CHAPTER I

INTRODUCTION

Stephen P. Robbins (1998), 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 attitude towards the job, while a person who is dissatisfied with his or her job holds negative attitude towards the job.

Locke (1976), defined job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. It is also defined as the amount of overall positive effect (or feeling) that individuals have towards their jobs.

Andrew Brin (1981), defined job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job-satisfaction. If you dislike your job intensely, you will experience job-dissatisfaction job satisfaction is a set of favourable or unfavourable feelings with which employees view their work.

Rao and Narayana (1986), describe job satisfaction as “an integral component of organizational climate and an important element in 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”.

Locke (1969), defined job satisfaction is “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 as frustrating or blocking the attainment of one’s job values or as entailing disvalues.

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.

Tripathi P.C. and Reddy PN (2008), describe job satisfaction as an employee’s general attitude toward his job. To the extent that a person’s job fulfils his dominant need and is consistent with his expectations and values, the job will be satisfying.

Keith Devis (1977), defined job satisfaction is 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 employee’s expectations of the job and the rewards that the job provides.
Locke (1969), defined job satisfaction is a pleasurable positive emotion state resulting from the appraisal of one’s job or job experiences. 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.

Job satisfaction is a specific subset of attitudes held by organization members. It is the attitude one has toward his or her job stated another way it is one’s effective response to the job.

**DIFFERENT DIMENSIONS OF JOB SATISFACTION**

**Job satisfaction and its relationship with the mental health of the people**

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, some times 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.

Job satisfaction has a positive correlation with physical health of the individual. A study by Palmore .E (1969) has come to the conclusion that people who like work, are likely to live longer.
Here the logic behind such 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 is contended that chronic dissatisfaction with work represents stress which, in turn, eventually takes its toll on the organization. Emotional stress, as physicians contend, has been implicated as a contributory factor in the genesis of hypertension, coronary and artery diseases, digestive ailments and even some kind of cancer. Therefore, job satisfaction is essential to maintain physical health also.

**Spreading of Good will About the Organization**

From the point of view of an organization, people who feel positively about their work life are more apt to voice “favourable sentiments” about the organization to the community at large. When the goodwill of the company goes up, new, qualified and dynamic entrants show their interest in joining the organization. The organization thus will be in a position to enjoy the talents of people, as job satisfaction factor is a pervasive residue of public goodwill towards the organization.

A happy and satisfied individual can find it easy to live with, inside the organization as well as outside it. On the contrary, a chronically upset individual makes organizational life vexatious for others with whom he interacts.
**Reduces Absenteeism and Turnover**

These calculable costs, employee turnover and absenteeism, are sufficient to accept the importance of job satisfaction. Kotter and Heskett (1992), defined higher job satisfaction reduces labour turnover and absenteeism. The managers should be compelled, if they are unconvinced about the merits of job satisfaction, to give priority, adequate weightage to job satisfaction. A serious consequence of job satisfaction can be the employees turnover.

“When employees are content and happy with their job, the question of quitting the organization does not arise at all. So, 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 employers. A serious consequence of job dissatisfaction can be the high labour turnover. Mitroff and Denton (1999), defined higher job satisfaction reduces labour turnover and absenteeism”.

**Theories of Job Satisfaction**

There are vital differences among experts about the concept of job satisfaction. Basically, there are four theories of job satisfaction. They are (i) Fulfilment theory, (ii) Discrepancy theory, (iii) Affect Theory, (iv) Job Characteristics Model, (v) Equity theory and (vi) Herzberg’s two factor theory.

**(i) Fulfilment Theory:** The proponents of this theory measure satisfaction in terms of rewards a person receives or the
extent to which his needs are satisfied. Further, they thought of a positive relationship between job satisfaction and the actual satisfaction of the expected needs. The main difficulty in this approach is that job satisfaction as observed by willing, is not only a function of what one feels and should receive because of the considerable difference between expectations and their realization in the personnel. Thus, job satisfaction cannot be regarded merely as a function of how such a person reciprocates his job experiences. Another important factor that should be included to predict job satisfaction accurately is the strength of the individual’s aspiration in a particular area. This ultimately leads to the development of the discrepancy-theory of job satisfaction.

(ii) Discrepancy Theory: The proponents of this theory argue that satisfaction is actually what a person receives from his job situation. Eventually there is a difference between what one expects to receive and what one actually receives. When the actual satisfaction derived is less than expected satisfaction, it results in dissatisfaction. Job satisfaction and dissatisfaction are functions of the perceived relationship between what one wants from one's job and what one perceives it is offering. This approach does not make it clear whether or not over satisfaction is a part of dissatisfaction and if so, how it differs from dissatisfaction. This has led to the development of equity-theory of job satisfaction.
(iii) **Affect theory**: Edwin A. Locke’s Range of Affect Theory (1976) is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given fact of work moderates how satisfied/dissatisfied one becomes when expectations are/aren’t met. When a person values a particular fact of a job, his satisfaction is more greatly impacted both positively and negatively, compared to one who doesn’t value that fact. This theory also states that too much of a particular fact will produce stronger feelings of dissatisfaction the more a worker values that fact.

(iv) **Job characteristics model**: Hackman and Oldham proposed the job characteristics model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility, for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation and performance). The five core job characteristics can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee’s attitudes and behaviours. Not everyone is equally affected by the MPS of a job. People who are high in growth need strength particularly affected by job characteristics.
(v) **Equity Theory**: The proponents of this theory are of the view that a person’s satisfaction is determined by his perceived equity. A person identifies the amount of input (things gained) from a relationship compared to the output (things given) to produce an input / output ratio. They then compare this ratio of the other people in deciding whether or not they have an equitable relationship.

