Chapter One

INTRODUCTION TO JOB SATISFACTION

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1. CONCEPT OF JOB SATISFACTION

A major part of man's life is spent in work, which is a social reality, and social expectation even then only economic motive has never satisfied men. It is always of greater interest to know why men work and at which level and how he/she is satisfied with the job. Studies on Job Satisfaction has observed that Job Satisfaction is a combination of psychological, physiological and environmental circumstances that may lead to individual’s satisfaction or dissatisfaction with their job. Such a description may indicate the variety of variables influencing the satisfaction of the individual but not about the nature of job satisfaction. The degree of satisfaction can be determined by the ratio between what one has and what one want. By law of nature as we have more, we want more; hence the level of satisfaction remains less.

Job satisfaction is difficult to define because it is an intangible, unseen, unobserved variable and a complex assemblage of cognitions (beliefs or knowledge) and emotional feelings (sentiments or evaluations) and behavioral tendencies. Job satisfaction may be viewed as the pleasurable emotional state resulting from the perception of one's job, as job values provided may be compatible with one's needs. Job satisfaction is the persistent feeling towards discriminable aspects of the job situation. E.A. Locke\(^1\) admits that job satisfaction and job dissatisfaction are seen as functions of perceived relationship between what one wants from one job and what one perceives it as offering or entailing.

Job satisfaction is dynamic, as it can go as quickly as it comes.\(^2\) Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job experience. Hence Human Resource Management has achieved a pivotal position in Management. The manger’s job is actuating—which is getting the members of the organization to work together more efficiently to enjoy their work to develop their skills and abilities and to induce high level of Job Satisfaction. Job satisfaction is perhaps the major area where academicians are trying to define, identify, and measure, the industrialists are seeking it, and government is enthusiastically supporting it. It is reported that in 1970 it was estimated that there were over five thousand articles published on the job satisfaction, such is the importance of the 'concept'.

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Nature of Job Satisfaction

Job satisfaction is an integral component of organizational climate and an important element in management-employee relationship. Job satisfaction, in simple words, is an individual's emotional reaction to the job itself. The management philosophy has undergone a tremendous revival to the extent that from top management to bottom level is now concerned with Human Resource Management and their level of Job Satisfaction.

In short it can be said that, \textit{job satisfaction is a synchronization of what an organization requires of its employees and what the employees are seeking of the organization.} Considering that people spend roughly one-third of their lives at work, and that what we do to earn a living represents a central aspect of how we think of ourselves as individuals, such strong feelings should not be surprising. Formally, we may define \textit{job satisfaction as individuals' cognitive, affective, and evaluative reactions toward their jobs.}

Perhaps, one way to define \textit{job satisfaction may be to say that it is the end state of feeling.} The word “end” emphasizes the fact that the feeling is experienced after a task is accomplished or an activity has taken place whether it is a highly individualistic effort of writing a book or a collective endeavor of constructing a dam. These tasks/activities could be very minute or large, observable or experienced but in all cases they have to satisfy a certain need. The feeling could be positive or negative depending upon whether need is satisfied or not and could be a function of the efforts of the individual on one hand and on the other the situational opportunities available to them.

As a result the scope of HRM lies as it develops cordial relationship between workers and management, develops or create situations in organizations for the employees to enjoy their work and gain substantial Job Satisfaction and also to gain employees sense of accomplishments through their work. It also leads to organizational efficiency, workers productivity and management gets enlightened workforce. A good HRM policy would improve the possibility for industrial peace, which is badly needed in India now a day.

Taking a closer look at job satisfaction, several major issues are to be addressed. For example, we will consider how job satisfaction is measured, a key issue involved in assessing this concept. We also will describe various theories of job satisfaction, systematic attempts to address how the process of job satisfaction works. Following this, we will review the major factors that are responsible for making people satisfied or dissatisfied with their jobs. Then, finally, we will consider the principal effects of job satisfaction on various aspects of organizational behavior.

