CHAPTER - III

JOB SATISFACTION – CONCEPT, TERMINOLOGY AND THEORIES

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3.1 Introduction

Job satisfaction refers to a general attitude resulting from various specific attitudes to job factors, social factors, monetary factors, group relationships, etc. Thus, job satisfaction is the result of various attitudes of the employee which he holds towards his job and related factors. Job satisfaction contributes significantly to employee productivity and morale. The organizations which take care to develop individual attitudes among employees which contribute to job satisfaction will be benefited substantially.

Hence, several authors have concentrated on this aspect and developed a number of theories. With the passage of time, numerous meanings and concepts were also developed. A few of them are described below.

3.2 Concept and Terminology

The term Job Satisfaction is a combination of two words: Job and Satisfaction. ‘Job’ means a piece of work to be done. ‘Work’, ‘Occupation’, ‘Job’ and ‘Position’ have been used interchangeably. Shartle has given the following definitions for these terms.
“An occupation is a group of similar jobs found in several establishments”.

“A Job is a group of similar positions in a single plant, business establishment, institution or other work place”.

“A Position is a set of tasks performed by a person. There are as many positions as there are workers, but there may be one or many persons employed in the same job”.

Miller and Form\(^2\) define work as a “general activity centering around subsistence and the specific routines of this activity as occupations”.

Vroom\(^3\) refers to job as ‘Work roles’. Though they have quite different meanings, they are commonly used as synonyms. For our study, it may refer to worker’s immediate work task and work role or to his employment in a particular work organization.

The other term ‘Satisfaction’ is related to fulfillment of needs. Needs are fulfilled by attainment of incentives. Fulfillment is a state of feeling known as satisfaction. As Drever \(^4\) states. It is the end state in feeling accompanying the attainment by an impulse of its objective”.

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Thus the expression ‘Job Satisfaction’ means the satisfaction derived by performing a piece of work in which the person is engaged. It is essentially related to human needs and their fulfillment through his work.

Terms like “morale”, “motivation” and “job satisfaction” have been used interchangeably in several studies.

Some more similarly used terms are job attitudes and job attraction. Sinha⁸ writes that Job satisfaction and Job attitudes are used interchangeably. Both refer to affective orientations on the part of individual towards work roles, which they are presently occupying. An attitude is not Job satisfaction, although it may contribute to it, since the latter comprises a number of attitudes. Job satisfaction is the result of various attitudes the employee has towards his job, toward related factors and toward life in general.

In the same way, Job satisfaction and Job attraction have certain differences. Job satisfaction applies only to the outcome already possessed or experienced by an individual. In other words, satisfaction is primarily “hedonism of the past” whereas attraction or valence is primarily hedonism of the future".
Many of the social scientists used Job satisfaction and morale as synonyms, and a few of them have made a distinction between them.

Mann and Pelz\textsuperscript{6} viewed morale as the employee's satisfaction and dissatisfaction with the work situation. Ganguli\textsuperscript{7} proposed to use the term morale in the sense of employee satisfaction with the total job situation. Some other studies, carried out for determining the factors of morale, clearly indicate that Job Satisfaction is an important constituent factor or dimension of morale. But Khan\textsuperscript{8} Katz\textsuperscript{9} and Schooler\textsuperscript{10} say that although Job satisfaction is closely associated with morale, both are not the same.

Blum and Naylor\textsuperscript{11} view Job satisfaction as the resultant factor of the various attitudes the individual has towards his job and morale as the composite expression of the attitude of the various individuals employed by the industry. It is a by-product of a group and generated by the group.

Crites\textsuperscript{12} distinguishes these terms along with two more terms Job attitudes and Vocational satisfaction, as follows:

Job attitudes denotes some specific aspects of job such as duties and tasks or working conditions,
Job satisfaction denotes the overall job in which the individual is presently employed.

Vocational satisfaction denotes the type of work in which the individual has been trained and/or gained experience in several jobs.