(vi) **Herzberg’s two factor Theory**: Among the theories relating directly to job satisfaction, the one proposed by Herzberg has received a wider acclaim among researchers. On the basis of research with engineers and accountants, Frederic Herzberg developed a two-factor model of motivation in the 1950s. He asked his subjects to think of a time when they felt especially "Good" about their jobs and a time when they felt especially "Bad" about their jobs. He also asked them to describe the conditions that led to those feelings. Herzberg concluded that these two separate factors influenced motivation.

It could be seen clearly from the above that commitment and its related components are influenced by various factors as far as the various theoretical perspectives are concerned. A few theories explain that workers from traditional background hinder their organizational commitment. But, it is strongly criticized by Lambert in favouring management policy and other industrial activities; it may be acceptable in the developing modern industrial world.
A few theories assessed the qualities of works and their commitment levels, but it may be relevant to pursue the qualities of workers. The life time commitment model of Abegglen is not applicable to the present study in its content and meaning.

The factors which are not strongly motivating are called hygiene factors or maintenance factors because, they are necessary for the maintenance of a reasonable level of satisfaction in employees. Other job conditions operate primarily to build motivation and job satisfaction but their absence rarely proves strongly dissatisfying. These conditions are known as motivational factors or motivators. Motivational factors such as achievement and responsibility are related directly to the job itself, the employee’s performance and the recognition and growth that are secured from it.

Motivators mostly are job-centered and they relate to job content, Maintenance factors are mainly related to job context and job context is a significant one. It shows that employees primarily are motivated strongly by what they do for themselves. When they take responsibility or gain recognition through their own behaviour, they are strongly motivated.

**FACTORS INFLUENCING JOB SATISFACTION**

There are different factors on which job satisfaction depends. Important among them are furnished as follows:
Individual Factors

Individual factors that are important for job satisfaction relate to the various conditions of the individual, such as age, sex, personality, intelligence, education, family responsibility and level of aspiration.

Age: Age is an important factor to decide on job satisfaction. Herzberg has established an important correlation between age and job satisfaction. According to him, in the early years of his employment, the morale of the youth is high and it decreases after some time.

A number of studies have indicated differences between various age groups with respect to job satisfaction. Results indicate an increase in the level of job satisfaction with age (Benge and Capwell, 1947; Hoppock, 1960; Super, 1939). The general trend towards increased job satisfaction with increased age has been explained by the upward trend in adjustment and satisfaction with life (Herzberg et al., 1957).

Gender: Certain investigations have proved that the percentage of women workers with job satisfaction is higher than that of men workers. This position may be true because of lower level of aspiration in women.

The findings of the investigation on gender differences in job satisfaction, however, are somewhat contradictory and permit no neat cogent statement of the relationship between gender and job
satisfaction Benge (1944) and Stockford and Kunze (1950) concluded that women are more satisfied than men. Chase (1951) reported women teachers to be more satisfied than men, while Peck (1936) concluded that women were more poorly adjusted than men teachers (Clark 1997; Sloane and Williams 2000; Sousa-posa and Sousa-posa 2000; Donahue and Heywood 2004; Bender et al. 2005; Kristensen and Johansson 2008). These have generally found indications in European union, British and US data show that job satisfaction is greater for women than for men. Professional men have more job satisfaction than professional women (Chiu, 1998).

**Personality:** A person’s personality traits have their inequitable impact on his mode of functioning in various situations of life. It is generally seen that a person with a weak personality is dissatisfied with his job. A person with a balanced personality is generally more well adjusted in his job.

**Intelligence:** There is close relationship between intelligence and job satisfaction. An intelligent person is able to develop his skill at his job sooner than others. But in certain cases, a highly intelligent person gets fed up with his job sooner. So, there can be no positive relationship between a person’s intelligence and satisfaction.
**Education:** In some studies it has been seen that highly educated workers get disgusted with their job soon. The reason may be that the highly educated worker has a higher level of aspiration. Workers with ordinary education remain satisfied at their work for a long time.

**Family Responsibility:** A worker with family responsibilities is generally very much disturbed, as he finds difficulties in solving his numerous family problems. These problems may disturb his equilibrium and as a result he holds no satisfaction at his job.

**Level of Aspiration:** Many workers soar very high in their imagination. They very often think that they are meant for higher jobs than what they are at. In fact, their aspirations know no bounds. Such persons are generally very unhappy and their job satisfaction remains a distant dream.

**FACTORS CONCERNING THE MANAGEMENT AND JOB SATISFACTION**

Job satisfaction is related to the policy that the management of an organisation adopts. Factors concerning the management and job satisfaction are furnished below.

**Job Security**

An average employee will think of job security first rather than other factors to get settled in life. It has been seen that employees who are secure in jobs are more satisfied with their jobs.
“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 secured job is a prestigious job”.

“Workers’ perception of job insecurity is said to affect a number of economic variables. A typical proposition of this sort is that a rising sense of insecurity leads to restraint of wage demands on the part of workers”.

**Recognition**

“Studies confirm that while financial rewards are still vital to employee commitment and performance, money alone won’t energize workers or boost performance. People want more than money. They want to be needed, valued and appreciated; something a pay cheque alone can’t do any more”.

“Studies and management experts state that recognition for a job well done is what employees truly want. In several studies, employees even ranked recognition above good pay and benefits, when asked to list the top things they wanted from their jobs”.

According to Gerber et al. (1998), recognition refers to the respect an employee enjoys among colleagues in the organization, which is the result of the status value of the job. It also refers to the recognition can afford an employee for good performance. Recognition can come from the organization managers, fellow employees or the public.

Recognition may be provided in many forms such as verbal or written, praise, pay increase and bonuses. Recognition promotes SCH-confidence and raises the self-esteem of employees where by productivity is increased.
Types of Colleagues

“One major reason for people staying on job is because they like their co-workers”

“Satisfaction will be at most when there is no clash between inter-personal and inter-group objectives”.