In order to understand job satisfaction, perhaps, the first step should be to demarcate the boundaries among such terms as \textit{attitude, motivation, and morale}. Motivation implies the willingness to work or produce. A person may be talented and equipped

\footnote{Jit S. Chandan, Organizational Behavior, Vikas Publishing House PVT LTD; p.87.}
with all kinds of abilities and skills but may have no will to work. Satisfaction, on the other hand, implies a positive emotional state, which may be totally unrelated to productivity. A closer analysis reveals that they measure two different anchor points; attitudes are predispositions that make the individuals behave in a characteristic they are precursors to behavior and determine its intensity and direction while Job satisfaction is an end-state of feeling, which may influence subsequent behavior. In this respect job attitudes and job satisfaction may have something in common.

According to Vroom job satisfaction is a nebulous concept, when any individual joins an organization and carries out his duties, and assigned work he wants to satisfy his all kinds of needs whether it is economic, social and psychological needs. When an employee does not feel satisfied with his job, negative attitudes towards the work may develop in his mind. This way, he finds oneself unable in concentrating at the work. He will contribute best of his efforts to the best of his efficiency and capability towards the achievement of the predetermined objectives of the enterprise or organization. It can be said that Job Satisfaction is set of favorable or unfavorable feelings with which employees view their jobs, more specifically the nature of jobs they do, the quality of supervision they receive, co-worker's pay and perks and promotional avenues. It affects job performance, employee's turnover, and absenteeism. High job satisfaction results into high work performance, less employee turnover and less absenteeism.

Often job satisfaction and work motivation are treated as one, however job satisfaction is concerned with feelings one has towards the job, and work motivation is concerned with the behaviors that occur on the job. Job Satisfaction therefore is a specific subset of attitudes. Employee feels satisfied and happy while working on the job or after completing jobs. They develop some general attitude while they interact with each other, with the general public, customers, managers, and administration and also with the members of their societies. Employees may also feel fully satisfied, moderately satisfied or highly satisfied. Similarly they may also develop negative attitudes on the satisfaction scale. Task varieties, significance and characteristics are the important factors for providing Job Satisfaction to employees. Sometimes the employee's perception may not be in consonance with reality it may be a myth. However, cognitive satisfaction is the most important factor to understand employee's Job Satisfaction. The group generates industrial morale by accepting group of employees through adherence to common goals. Managers need to pay attention to Job Satisfaction constantly.

Job Satisfaction may refer to either a person or group of people. Job Satisfaction is important for the study of human behavior because it represents general human conditions. It requires attention, diagnosis, and treatment, just as health does. It is part of life satisfaction. The nature of one's environment of job does affect one's feelings on the job. The result of various studies and experiments is that satisfaction arises from a complex set of circumstances in the same way as that motivation does. There are only few easy paths to better Job Satisfaction or to better motivation.

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Discussing the implications of the Hawthorne findings for managers, it was observed that the factors which make for efficiency in a business organization are not necessary the same as those that make for happiness, collaboration, team work, morale or any other work which may be used to refer cooperative situations. As a result Job Satisfaction has become an integral component of organizational health and an important element in management – worker relationship. A satisfied employee proves to be an asset for the organization. Many factors affect Job Satisfaction, such as wages or salary, status or designation, working conditions and environment, family problems, efficiency and effectiveness of the employees, interest in the work, promotion policy, grievance handling machinery, performance appraisal method, training and Human Relations in Industries etc.

There's a huge distinction between "meaningful work" and "job satisfaction as "satisfaction" looks and feels like conformance to standards. In a meaningful workplace, it's less about needs and expectations -- and more about hopes and dreams and fulfillment. These are the places where Mondays look like most organizations' Fridays. Job Satisfaction is good not only for employees but for employers too as it increases productivity and decreases staff turnover.

