Chapter II

REVIEW OF LITERATURE

2.1 REVIEW OF LITERATURE ON OCCUPATIONAL PATTERNS

Research on occupational patterns and job satisfaction has started simply with focusing on the levels of job satisfaction among organisations or the factors contributing to job satisfaction, while at present, it concentrates on areas that are more complex, multilevel and business oriented, including psychological processes. The total number of research studies is vast and multidirectional. Locke estimated more than 3300 studies on job satisfaction in 1976. A search of Psyh INFO for the years 1976 – 2000 revealed at least another 7855 publications on the subject (Harter et al.2002l). Given such a huge number of research studies on the subject, the review of research studies in the present study has been focused on studies related to dispositional, situational and other sources of job satisfaction, with special referenced to research on the Herzberg’s theory and job satisfaction professionals

Rosen and Stuart. D, studied the Occupational Reinforcer Patterns (Second Volume). They reported continuing problem of adjustment to work. Work adjustment is predicted by matching an individual’s work personality with work environments, and satisfaction by how well abilities and needs correspond to reinforcers in the work environment. This volume presents Occupational Reinforcer Patterns (ORPs) for 67 occupations, derived from Minnesota Job Description Questionnaires completed by 2,059 job supervisors and workers n several hundred firms. These raters were asked to rank the reinforcer characteristics of the jobs they worked at or supervised. Each ORP includes descriptive statements, cross-references to ORPs with similar profiles, and information on the similarities and differences among all 148 existing ORPs. Graphic and tabular data are given by occupations and also by reinforce dimensions, and recommendations are made for the vocational rehabilitations counseling use of the ORP profiles.

The fact that socio-economic background determines access to education as also affects achievement is constantly demonstrated (Chopra, 1967, Gore et al., 1970;
Ahmad, 1978; Shiv Kumar, 1982, Karlekar, 1983) students in the professional background of students in the professional and non-professional courses of higher education have also constantly high lighted the gross inequalities in he opportunities for education. Some of the most prominent among there studies are those of shah (1961), Raj Gopalan and Singh (1968), Shardamma and Parvathamma (1968), King (1970), Chitra (1972), Sharma (1972, 1976), Ahmad (1974) and Jayaram (1977, 1983), Colema (1961). Clearly demonstrates the impact of peers and fellow students on the social structure. The orientation and efforts of students are strongly affected by the prevailing student sub cultures.

Simoens S, Scott A, Sibbald B, (2002) Health Economics Research Unit, University of Aberdeen, Foresterhill, Aberdeen studied Job satisfaction and work-related stress influence physician retention, turnover, and patient satisfaction. This study purports to elicit the views of Scottish GPs on job satisfaction, stress, intentions to quit, and to examine any patterns by demographic, job, and practice characteristics. A descriptive, cross-sectional study was undertaken by postal questionnaire on a random sample of 1,000 GP principals, 359 GP non-principals, and 62 PMS GPs. The response rate was 56%. GPs were most satisfied with their colleagues, variety in the job, and amount of responsibility given. The most frequently mentioned sources of job stress were increasing workloads, paperwork, and insufficient time to do justice to the job, increased and inappropriate demands from patients. White, female, young (under 40 years) and old (55 years and over) GP non-principals and PMS GPs who work less than 50 hours per week as a GP were more likely to be satisfied with their job and reported lower levels of stress. Conclusions: GP participation in the workforce could be promoted by introducing more flexible working patterns (e.g. part-time work), by expanding the scope of contractual arrangements, and by making patient expectations more realistic by clearly communicating what the role of a GP actually encompasses.