Types of colleagues with whom a person has to work are very important in job satisfaction.

Promotion

Changes of promotion encourage workers even when some other facilities are lacking. So, the possibility of promotion motivates a worker to put in his best. Thus, he derives great satisfaction from his job.

Work Environment

“Margaret Steen (1997) defined salary has to be competitive, but work environment is the ultimate determining factor for longevity”.

Work environment is another factor that has a modest effect on job satisfaction. Provisions for comfortable working conditions, recreation facilities, rest rooms, canteens, etc. are included under this category.

In recent years, organizations have introduced a number of family responsive policies and benefits, in large part, due to the increasing number of women in the workplace (Milliken, Dutton and Beyer, 1991; Rousseau, 1995; Schwartz, 1989).
Responsibility

If a worker is entrusted with some responsibility in preference to some other workers, he feels elevated and important, because he thinks that he has been considered worthy of the same. Certain studies have revealed that those workers who are given some special responsibility have greater satisfaction in their job. This refers to what must be done to complete a task and the obligation created by the assignment (Marriner-Tomey, 1996).

Salary

Today with many workers, the amount of salary has become most important in their thinking. Certain studies have shown that salary is considered a prestige symbol. The workers with higher salaries are regarded as superiors even though they are not given other facilities. Thus salary is closely related to job satisfaction.

Salaries are the actual money employees receive from their employers for the job done or services rendered. From the point of view of Morrison (1993), low salaries promote dissatisfaction and will make workers feel frustrated. Gibson et al. (1997) indicated that they might perceive the amount of pay received by an employee as unfair or fair.

According to Chung (1997), poor salaries that are uncompetitive would lead to unhappiness and discontent. Uncompetitive salaries demotivate employees and lead to job dissatisfaction (Banjoko, 2006).
FACTORS RELATING TO JOB

The following are the factors relating to job which influence job satisfaction of employees.

Nature of the Factory

In a big factory, chances of promotion for numerous workers may be poorer and it is not very easy for workers to have direct access to the employer, supervisor or officers. Therefore, certain investigations have led to the conclusion that workers of a small factory are more likely to have greater job satisfaction for obvious reasons.

Type of Work

If a worker has to do the same type of work again and again, he is likely to lose all interest in the job and the process becomes monotonous to him. If some change is made in his work according to his ability in agreement with other workers concerned, he will probably derive greater satisfaction from his work.

Prestige Associated With the Job

If a job carries greater social prestige with it, the worker in it will feel greater job satisfaction even if he gets a lower salary.

Geographical Conditions

A big city may not offer such facilities which are necessary for a normal healthy living. A worker of a big factory located in a big city does not feel satisfied with his job because the geographical position of the city is generally not healthy for him.
CONSEQUENCES OF JOB SATISFACTION

Job satisfaction can act as a double edged sword as it reduces absenteeism and labour turnover.

**Absence**

There exists a relationship between job satisfaction and frequency of absence of employees, whether it is unexcused absence due to minor ailments or total long absence. Absenteeism is inversely related to the level of job dissatisfaction. Job dissatisfaction produces a lack of will to work and this forces the employees to alienate themselves from work as far as possible.

**Turnover**

Research has established that the satisfied worker is less likely than his dissatisfied counterpart to quit the job over time. In other words, the satisfied worker tends to stay and the dissatisfied worker tends to leave. It is intuitively reasonable that since workers derive different levels of satisfaction from their work roles, job dissatisfaction forces an individual to leave his job and seek satisfaction elsewhere.

In some organizations turnover and absenteeism account for a substantial slice of total labour costs with high labour turnover rate, the cost of recruitment and training the new employees, which the management cannot ignore, goes up.
**Negative Publicity**

Another frequently noticeable consequence of job dissatisfaction is “bad mouthing” the organization. This is the disgruntled employee who verbalizes his discontent to others in the community and makes the organization unpopular. Such negative publicity can conceivably lead to difficulty in recruiting new employees. It may also result in loss of business to a certain extent.

**FAMILY ENVIRONMENT**

The family is the oldest and the most important of all the social institutions that man has devised to regulate and integrate his behavior as he strives to satisfy his basic needs. Family is indeed a varied lot. They can be quiet and inconspicuous or public and powerful. Even people who have no bloodlines often consider themselves family. Organizations as varied as churches, clubs, and even business describe themselves as "one big happy family".

The family is a social construction, another context in which communication takes place. In fact, it is one of the richest sources of communication patterns that people have. The interpersonal communication should be a source of celebration.

Family, even a troubled one, provides the sense of permanence in an otherwise changing world. It is our first "social reality" and the source of many of the communication patterns and type of relationship people will repeat later in life.
The family environment is influenced by a number of factors like constellation number of children in the family, marital relationships between husband and wife, maternal employment, socio-economic status and religious background of the family. The family environment possesses certain consistency, so that the impact of some basic values, individuals and material objects is felt in a specific situation but the attitudes and ideas expressed day after day reflect their mark.

**STRESS COPING SKILLS**

Industrial psychology is the application of psychological theories and practices to the problems in business and industry. The field represents the application of psychological science to organizational functioning. A large proportion of theories, research and technologies of organizational behaviour have been contributed by organizational psychology. This work has dealt with learning, motivation, decision making, intelligence, attitudes, values, personality, stress and coping, etc. These aspects have been studied by psychologists with central focus on 'work and organization'.

One of the important areas in organizational research which requires a lot of care and attention is "stress" at work. Stress is a concept borrowed from the natural sciences. In engineering and physics, the term implies an external force or pressure exerted on something with the intention to distort. In psycho-physiology,
stress refers to some stimulus resulting in a detectable strain that cannot be accommodated by the organism and which ultimately results in impaired health or behaviour. Lazarus and Folkman refer to stress as a particular form of relationship between the person and the environment that is appraised by the person as taxing or exceeding his resources and endangering his well being. Hence, stress may be defined as any circumstance that threatens or is perceived to threaten one's well-being and thereby tax one's coping abilities.

