Chapter - I

A THEORETICAL FRAME WORK OF ORGANISATIONAL CLIMATE AND JOB SATISFACTION
INTRODUCTION

Climate for an organization is like personality for a person. "Just as every individual has a personality that makes each person unique, each organization has an organizational climate that clearly distinguishes its personality from other organizations".¹ The concept of organizational climate was formalised by the human relation theorists in the late 1940s. Now it has become a very useful metaphor for thinking about and describing the social system. Organizational climate is also referred to as the "situational determinants" or "environmental determinants" which affect the human behaviour. Some persons have used organizational culture and organizational climate interchangeably. But there are some basic differences between these two terms. According to Bowditch and Buono, "organizational culture is connected with the nature of beliefs and expectations about organizational life, while climate is an indicator of whether these beliefs and expectations are being fulfilled".

According to Joe Kelly, "climate may be thought of as the perception of the characteristics of an organization."² Organisational climate conveys the impressions of people regarding organizational internal environment within which they work. It may also be viewed as the degree to which organizational rules are enforced by the administrative component. It may refer to the extent to which persons are treated as "human beings" rather than as "cogs" in machine.

"Organizational climate is the summary perception, which people have about an organisation. It is a global expression of what the organisation is."³ Organisational climate is the manifestation of the attitudes of organizational members toward the organisation itself. An organisation tends to attract and keep people who fit in its climate, so that its patterns are perpetuated at least to some extent.

When considered collectively, the actions of the individual become more meaningful for the total impact upon the climate and determining the stability of the work environment. It should be noted that the climate is to be viewed from a total system perspective. While there may be differences in climate within sub system (departments), these will be integrated to a certain extent to denote overall organizational climate.
Organizational climate is the root cause of the success or failure of every organization. It is the resultant effect of an interaction of a number of internal variables like structure, system, culture, leaders' behaviour, working conditions and psychological needs of employees with one another. Organizational climate is generally perceived or felt by the employees. More often than not, by the term, organizational climate, we mean, perceived climate. Organizational climate represents the entire social system of a work group. Two important aspects of climate are the work place and the treatment received from management. Employees feel that the climate is favorable when they are doing something useful that provides a sense of personal worth.

Employees expect certain rewards and satisfaction or feel frustrated, based upon their perception of the organization's climate. These expectations tend to lead to motivation as explained by expectancy theory. Climate exists in a contingency relationship with the organization. It means that the type of climate that an organization seeks is contingent on the type of employees it has, the type of technology, the education of workers, and similar variables.

Organizational climate is a very important factor to be considered in studying and analyzing organizations because it has a profound influence on the outlook, well-being and attitudes of organizational members and, thus, on their total performance.

Concept of organizational climate

"Climate in a natural sense is referred to as the average course or condition of the weather at a place over a period of years as exhibited by temperature, wind, velocity and precipitation."

However, it is quite difficult to define organizational climate incorporating the characteristics of natural climate. This is so because the most frustrating feature of an attempt to deal with situational variables in a model of management performance is the enormous complexity of the management itself. People have defined organizational climate on the basis of its potential properties. A few important definitions are as given below.
According to Forehand and Gilmer (1964) ⁴ “Climate consists of a set of characteristics that describe an organization and that: (a) distinguish one organization from other organizations (b) are relatively enduring over a period of time, and (c) influence the behaviour of people in the organisation.”

According to Litwin and Stringer (1968) ⁵ “Organizational Climate refers to the perceived, subjective effect of the formal system, the formal ‘style’ of managers, and other important environmental factors on the attitudes, beliefs, values and motivation of people who work in a particular organization.”

According to Campbell et al. (1970) ⁶ “Organizational climate can be defined as a set of attributes specific to a particular organization that may be induced from the way that organization deals with its members and its environment. For the individual members within the organization, climate takes the form of a set of attitudes and experiences which describe the organization in terms of both static characteristics (such as degree of autonomy) and behaviour outcomes and outcome-outcome contingencies.”

Baumgartel (1971) ⁷ says ‘Organisational climate is a product of leadership practice, communication patterns, enduring and systematic characteristics of the working relationship among persons and divisions of any particular organisation’.

According to this definition, organizational climate may be regarded as the ‘personality’ of an organization as perceived by its employees. The totality of personality of individuals working in the organization has an impact on it and also the climate that emerges within an organization represents a major determinant of employees’ behaviour.

Thus, organizational climate is a relatively enduring quality of the internal environment that is experienced by its members, influences their behaviour and can be described in terms of the value of a particular set of characteristics of the organization. It may be possible to have as many climates as there are people in the organization. When considered collectively, the actions of the individuals become more meaningful for viewing the total impact upon the climate and determining the stability of the work environment. The climate should be viewed from a total system
perspective. While there may be differences in climates within departments, these will be integrated to a certain extent to denote overall organizational climate.

FACTORS INFLUENCING ORGANIZATIONAL CLIMATE

Organizational climate is a manifestation of the attitudes of organizational members towards the organization. In every organization there exist certain elements that exert profound influence on the existing climate. The researcher has used the data relating to individual perception of organizational properties in identifying organizational climate. Even in this context, there is a great amount of diversity.