Morale includes the work group and/or employing organization as well as job or vocational satisfaction.

Strong, while discussing the two concepts of Job satisfaction and Morale, states that they are two attitudes towards one's job. He gives preference for using Job satisfaction with reference to the individual and morale with reference to the group.

Motivation and job satisfaction are closely related terms, though there are theoretical and practical differences between these two. Wernimont and others point out that analyses of the procedures used in work motivation are similar to those used in studies of job satisfaction. Dahama and Bhatnagar writes that motivation is the process of initiating a conscious and purposeful action. Motive means an urge, or combination of urges, to include conscious or purposeful action. It is
ordinarily a compound of feelings, appetites, inclinations and instructive impulses. It is a goal directed, and need satisfying behavior. Maslow’s hierarchy of needs theory is the most widely known theory related to motivation and job satisfaction. Hence all the terms are used interchangeably for our study purpose since they pertain to the individuals/group’s work and his/their complex reactions and feelings towards it.

Brown and others say that job satisfaction is a favorable feeling or psychological condition of a person towards his job situation.

According to Tiffin and McCromick, job satisfaction is influenced both by the extent to which the work a person does is intrinsically interesting to him, and by his attitude towards the total work situation, including the company, his supervisor and his fellow workers.

Vroom has defined it as the positive orientation of an individual towards the work role which he is presently occupying.

Mumford says, “A more realistic approach to job satisfaction may be to look at the individual’s needs in work but to examine also the needs of the firm and the demands which it has to make of its employees because of the pressure exerted
by the environment in which it is operated. This leads us to consider job satisfaction in terms of the degree of 'fit' between what an organization requires of its employees and what the employees are seeking of the firm”.

Job satisfaction is defined as an employee’s affective response to his job environment. D’Elia’s traditional notion about job satisfaction that a happy worker is a productive worker or a productive worker is a happy worker has an appealing validity on the surface.

Job satisfaction refers to an individual’s complex reaction towards his job. The credit for putting this term into use goes to Hoppock’s classic work on job satisfaction. For him, job satisfaction is any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say, “I am satisfied with my job”. Hoppock enumerates the following six major dimensions of job satisfaction:

1. The way individual reacts to unpleasant situation;

2. The facility with which he adjusts himself to other persons;
3. His relative status in the social and economic group with which he identifies himself;

4. The nature of work in relation to his abilities, interests and preparations;

5. Security and


3.3 Theories of Job Satisfaction

A good theory can answer some questions about the source and development of satisfaction. For example, what determines the level of Job satisfaction? What are the conditions under which dissatisfaction is likely? Do some aspects of the job operate on satisfaction differently than others? What personal and situational factors are likely to affect job satisfaction, etc.?

A brief reviews on some important theories related to job satisfaction are presented here.

The credit for giving currency to the term of “Job satisfaction” goes to Hoppock (1935). He conducted a pioneering research work on vocational satisfaction in the early 1930s.
Maslow’s Theory of need satisfaction. According to Maslow\textsuperscript{23}, the needs may be classified into five groups.

**The physiological needs:** These are the basic needs of the organism such as food, shelter, clothing, etc.

**The safety needs:** After meeting the physiological needs, a new set of needs emerge which are related to protection against danger, threat, etc.

**Social needs:** They are for affectionate relations, for love, etc.

**The Esteem needs or Ego needs:** Next in hierarchy are the needs of stable self-reputation, Status and recognition.

**The Self-actualization needs:** These needs are for self fulfillment the need to achieve one’s full capacity for doing.

The first two types of needs are of lower order, and the last three are of higher order needs. According to Maslow, the individuals satisfy their needs systematically, starting with the basic needs and move up towards higher level. It means, the human beings would like to satisfy first their basic needs such as hunger, thirst, shelter, etc. and then being sociogenic and psychologeric, wish to satisfy needs like status, prestige, recognition, etc. Thus, the jobs which are able to satisfy more
needs mentioned by Moslow would result in greater satisfaction on the part of the employee.