2.2.1 Studies on Dispositional Sources of Job Satisfaction

One of the earliest studies on dispositional approach to job satisfaction is by Weitz 91952). Weitz prepared a 'Gripe index' consisted of items such as one's first name, the local news paper, and a piece of paper of a certain measurement, to measure the
tendency of respondents to be critical with respect to events and objects in every day life. Weitz found a positive correlation between the sources of the gripe index and overall job satisfaction and inferred personal differences in job satisfaction. Weitz also introduced in this study the concept of relative dissatisfaction. He argued that if two workers are equally dissatisfied with their jobs, the worker, most likely to leave would be the one with most positive disposition (i.e. least likely to endorse items on gripe index) because he/she would have a high degree of relative dissatisfaction but a tendency to grope about most things in lie would be no more dissatisfied with his job than many other aspects of his/her life. Thus, this employee would be less likely to leave his/her job, despite being dissatisfied with it.

Kasperson (1982) examined the relationship of locus of control and job satisfaction of 274 employees. He found that the employees scoring high on locus of control scale were relatively less satisfied than those who scored low on the scale. Staw and Ross (1985) conducted a longitudinal study to examine the dispositional sources of job satisfaction. They surveyed more than 5000 man who changed their jobs between 19569 and 1971. The researchers found that expressions of job satisfaction were relatively stable among the respondents. Despite different jobs, people satisfied or dissatisfied in 1969 also tended to be satisfied in 1971 suggesting that personality variables might be responsible for the cross situational consistency in job satisfaction. Callahan & Kidd (1986) investigated the relationship of self esteem of women with their job satisfaction. Their hypothesis was supported by the results. Women satisfied with their jobs were achievement oriented cooperative, tactful, social, self confident comfortable with sex appropriate roles. On the other hand, job dissatisfied women were found self critical, suffered from inferiority feelings and displayed maladjustment tendencies.

Staw, Bell, and Clausen (1986) conducted two studies designed to assess the impact of traits on job satisfaction. They found consistent evidence of affective dispositions influencing job satisfaction over a long period of time. Adolescent affective disposition was correlated with job satisfaction at adult stage, though magnitude of the correlation was moderate.
Levin and Stokes (1989) conducted two studies to examine the impact of negative affectivity (NA) on job satisfaction. In study one, 140 high and low negative affectivity subjects completed either an enriched or not enriched tasks in a laboratory setting. This study found that both NA level and task design influenced the reported satisfaction. In study who, 315 professional staff from a large international professional service firm were asked to complete inventories on job satisfaction and NA. Results revealed that NA was a significant predictor of two measures of job satisfaction even when the job characteristics had been considered.

A meta analysis by Tait, Padgett, and Baldwin (1989) suggested that there is a strong and significant relationship between job satisfaction and life satisfaction though the causation is not clear. People who are satisfied with their life were found to be satisfied with their jobs and vice versa. Further, the researchers suggested that job satisfaction and life satisfaction is so interlinked that they should not be studied separately.

Steiner and Truxillo (1987) proposed that the intrinsic and extrinsic components of job satisfaction would be useful in clarifying the job satisfaction – life satisfaction relationship. They reasoned that extrinsic job satisfaction, referring to outcomes that a person can easily take into other life areas (e.g. pay, prestige), may always affect (spil) over to life satisfaction because of the ease with which a person can transfer these outcomes into other life areas. In contrast, intrinsic satisfaction (referring only to outcomes inherent in work itself) might affect life satisfaction more for the persons who highly value their work. When work is an important facet of a person's life, the person would tend to be more life – satisfied with such characteristics as challenge and autonomy. They did find support for the disaggregation hypothesis for intrinsic job satisfaction, while the spill – over model held for extrinsic job satisfaction. Later, the authors (1989) tested the disaggregation hypothesis of the relationship between life satisfaction and intrinsic, extrinsic and overall job satisfaction which proposes the relationship is stronger for individuals who value work in their lives. The study found support of the hypothesis using improved measures and a more appropriate analytic technique.
Judge and Watanabe (1993) studied the relationship of life satisfaction and job satisfaction. They argued that the causal relationship between the two variables is top down or that life satisfaction influences job satisfaction. The researchers collected data twice from a group that represented the US workforce in demographic and occupational characteristics, second time after five years. Results showed that life satisfaction and job satisfaction are clearly related, that each influences the other, and that both forms of satisfaction continue to be related over time. Furthermore, life satisfaction has a greater influence on job satisfaction than vice versa. In terms of the researchers' model, only race was not significantly correlated to life satisfaction, whereas education, wages, hours worked, and job tenure were unrelated to job satisfaction.