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7 Robbins Stephen P, Organizational Behavior, New Delhi; Prentice Hall of India, 1989, p. 121
8 Elton Mayo, The Social Problem, of all Industrial Civilization (Boston: Harvard University. Graduate
2. DEFINITIONS OF JOB SATISFACTION

Job Satisfaction is a set of favorable or unfavorable feelings with which employees view their jobs, more specifically the nature of job they do, the quality of supervision they receive, co-workers pay and perks and promotional avenue. It is essential to highlight the important aspects of Job Satisfaction before giving the definitions. The three main aspects of Job Satisfaction are

1. Job Satisfaction refers to one's feeling towards one's job. It can only be inferred but not seen.

2. Job Satisfaction is often determined by how well outcomes meet or exceed expectations. Satisfaction in one's Job means increased commitment in the fulfillment of formal requirements. There is greater willingness to invest personal energy and time in Job performance.

3. The terms Job Satisfaction and Job attitudes are typically used interchangeably. Both refer to effective orientations on the part of individuals and their work roles, which they are presently occupying. Positive attitudes towards the job are conceptually equivalent to Job Satisfaction and negative attitudes towards the job indicate Job Dissatisfaction.

Some prominent definitions of Job Satisfaction are as follows

a. Job Satisfaction is regarded as the composite of attitudes of individual employees towards their jobs and the relationship they create.

b. Job Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s Job or job experience.

c. Job Satisfaction can be defined as the extent of positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high Job Satisfaction. It means that he really likes his job, feels good about it and values his job highly.

d. Job Satisfaction will be defined as the amount of overall positive effect (feelings) that individuals have towards their Jobs.

e. Job Satisfaction can also be defined as reintegration of affect produced by individuals’ perception of fulfillment of his needs in relation to his work and his situations surrounding it.

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f. Job Satisfaction is the amount of pleasure or contentment associated with a job, if you you're your job intensely you will experience Job Satisfaction. If you dislike your job intensely, you will experience Job dissatisfaction.  

g. Job Satisfaction is a set of favorable or unfavorable feelings with which employees views their work.  

h. Job Satisfaction can also be defined the degree of likeliness or dislike ness with which workers view their work. It expresses the amount of agreement between one's expectations of the job and the rewards that the job provides.

It can also be said that Job Satisfaction is influenced by several organizational and personal factors. It emphasizes the fact that the feelings are experienced after a task is accomplished or an activity has taken place, it can be a highly individualistic effort such as writing of a book or a collective endeavor of constructing a dam. The feelings could be positive or negative depending upon the end state of satisfaction or dissatisfaction. Hence Job Satisfaction can be a function of the efforts of the individual's or / and situational opportunities available to them.

It can easily be said that, Job Satisfaction is the positive orientation of an individual towards the work roles, which one is presently occupying. This can be easily paraphrased as an individual's liking more aspects of his work than he dislikes. Though the terms job-satisfaction and attitudes are used interchangeably, there are differences between the two. Attitude, as was mentioned earlier, refers to predisposition to respond. Job-satisfaction, on the other hand, relates to performance factors. Attitudes reflect one's feeling towards individuals, organizations and objects. But satisfaction refers to one's attitude to a job. Job-satisfaction is, therefore, a specific subset of attitudes. Attitudes endure generally, but job-satisfaction is dynamic, it can decline even more quickly than it developed. Managers, therefore, cannot establish the conditions leading to high satisfaction now and then neglect it, for employee needs may change suddenly.  

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13 Andrew J. Du Brin, The Practice of Supervision, New Delhi: Universal Bookstall, 1988, p.58  
3. THEORIES & APPROACHES TO JOB SATISFACTION

Satisfaction is hedonistic (considering pleasure or happiness as Life's chief goal) response of neglect or disliking. It has been noticed that individuals tend to approach those things, which give them satisfaction and avoid those things, which dissatisfy them. As a result job satisfaction is frequently associated with job behavior such as work motivation. Since Job Satisfaction involves expectations, it relates to equity theory, the psychological contract and motivation.

