Chapter 1

Introduction

Job Satisfaction:

One of the most pivotal variables in industry or organization is the job satisfaction. A man is a congenital worker and never works in a vacuum. A large number of factors determine his satisfaction and this influences to a great extent the quality and quantity of the output. So it is a matter of paramount importance to know, whether a person rates himself as a satisfied or a dissatisfied one.

Job satisfaction is a nebulous and woolly concept. Many of us talk about it a great deal but if pressed to explain exactly what we mean, find it hard to provide an acceptable definition. The credit for bringing this term into currency goes to Hoppock. Hoppock (1935) in his classic work, 'Job Satisfaction', reviewed 32 studies conducted prior to 1933 and commented that though there was much opinion about job satisfaction, there were not too many 'factual' studies. Hoppock (1935) has aptly defined job satisfaction as "any combination of psychological, physiological and environmental circumstances that causes a person truthfully to
say, 'I am satisfied with my job'"

An individual's functioning in an organization is affected by the totality of his/her situation. Job satisfaction is, therefore, the 'zest' displayed by an employee contingent on his adjustments in personal, social and work life. However, as the years have gone by, the definition of job satisfaction has remained a controversial issue and every industrial luminary has his own systematic piece of reflection with the definition. Pleitner (1981) construed job satisfaction axiomatically as 'positive in-tune-ness in the job situation, the extent of which is dependent on the degree of harmony between a person's expectations (in respect of the various individual job-related factors and in respect of the job as a whole) and their fulfillment in reality'. It may be stronger or weaker, and it may also turn into its opposite, job dissatisfaction.

In other words, we can locate it on a scale ranging from 'very satisfied' through 'satisfied' and 'neither/nor' to 'dissatisfied' and 'very dissatisfied'. The term covers not only job activity as such but every aspect, or dimension relating the employee to his working environment. These may be almost infinite in number; but they can be
grouped into a finite quantity (Muller-Boling, 1979).

The typical job dimensions that have been studied by previous investigators include the following:

Work: including intrinsic interest, variety, opportunity for learning, difficulty, amount, chances for success, control over pace and methods etc.

Pay: including amount, fairness or equity, method of payment, etc.

Promotions: including opportunities for, fairness of, basis for, etc.

Recognition: including praise for accomplishment, credit for work done, criticism, etc.

Benefits: such as pension, medical, annual leave, paid vacations, etc.

Working Conditions: such as hours, rest pauses, equipment, temperature, ventilation, humidity, location, physical layout, etc.

Supervision: including supervisory style and influence: technical, human relations, and administrative skill, etc.

Co-workers: including competence, helpfulness, friendliness, etc.
Company and Management: including concern for the employee as well as pay and benefit policies.

Two things are worth noting. Firstly, Job Satisfaction is an overall phenomenon or as the sum of individual factors. Secondly, it is determined both by the actual situation at work and by the demands of the individual person.

Theories of Job Satisfaction

Job satisfaction has been studied in depth by different experts like Maslow, Vroom, Herzberg, Stogdill etc. These theories are enumerated below:

Maslow's Need Hierarchy Theory:

Perhaps the most widely known theory of individual's needs (because needs satisfaction in the organisation is of paramount importance for job satisfaction) and motivation is the one embodied in the Need Hierarchy model proposed by Abraham Maslow. Maslow was a clinical psychologist who did his early development work on this theory, starting in the 1940s among children with mental or emotional problems. Based on his observations, he attempted to develop a model of how the healthy personality grows and develops over time and how personality manifests itself in terms of motivated behaviour indicating job satisfaction.
Somewhat later, during the 1960s, the theory was popularized among managers and organization analysts, primarily by the work of Mc Gregor (1960).

According to Maslow's theory, human needs can be classified into five different groups such as physiological needs, safety needs, belongingness needs, esteem needs and self actualization needs. First three needs are called "deficiency needs" while the last two are called "growth needs". These needs, according to Maslow, make the attitude of the employees towards his job. Referring to the influence of Maslow's "hierarchy of needs" structure on job satisfaction, Blum and Naylor have pointed out, "Jobs which are able to satisfy more of the Maslow's needs would be jobs which would result in greater satisfaction on the part of the employers, failure to provide a climate not satisfying the needs, as and when required, would logically lead to increased employee's frustration, poorer performance, lower job satisfaction and increased withdrawl from work activities.

Ultimately, Maslow's need hierarchy model has proved useful in generating ideas about the basic nature of human motives and in providing a conceptual framework for understanding the diverse research findings about people at work (Miner and Dachler, 1973).

Vroom's Theory:

Vroom's theory is termed as expectancy or valence
theory. He presented this theory in his classic book "Work and Motivation" (1964). In expectancy theory, motivation is determined by expectancy and valence. An expectancy is a belief about the likelihood or probability that a particular behavioural act (such as working harder) will lead to a particular outcome such as pay raise, job satisfaction. Vroom has viewed that the strength of the force on the worker to stay in his job is the function of valence of the job he does. He advocated that the attractiveness of a job depended upon its expectancy. He, further, suggested that job satisfaction would be negatively correlated with absenteeism and employee turnover. The expectancy model of motivation points to several concrete guidelines for managers seeking to increase performance. The majority of these suggestions are simply ways to manipulate employers. Instead, they often lead to improved situations for employers and so to job satisfaction. In this sense, the implications suggested here represent a strategy for integrating employee needs, desires, and goals with those of the organization.