**Consequences of Stress**

The physiological consequences of stress are certain automatic physiological changes, that are triggered off in order to prepare the individual to cope with negative or positive demands. These changes help to raise body processes to the required level since stress affects the heart rate, respiration rate, blood pressure and digestion. The behavioural consequences of stress are arguments and fights over trivial matters, over dependence, uncommunicativeness, unreasonableness, of interest and denial.

The cognitive consequences are greater attention paid to negative aspects of life and work inability to concentrate due to constant worry and safety over emphasis on self and responsiveness to incidental data.
**Stress at Work**

Life in this present day world would be simple indeed if our needs are gratified. But many obstacles both personal and environmental prevent us from gratifying our needs. These obstacles place more adjustable demands on people and to stress. Studies show that more than forty six percent of employees in organizations reported that their jobs were highly stressful and thirty four percent were of the idea of quitting their job because the stress was so bad. Many employees have started complaining about work stress. Individuals and organizations have started thinking about plans to reduce it. Stress has to be studied at individual and group level. Individual stress is caused by his or her personality role conflicts the job design.

From work stress, it is found that there are six major sources of pressure viz., factors intrinsic to the organization, relationships at work, career development factors, organizational structure and climate and non-work pressures. Factors intrinsic to the jobs are those factors which are related to poor working conditions, shift work, long working hours, travel, risk, poor technology and work over as well as under load.

The role of a person in the organization should be clearly defined to keep stress at a minimum level. The relationship at the work place may also create stress. In general, there are three critical interpersonal relationships at work, namely relationship with one's boss, those with one's subordinates and those with
one's colleagues. The career development factors of stress at work include the degree of job security, fear of losing the job, obsolescence of one's skills and capabilities and retirement. The organizational structure and climate may itself cause stress sometimes. It includes non-participation at work and a general lack of control in the organization. The non-work pressures include the pressures on the home front due to job stress. Here, the commonly seen effect is the dual careers especially for women.

In order to cope with stress, stress management strategies are followed. Both individual and organizational approaches are suggested in stress literature. The individual strategies include time-management techniques, physical exercises, relaxation techniques and expanding the social support network. The organizational strategies involve personnel selection and job placement, use of realistic goal setting, redesigning of jobs, use of participative decision making and improving organizational communication. People cope with stress in many ways, but most have certain styles of coping.

**Stress Coping Styles/Skills**

Coping refers to behaviour by which an individual attempts to deal with stress and in the process is able to be relieved of the ill effects of the stressor. Coping skills are referred to as characteristic ways of dealing with difficulties and overcoming stress. Researchers have identified four types of coping strategies
viz, approach coping (action oriented approach), avoidance coping, problem focused coping and emotion focused coping. In approach coping, individuals attempt to tackle the stressor head on. They take some measure to come out of the stress and hence it is viewed as a constructive approach. In avoidance coping, people try to get relief by avoiding the problem itself but they simply help to put off a situation. Problem focused coping attacks the problem itself and increases the person’s level of awareness and knowledge which in turn reduce the threat value of the event. Emotion focused coping simply attempts to limit the degree of emotional disruption caused by the event.

People who generally cope successfully have a varied set of personal resources which normally include the following abilities viz., seeking pertinent information; sharing concerns and finding consolation when needed; redefining a situation so as to make it more solvable; considering alternatives and examining consequences; and using humor to defuse a situation.

Learning a specific skill helps an individual to cope more effectively in a stressful situation. Many people experience worst situations without proper training and hence learning the necessary skills is important to cope with stress. Researches have proposed a wide variety of coping mechanisms. Jerabak (1996) proposed the following action-oriented coping skills.
**Work Locus of Control**

There is a plethora of evidence to suggest that employees worldwide possess a fundamental desire to wield control or influence over decisions made by their superiors, coworkers, or subordinates; the relationship they have with them, and the level of responsibility they have in the organization. To understand this need for control, Spector (1988) designed the work locus of control scale to measure generalized control beliefs in the workplace.

The work Locus of Control Scale was written equally in the internal direction and the external direction (Spector, 1988). Internality is the perception of control that employees have over various outcomes in the workplace. Externality is the perception that work outcomes are controlled by luck or powerful others. Numerous studies have been conducted to analyze the relationship between locus of control and workplace behaviors (Bernardi, 1997; Brownell, 1982; Renn & Vandenburg, 1991). Particularly, the results indicate that employees who are considered internals reportedly were more intrinsically motivated, experienced higher levels of job satisfaction and greater satisfaction with supervisors. Similar studies reported that internals add greater levels of autonomy and had lower turnover intentions experienced (O'Brien, 1981; Spector, 1982).
To fully appreciate work locus of control, it is important to understand its origin. Work locus of control was derived from Rotter’s (1966) I-E scale of general locus of control. Locus of control has been defined as a person’s general perception regarding forces that determine rewards and punishments (Rotter, 1966). Rotter’s premise is that locus of control is a stable personality trait that describes the extent to which people attribute the cause of control of events to themselves or to external environmental factors such as fate or luck. More specifically, some people believe that they are the masters of their own fate and have personal responsibility for what happens to them and are said to have an internal locus of control. Contrarily, people who consider themselves to be pawn of fate exhibit an external locus of control. Although the literature on locus of control is voluminous, the depth of information that it provides to the workplace is limited and requires further study into the specific work domain. Employee locus of control is important because it has been linked to a number of job performance criteria. Specifically, internally oriented employees earned higher salaries, had higher status occupations and were more satisfied with their jobs (Andrasani & Nestel, 1976). Similarly, employees with high internality showed more initiative in the workplace and their work behavior was not confined by their job responsibilities (O’Brien, 1981).
However, the limitation of locus of control is that it does not key in on a particular domain. To overcome the limitation of the I-E scale of general locus of control developed by Rotter, the Work Locus of Control Scale was designed to measure control beliefs in a specific domain and has been proven to be a better predictor of work behaviors than the generalized measure of locus of control.

