workers. Secondly, they were not all highly satisfied with their jobs. The study found that many of them (especially in working class households) still do not have a genuine choice between ‘family work’ and ‘market work’.

**Sharma (2005)** found that the job satisfaction level of private sector banks was higher than public sector banks. The study reveals that quality of work life was better in private sector banks in some chosen parameters like, employees participation in management, loan facilities, extent of authority etc. The performance was found better
in Private Banks because the superiors motivate them in the form of awards and constant verbal encouragement.

**Chirayath (2006)** analysed the relationship between organisational climate of schools and job satisfaction of teachers in Kerala. It was found that there is a close relationship between organisational climate and job satisfaction. The study found that headmasters behaviour has a significant impact on increasing the morale of the teachers.

**Randhawa (2007)** in a study collected data from 300 scientists (150 from National Dairy Research Institute, Karnal and 150 from Agriculture Extension Centres in Haryana). The results showed a significant negative correlation between job satisfaction and turnover intentions. This signifies that higher the job satisfaction, lower was the intent of a person to quit the job. The results revealed that the two groups of scientists do not differ significantly on the measures of job satisfaction and turnover intentions.

**Bono et al. (2007)** examined the role of organizational leaders in employees’ emotional experiences. Data was collected from health care workers 4 times a day, for 2 weeks. The study found that supervisors were associated with employees’ emotions in three ways - (a) Employees experienced fewer positive emotions when interacting with their supervisors as compared with interaction with co-workers and customers. (b) Employees with supervisors, high on transformational leadership experienced more positive emotions throughout the work day, including interaction with co-workers and customers. (c) Employees who regulated their emotions experienced decreased job satisfaction and increased stress, but those with supervisors high on transformational leadership were less likely to experience decreased job satisfaction. The results also suggest that the effects of emotional regulation on stress are long lasting and are not easily reduced by leadership behaviour.

**Sharma and Sharma (2007)** investigated the determinants of job satisfaction. The 12 independent variables used in the study included 3 personal traits, 7 task characteristics and 2 dimensions of organisational climate. The results revealed that 4 out of 12 independent variables could explain only 29 percent of variance in job
satisfaction. These 4 included 2 tasks related and 2 organisational related characteristics.

Katuwal and Randhawa (2007) in their study attempted to measure and compare the job satisfaction of workers in private and public sector in textile industry in Nepal. Data was collected from 372 workers. The results reveal that in both sectors the workers were by and large, similar in their perceptions towards the facets of job. The study found that the workers were highly dissatisfied with the facets of the job that involve monetary expenditure of the firm, the behavioural aspects of management and the employment policy of the organization.

Hussain et al. (2007-2008) conducted a study to examine the level of occupational stress and life satisfaction among high school female teachers and to see the relationship between occupational stress and life satisfaction. A sample of 120 high school female teachers was purposively taken from different public and government schools of Faridabad. It was found that stress among public school teachers were significantly higher than the government school teachers. Same was for the married teachers, their stress level was more than the unmarried teachers. On the other hand life satisfaction of government school teachers were much higher than their public school counterparts and it was significantly higher for unmarried teachers of each type of school.

Rao and Mohan (2008) in their study examined perceptions of the quality of work life among a sample of Indian employees. The study identified four dimensions of quality of work life, namely, favourable work environment, personal growth and autonomy, nature of job and job opportunities and co-workers.

Thomas and Feldman (2008) attempted to provide a expanded meta-analysis on the relationship between age and job performance, that includes 10 dimensions of job performance, namely, core task performance, general counter productive work behaviours, work place aggression, tardiness and absenteeism. Results show that although age was largely unrelated to core task performance, creativity and performance in training programs, it demonstrated stronger relationship with the other dimensions.
Chiaburu and Harrison (2008) in their study proposed that broad aspects of lateral relationship conceptualized as co-workers support and co-worker antagonism are linked to important employee outcome in a framework that synthesis several theoretical predictions. The authors also observed differential strengths of co-workers, influence based on its valence, content and severity and on the social intensity of the task environment.

Sen (2008) conducted a comparative study to find the relationship between job satisfaction and job stress amongst teachers and managers in the National Capital Region. The study found that there is possibility of negative relationship between job satisfaction and job stress among the managers. However, in case of teachers, the job satisfaction and the job stress were immensely related to each other.

Indradevi and Gomatri (2008) in their article focused on the perception of employees, on human capital valuation, with reference to Software companies in Chennai. The study revealed that, valuing Human Capital increases the efficiency of the organization. According to the study Human Capital Management focused on the right kind of people and transforming of a worker into a resource that is competitive.

Biswas (2008) in his study reveals that the psychological climate of the workplace is one of the most important environment factors affecting an individual’s workplace attitude. They should be provided ample scope to express themselves at their workplace. The result demonstrated that a positive psychological climate leads to an individual experiencing psychological empowerment, which is reflected in positive attitudinal change towards the execution of the job. The study reveals that participatory management practices such as open communication and participatory leadership style would be positively associated with higher level of employee performance. Transformational leadership influences the employee’s level of job satisfaction.

Punnoose and Modekurti (2008) in their study of 340 firms in the Indian textile industry have attempted to establish a valid relationship between labour productivity and wages. The study found that there exists a positive relationship between wages and output produced by the firms. This relationship holds valid across
size categories. However, the expected increase in output is more than proportionate increase in salary in the high category. This could possibly imply economies of scale effect or the learning curve effect.