Herzberg's Two Factor Theory:

Another view of human needs that has had a major influence on managerial education and practice is the "two factor" or "two need" theory suggested by Frederick Herzberg and his associates (1959). He revealed in his study that there were two types of needs in the work
environment: 'hygienes and motivators'. They were interested in isolating the factors that tended to contribute to 'job satisfaction' and 'job dissatisfaction' and to different levels of task performance.

According to this theory, the main determinants of job-satisfaction are within the job and are called the intrinsic, content or motivating factors. These factors include achievement, recognition, the work itself, responsibility and advancement. The primary determinants of job-dissatisfaction are outside the job itself and they are called the hygiene, context or dissatisfaction factors. According to the theory, hygiene factors can usually only dissatisfy if they are not present in sufficient amounts. At best, they can bring an individual to a neutral point (no job dissatisfaction) where the motivating factors can provide job satisfaction and increased motivation. Herzberg considered money to be the most important hygiene factor in the work environment. In general, they have their greatest impact on preventing employees from being dissatisfied or unhappy with their jobs. They do not have, he asserted, an important role in making people satisfied or happy in their jobs i.e. the role of motivators.

Motivators include the need for employees to use their talents and to grow. This need is met by motivators (also called satisfiers). Herzberg concluded that
achievement was the most important motivator. Motivators bring satisfaction to job and so improved job satisfaction. Altogether, it can be said that the two factor theory identifies hygiene factors which influence the level of job dissatisfaction and motivating factor that influence the level of job satisfaction.

Stogdill's Theory:

Stogdill, in his research holds the view that immediate work environment can influence satisfaction in a variety of ways. Supervisory style, participative decision making, co-worker relation, work group size, working conditions were the main contributors in job satisfaction in Stogdill's study. Further, job satisfaction is directly or indirectly related with the job performance as stressed by Stogdill. Two aspects of the job itself have been found to represent specially strong influences on satisfaction - job scope and role clarity. Most evidence suggests that enriching employee's job typically increase their level of job satisfaction (if not their performance). Stogdill further held that it was production which depended upon the group structure in the unit. Morale (high or low), workers' expectations from the job which they do affect the job satisfaction resulting into job performance (high or low). He attempted to prove that job satisfaction does not always give the increased production. The same idea has
been supported by the findings of Mohanty (1981).

Job satisfaction has been related to several factors and consequences. It can be argued that various characteristics of a job interact with workplace characteristics to determine attitudes and behaviour towards the job. Job satisfaction, thus, affects the turnover, absenteeism and organisational effectiveness. In some situations, it may be possible that improved job attitudes may lead to some increase in performance. When the concept of attitude is applied to work setting, it is necessary to be specific about which attitude employees are concerned with. While a variety of work related job attitude can be mentioned, it appears that attitudes relating to job satisfaction are particularly important from the standpoint of management.

Coronary Heart Disease (CHD):

It is one of the most dreaded diseases and worst killers known to man, of the present era, which occurs when there is an imbalance between supply and demand of blood to heart. It occurs due to narrowing or blockage of coronary arteries that supply blood to heart muscles. It is universally believed that the disease has a multifactorial aetiology, no single cause can be held responsible for its occurrence. Strong correlation has been shown between it and hypertension, smoking, hyperlipidemia, hyperglycemia, physical inactivity.

Various studies have revealed possible role of psychological and socio-economic factors such as anxiety, neuroticism, life events and change, life satisfactions and dissatisfactions, emotional loss and deprivation, family conflicts, life crises, social class and status, educational level, religion, ethnic background and marital status (Jenkins, 1976; Alfredson and Theorell, 1983; Marmot, 1983 and Orth-Gomer et al, 1983).

Type A Behaviour Pattern:

Many clinicians and researchers offered suggestions as to personality and behaviour patterns associated with high risk of coronary disease i.e.; Type A behaviour pattern (TABP). The behaviour pattern is considered to be a trait, a typology, a "consistent syndrome" of behaviour, and as a continuum of behaviours ranging from extreme 'Type A' to extreme non Type A or 'Type B'. Coronary prone behaviour pattern also called 'Type A' is defined as a "characteristic action-emotion complex which is exhibited by those individuals who are engaged in a relatively chronic struggle to obtain an unlimited
number of poorly defined things from their environment in the shortest period of time, and, if necessary, against the opposing efforts of other things or persons in their same environment "(Friedman and Rosenman, 1969).