Locus of control is one of the personality traits which has received a lot of attention in the organizational literature (Spector, 1982). Locus of control is defined as the degree to which an individual generally perceives events to be under the control of powerful others (external locus) as opposed to under his/her own control (internal locus) (Rotter, 1966). Individuals with a high internal locus of control see themselves to be in control of aspects of their workplace. Previous studies have found an internal locus of control to be positively linked to desired job outcomes such as, job satisfaction, organizational commitment and job performance (Judge & Bono, 2001; Judge, Locke, Durham, & Kluger, 1998; Spector, 1988).

**WORK FAMILY CONFLICT**

Research on Work-Family Conflicts (WFC) is not new in OB literature. Interest in the work family interface has produced an impressive mass of research especially integrating work and family research. Work and family represent two important domains of any individual. The bi-directional nature of WFC i.e., works
interfering with family versus family interfering with work, has received increasing attention, because both add to stress, both are related to job satisfaction (Greenhaus & Beutell, 1985). Extent research suggests that both job stress and family stress are interdependent and interacting (Frone, Russell & Cooper, 1992).

Work interfering with family is WIF conflict and family interfering with work is known as FIW conflict. Despite this conceptual distinction, most of the research is skewed towards the former. It is now commonly acknowledged that work and family are not mutually exclusive domains which do influence each other. In his seminal paper Kanter (1977) points out that while work certainly affects family life, the opposite is also true. Kanter (1977) concludes that “family situations can define work orientations, motivations, abilities, emotional energy, and the demands people bring to the workplace. Available research evidence suggests that the experience of WIF conflict was reported almost three times more frequently than the experience of FIW conflict among both genders (Frone, Russell & Cooper, 1992; Gutek et al, 1991).

Though research on work family conflicts has been so far impressive, the focus of research has been progressing in two different directions. One stream of research concentrated exclusively on the identification of antecedents and outcomes of work-family conflict in terms of psychological distress (Frone et al, 1992). Another stream focused on the relationship between work
family conflicts and job satisfaction and life satisfaction (Adams, King & King, 1996). For instance Frone, et al. (1992) limited their study to the examination of impact on work-family conflicts on psychological distress. Similarly, Adams, et al. (1996) attempted to establish partial link to job and life satisfaction, but psychological stress was ignored in their model. There has been little effort to integrate the previous models which may contribute to a more clear understanding of the process of work-family conflicts and their relationships to job satisfaction and life satisfaction.

Furthermore, very few studies have concentrated on the organizational support programs which are receiving increasing attention (Frone & Yardley, 1994). Though several studies highlighted the importance of social support in reducing the work-family conflicts, little effort has been made to see the impact of conflicts on the social support that can be provided by individuals (Jackson et al, 1985; Beehr & McGrath, 1992). For example, a person experiencing stress may display a tendency to withdraw from potentially supportive people and may eventually develop a discord within their family life and therefore would not provide social support to the rest of the members of the family. When members are unable to provide social support to the rest of the family, this may further aggravate the family-work conflict.
In an organization, informal support that is family-friendly affects employee behavior (such as job performance) and attitudes toward their job (such as job satisfaction) more than formal support (Anderson, Coffey, & Byerly, 2002; Behson, 2005). Informal support includes practices such as providing employees greater autonomy and discretion to manage their work (Behson, 2005) and providing support to employees such as permission to meet for work later on another day, permission to leave work earlier to attend to personal or family matters (Roehling, Roehling, & Moen, 2001), while the formal support includes practices such as parental leave provisions, flexible work schedules, part-time work, compressed work week schedules, job sharing, dependent care benefits and telecommuting (Strachan & Burgess, 1998). The informal support has more impact on employee ability to balance work and family demands, or reduce work-family conflict, than the formal benefits (Allen 2001; Hammer, Neal, Newsome, Brckwood, & Colton, 2005). The conflict occurs when the demands of work and family roles are incompatible in some respects as a result of which participation in one role makes it difficult to meet the demands of the other role (Greenhaus & Beutell, 1985). Besides reducing work-family conflict, studies have shown that informal work-family support practices play a significant role in improving work-related outcomes including job performance and job satisfaction (Anderson et al., 2002; Behson, 2005).
Life Satisfaction

Today the world is changing and these changes have positive and negative effects on individual’s life, so some of them promote well-being and life satisfaction of individual, but sometimes these issues can reduce the individual’s mental health, and also coping with these changes is a big challenge. Investigators have suggested that life satisfaction and well-being must be regarded and some of them brought it into social sciences branches. Life satisfaction was conceptualized as a key indicator of well being. In judging about the satisfaction with lives, individuals set a standard, which they perceive appropriate for circumstances of their lives. It may be possible that a person is satisfied with almost all domains (e.g. health, wealth, marriage, education etc.) of his/her life but may still be not dissatisfied with a particular domain which he/she weight as most important and dissatisfaction with this particular domain may negatively affect his/her overall judgment about life satisfaction. Health has been recognized as one of the most important factors related to life satisfaction. Although life satisfaction appraised as life as a whole refers to stability, but sufficient body of researches (Pavot, Diener & Suh, 1998) suggest that judgment based on temporal aspects is relatively more reliable and accurate. The temporality while evaluating life satisfaction focuses on the past, present and future levels of global life satisfaction. Positive thinking about future has important implications for how well a person might cope with his contrary conditions. Future orientation predicts significant positive
variance in present, as well as, future satisfaction with life (Dubey & Agarwal, 2004). In the investigations an attempt has been made to identify effective coping strategies which lead to satisfaction with different temporal aspects of life even when one is afflicted with a chronic disease.