Garlise A. Forehand and B. Von Haller Gilmer (1964)⁹: Established the following five dimensions.

a. Size: Deals with the position of the individual in the organization

b. Structure: Deals with structure of authority and relationships among persons and groups.

c. System of complexity: Deals with the number of components and number and nature of interactions among the systems employed by the organization.

d. Leadership style: Deals with the personality measure of individuals in leadership positions.

e. Goal Direction: Deals with organizational goals and the relative weight placed on main and subsidiary goals.

Litwin and Stringer (1966)⁹: Have included six factors, which affect of organizational climate. These factors are:

1. Organizational Structure – perceptions of the extent of organizational constraints, rules, regulations, red tape;

2. Individual Responsibility – feeling of autonomy, of being one’s own boss;

3. Rewards – feelings related to being confident of adequate and appropriate rewards;
4. Risk and Risk Taking – perceptions of the degree of challenge and risk in the work situation;

5. Warmth and Support – feeling of general good fellowship and helpfulness prevailing in the work setting; and

6. Tolerance and Conflict – degree of confidence that the climate can tolerate, differing opinions.

Likert (1967)\(^1\): Proposed six dimensions of organizational climate: leadership, motivation, communication, decisions, goals and control.

A broader and somewhat more systematic study of climate dimensions described by Schneider and Bartlett (1968)\(^1\): include six items that are important in determining organizational climate. These are

(a) Management Support.

(b) Management Structure.

(c) Concern for new employees

(d) Inter-agency conflict.

(e) Agent dependence, and

(f) General Satisfaction

Taguiri (1970)\(^2\): Has identified five factors influencing the organizational climate on the basis of information provided by managers. These are:

(a) Practices relating to providing a sense of direction or purpose to their jobs – setting of objectives, planning and feedback;

(b) Opportunities for exercising individual initiative;

(c) Working with a superior who is highly competitive and competent;

(d) Working with cooperative and pleasant people; and

(e) Being with a profit oriented and sales oriented company.
Robert D. Pritchard and Bernard W. Karasick (1973) \cite{pritchard1973measured}: Measured organizational climate using 11 dimensions.

1. Autonomy: degree of freedom managers have in day-to-day operating decisions such as when to work, when not to work, and how to solve job problems.

2. Conflict vs. cooperation: degree to which managers either compete with each other or work together in getting things done and in the allocation of scarce resources such as material, clerical help, etc.

3. Social relations: degree to which the organization has a friendly and warm social atmosphere.

4. Structure: degree to which the organization specifies the methods and procedures used to accomplish tasks; the degree to which the organization likes to specify and codify, and write things down in a very explicit form.

5. Level of rewards: degree or extent to which managers are well rewarded; this includes salary, fringe benefits, and other status symbols.

6. Performance-reward dependency: extent to which the reward system (salary, promotion, benefits, etc.) is fair and appropriate; degree to which these rewards are based on worth, ability, and past performance rather than factors such as luck, how well a manager can manipulate people, etc.

7. Motivation to achieve: degree to which the organization attempts to excel; the strength of its desire to be number one. A high rating reflects a lack of complacency even in the face of good profits, etc.

8. Status polarization: degree to which there are definite physical distinctions (e.g., special parking places and office decorations) as well as psychological distinctions (informal social boundaries, treatment of the subordinate as inferior, etc.,) between managerial levels in the organization.
(9) Flexibility of innovation: willingness to try new procedures and experiment with change which is not really necessary due to some potential crisis situations, but rather to improve a situation or process which may currently be working satisfactorily.

(10) Decision centralization: extent to which the organization delegates the responsibility for making decisions either as widely as possible or centralizes it as much as possible. Decentralization includes the idea of shared decision making.

(11) Supportiveness: degree to which the organization is interested in and is willing to support its managers in both job-and non-job-related matters.

Lawrence James and Allan Jones (1974): Have classified the following factors that influence organizational climate into five major components;

(a) Organizational context – mission, goals and objectives, function, etc.

(b) Organizational structure – size, degree of centralization and operating procedures.

(c) Leadership process – leadership styles, communication, decision-making and related processes.

(d) Physical environment – employee safety, environmental stresses and physical space characteristics.

(e) Organizational values and norms – conformity, loyalty, impersonality and reciprocity.

According to John E. Newman (1977) the 11 empirical-derived dimensions of perceived work environment are;

(1) Supervisory style- the extent to which the supervisor is open, supportive and considerate.

(2) Task characteristics – the extent to which the jobs/tasks are characterized by variety, challenge, worthwhile accomplishment, etc.
(3) Performance –Reward relationships– the extent to which rewards such as promotions and salary increases are based on performance rather than on other consideration such as favoritism.

(4) Co-worker Relations – the extent to which co-workers are trustworthy, supporting, friendly and cooperative:

(5) Employee work Motivation – the extent to which employees show concern for the quality of their work, try to get ahead, are involved in their work, etc.