The Type A behaviour pattern is considered to be an overt behavioral syndrome or style of living characterized by extremes of competitiveness, striving for achievement, aggressiveness (sometimes stringently repressed), haste, impatience, restlessness, hyperalertness, explosiveness of speech, tenseness of facial muscles, and feelings of being under the pressure of time and under the challenge of responsibility. Persons having this pattern are often so deeply committed to their vocation or profession that other aspects of their lives are relatively neglected. Not all aspects of this syndrome or pattern need be present for a person to be classified as possessing it. The pattern is neither a personality trait nor a standard reaction to a challenging situation, but rather the reaction of a characterologically predisposed person to a situation that challenges him or her. Different kinds of situations evoke maximal reactions from different person (Jenkins, 1975).

The extreme 'Type A' person is chronically involved in an almost never ending struggle to achieve poorly defined goals against all odds (aggressive drive). He is overly conscientious and work oriented and tries
to excel at his tasks and avocational activities, sports and hobbies (competitiveness). He tries to utilize almost every minute of the day in purposeful, goal oriented activity since he regards most other things as "a waste of time". While often frustrated by circumstances of time, people, and things that impede his progress, the Type A person continues to strive with the belief that he will overcome his difficulties and opposing forces and often develops impatience and a chronic sense of time urgency that makes him accelerate the rate of all activities, whether eating, talking, walking, and makes him excessively punctual and time oriented.

Some of the frustrations a Type A person experiences are such as a fellow employee or boss who obstructs or competes with him, and very often it is a lack of time to do everything each day that he thinks should get done. The offender is so often time conscious because Type A persons are either born with, learn early, or are parent trained and instilled with the desire to achieve. This excessive desire to achieve can be detected from the patient's recall of his high school or earlier days, e.g., in athletic competitive drive (competition being nothing more than a wish to achieve at the expense of someone else). A type A individual often will be found to have played on a high school or college team and
what is more, to have been the captain or manager of some type.

The Type A individual tries to excel, to achieve beyond all others, and he feels that he has the ability to do too many things and do them well, except he is obstructed too often by a dearth of time. And so, he begins his never ending struggle with time. Rarely does he attempt to defeat his adversary by lightening his load. No, he tries to accelerate the usual rate of doing things and thus believes he can accomplish more in a given frame of time. Besides this acceleration effort, he attempts to make every minute count. He is apt to dissociate himself from all trivia and irrelevancies as he surges to his goals. To cap its all, he believes he can succeed and rarely seeks help or counsel from physicians, priests, psychiatrists, etc.

Rosenman (1978), in his most recent work asserts that the most critical aspects of Type A behaviour are excesses of aggression, hurry, and competitiveness, all of which are manifestations of a struggle to overcome environmental barriers. Those who typically display this particular behaviour pattern are called Type A individuals, and those who exhibit the opposite type of behaviour a relaxed, unhurried, mellow, satisfied style are designated Type B. The Type B person may also
be interested in progress and achievement, but tends to flow with the stream of life rather than constantly struggling against it.

Type B Behaviour Pattern:

The Type B behaviour pattern is characterized by relatively little or non habitual sense of time urgency, non-competitiveness, lack of aggressive drive, and is exhibited by generally more relaxed, easy-going and more patient individuals. The Type B person cannot be adequately described as the antithesis of the Type A person because the Type B individual exhibits all or some of the same traits, but not in the exaggerated manner that is so common to the Type A Subject. Nor do we find in the Type B person the cluster of these exaggerated characteristics exhibited simultaneously as is so often observed in the Type A individual. By way of analogy, if the Type B person were thought of as having a "normal body temperature" then the Type A is the one who has a "a fever". The Type B person is not involved in a chronic struggle against time although he may occasionally feel some time pressure. He is not overly competitive, and while he may espouse certain ambitions, he pursues his goals in a relatively non-aggressive way.

A true 'B' is one who from earliest days never cared to compete excessively or to run a race with time.
Of course, he might have been a good student and even a superb thinker. He might work long hours and be very conscientious but usually he does not feel the need to compress events in time and get more done "each day". Unlike the "A", the "B" person feels that there is time enough each day to do those things he wishes to do. He cuts a smaller piece of the pie of life. He is not apt to relinquish vacations or take up night school studies for his advancement. He is often very satisfied with his status, both economic and social. He never makes one think of the sharply discharged arrow. He ambles along; he does not run. His whole demeanor suggests relaxation, unhurriedness and contentment.

There is an intermediate behaviour pattern, Type X, that is found in persons who exhibit some of the characteristics of both the incompletely developed A and B types. This phenomenon exemplifies the fact that all people are not easily categorized as Type A or Type B. Type X is not a true or pure Type A or Type B. The X behaviour pattern occurs seldom in comparison to the A and B types (about 10% or less of the population). If a preponderance of A pattern characteristics exists, then the subject is rated A; if a preponderance of B characteristics are observed, the subject is rated B. Only when the distribution is so nearly
equal that the subject cannot be categorized as really being Type A or Type B, the subject should be rated as Type X.

Type A behaviour pattern is not always exhibited by a person. It is only in the presence of certain environmental factors like frustration, competition, threat to ego, job related problems etc. that a person exhibits such a kind of behaviour. It is expected that low job satisfaction or high degree of job dissatisfaction may trigger off Type A behaviour pattern.

With this background we may now pass on to the next chapter dealing with the review of the pertinent literature.