Judge, Locke and Durham, (1997), proposed for the first item a theoretical framework of how dispositions affect job satisfaction. The study proposed that genetic inheritance and life experiences cause a person's core evaluations, which are a person's evaluations about self, others, and world and determined by his/her personality traits of self esteem, generalized self efficacy, internal vs. external locus of control, and emotional stability collectively. The core evaluations, in turn, influence a person's job and life satisfaction in a way that those with high core evaluations would be high on job and life satisfaction and vice versa. This influence may occur through direct effects, mediated (by situational appraisals / job perceptions) effects, mediated actions (by selection, job choice, effort, tenacity), or core evaluations may moderate the effects of job characteristics on job satisfaction. Judge et al. proposed that an interaction (in effect) between core evaluations and situation specific discrepancies (holding importance constant) with low discrepancies lead to greater satisfaction for those with high core evaluations than those with low core evaluations.

Judge, Locke, Durham, and Klugger (1998) collected data from three independent samples of Physicians and college graduates in U.S. and Israel to test the theoretical model proposed by Judge et al. (1997). The researchers hypothesized that core self evaluations would have direct and indirect effects on job satisfaction (with situational variables as the third variable). The study found that people who considered
themselves worthy and able to cope with life’s exigencies bring a positive frame to the situations they encounter and feel mostly satisfied.

Melhomen and Torkelson (2004) investigated the role of work locus of control for job satisfaction and health in context of occupational stress. Data were collected from 281 males and females at both managerial and non-managerial levels in a Swedish telecom company. A hypothesized, external work locus of control was positively related with stressors and symptoms of ill health and was negatively related with job satisfaction. These results were applicable for females equally. Though ANOVA did not show a gender difference in work locus of control, the results of regression analysis indicated that it was a significant predictor of job satisfaction and ill health but only for women.

2.2.2 Studies on Herzberg’s Theory of Job Satisfaction

Lodahl (1964) studied job satisfaction of 52 males and 29 females’ assembly workers by applying an interview technique that was difference from that of the Herzberg’s study. The pattern of attitudes expressed by the subjects showed that there was no relationship between satisfaction and dissatisfaction factors. Working conditions were found to be major source of dissatisfaction. The findings of the study were in agreement with the Herzberg’s theory. Herzberg (1965) examined his theory in Soviet Union by investigating 2,665 Soviet workers. He concluded that satisfied workers could be identified by the factors related to the job and the nature of work, which have the strongest positive effect on job attitudes.

Wernimont (1966) obtained responses on forced and free choice items from 50 accountants and 82 engineers in the form of the self-descriptions of past satisfying and dissatisfying job situations to study the intrinsic and extrinsic factors of job satisfaction. Both groups endorsed more intrinsic items when described both situations. Achievement, work itself and responsibility were mentioned most often in describing past satisfying situations, and lack of advancement and recognition were most often mentioned is dissatisfying situations. Both intrinsic and extrinsic factors can be the sources of satisfaction and dissatisfaction but intrinsic factors are stronger in both cases. Wernimont also pointed out that satisfaction variables are not
unidirectional in their effect and expectations have a strong influence on the extent of satisfaction with job factors.

Davis and Allen (1970) studied 700 employees to know the nature of length of time the feelings persisted for motivators and hygiene's. The results were supportive of the two factor theory. Advancement and recognition provided high feelings for longer periods. Low salary, lack of advancement, company policies, and supervision attended to provide low feelings for longer periods. Kotle and Supe (1973) conducted a study to find out the determinants of job satisfaction of agriculture extension officers by applying Herzberg's theory of satisfaction via critical incidence method. The results did not support the assumptions of the two factor theory. All variables included in the study were not unipolar in their effects. Each contributes significantly to the feelings of satisfaction and dissatisfaction and acted as bipolar variables. It was found that the factors responsible for job satisfaction and dissatisfaction are interlinked among themselves. Later, the same authors (Supe and Kotle, 1974) conducted a test on the generality of the two factor theory on primary school teachers and concluded that the assumptions of dimensional interdependence was partly supported by conceptual and empirical analysis. The feelings of satisfaction and dissatisfaction were separate and distinct but the stimuli or variable responsible for these feelings were not separate.