(6) Equipment and Arrangement of People and Equipment – the extent to which the equipment and arrangement of people and equipment allow for efficient and effective work operations.

(7) Employee competence – the extent to which the employees have the proper background, training and “know-how” to do what is expected of them.

(8) Decision making policy– the extent to which employees take part in decisions that affect their work situation.

(9) Work space – the extent to which employees have adequate work space and freedom to move.

(10) Pressure to produce – the extent to which there are pressures to produce

(11) Job responsibility / importance– the extent to which employees see responsibility as part of their job and the work as necessary to the successful operation of the organization.

Pareek (1987)\textsuperscript{16}: Has defined the framework for motivational analysis of organizational climate (MAO-C) around twelve dimensions and six motives.

Orientation, interpersonal relationship, supervision, problem management, management of mistakes, conflict management, communication, decision making, trust, management rewards, risk taking, innovation and change.
Motives of organizational climate – Achievement, Expert influence, Control, Dependency, Extension and Affiliation.

Richard M. Hodgetts (1991)\textsuperscript{17}: Has classified organizational climate into two major categories. He has given the analogy of the iceberg where there is a part of the iceberg that can be seen from the surface and another part that is under the water and cannot be seen. The factors in the visible part that can be observed and measured are called overt factors and the factors that are not visible and quantifiable are called covert factors. Both these factors are shown in the following paragraph.


**Covert Factors** - Attitudes, Feelings, Value, Norms, Interaction, Supportiveness, and Satisfaction.

The above dimensions or components which collectively represent the climate of an organization are as discussed below: The results of the studies show that it is very difficult to generalize the basic contents of organizational climate but based on these studies, it becomes clear that it is a multi-dimensional concept. However, some broad generalizations can be drawn and it can be concluded that four basic factors are somewhat common to the findings of most studies. These factors are:

(a) Individual autonomy

(b) The degree of structure imposed upon the position.

(c) Reward Orientation

(d) Consideration, warmth and support.

Another common factor can be in respect of conflict and cooperation. But different people view this factor in different ways.
DIMENSIONS OF ORGANISATIONAL CLIMATE FOR THE PRESENT STUDY

A questionnaire with statements was developed to measure the employee perceptions of the climate based on the determinants of climate identified by some earlier researchers such as Blades R. Sharma (1987), Shailendra Singh (1988), and Uthayasuriyan, (1989). The structured questionnaire was revised on the basis of a pre-tested questionnaire which was administered TTD employees group in Tirumala Tiruapti Devasthanams, which included Professionals, Administrative staff, and Sub-staff. The revised structured questionnaire contained 79 statements grouped under the following 19 dimensions.

1. Managerial Structure and Policies- interest in and evaluation of ideas from subordinates by the management; constraints felt by the employees; quick and accurate decision-making; degree to which the leader is open, supportive and considerate.

2. Recognition and Appreciation- recognition and appreciation of sincere and hard working employees and of those contributing to the productivity and efficiency of the organization.

3. Participative Management- involvement of employees in solving day-to-day problems; competency and effective performance of various committees; recognition given to workers’ representative in meetings; negotiation in decision-making.

4. Supervision- supervisory practices contribute significantly to climate and atmosphere: If supervisors focus on helping their subordinates to improve personal skills and chances of advancement, a climate that is characterized by the extension motive may result. If supervisors are more concerned with maintaining good relations with their subordinates, a climate characterized by the affiliation motive may result.

5. Conflict Avoidance- In the organization, there can always be inter-group as well as intra-group conflicts. The organizational climate will depend upon how effectively these conflicts are managed. If they are managed effectively, there will be an atmosphere of cooperation in the organization. If they are not managed properly, there will be an atmosphere of distrust and non-cooperation.
When the workers are powerful, they may resort to conflict to change the organizational climate in their favour. If the workers fail in their attempt, there will be hostility and lack of trust in their relationships with the management. Thus, conflict may prove detrimental to the organizational climate. The management should try to create an environment wherein conflicts can be controlled. Whenever genuine conflicts arise, they should be settled to the satisfaction of both the parties. 'win-win' strategy is likely to improve the organizational climate.

6. Warmth- relaxed and easy-going working climate; lot of warmth in the relationship between management and employees; a friendly atmosphere prevails among the employees.

7. Social Values- consideration given to the social needs of the members; status of the job in society; feeling of prestige; chance of moving with the public.

8. Training and Advancement- provision of adequate facilities for general education and technical training to the employees; adequate opportunities for advancement and growth, existence of definite career development plans for employees.

9. Grievance Handling- existence of sound grievance handling procedure; readiness of the management to look into the grievances and complaints of employees.

10. Individual Autonomy- by helping the individual to form a perception; organizational factors influence the behaviour by helping the individual in forming a perception of the organization. The perception then influences behaviour.

11. Individual Responsibility- always feel responsible at work; if at times things do not go well, I do take responsibility.

12. Performance Standards- very high Standards for performance; rules and regulations for handling any kind problems that are related to work are solved quickly; importance is given for high quality of work.