Fredrick Herzberg of Case-Western Reserve University provided an interesting extension of Marlow's need hierarchy theory, and developed a dual-factor theory, the motivation-Hygiene theory. No theory of job satisfaction has been received with as much attention, and has been subject to so much criticism, as this theory. This two factor theory was initially proposed by Herzberg, Mausrer and Synderman in 1959. Later, it was applied and extended by Herzberg.

The original study was concerned with an investigation into 203 engineers and accountants in nine different companies in Pittsburgh area, USA. Herzberg and his associates interviewed each person, and asked him/her to describe what he/she felt exceptionally good or bad about, or liked or disliked, his/her job. The results indicated that when people talked about feeling good or satisfied (satisfiers), they mentioned features intrinsic to the job, and when people talked about feeling dissatisfied with the job, they mentioned factors extrinsic to the job. Herzberg called these motivation and maintenance factors respectively.
The content analysis indicated that the factors associated with high satisfaction (satisfiers) were somewhat different from the factors associated with low satisfaction (dissatisfiers).

The satisfiers and dissatisfiers are also referred to as motivators and Hygiene factors respectively.

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**Six factors**  
**Ten factors**

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Relationship with subordinates  
Status  
Security  
Supervision
The theory suggests that there are two groups of factors that act differently in producing satisfaction and dissatisfaction. Hence, it is called two factors theory. Herzberg reports that the factors giving rise to job satisfaction are separate and distinct from those which give rise to dissatisfaction. Job satisfaction and job dissatisfaction are not the obverse of each other. Therefore, the opposite of job satisfaction would not be “job dissatisfaction”, but no job satisfaction.

A skeleton view of the theory:

A] **Hygiene factors:** When absent, they increase dissatisfaction with the job., when present, they help in preventing dissatisfaction, but do not increase satisfaction or motivation.

B] **Motivators:** When absent, they prevent both satisfaction and motivation.

When present, they lead to satisfaction and motivation.

The Hygiene factors are not intrinsic part of a job, but they are related to conditions under which a job is performed. They are associated with negative feelings. They are environment related, remove sources of dissatisfaction from the
environment. Like physical hygiene, they do not lead to growth but only prevent deterioration. Maintaining a hygienic work environment will not improve motivators or produce growth in worker output, but they prevent loss in performance.

Motivations are intrinsic to the job and are associated with positive feelings of employers about the job. They are related to the content of the job. They make people satisfied with their job. Motivators are necessary to keep job satisfaction and job performance high. On the other hand, when they are not present, they do not prove highly satisfying.

The major criticism of the theory is that when a person is asked to tell about something good, he is apt to attribute the causes of these to his own accomplishment and achievement (content of items). Similarly, when some one is asked to tell about an unpleasant or dissatisfying work experience, he is more apt to blame others for this (context item) than he is to blame himself.  

Herzberg's theory seems to be more true of jobs which are not says Agarwal. In semi-skilled and unskilled jobs, motivators can not play any significant role. In such jobs monetary factors are more important. The question of
motivators is more applicable to creative jobs in which the position of hygiene ceases to be crucial.

McGregor²⁹ has set out two alternate views which broadly coincide with the management, viz., traditional management and human relations management. His first theory is 'X' in which he sees man as a competitive, lazy and irresponsible animal who has to be pushed, directed and controlled, if he is to be made to produce anything at all.

This approach has been common in industry until recent years and has been found to produce results. His second theory is 'Y' in which he sees man as co-operative, industrious and responsible, with an urge to maximize his own talents, to grow and mature. This approach has led to the policies of job enlargement, to the provision of opportunities for participation in decision taking and for self-discipline rather than supervisory, monitoring and control performance.