Most theories of motivation have an underlying assumption that individuals are motivated to seek that, which is pleasant, to them. As a result, many theories of motivation are also considered as theories of job satisfaction. Research on job satisfaction can be divided into a number of different schools of thought. They see motivation as the central factor in job satisfaction and concentrate their attention on stimuli, which are believed to lead to motivation. The needs of individuals for achievement, recognition, responsibility, status, and advancement are the stimuli.

A second school devotes its attention to leadership as a factor in job satisfaction. Psychologists like Blake, Mouton and Fiedler see the behavior of supervisors as an important influence on employee attitudes and direct their observations at leadership style and the response of subordinates.

A third school, strongly represented at the Manchester Business School, approaches job satisfaction from a quite different angle and examine the effort reward bargain as an important variable. This leads to a consideration of how the wages and salaries of particular groups are constructed and the influence of factors such as overtime pay and the state of labor market on earnings and employees attitudes to them.  

Yet another school of thought approaches job satisfaction from an entirely different angle and see management ideology and values as an important influence. Punishment centered bureaucracy is the type of management behavior which responds to deviations from rules and procedures. Mock bureaucracy is said to exist when an organization has rules and procedures but neither management nor the workers' identify it with these or accept them as legitimate. In consequence they are generally ignored.

Fifthly, there are behavioral scientists who say that the factors described above are extrinsic to the tasks an employee is required to carry out and therefore a less important factor in job satisfaction than the work itself and the way it is structured. This group concentrates on the content of work and on the job design factors. In Europe Cooper at Liverpool represents them.

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15 Donald D. White and David A. Bednar, *Organizational Behavior, Understanding and Managing People at Work*, Boston; Allan and Bacon Inc., 1986, p. 126.
Sixthly, some contributors thinking on the subject, including the Herzberg and his associates 17, seem to suggest that it is only necessary to identify the needs of an employee. The organization for which he works must then ensure that these needs are met if it wishes to secure the advantages of a labor force performing at a high level of job satisfaction.

Lastly, a composite of the factors that are involved in causing job satisfaction and job dissatisfaction are given and will prove that motivators are the primary cause of satisfaction, and hygiene factors the primary cause of unhappiness on the job. The motivating factors are intrinsic to the job, while dissatisfaction-avoidance or hygienic factors are extrinsic to the job.

The father of scientific management, Taylor's (1911) approach to Job Satisfaction was based on a most pragmatic and essentially pessimistic philosophy that man is motivated by money alone and that the workers are essentially stupid and phlegmatic and that they would be satisfied with work if they get higher economic return from it. Over the years, we have moved from Taylor's solely monetary approach to a more humanistic orientation.

Early human relationists held, rather uncritically, that employees' job satisfaction was an important element in managerial effectiveness. Hawthorne findings observed that, "the factors which make for efficiency in a business organization are not necessarily the same as those that make for happiness, collaboration, team work, morale, or any other work which may be used to refer to cooperative situations."18 Later researches have also brought out that the nature of relationship between job satisfactions and productivity is tenuous. They have at the same time confirmed that there is a negative relationship between job satisfaction, and grievances, turnover and absenteeism.19 Keith Davis observes that, "one of the surest signs of deteriorating conditions in an organization is low job satisfaction.

Motivation

Motivation is a broad and complex concept. Motivation has been defined as the set of processes that arise, direct, and maintain human behavior toward attaining some goal.20 The figure will guide our explanation; the first part deals with arousal. This has to do with the drive, or energy behind our actions. Motivation is also concerned with the choices people make, the direction their behavior takes. The final part of our definition deals with maintaining behavior.

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After defining motivation, let's discuss two important points, first, motivation cannot be seen, but only inferred on the basis of performance, second key point is that motivation is multifaceted. However, motivation and job performance are not synonymous. Just because someone performs at a task well does not mean that he or she is highly motivated. This person may be highly skillful, but not putting forth much effort at all. Someone who performs poorly may be putting forth a great deal of effort, but is falling short of a desired goal because he or she lacks the skill needed to succeed. Second key point that motivation is multifaceted we mean that people may have several different motives operating at once. However, being too productive may antagonize ones co-workers, who fear that they're being made to look bad.