13. Mutual Trust- The degree of mutual trust or lack of trust among various members and groups in the organization affects the climate. If there is mutual trust between different individuals, groups and also between management and workers, there
will be peace in the organization. The members will cooperate with one another for the attainment of organizational objectives.

14. Awards and Rewards System: The system of awards and rewards is also an important component of organizational climate. If the reward system is directly related to performance and productivity, there will be an atmosphere of competition among the employees. Everybody will like to work hard and earn more rewards in the form of promotions and pay rise. If there is bias in the distribution of rewards, the meritorious employees will be discouraged.

15. Work Relation- towards peers, the management, union and others; a sense of belongingness to the organization.

16. Decision Making- decisions are made in consultation with the unions; mainly the experts are involved in the decision making process.

17. Welfare Facilities – provisions of safe and healthy working conditions; adequate job security; attractive retirement benefits, realistic and reasonable work standards, and adequate welfare facilities and amenities to employees at their work place and outside.

18. Communication- The communication system of the organization will also affect the organizational climate. The flow of information, its direction (top – down, bottom – up, horizontal), its disbursement (selectively or to everyone concerned), its mode (formal or informal), and its type are all important determinants. Proper communication system means that the subordinates are in a position to express their ideas, suggestions and reactions, otherwise they will feel frustrated.

19. Unions - the formation and functioning of the unions; trade union leadership is acquired on democratic lines; issue for collective bargaining are determined in consultation with union members; Unions are effective in solving problems of the employees; union-management relations are cordial.
JOB SATISFACTION

INTRODUCTION

Job satisfaction is the employee’s general attitude towards his job, management and the organization. A job provides both monetary benefits as well as satisfaction. Employees develop general attitude while they interact with each other, with the general public, customers, manager, and administration and also with the members of their societies. Employees may feel satisfied, moderately satisfied or highly satisfied. Similarly, they also develop negative attitudes on the satisfaction scale. Task varieties, significance and other characteristics are the important factors for providing satisfaction to the employees. Many employees are satisfied with complex jobs while others are satisfied with simple jobs. Thus, employees perceive jobs as satisfying or dissatisfying. Sometimes, the employee’s perception may not be in consonance with reality. However, cognitive satisfaction is an important factor to understand employee’s satisfaction with the job.

Meaning of Job Satisfaction

Employees Job satisfaction is of great significance for efficient and profitable functioning of an organization. Satisfied workforce is the greatest asset to any organization and dissatisfied employees are the biggest liability. In fact, no organization can successfully achieve its goals unless and until those who constitute the organization are satisfied in their jobs. It is believed that employees dissatisfied with their jobs may be militant in their attitudes towards the management.

Job satisfaction refers either to a person or a group. It results from the best fit among job requirement, wants and expectations of an employee. It is used to express the extent of match between the employees’ expectations of the job and the rewards that the job provides. Job satisfaction is the result of various attitudes the person holds towards his job or towards life in general.
CONCEPT OF JOB SATISFACTION

The term job satisfaction came in vogue in 1935 with the publishing of a book "job satisfaction" by Hoppock. He was the first industrial psychologist who provided the concept of job satisfaction. Hoppock (1935) 18 defined job satisfaction as "any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say, I am satisfied with the job".

In the words of Bullock (1952) 19 "job satisfaction is an attitude which results from balancing and summation of many specific likes and dislikes, feelings experienced by employees in connection with their job".

According to Smith, H.C (1955) 20 "job satisfaction is the employee's judgment of how well his job on the whole is satisfying his various needs".

Keith Davis (1977) 21 considered job satisfaction as "the favourableness or unfavourableness with which employees view their work. It results when there is a fit between job characteristics and wants of employees. It expresses the amount congruence between one's expectations of the job and the rewards that the job provides".

Pestonjee (1991) 22 defined job satisfaction as "summation of employees' feelings in four important areas, namely, job, management, personal adjustment and social relations. The first two areas encompass factors directly connected with the job (intrinsic factors) and the other two include factors not directly connected with job but which are presumed to have a bearing on job satisfaction (extrinsic factors)".

According to these definitions, job satisfaction can be perceived or imagined judgment of how well the job life is satisfying the various needs, accounts for the degree of job satisfaction and dissatisfaction. For perfect job satisfaction there should exist a one to one relationship between perception of how well the job's life fulfils the various needs and expectations or aspirations of the individual and the extent to which these needs are actually fulfilled. Job satisfaction is part of life satisfaction. The nature of one's job environment affects his satisfaction. Job satisfaction is, to a large extent, governed by perceptions and expectations.
THEORIES OF JOB SATISFACTION

Theories dealing with job satisfaction can be broadly divided into two theories; one, content theories and two, process theories.

1. Content theories - these theories made an attempt to identify the factors that lead to job satisfaction and motivate people to work. These include (i) Maslow’s Theory of Need Hierarchy and (ii) Herzberg’s Two Factor Theory

2. Process theories - process theories provided a much sounder theoretical explanation of work motivation and job satisfaction. These include: (i) Vroom’s Expectancy Theory

1) Abraham H. Maslow’s Theory of Need Hierarchy

According to the need hierarchy notion of Maslow (1943) jobs, which are able to satisfy, more needs of the individual would be jobs that would result in greater satisfaction on the part of the employee. Maslow’s theory is a clinically derived theory. He indicated five levels of needs as given below.