**RELATIONSHIP BETWEEN JOB SATISFACTION AND LIFE SATISFACTION**

The relationship between job and life satisfaction has received considerable attention in the organizational literature (Judge et al., 2001) As such, several theoretical models have been put forth to describe the relationship between job and life satisfaction. These models include: (1) **spillover**, where job experiences spill over onto other spheres of life, and vice versa, suggesting that a positive relationship exists between the two variables; (2) **segmentation**, where job and life experiences have little to do with one another, suggesting that the two variables are essentially uncorrelated; and (3) **compensation**, where an individual seeks to compensate for a dissatisfying job by pursuing fulfillment and happiness in his or her non-work life, and vice versa, suggesting a negative correlation between the two variables.

On the basis of a national stratified random sample of workers, they found that 68 per cent of workers could be classified as falling into the spillover group; an additional 20 per cent of individuals fell into the segmentation group, and 12 per cent fell into the compensation group. Thus, though not all agree with this conclusion, the spillover model appears to characterize most individuals.
Indian Leather Industry

Indian leather industry is equipped mostly with a potential for employment generation, growth and exports, with the annual exports touching 2 billion USD. Government of India realizing the growth potential of the leather industry has been making significant efforts to promote rapid advancement of the industry. Tanneries were modernized and new units were set up for footwear, components and leather products under the CCEA (Cabinet Committee and Economics Affairs) scheme for the integrated development of the Indian leather industry.

To develop the footwear industry the Indian Government has come up with numerous initiatives. Footwear industry is de-licensed and de-reserved, providing expansion of capacities on modern lines with state-of-the-art machinery.

Employment opportunities

Indian leather industry is set to boom with bright career opportunities in both technical and designing areas. The industry employs 2.5 million persons presently. Leather industry is aimed to augment the production, thereby to enhance export which shall create additional employment opportunities for overall one million people.
INDIAN FOOTWEAR INDUSTRY

This study looks at the job satisfaction aspect of leather industry with specific focus on footwear manufacturer. Even countries which did not earlier have availability of raw leather, are able to come out with quality finished goods because of their workmanship qualities, and are coming up quickly on global map. In order to compete with rivals, Indian industry has to transform itself. After the first generation of economic reforms, many industries had to adopt new policies. But footwear industry has more or less kept itself isolated from globalization. It is a now or never situation. De-reservation of the footwear sector has further opened up great possibilities for the industry.

Importance of Footwear Industry

Footwear sector in India gains special national importance on account of three advantages viz. (a) high employment orientation, (b) opportunity for gender and social empowerment, and (c) large global opportunity for trade and export. Footwear is one of the most traded commodities in global leather trade.

The value of trade on footwear has been estimated at US $ 50-52 billion annually at the present time. Of the global footwear import, leather footwear is estimated to account for about US $ 24-25 billion annually. The share of India in global footwear trade is limited to about 1%. There is a vast scope to increase substantially the share of India in global leather trade.
Footwear industry is the first industry to employ a large number of people especially women with nil or negligible education. The industry works on low margins and also is subjected to the vagaries of exchange fluctuation and volatile change in input material costs. It provides the stepping stone for many poor families to afford basic amenities and educate their offspring.

The major footwear production centers in the country are Chennai, Ranipet, and Ambur in Tamil Nadu, Mumbai in Maharashtra, Kanpur and Agra in UP., Jalandhar in Punjab, and Delhi.

CLRI (Central Lather Research Institute - Chennai) constituted a Task Force to prepare a perspective plan for the footwear sector. Major recommendations of the Task Force are as follows: Development of satellite townships and relocation of existing units into the townships complete with all facilities, strengthening of basic infrastructure around the townships, a National Leather Mission, de-reservation of footwear sector from SSI investments, judicious balance of incentives and duty structures.

Attraction of Foreign Direct Investments into the footwear industry in India may need the corrective measures to counter the perceived risks originating from Governmental policy changes, erratic raw material supply, court decisions and exchange fluctuations.
Challenges in Leather Product: Footwear Sector

- Varying levels of technology in the factories depend on the size of the factories.
- Low quality of shoes - threat of shift in production to other areas where salary levels are low if the quality is maintained at the same level.
- Most companies work on subcontract basis - design, component selection and methods of production are given by the buyers and do not provide their own fashion collections, however companies are able to make prototypes based on ideas provided by the buyer.
- Strong requirement to increase quality as well as quantity.
- Availability of right raw material (finished leather) at the right time.
- Underdeveloped designs for footwear components sector.
- Absence of own collections and poor development of footwear components, particularly for women’s footwear - market size of women’s footwear in the world is 63% of total footwear market, but the share of women’s footwear exports out of India’s total footwear is only 34%.
- Meeting manpower requirement under the state of affairs of rapid industrialization.

Footwear Industry: A SWOT Analysis

Government of India (2010)* identified strength and weaknesses of Indian footwear industry and an appraisal of opportunities and threats for the industry.
**Strengths:** Large raw material (leather) availability, 2nd largest producer of footwear, man power i.e. abundance of traditionally skilled labour, institutional support - BRD & R&D, capabilities to produce world-class products and sourcing by international brands.

**Weaknesses:** Non-availability of quality footwear components, lack of fresh investment in the sector, uneconomical size of manufacturing units, competitions among units vying for export orders leading to undercutting, little brand image, poor labour productivity lack of awareness about consistent in-plant training and retraining, inconsistent quality, high rejection rate, low machine and material productivity, lack of quality job work units, delayed deliveries and weak support infrastructure for exports.

**Opportunities:** Exposure to never markets through Fairs / BSMs, retain customers through quality supplies and timely deliveries, aim to present the customer with new designs, infrastructure, country and company profiles, use of modern technology, exhibit strengths in manufacturing, for example strengths in classic shoe manufacturing, hand crafting, etc. and de-reservation of the footwear sector.