These examples clearly show that motivation is a complex and important concept in the field of organizational behavior. This complexity creates challenges for the theories of motivation used in the field.

The first conceptualizations of motivation we will consider are the most basic theories that explain motivation in terms of the satisfaction, the basic human needs. Indeed, organizational scholars have paid a great deal of attention to the idea that people are motivated to use their jobs as mechanisms for satisfying their needs. Probably Maslow has proposed the best-known conceptualization of human needs in organizations.

Motivational theories can be divided into two categories, Content and process theories. Content theories assume that all individuals possess the same set of needs and therefore prescribe the characteristics that ought to be present in jobs. Process theories stress the difference in people's needs and focus on the cognitive processes that create these differences.

Theories

There are vital differences among experts about the concept of job satisfaction. Few theoretical approaches to job satisfaction are:

(i) Maslow's Theory
(ii) Alderfer's ERG Theory
(iii) Two-factor Theory
(iv) Mumford's Theory
(v) Valence, Instrumentality and Expectancy (VIE) Theory
(vi) Fulfillment Theory
(vii) Variance Theory
(viii) Oldham and Hackman model
(ix) Discrepancy Theory
(x) Equity Theory
(xi) Equity-discrepancy Theory
(xii) Locke and Latham's Goal Setting Theory
(xiii) Locke's Value Theory
(xiv) Social Influence Theory
(xv) Instrumentality Theory

Let's discuss some of them in detail for the better understanding of the subject of the research work.

1. Maslow's Theory

Abraham Maslow was a clinical psychologist; he introduced a theory of personal adjustment, known as need hierarchy theory, based on the premise that if people grow up in an environment in which their needs are not met, they would be unlikely to function as healthy, well-adjusted individuals. He suggested a hierarchy of needs, which are activated in a hierarchical manner. This means that the needs are aroused in a specific order from lowest to highest, and that the lowest-order need must be fulfilled before the next highest-order need is triggered, and so on. Once individuals have satisfied one need in the hierarchy, it ceases to motivate their behaviors and they are motivated by the need at the next level up the hierarchy.

Fig. 2
The need hierarchy theory is relevant to job satisfaction. Jobs, which are able to satisfy more of the hierarchical needs, would be jobs, which could result in greater satisfaction on the part of the employee.

1. **Physiological needs** Such as food (hunger), thirst, warmth; shelter may be mainly satisfied at work by salary/wages and are the first level on the hierarchy. *Physiological needs* are the lowest-order, most basic needs specified by Maslow.

2. **Safety/Security needs** such as shelter and protection are the next level. *Safety* need the second level of need in Maslow's hierarchy are activated after physiological needs are met. Security needs like safe conditions or secure environment free from threats of physical or psychological harm; job security may be mainly satisfied at work by good working conditions and benefits. Organizations can do many things to help satisfy safety needs.

3. **Social needs** Such as need for satisfactory and supportive relationships are the next level. Maslow’s third level of need, are activated after safety needs have been met. Social needs like belongingness and acceptance and appreciation may be mainly satisfied at work by harmonious teams.

4. **Esteem needs** Like need for Status/power may be mainly satisfied at work by promotion and respect for position expertise. From these needs, the individual can move up the hierarchy to higher order needs. Self-esteem needs for recognition and a belief in oneself is the next level. These refer to a persons need to develop self-respect and to gain the approval of others.

5. **Self-actualization needs.** Like need for self-fulfillment (the desire to become all that one is capable of being, developing to one's fullest potential) may be mainly satisfied at work by challenging work, which realizes an individual's potential. Self-actualization is found at the top of Maslow's hierarchy. 22

Taken together as a group, physiological needs, safety needs, and social needs are known, as deficiency needs. In contrast, the next two highest-order needs, the ones at the top of the hierarchy, are known, as *growth needs*. When they have satisfied their subsistence needs, they strive to fulfill security needs. When jobs are secure they will seek ways of satisfying social needs and if successful will seek the means to the ultimate end of self-actualization.