(a) Physiological Needs

Physiological needs are the biological needs required to preserve human life; these needs include needs for food, clothing and shelter. These needs must be met at least partly before higher level needs emerge. They exert a tremendous influence on behaviour. They are the most powerful of motivating stimuli; for we must satisfy most of them in order to exist (survive). These take precedence over other needs when thwarted. As pointed out by Maslow, “man lives by bread alone”, when there is no bread. Physiological needs dominate when all needs are unsatisfied.

(b) Safety Needs

These are needs for a person’s self-preservation and for the preservation of those dependent upon him. These needs refer to protection from physiological dangers (fire, accident), economic security (fringe benefits, health, insurance programmes) etc. Maslow stressed emotional as well as physical safety. Thus, these needs are concerned with protection from hazards of life; from danger, deprivation and threat. Safety needs are primarily satisfied through economic behaviour.
(e) Social Needs

These needs are those, which are concerned with one’s relations with others. These are the needs for companionship, affection, the need to love and be loved and co-operation.

(d) Esteem Needs

These are needs for self-confidence, achievement, competence, self-respect, knowledge and for independence and freedom.

(e) Self-Actualization Needs

These are the needs for realizing one’s own potentialities for continued self-development, for being creative in the broadest sense of that term. “Self fulfilling people are rare individuals who come close to living up to their full potential for being realistic, accomplishing things, enjoying life, and generally exemplifying classic human virtues”.

According to Maslow’s ‘Need Hierarchy Concept’, the behaviour of any person is dominated and determined by the most basic needs, which are unfulfilled. The higher needs are later developed and less urgent. The individuals satisfy their needs systematically, starting with most basic needs and moving up to higher order social esteem and self-actualization needs.

Maslow suggested that the various levels are inter-dependent and overlapping; each higher need emerging before the lower level need has been completely satisfied. Thus, jobs, which are able to satisfy more of the Moslow needs, would be jobs, which would result in greater satisfaction to the employee. Although there is reasonable support for Moslow’s theory of Hierarchy of needs, Herzberg, Mausner and Synderman are critical of it. It is argued that Moslow’s self-actualisation needs are not relevant to the large mass of humanity, especially to the working class.

(2) Frederic Herzberg’s two-factor Theory:

This original study was concerned with an investigation of factors causing job satisfaction and dissatisfaction amongst engineers and accountants. Herzberg asked some engineers and accountants to think of a time, when they felt especially good
about their job and a time when they felt especially bad about their jobs and to describe the conditions which led to those feelings. Herzberg (1959) found that employees named different types of conditions for good and bad feelings i.e. if a feeling of achievement led to a good feeling, lack of achievement was rarely given as cause for bad feelings.

According to Herzberg, man has two different categories of needs, which are essentially independent of each other and affect behaviour in different ways. When people feel dissatisfied about their job, they are concerned about the environment in which they are working. On the other hand, when people feel good about their job, this has to do with the work itself. Herzberg calls the first category of needs as hygienic factors, because they describe man's environment and serve the primary function of preventing job dissatisfaction. He calls the second category of needs as motivators, since they seem to be effective in motivating people to superior performance.

Herzberg concluded that some job conditions operate primarily to dissatisfy employees, when these are absent, but when they are present, they do not motivate employees in a strong way. These dissatisfiers are called hygienic or maintenance factors in the job, because they are necessary to maintain a reasonable level of satisfaction in employees.

Another set of job conditions operates primarily to build strong motivation and high satisfaction, but their absence proves strongly dissatisfying. These conditions are known as motivational factors or satisfiers.

Motivational factors such as achievement and responsibility mostly are directly related to the job itself, the employees' performance and the recognition and growth that is secured from it. Motivators are mostly job centered: they are related to job content.
Figure 1: HERZBERG'S TWO-FACTOR THEORY

<table>
<thead>
<tr>
<th>Job Satisfaction</th>
<th>Job Dissatisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivators</td>
<td>Hygiene Factors</td>
</tr>
<tr>
<td>• Work itself</td>
<td>• Supervision</td>
</tr>
<tr>
<td>• Advancement</td>
<td>• Salary</td>
</tr>
<tr>
<td>• Growth</td>
<td>• Job security</td>
</tr>
<tr>
<td>• Recognition</td>
<td>• Relation with supervisors,</td>
</tr>
<tr>
<td>• Responsibility</td>
<td>• Subordinates, and peers</td>
</tr>
<tr>
<td>• Achievement</td>
<td>• Company policies</td>
</tr>
<tr>
<td></td>
<td>• Working conditions Status Factors in Personal life</td>
</tr>
</tbody>
</table>

Maintenance factors related to the environment are external to the job. Thus environment includes, company policy and working conditions as well as interpersonal relations with others. Maintenance factors are environment centered: they are related to job context.