Srivastava and Srivastava (1983) examined the extent of Job satisfaction prevailing among Indian blue-collar workers for which a sample of 135 workers was selected. Researchers found that most blue-collar workers were moderately satisfied with their work. They idealized work irrespective of its being monotonous or repetitive. Simultaneously, they also considered it as instrumental in need satisfaction and expected that it should provide them with a decent standard of living, security, promotion, opportunities and other benefits. The researchers used the term cementation for this idealism and instrumentation of work among the workers. They concluded that universality of the concepts of hygiene and motivator factors is a myth in context of Indian blue-collar workers.
Jain and Mehtani (1986) conducted a study to identify the factors involved in job satisfaction and dissatisfaction. It was also seen as to how the subjects perceive their satisfying and dissatisfying attitudes towards their job and what type of causes they attribute to it. They selected 50 supervisors and operators in a telephone exchange and 35 supervises and workers in a plastic industry in Jaipur and ask them to respond to the critical incidence questionnaire, job descriptive index, job values and attribution scales. All of the four groups showed satisfaction with pay and promotions. Similarly, except workers, all respondents attributed job satisfaction to internal controllable and stable factors. The results largely supported the Attribution model and the Herzberg’s theory of job satisfaction.

Rao (1989) examined overall job satisfaction of 572 university lecturers in Delhi and tested the Herzberg's theory in teachers by applying Porter's need satisfaction questionnaire. The study found a widespread dissatisfaction among university teachers and suggested that both intrinsic and extrinsic factors contribute to their job satisfaction. Multiple regression analysis suggested that variance in job satisfaction is explained largely by gender of teachers, followed by their job involvement, locus of control, and general interest diversity. Central life interest and job-specific interest diversity were not significantly related with overall job satisfaction. Age and job satisfaction were found correlated in the study. Differences in job satisfaction were found on the basis of genders and discipline of the teachers. Factor analysis supported the distinction between hygiene and motivator factors for university teachers.

Adigun and Stephenson (1992), in a cross-cultural study of British and Nigerian tested the premise made by the Herzberg's theory. They compared critical incidents related to job satisfaction and dissatisfaction reported by 31 British and 42 Nigerians living in England. The researchers concluded that the responses of British sample were more in accordance of the predictions from Herzberg’s theory than were the responses of the Nigerian Sample. The British sample was more prone than the Nigerian sample to identify intrinsic and extrinsic factors with satisfaction and dissatisfaction, respectively.
Nazier and Ahamad (1998) tested the relevance of Herzberg's theory for university teachers. They determined the sources of satisfaction and dissatisfaction among 150 teachers from various colleges into universities located in Kashmir. A job attitude questionnaire consisting of two unipolar satisfaction and dissatisfaction scales and an overall job satisfaction scale was administered to respondents. Results of the study partially supported the two factor theory in teaches. It was observed that satisfaction and dissatisfaction were independent. Hygiene contributed to both satisfaction and dissatisfaction and motivators and hygiene were not mutually exclusive.

2.2.3 Studies on Situational Sources of Job Satisfaction

Porter (1961) investigated perceptions of bottom and middle management about need deficiencies and need importance of job. A need satisfaction questionnaire was prepared including questions on five need areas, i.e. security, social, esteem, autonym and self-actualization. The questionnaire was administered to 64 bottom and 75 middle management individuals in three separate organisations. The study found that vertical location of management position was an important variable in determining the extent to which the needs are fulfilled. Higher order needs are relatively least satisfied in both the management levels. The greatest differences in frequency of need deficiencies between bottom and middle level managers were in esteem, security and autonomy needs, though bottom level managers were more dissatisfied on them. Self actualization and security were seen as the more important areas of need satisfaction. Self actualization was also the most critical need in terms of both perceived deficiency and importance by both bottom and middle level managers.