**Threats:** Competition from countries with advantages such as low labour costs, better quality and faster delivery - China, Indonesia, etc. emergence of production facilities in East European countries likes Romania, Macedonia, Czech for complete footwear and the geographical proximity to European markets and Loss of existing clientele due to quality, delivery, and volume factors.
Footwear industry in India in the export sector has remained small with respect to the capacity and weakly linked to market for gainfully taking advantage of the economy of scope for high and medium priced market segments. The manufacturing base for meeting the domestic needs of footwear has been in the tiny and small scale sector. An urgent measure to improve the quality base of this sector is necessary to readjust to the emerging scenario of the globalization of footwear trade. This is an employment oriented manufacturing segment with an opportunity for contributions of both social and gender empowerment. A planned and well-balanced investment strategy into the footwear sector with an objective of gaining a five fold increase in the share of Indian in global leather trade has been presented.

**STATEMENT OF THE PROBLEM**

Job satisfaction provides a measure of how satisfied the individual feels with his/her job. Job satisfaction is one of the most researched and critical issues in the field of organization behaviour. A satisfied employee possesses positive affect and brings in desirable work values, enhanced efficiency and productivity. Job satisfaction is conducive to lower absenteeism and employee turnover. There is evidence that increased satisfaction is related to enhanced productivity (Grunenberg, 1979; Herzberg, et. al., 1959; Judge, et. al., 2001; Schultz, 1973; Spector, 1997).
Job and family involvement measures the degree to which an individual's psychological identity is tied to either family or work roles, and it assesses the importance of those roles to an individual's self-image and the individual's commitment to that role. Individuals who are strongly invested in particular roles are much more likely to be aware of an sensitive to the demands and problems of that role (Pleck 1985) and to suffer conflict and overload of they find they cannot meet their own or others expectations regarding performance in the role (Greenhans and Bentell 1985; Higgins, et al., 1992). Heavy involvement in either the work or family domain is likely to produce conflict across domains (families and work institute 1998a; Greenhans and Kopelman 1981; Hall and Richter 1988; Pleck 1985).

As the number of women, dual-earner couples, and single parents in the workforce increase (e.g. Bond et al. 2002) and more individuals assume elder care responsibilities (Society for human resource management 2003), it is clear that many employees are faced with the challenge of managing work and family roles.

Conflict often plays a pivotal role in work organizations, and past research and theory has greatly advanced our understanding of the roots of conflict at work, of the ways employees manage conflict, and of the potential costs and benefits for individual, group and organizational performance. Unfortunately, past work failed to systematically incorporate the ways individual well-being and health influence the occurrence of conflict at work, or the way
conflict is managed. In addition, conflict theory and research remains virtually silent about the potential effects of conflict on affect-related variables such as job satisfaction, well-being, health, absenteeism and turnover.

A number of aspects of working life have been linked to stress. Aspects of the work itself can be stressful, namely work overload (Defrank and Ivancevich, 1998; Taylor et al., 1997) and role-based factors such as lack of power role ambiguity and role-conflict (Burke, 1988; Nelson and Burks, 2000). The conflict between home and work and the work impact on personal relationships is stressful (Sparks and Cooper, 1999).

Certain investigations have proved that the percentage of women workers with job satisfaction is higher than that of men workers. This position may be true because of lower level of aspiration in women. Locus of control is defined as the degree to which an individual generally perceived events to be under the control of powerful others (external locus) as opposed to under his/her own control (internal locus) (Rotter 1966).

A person’s locus is conceptualized as either internal (the person believes they can control their life) or external (meaning they believe that their decisions and life are controlled by environmental factors which they cannot influence). The review indicates there is no specific study regarding job satisfaction for women at grass root level, working in leather industries. This being the purpose of this research.
NEED FOR THE STUDY

Different studies have been done regarding job satisfaction. Normally, job satisfaction of employees in the white collar level was studied in the past. Only a very few researches have been done in the leather industries regarding job satisfaction that too a negligible number of studies have been done for the blue-collar employees of the leather industries focusing on the women employees. This has initiated the researcher to study the job satisfaction of women employees at grass root level from the leather industry, being the carcinogenic type of industry having various hazardous factors.

SCOPE OF THE STUDY

The leather industry is carcinogenic in nature and the employees working in these industries may face various health related problems. There have been negligible number of studies regarding job satisfaction of employees from the leather industries. Job satisfaction among women employees at the grass root level of leather industries was studied as very few studies have been carried previously.

CONCEPTUAL FRAMEWORK OF THE STUDY

In the present study on job satisfaction among women employees in leather goods manufacturing industry, the researcher has taken the following variables:

- Family Environment
- Stress Coping
- Work Locus of Control
- Work Family Conflict
• Life Satisfaction
• Physical symptoms
• Job satisfaction
• The Demographic Factors considered in the present study are Age, Education, Experience, Marital Status, Type of Family, etc.

As the number of women, dual-earner couples, and single parents in the workforce increases (e.g., Bond et al. 2002) and more individuals assume elder care responsibilities (Society for Human Resource Management 2003), it is clear that many employees are faced with the challenge of managing work and family roles. Work–family balance has important implications for individuals, organizations, and society, and consequently, a growing body of research has explored the intersection of work and family domains. In the past, research on the work–family interface has focused on the negative connections between work and family life (e.g., work–family conflict, Greenhaus and Parasuraman 1999), largely ignoring the positive connections. A wide body of evidence from several meta-analyses indicates that high levels of work–family conflict have negative consequences including lower job and life satisfaction, higher turnover intentions, greater general psychological strain, greater physical symptoms, higher depression, and greater burnout (Allen et al. 2000; Byron 2005; Ford et al. 2007; Kossek and Ozeki 1998).
Two important problems that modern organizations are faced with are stress and job satisfaction of their employees. At a first look it could deduce that these two problems are not correlated. But when we look at these issues in depth, it is found that one affects the other and if both function well, it could lead to positive results for employees’ work and organization. Stress can be considered an unpleasant emotional situation that people experience when requirements (work-related or not) cannot be counter-balanced with our ability to resolve them. This results in emotional changes as a reaction to this danger. It stems from the relationship between a person and its environment and it appears as pressure that is subjective because the same stressors can affect one person but not another. When an employee can manage the pressures of the job and the possibility to complete a task is substantial then stress can work as a motivating factor.