The distinction between job content and job context is similar to the distinction between intrinsic and extrinsic motivators. Intrinsic motivators are internal rewards that occur at the time of performance of the work. Extrinsic motivators are external rewards that occur after or away from work, providing no direct satisfaction at the time, the work is performed.
(3) VROOM'S EXPECTANCY THEORY


Valence: the strength of a person’s preference for one outcome in relation to others.

Expectancy: the extent to which the person believes that his efforts will lead to the first level outcome, that is, performance.

Instrumentality: refers to the degree to which a first level outcome will lead to a desired second level outcome.

Person possessing preference Goals and associated outcomes

Among various outcomes

\[
\text{Force} = \text{Valence} \times \text{Expectancy}
\]

Action accomplished by probabilities of action Leading to various outcomes

Figure 2. Vroom's Motivational Model

On the basis of the concept of expectancy, valence and instrumentality, it is possible to build the general model of behaviour as presented above. Vroom’s concept of force is essentially equivalent to motivation. Expectancy and valence combine multiplicatively to determine motivation. If expectancy, valence or both equal zero, motivation will be zero. The model shows motion as the force on individuals to extend effort. However, effort will be expended only if the individual believes or feels confident that effort will lead to some performance.
level (performance-outcome expectancy indicated by the arrow). The level of performance is highly important in obtaining desired outcomes, which have positive valences.

4) Locke’s Value Theory:

. A second significant theory of job satisfaction is the value theory proposed by Locke (1984). He proposed that job satisfaction occurs when the job outcomes or that which the employee receives matches with outcomes that are desired by him. The theory focuses on any outcome that people value regardless of their quality or quantity. Thus, the value attached to outcome is more important. The better the outcome that they get, the more satisfied they will be; and the less valuable outcome they receive, the less satisfied they will be. Essential to Locke’s theory is, therefore, the discrepancy between the present aspect of the job and those that an employee desires such as pay, learning opportunities, promotion, and so on. Locke’s value theory has been substantiated by a study of McFarlin and Rice, (1992). One of the valuable implications of the theory is that it focuses attention on those aspects of the jobs that need to be changed for employees to experience satisfaction. People perceive serious discrepancies between the job and job satisfaction. But it also suggests that these factors may not be the same for all.

(5) The Met Expectations Theory

This approach is based on the expectations that new employees have about the job and how far these expectations are met. It suggests that the employees will work to achieve the outcomes they expect to follow after successful performance (Porter and Steers, 1973). Workers become dissatisfied if their expectations about their job are not met. Review of the theory suggests that the correlation between job satisfaction and met expectations is around 0.39 (Wanous et al, 1992). One of the implications of the Met Expectations theory is that one way of reducing potential dissatisfaction among employees is to bring their expectations in line with the reality. The idea of Met Expectations suggests that the processes undergoing within the person influence job dissatisfaction. A critical viewpoint of this notion is that it ignores the social context of the individual, and this is the basis of the Equity theory.

20
The above five theories are discussed the following pages; motivation could be defined as an inner state that activates, energizes or moves behaviour towards goals. It is the core of management. An incentive is anything which incites or tends to incite towards some specific goals. A need is an internal state that makes certain outcomes attractive. Motive refers to the activated, need, or activated desire. The needs are of two types primary and secondary. The theoretical approaches to motivation include; (1) cognitive and (2) non-cognitive. The cognitive approaches include content theories and process theories. The content theories try to answer the questions like what motivates the people. The process theories place emphasis on identification of key variables that explain individual behaviour. The process theorist concentrates on "how" motivation occurs.

According to Maslow need hierarchy model the hierarchy includes:

(1) Basic physiological needs
(2) Safety and security needs
(3) Social needs
(4) Esteem and status needs
(5) Self fulfillment needs

Herzberg and his associates put forth motivation hygiene model. The hygienic factors include wages, fringe benefits, physical conditions etc. the other factors are called motivators. According Victor Vroom Valence – Expectancy theory, there are three important features/ variables which are function of performance / motivation. The three variables are; (1) valence, (2) expectancy and (3) instrumentality. The valence is the strength of an individual's preference for a reward. Expectancy is the probability that particular action will lead to a desired reward. Instrumentality means an individual's estimate that performance will result in achieving the reward. The Porter and Lawler theory is the extension and refinement of Vroom's work and explains the important cognitive variables and how they relate to one another in the complex process of work motivation. It also gives specific attention to important relationship between performance and satisfaction; they propose that performance leads to satisfaction instead of human relation assumption of the reverse.
Locke’s Value Theory: He proposed that job satisfaction occurs when the job outcomes or that which the employee receives matches with outcomes that are desired by him. The theory focuses on any outcome that people value regardless of their quality or quantity. Thus, the value attached to outcome is more important. The better the outcome that they get, the more satisfied they will be; and the less valuable outcome they receive.

The Met Expectations theory approach is based on the expectations that new employees have about the job and how far these expectations are met. It suggests that the employees will work to achieve the outcomes they expect to follow after successful performance.