Ahmad (1975) investigated the extent and correlates of job satisfaction amongst 300 working women in Indian industry. She found that majority women workers are satisfied from their work. Only a few are exceptionally dissatisfied. Major predictors of job satisfaction amongst women workers included education, father / husband's income, common worriers, satisfaction with life and expected income. Job satisfaction of respondents had been found correlated with age, education, expected income, marital status, job security and common worries. The respondents valued status and prestige, adequate income and opportunity to learn a job most and personal benefits,
less strenuous work and short work hours least. It seemed from the study that causes of dissatisfaction of working women lie more in factors related to job.

Voydanoff (1980) analysed the relationship between intrinsic and extrinsic job characteristics and overall job satisfaction among males and female workers. Zero order correlations and multiple regression analysis ascertained the relationship between the perceived job characteristics and job satisfaction among a national probability sample of 1533 workers. Results also revealed that similar patterns of relationships existed between perceived job characteristics and job satisfaction of both the genders, indicating that both male and females require similar job characteristics to be satisfied from their jobs.

Reddy (1981) examined job satisfaction of college teachers for which he collected data from 440 college teachers, divided equally among male and females, private and government management and two levels of teachers. Results revealed that woman teachers were more satisfied than male teachers. Those working under private management were more satisfied than those working under Government management. No significant difference was however found between junior and senior teacher's job satisfaction.

Orpen (1981) studied the effects of flexible working hours on employees' satisfaction and performance. 64 federal workers were assigned to flexible and fixed working hours and after six months they were asked to complete an index of job satisfaction. In addition, theory supervisors were also asked to rate their six months' performance. Results indicated that flexi-time caused a significantly increase in job satisfaction of workers but its effect on performance was negligible.

Da Puar (1982) enquired about the job satisfaction of 180 executives at four ranks using the need deficiency concept in Maslow's framework of needs. The results found that job levels affect the need deficiencies. Higher the organisational level, relatively more favourable will be the job attitudes of individual in large units compared to those in small organisations. Size of the unit had little effect on perception of importance of various needs. Managers at lower level were less satisfied on security and the other three higher order needs. Line and staff personnel differed in perception of their need
satisfactions. Staff persons were more satisfied in their job. The study partially supported Maslow’s need hierarchy theory.

Singhal and Srivastava (1982) empirically examined the theoretical assumptions about the job, society, organisations and people that underlie job satisfaction, specifically on the context of Indian economy. Data were collected by interview method from three different settings – academic, business, and bureaucratic and at various levels (N = 350). Results revealed that more people in all settings express negative or mixed feelings on the job than positive feelings. Mis-conceptualizations on job satisfaction have been seen from misunderstandings of job as an organisation about concept, and job than positive feelings. Mis-conceptualizations on job satisfaction have been seen from misunderstanding of job as an organisation bound concept, and job satisfaction as either-or psychological occurrence and all time truth. The researchers suggested that job needs to be conceptualized as broad based activity and psychological consequences of it, known as job satisfaction, must be measured by bringing into its framework quality of life indicators.

Khandwalla and Jain (1984) examined a sample of 47 Indian enterprises to test the hypothesis that operational corporate goals vary in their impact on various facets of lower management satisfaction. Results supported the differential impact of organisational goals on job satisfaction. Not only goals varied considerably in terms of their direction of impact on job satisfaction but the size of the impact also differed considerably.

Kacmar and Ferris (1989) investigated the form and magnitude the relationship between age and job satisfaction and addressed theoretical and methodological considerations in an effort to permit more accurate and informed interpretations of both the form and magnitude of age – job satisfaction. They conducted hierarchical polynomial regression analysis, controlling for three different status and tenure measures to examine several forms of age – job satisfaction relationship for an all female sample of 81 registered nurses. Results supported both a U-shaped relationship of age and job satisfaction on pay, promotion, supervision and coworkers, and linear relationship between age and job satisfaction for work itself.
Sharma (1991) studied the determinants of job satisfaction among 816 bank officers, working in six leading nationalized banks in India. From independent variables that precluded seniority, income, urban background, involvement with officers' association, flexible work hours and managerial apathy, only urban background and managerial apathy were found to be the two most important determinants of officer's job satisfaction.