Likert³⁰ has also done considerable research in this subject by conducting a number of studies at the University of Michigan. On the basis of these studies, Rensis Likert identified the following four types of management systems:
System 1: Exploitative – Authoritative

System 2: Benevolent – Authoritative

System 3: Consultative

System 4: Participative

System 1 is similar to that of McGregor's theory 'X' type organization and supports performance through punishment and reward. In his view, this type leads to low productivity.

System 2 is more benevolent and still authoritarian.

System 3 is consultative.

System 4 is participative, similar to McGregor's theory 'Y' Likert believes that this type leads to high productivity. He further suggests that a shift towards system 4 can be a method for reducing costs and improving earnings. For Likert, meeting employee needs is not just a method for increasing job satisfaction but a method for improving profitability.

Victor Vroom\(^3\) presented a widely accepted model of motivation called Expectancy during 1964 when the managers were confronting a number of different approaches to motivation. It is based on conscious thoughts about the situation. Individuals are viewed as thinking, reasoning human
beings who have beliefs and anticipations concerning future events in their lives. It accommodates a number of motivational determinants in its theoretical framework. Vroom explains that the motivational relationship may be expressed in a formula.

Motivation: \( V \times E \times I \) (Valence, Expectancy, Instrumentality). The theory assumes that the strength of a tendency to act in a certain way depends on the strength of expectation that the act will be followed by a given outcome and on the attractiveness are largely autonomous beings, they independently determine expectancies, instrumentalities and valences for various types of behavior. Thus the expectancy theory is built around these concepts, valence, expectancy and instrumentality.

Valence: Valence refers to the strength of a person’s preference for outcome. People have preference (valences) for various outcome or incentives that are potentially available to them. It is important that the individual place on the potential outcome or rewards that can be achieved on the job.

Hurt and Hill 32, State that valence is the strength of an individual’s desire for a particular outcome. It is the subjective value attached to an incentive or reward.
Expectancy: People will have expectancies about the likelihood of an action or effort which leads to the intended performance. Expectancy refers to the perceived relationship between a given level of effort and a given level of performance. People attach various expectancies to an outcome. Competent and optimistic individuals tend to perceive expectancy more positively than do competent and pessimistic individuals.

Instrumentality: It refers to the relationship between performance and reward. People perceive some reward for their good performance. If the people perceive that their performance is adequately rewarded, the perceived instrumentality will be positive. On the other hand, if they perceive that their performance does not make any difference to their rewards, the instrumentality will be low. Expectancy theory emphasizes expected behaviors concerned with expectations. It makes a strong argument in favor of having rewards contingent upon successful performance.

Later, this model expanded and refined by Porter and Lawler in 1968. They tried to explore the complex relationship between motivation, satisfaction and performance and points act that efforts does not directly had to performance. According
to them, performance is to be a function of these important factors i.e. Motivation, abilities or traits and role perceptions.

1] Motivation (the desire of the employee to do the assigned jobs)
2] Abilities or traits (one must have necessary abilities or traits)
3] Role perceptions (one must have accurate knowledge of the requirements of the job, if he is expected to devote his energies fully to the assigned tasks).

Another theory which has received greater attention of many management experts in theory 'Z' which originated from the management Philosophy. It is a new way of viewing the essential nature of man and exceptionally good when compared to the American firms. The rate of productivity is two to three times more for the past 3 decades, absenteeism is low, and organizational commitment is high. Through the secret of the success behind, it seems to be their technology, culture and management system. The last one can be given more weightage. In fact, their management system is such that it integrates the individual into the organization to produce efficiency. The theory Z combines several factors. It obtains the individual culture values combining with the collective approach to decision making. Explains that formalized controls are retained
but are combined with implicit, informal social measurements, career paths are moderately specialized, slow evaluations, slow promoters and long term employment are associated with a comprehensive for employees including their families.

The recent trend in management theories hold that the industries are becoming very much aware of the importance of relations between employer and his employees. Managements recognize the need to provide opportunities for work and to ensure that work situations provide opportunities for individuals to meet their personal needs. Efficiency and motivation are very important factors with service oriented institutions like library.