Determinants of Job Satisfaction

Organisations can influence job satisfaction and prevent absenteeism and turnover only if the organizations can pinpoint the factors causing and influencing these responses. Job satisfaction is derived from and is caused by many interrelated factors. Researchers – through theoretical speculation and factor analytic procedure – have identified a number of factors of job satisfaction. Some components of job satisfaction repeatedly emerged in studies whereas some varied from study to study.

Hoppock (1935): Proposed six major components of job satisfaction: these include

(a) The way the individual reacts to unpleasant situations.
(b) The facility with which he adjusts himself to other persons.
(c) His relative status in the social and economic group with which he identifies himself.
(d) The nature of work in relation to the abilities, interests and preparations.
(e) Security and
(f) Loyalty.
Scott et al. (1960)\textsuperscript{28}: have indicated 10 important job factors to be associated with job satisfaction. These are: pay, co-workers, supervision, and type of work, working conditions, identification with the company, over-all job satisfaction, security, management and opportunity for advancement.

Siegel (1962)\textsuperscript{29}: On the basis of his review of job satisfaction studies, he concluded that all the factors may be grouped under two headings – intrinsic and extrinsic factors. Factors intrinsic to job include pay, job security, participation and personal recognition, hours and working conditions and occupational status. Extrinsic factors are perception about supervision, sex, and age level of intelligence, job experience and personal adjustment.

Harrell (1964)\textsuperscript{30}: Classified job satisfaction factors fall broadly into the following categories

(1) Personal factors – age, sex, number of dependents, time on the job, intelligence, education and personality.

(2) Factors inherent in the job – type of work, skills required, occupational status, geography and size of the plant, and

(3) Factors controlled by the management – security, pay, fringe benefits and opportunity for advancement, working conditions, co-workers, responsibility and supervision.

Mumford (1972)\textsuperscript{31}: Gave a comprehensive and lengthy list of factors of job satisfaction by classifying them into three groups. Each group was identified as being composed of a number of variables. They are

(a) Organisational variables: the situation in which an employee works related to the organizational variable. The following are the organization variables.

(1) Size of the organization

(2) Ownership

(3) Organisational structure

(4) Inter-personal relationships

(5) Attitude towards management
(b) Personal Demographic and employee background variables: the individual and his background both on the job as well as outside the job. They are

1. Age
2. Education
3. Marital status
4. Sex
5. Job level
6. Length of service
7. Job mobility
8. Rural-urban background
9. Family
10. Housing

Factors of individual differences

Factors related to the occupational background of the employees

Factors related to social milieu of the employees

(c) Job characteristics: The factors or characteristics of the job itself. The job characteristics are as follows:

1. Security
2. Pay
3. Promotion
4. Fringe benefits
5. Prestige
6. Power
7. Recognition
8. Autonomy
9. Opportunity to use skill
10. Interesting job
11. Social contact
12. Leadership opportunity
13. Work environment

Reward structure

Task structure

Social relations
Korman (1978)\textsuperscript{32}: Classified correlates of job satisfaction into two categories

(a) Environmental effects: Occupational level, job content, considerate leadership, pay and promotional opportunities, social interaction and working in a group.

(b) Personal variables: Age, sex and educational level.

Fred Luthans (1989)\textsuperscript{31}: Enumerated six major factors that influence job satisfaction – pay, the work itself, promotions, supervision, and the workgroup and working conditions.

Pestonjee (1991)\textsuperscript{14}: In a review of job satisfaction studies, identified that both on-the-job factors and off-the-job factors consist of two subsets, which are again composed of many intertwined job aspects. For e.g. job and management areas comprise on-the-job factors. Likewise, personal adjustment and social relations areas encompass off-the-job factors. These four areas with their related aspects are:

(a) Job area: Nature of work, hours of work, fellow workers, opportunities on the job for promotion and advancement, over-time regulations, interest in work, physical environment, machines and tools etc.

(b) Management area: Supervisory treatment, participation, rewards and punishment, praises and blames, leave policy, favoritism.

(c) Personal adjustment: Emotionality, health, home and living conditions, finances, relation with family members etc.

(d) Social relations: Neighbors, friends and associates, attitudes towards people in the community, participation in social activities, sociability, caste barriers etc.

From the foregoing discussion, it is evident that job satisfaction is a complex phenomenon affected by many inter-related variables. Research studies have identified a number of factors. Some of these factors of job satisfaction have repeatedly emerged in these studies whereas some varied from study to study. Also it is observed that the importance of various factors appears to change from one
situation to another. There are many factors, but only those considered most important are discussed here.

**FACTORS OF JOB SATISFACTION FOR THE PRESENT STUDY**

Keeping in view the factors enumerated in different studies, for the purpose of present research study the factors affecting job satisfaction can be broadly classified under two heads.

(1) Personal factors

(2) Job related factors

These factors are briefly discussed in the following pages.

**(1) PERSONAL FACTORS**

**(A) Age**

The relationship between age of the employees and their satisfaction from the job is both complex and fascinating. Research reveals that old workers are satisfied workers. Job satisfaction usually tends to be high when people enter the work force; it plummets and the plateaus for several years, (say for five to six years) up to the age of roughly thirty years, after which there will be gradual increase in satisfaction. Another plausible reason could be people, when they begin their job-life, have a tendency of over estimating themselves and seek flexibility and what to be placed in good organizations. After some period, when they get settled down in a particular job, they become realistic and may be content with it. But certainly just before retirement, satisfaction may fall due to the fear of future.