Locus of control is one of the personality traits which has received a lot of attention in the organizational literature (Spector, 1982). Locus of control is defined as the degree to which an individual generally perceives events to be under the control of powerful others (external locus) as opposed to under his/her own control (internal locus) (Rotter, 1966). Individuals with a high internal locus of control see themselves to be in control of aspects of their workplace.
Previous studies have found an internal locus of control to be positively linked to desired job outcomes such as, job satisfaction, organizational commitment and job performance (Judge & Bono, 2001). The concept was developed by Rotter (1954). A person’s locus is conceptualized as either internal (the person believes they can control their life) or external (meaning they believe that their decisions and life are controlled by environmental factors which they cannot influence). Rotter’s concept emerged from the extent to which a person perceives uncertainties to affect results. People with a high level of internal locus of control are more likely to have a low perception of such uncertainties. There are individuals who believe that ones own actions are affected by uncertainty are controlled by external locus of control. On the contrary, he also suggests that apart from an individual’s own actions; outcomes are also greatly affected by chance, fate or luck. Myers (1996) suggests that internal locus of control is the concept of “self as agent” which implies that our thoughts control our actions and when an individual realizes this function of thinking it can positively affect their beliefs, motivation and job performance.

Work–family conflict occurs when the demands or expectations associated with one domain are incompatible with the demands or expectations associated with the other domains (Greenhaus & Beutell, 1985). Existing studies have distinguished two dimensions of work–family conflict: when activities related to
work interfere with family responsibilities (Work Interfere with Family) and when activities related to the family interfere with work responsibilities (Family Interfere with Work); Gutek, Searle, & Klepa, 1991).

Role theory suggests that work–family conflict has a negative relationship with job satisfaction, such that an increase in work–family conflict reduces the level of satisfaction (Frone, et al., 1992; Kopelman, et al., 1983). From the role stress perspective, work–family conflict represents the incompatibility between the demands and expectations of two roles, leading to tension, worry, and fatigue (Kanh, et al., 1964). The role stressors create a negative mood that leads to negative attitudes (Beehr & Glazer, 2005). Although there is agreement in the empirical literature to the effect that work–family conflict is related to job satisfaction (e.g., Bruck, et al., 2002; Kossek & Ozeki, 1998), a range of factors exist that make this a controversial or debatable relationship (Grandey, et al., 2005). So, for example, there is no agreement among researchers on how the two dimensions of work–family conflict are related to job satisfaction.

Life satisfaction is a core component of general well-being and refers to a judgmental process of the overall quality of a person’s life, according to his or her own unique set of criteria (Pavot & Diener, 1993). Lower levels of life satisfaction were found to be related to depression, loneliness, and a variety of
psychological disorders. However, adolescents and youth with higher levels of life satisfaction are less involved in violent behavior problems and show more self-esteem and intrinsic motivation.

Higher levels of life satisfaction can also act as a buffer against psychological disorders and stressful life events (Park, 2004). The relation of core self-evaluations to life satisfaction is relatively well established (Judge & Bono, 2001) in that people who hold more positive views about themselves are generally also more satisfied with their lives.

Judge, et al. (1994) have found that job and life satisfaction are linked. There is considerable evidence that women enjoy paid work and are better off not just economically but also psychologically (Danziger and Gottschalk, 1985; Hanson and Sloane, 1992). These surveys have consistently confirmed that in addition to valuing their extra income, an increasing number of employed married women report that they derive many additional satisfactions from working (Bartos, 1982; Hanson and Sloane, 1992; Roper, 1985).
Fig. 1.1. Conceptual Frame Work of EM Model of Job Satisfaction
OBJECTIVES OF THE STUDY

- To measure the job satisfaction level of women employees working in leather industries.
- To identify the association of demographic factors with the job satisfaction of respondents.
- To find out the relationship between family environment and work family conflict with the job satisfaction of respondents.
- To analyze the association between work locus of control and job satisfaction.
- To understand the association between stress coping and job satisfaction of respondents.
- To know the relationship between physical symptoms and job satisfaction.
- To describe the relationship between job satisfaction and life satisfaction.
- To find out the contributing factors of job satisfaction.
- To explore the influence of demographic factors on the life satisfaction.
- To propose a model for job satisfaction of women employees in leather goods manufacturing industries.

CHAPTERISATION

The present study has been divided into five chapters. The first chapter deals with the job satisfaction of women employees working in leather industry and its relation with variables viz., life satisfaction, work locus of control, work family conflict, family
environment, coping stress and physical symptoms. The first chapter also includes an introduction to the leather industry, statement of the problem, need for the study, scope of the study, objectives and chapterisation.

The second chapter is devoted to the review of literature. It deals with the exhaustive literature on the stipulated variables selected for the study.

The third chapter includes the methodology used for the study. It explains the research design, research type, hypothesis, details on pilot study, selection of variables, sampling techniques, sampling procedures, method of data collection, statistical tools used in the study, and finally the limitations that are encountered during the conduct of the study.

The fourth chapter is devoted to the analysis and interpretation of the study.

The fifth chapter comprises the findings, suggestions, and conclusion of the study. It also accommodates the implications of the study and suggestions for further research.

The bibliography and the appendix constitute the final part of the thesis.