The literature on job satisfaction may be grouped into a number of different schools of thought.

Lynch and Verdin, while reviewing the literature on job satisfaction, refer to three schools of thought. One school, that is, the physical economic school, has its base in the work of Taylor and other working in the 1920's who considered the influence of the physical arrangement of work, fatigue and lay stress on job satisfaction. Another, the human-relations school, shaped by the Hawthorne studies and the later studies at the universities of Michigan and Ohio state, emphasizes the
relationships of good supervision, informal work groups, and friendly employer-employee relationships on satisfaction. The third, the work itself school investigators the effects of challenging work on the attainment of job satisfaction.

Mumford, while reviewing the literature on job satisfaction, refers to a number of schools of thought. Psychological needs school exemplified by the psychologists like Maslow, Herzberg, Likert and others concentrate on the needs of individuals which lead to motivation, and the motivation is the central factor in job satisfaction.

The other school considers leadership as an important factor in job satisfaction in which the behavior of supervisors play an important role in employees attitudes. Psychologists, like Blace and Mouton, and Fielder direct their observations at leadership style and the response of subordinates.

Another school, strongly represented at the Manchester Business School by Lerpton, Gower and Legge, approaches job satisfaction from quite a different angle, and examines the effort reward as an important variable. Some psychologists maintain that people have a subjective perception of what a fair day’s pay is for a fair day’s work, and if they do not receive this, their job satisfaction will not be high.
Based on the theories developed by the social scientists, quite a few studies appeared recently on the job satisfaction of librarians. Some of them are described in the next chapter.

3.4 Application of Theories In India

An examination of most of the studies shows that there has been a methodological shift from the development of new theories and models to empirical testing of existing theories. Maslow's model has been tested by several researches in several countries. Generally, researches have tried to obtain statistical validity to Maslow's need - hierarchy through a complex approach known as factor analysis. It has been found wholly applicable in developing countries like India.

Almost all the theories in respect of job satisfaction were developed in the western countries. Naturally, they are being adopted and tested in other parts of the world. India is not an exception to test the job satisfaction constructs developed by western countries. In India, several studies are carried out on industrial workers, bank employees, railway workers, engineers, insurance employees, etc., by applying the western models, and the managements are successful in improving the
level of job satisfaction, increasing production and achieving goals. There are hardly any studies which were carried out on librarian in India. Hence, I ventured to make an attempt to study job satisfaction among the librarians working in university libraries and other professional in the Karnataka state.

The following are some examples of Indian industries which have done some work on these aspects.

The Kirloskar Cummins Ltd., Poona practices the need hierarchy concept. Their employees are provided with a family atmosphere, a sense of belonging, security and opportunity for self actualization.

The promotion policy as a motivating factor at Indian Oil Corporation was successful in motivating their employees for self actualization.

The ACC generates a sense of “security” and “family atmosphere” by giving preference in appointments to their employees’ relatives.

The suggestion scheme described as “partnership for progress” at TELCO company leads to significant improvements in the motivational levels of employees.
Some studies have been conducted in India on the relative importance of incentives and rewards. The study conducted by Ganguli, H. C. in India reveals that incentive raise the maximum extent. Sinha has summarised the various rewards for industrial workers which have much influence on Indian workers.

Utilising the ranking method, Ganguli's study shows that the three most highly desired incentives are adequate earning, job security and opportunity for promotion unlike the western countries where pay is frequently ranked lower in the hierarchy of incentives.

Ganguli's study of Indian Railway workshop for incentives reveals that the supervisor expected three things from his job: An adequate income, job security and adequate value of his suggestion and recommendations (R.S. Duvidi).

Anirudh Panday's main study was to offer suggestions to the Indian Railways to develop appropriate organizational and individual strategy and to modify existing mass contact counseling programs for rail engine drivers so that accidents caused by human failures are reduced, and the efficiency of drivers and their other counterpart is increased.
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