Sahoo and Sahu (2009) pointed out that in post Liberalisation, Privatisation and Globalisation era, today’s employees in the organization are treated more than an “Employee”. Employee Engagement is a winning formula for making organizational excellence. Human capital has been recognized as a key asset if nurtured and developed appropriately.

Zafrull and Habtemariam (2009) on the basis of the study reveals that job authority, job enrichment, age, tenure, quality of life etc. were found significantly related with job involvement. The study further found that job involvement was higher among private sector employees as compared to public sectors.

Raymond et al. (2009) examined the day to day variability in satisfaction level of 231 full time employees in Hongkong for 25 days. The outcome of the study was that both daily interpersonal and informational justice were positively related to daily job-satisfaction. The analysis was based on four types of organizational justice as the authors used hierarchical liner modeling to test their hypothesis.

Hom, Tsui et al. (2009) work is based on two major studies in China in which the first study involved a sample of 953 managers of upper category and second 526 of middle category. The focus of the study was to explain and examine the dynamics of the working of the employee-organisation relationship (EOR). The authors tested whether social exchange and job embeddedness mediate the mutual investment (whereby employers offer higher inducements to employees for their higher contributions) and over investment (high inducements without corresponding high expected contributions). The study found that, EORs motivates greater work force and loyalty.

Montes and Zweig (2009) in their study to assess the role of promises, manipulated promises and delivered inducements separately in hypothetical scenarios in study 1 and study 2 and measured them separately in study 3. The study revealed that
promises may matter little; employees are concerned primarily with what the organization delivers.

**Sharma and Mohapatra (2009)** in his study of 88 managers from two manufacturing organizations from the same industry and same state attempted to test the validity in Indian context of a widely accepted theory which suggests that human behaviour is the product of a combination of both personal attributes and situational factors. The findings show that while the theory is fully supported, the situational factors are far more powerful than personal attributes in influencing behaviour.

**Srivastava (2009)** has attempted to find out the predictors of managerial motivation in Indian public enterprises. A sample of 72 managers of two Public Sector Enterprises was included. According to the findings, the organizational culture does indeed have an impact on level of managerial motivation in PSEs in India. Since organization culture is the product of organizational policies and practices, it is not necessary that in every organization the same set of dimensions of culture must explain why some employees are more and some are less motivated. This is because each organization is a unique social system in terms of the sum total of its policies and procedures.

**Thekedam (2010)** in his study examined specific organization and variables commonly associated with job satisfaction of teachers. A sample of 500 female and male teachers from 100 schools was selected. The study found that the job satisfaction of the teachers is affected by number of variables, which include organization and teacher characteristics. Of the organizational variables, the school climate was found to have a significant effect on teacher job satisfaction. Another significant variable is an individual characteristic referring to the degree to which the teacher believes that he or she has attained his or her professional goal. The distribution of leadership responsibilities and the participation of teachers’ decision–making have positive effect on job satisfaction.

**Mueller et al. (2011)** have used a longitudinal modelling approach to examine the effect of job satisfaction on survey non-response in an applied employee attitude
survey. Members of a large electronics company were invited to participate in the survey in each of four consecutive years. It was found that the participants who were more satisfied on a given occasion were more likely to respond one year later, than those who were less satisfied. It was also found that satisfaction with one’s supervisor plays an important role in survey participation.

Pen-Yuan Liao (2011) applied social exchange theory to develop a model of the processes linking work-family conflict to job attitudes. A sample of 236 employees in Taiwan’s high technology industry was tested. It was found that the influences of work-family conflict on job satisfaction are both direct and indirect. This implies that employees cannot be completely satisfied with their jobs if their organizations do their best to enhance the employees’ perceived qualities of leader-member exchange and perceived organization support but do not put any effort into reducing the employees’ work-family conflict.

Koster et al. (2011) focused on whether it is beneficial for the firms to invest in the general skills of their workforce or whether these training investments merely encourage personnel turnover. A sample of 2833 Dutch pharmacy assistants was taken. The result reveals that participation in general training does not induce employees’ intention to quit as predicted by human capital theory. On the contrary it contributed to the Perceived Support in Employee Development (PSED) among the workforce as predicted by social exchange theory. Moreover, the study found that PSED is negatively related to employees’ intention to quit; however, this effect is to a large extent mediated by employee job satisfaction.

Corine et al. (2011) conducted a study based on 412 employees in two large organizations in Netherland: one in retail and one in health care. It was found that HR practices help employees to feel better able to meet the requirements of their jobs and to feel that their needs are fulfilled by the job, which in turn enhances job satisfaction. The study shows a direct relationship as well as mediating and moderating role of person-organisation and person-job fit in the relationship between perceived HR practices and employee job satisfaction.
Huang (2011) in the study of 453 and 558 of blue collar and knowledge workers in China and Japan respectively found that knowledge workers have more motivating work characteristics including learning, autonomy etc than blue collar workers. It was found that job satisfaction of knowledge workers was lower than their blue collar workers in China. But the marginally higher job satisfaction of Japanese knowledge workers than their blue collar workers might be related to more advanced economic development and the prior development of its knowledge economy.

Souza and Noronha (2011) in their work have attempted to find the relationship between labour welfare activities and job satisfaction. A sample of 201 employees of Pharmaceutical companies in Goa was administered. The results show that eight dimensions of labour (including education, housing, loans, recreation, safety, medical facilities, canteen etc) were found to be positively and significantly correlated with the job satisfaction of employees in these companies. Employees in the Multinational companies in Goa reported better provisions of labour welfare facilities and had higher level of job satisfaction than their fellow mates in Indian pharmaceutical companies.