**(b) Sex**

The results of several studies relating to job satisfaction seem to indicate that women are more satisfied with their job than men. This is so despite the fact that women are generally discriminated against in job competition and pay. The reason for it might be those women's ambitions and financial needs are less. But some other studies indicated that men are more satisfied than women.
(c) Education Level

Keeping the occupational level as constant, they found a negative correlation between the level of education of employees and their satisfaction. One plausible explanation could be that people with higher educational levels have higher expectations from their jobs. Dissatisfaction will be more when educated persons are employed in lower rungs.

(d) Job Level / Designation

The higher the level of the job, the greater the job satisfaction. People in higher-level occupations are better paid and have better working conditions, and their jobs make fuller use of their abilities; therefore, they have good reasons to be more satisfied.

(d) Marital Status

Some studies reported that married employees expressed more job satisfaction than did the unmarried ones. This may be because married adults have better adjustment than unmarried counterparts.

(e) Family Size

According to some studies, size of the family also is found to have an effect on job satisfaction. Employees with less number of dependents were found to be more satisfied with their job.

(f) Experience

Several investigations have revealed that there is a positive relationship between experience and job satisfaction. Employees with greater experience tend to be more satisfied with their jobs. This is because their better adjustment to the work situation stems from experience with it. The length of service in the organization broadens the knowledge of the employees about the organization and develops a sort of loyalty and attachment to the concern.
(g) Geographical Background

Employees having urban background are less satisfied with their jobs when compared to the employees having rural background. This is due to the reason that employees with urban background have more expectations from the job, which would result in lower satisfaction. On the other hand, the expectations of the employees with rural background are less and, as a result, their job satisfaction would be high.

JOB RELATED FACTORS

1. Nature of Work

Most employees crave intellectual challenges on their jobs. Therefore, they prefer jobs that offer them challenges and an opportunity to use their skill and abilities. However, while too much challenge in job creates frustration and feelings of failure, too little challenge causes boredom. In fact, it is the conditions of moderate challenge in which employees experience pleasure and satisfaction.

2. Salary and Promotion

Employees want their salary system and promotion policies as unambiguous and in line with their expectations. Accordingly, if they see pay, as fair, based on job demands and employees skill and as per community pay standards, it results in job satisfaction.

Not surprisingly, employees consider promotions as their ultimate achievement in their craves. When they achieve it, they feel satisfied with their jobs. Besides, promotions made on a fair and just manner are also likely to create job satisfaction for the employees.

3. Supervision

Cordial and Supportive personal relationships with subordinates lead one to take interest in subordinates' well-being. These characteristics of supervision create satisfaction for employees in their jobs.
4. Supportive Colleagues

Experience shows that employees get more out of work than only money or tangible achievements. It happens primarily by having opportunities for interaction with colleagues. Work team fills the need for social interaction. Thus, having supportive colleagues also leads to employee’s job satisfaction.

5. Working Conditions

Employees are concerned with their environment for both personal, comfort and facilitating doing a job. Therefore, the physical surroundings that are safe, clean, comfortable and with a minimum degree of distribution result in good or positive feelings.

6. Recognition

Recognition for work is another significant factor of job satisfaction. Most of the people have need for a high evaluation of themselves. They feel that others concerned should recognize what they do. Recognition means acknowledgment with a show of appreciation. When the work performed by the employees is appreciated, they feel elated and satisfied.

7. Status and Prestige

Prestige and status derived form the job affects the level of satisfaction of an employee with his job. The status depends not only on the way the employee regards the status of his job, but also on the way others whose opinion he values regard it. Normally people prefer jobs with higher status in the society.

8. Opportunity for Advancement

Opportunity to develop one has some modest effect on satisfaction of an employee. This factor includes all those job aspects, which the individual sees as potential sources of betterment of economic position, organizational status, or professional experience.
9. Sense of Achievements

Generally people have an inner urge to achieve something. The sense of achievements depends upon opportunity to achieve, level of motivation and environment prevailing in the organization. When the employees attain something remarkable, they feel extremely happy and satisfied. As such, sense of achievement in the job is one of the factors that moderately affects the level of satisfaction of employees.

10. Welfare Facilities

Welfare facilities should be provided to the employees for their maintenance in happiness, health and prosperity. These include medical, educational, housing, transport, marketing facilities etc. They influence job satisfaction of the employees.

11. Responsibility

Responsibility is usually enmeshed with several other important determinants of job satisfaction in a way that makes it difficult to determine the relative contribution of each to job satisfaction. Responsibility usually goes with time on the job, age, salary, type of work and participation, and it may have some relation to interest. One study of employees all over the U.S. showed that moral scores were higher for employees who had more responsibility. So this unit must be strengthened.
REFERENCES


34. Pestonjee, D.M., op.cit., p.42