Nwachukwu (1992) explored the interrelationships between job satisfaction and demographic, organisational and structural variables. He also examined the differences in satisfaction of production managers at different managerial and educational levels as well as the difference in satisfaction of production managers and managers in other functions. A sample of 198 managers' was examined. Results indicted that in terms of job satisfaction (on work, pay, and promotion taken together) there was no significant difference among production managers; between production managers in different company sizes; and between managers at different management levels. There were significant difference in job satisfaction of different age categories. The older managers were more likely to score higher on work and pay dimensions.

Gound, Pestonjee, and Zafar (1997) hypothesized that there is no difference in job satisfaction levels and morale in 5the public and private sector organisations. They collected data from 180 managers, supervisors, and workers from two organisationsal units in Karnatkaa. Results showed no significant difference between job satisfaction of private and public sector organisations, through comparing aspects of job satisfaction cadre wise and area wise, and on the job and off the job indicated some difference among them. Similarly no significant relationship was found between job satisfaction of different categories of employees and job satisfaction, except in few areas.

Boles, Wood and Johnson (2003) tested the effects of role conflict, role ambiguity and work family conflict on facets of job satisfaction of sales persons. They studies 129 business-to-business sales persons. The moderating effect of gender was also examined. The results indicated that relationships of work related role stress and work family conflict were different for various facets of job satisfaction.
2.3 THE NEW PARADIGM OF JOB SATISFACTION

Job satisfaction has received much attention in the recent years. There has been a cutback in the total amount of research papers, and research activities dealing with job satisfaction are still quite alive today (Bussing, 1998). The reason for this increasing importance of job satisfaction has its roots in the new and developing paradigm of employee's attitudes towards jobs.

Globalization and its consequent challenges are assumed to have a significant impact on organisations and people. Confronted with the realities of global competition, pressures on the market share and profit margins, shrinking product development-to-delivery cycle and increasing customer demands for services and products which incorporate greater value and improved quality, companies are beginning to reconsider the role their employees play in determining the enterprise's long run success. A newly emerging paradigm suggests that satisfied and motivated employees will focus their attention and energy upon meeting more completely the requirements of their customers, thereby maximizing the satisfaction of their customers. Employees are regarded as a necessary and critical factor in achieving customer satisfaction. Development of this attitude towards human resources may be traced to the implementation of the total quality management initiatives by the companies (Judge et al., 1995).

In this developing paradigm, appreciation for the relationship between employee satisfaction, customer satisfaction, and organisation's results has a significant impact upon how organisations manage the relationship they have with their employees, and how they understand, address, and influence employees satisfaction. Research in this direction demonstrates that such a relationship actually exists, and by increasing employees satisfaction managers can improve the customer satisfaction and business results (Harter, Schmidt, and Hayes, 2002; Masterson, 2001).

Traditionally, job have been designed with little consideration for those who perform them. But recently, the role of human capital as a potential source of sustainable competitive advantage has been in focus of considerable interest. The current 'terms of art' such as intellectual capital, knowledge work and workers, and high
performance work system as well as a steady increase in organisations experimenting with programs of job enlargement, job enrichment and empowerment, industrial democracy, team approaches, flexi time, planned time off, or outplacement programs show that move and more companies are viewing their employees as a competitive advantage and engaging themselves in providing them a motivating, psychologically healthy, fair and satisfying work climate. Indeed, these are the characteristics common in all leading organisations, which are incidentally considered by their employees as the best employers also (Business world, 2004; Judge, 1995). Workers also, in this changing scenario, want to be recognized as individuals and not regarded as automations. They want to enjoy a sense of belongingness and satisfaction rather than suffer a sense of alienation and unrest. Job satisfaction, in this context, becomes more important to be studied and analysed.