2. **Alderfer's Theory**

Alderfer approach, known as ERG Theory is simple than Maslow’s theory. Alderfer (1972) suggests that individual needs can be divided into three groups and these are not necessarily activated in any specific order.

1. **Existence needs**, which include nutritional and material requirements (at work this would include pay and conditions.)
2. **Relatedness needs**, which are met through relationships with family and friends and at work with colleagues.
3. **Growth needs**, which reflect a desire for personal psychological developments.

The Maslow and Alderfer’s theory of needs are termed, as need theories. Alderfer argued that it was better to think in terms of a continuum rather than a hierarchy; from concrete existence needs to least concrete growth needs and argued that you could move along this in either direction. Maslow argued that when satisfied a need becomes less important to an individual, but Alderfer argues that relatedness or growth needs become more important when satisfied. This means that team-working arrangements can continue to motivate employees and are not necessarily superseded by growth needs.

Fig 3  Abraham Maslow’s Hierarchy of needs and Alderfer’s needs

**Managerial Applications Of Need Theories**

Theories are important insofar as they suggest specific things that managers can do to help their subordinates become Self-actualized. Because Self-actualized employees are likely to work at their maximum creative potential, it makes sense to help people attain this state by helping them meet their needs. Some companies are helping satisfy their employees’ physiological needs. Financial security is an important type of safety need in this regard, some companies are going beyond the more traditional forms of payroll savings and profit sharing plans particularly in troubled economic times, when layoffs are inevitable.  

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23 Donald D. White and David A. Bednar, *Organizational Behavior, Understanding and Managing People at Work*, Boston; Allan and Bacon Inc., 1986, p. 126.
3. **Herzberg's Two-Factor Theory**

In the late 1950s, Frederick Herzberg distinguished between motivators and hygiene factors referred to as the two-factor theory of job satisfaction. According to Herzberg's two factor theory, job satisfaction is caused by a set of factors referred to as motivators, while job dissatisfaction is caused by a different set of factors, known as hygiene factors. Hygiene topics include company policies, supervision, salary, interpersonal relations and working conditions. They are issues related to the employee's environment. Motivators, such as recognition and achievement, make workers more productive, creative and committed. Motivators, on the other hand, create satisfaction by fulfilling individuals' needs for meaning and personal growth.\(^{24}\)

Although hygiene issues are not the source of satisfaction, they must be dealt first to create an environment, which brings employee satisfaction and motivation. On the other hand, job-facets such as achievement, recognition, work itself, responsibility and advancement are satisfiers. It is only these factors, which lead to satisfaction. It would seem from this formulation of two-factor theory that a person can be both satisfied as well as dissatisfied at the same time. Once the hygiene areas are addressed, the motivators will promote job satisfaction and encourage production

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<tr>
<th><strong>Hygiene factors</strong></th>
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<td>Company and administrative policies</td>
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<td>Interpersonal relations</td>
<td>Responsibility</td>
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<td>Working conditions</td>
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**Fig. 4**

4. **Mumford’s Theory**

Mumford (1976) argues that workers have:

1. *Knowledge needs*, work that utilizes their knowledge and skills.

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\(^{24}\) Herzberg, F. Work and the Nature of Man, *Cleveland World*, 1966
2. *Psychological needs*, such as recognition, responsibility, status and advancement.

3. *Task needs*, which include the need for meaningful work and some degree of autonomy.

4. *Moral needs*, to be treated in the way that employers would themselves wish to be treated. Mumford's assumption was that employees did not simply see their job as a means to an end by had needs, which related to the nature of their work.

5. **Valence, Instrumentality And Expectancy (VIE) Theory**

*Valence, instrumentality and expectancy (VIE) theory* had resulted from Vroom's (1964) work into motivation. His argument was that, crucial to motivation at work was the perception of a link between effort and reward. Perceiving this link could be thought of as a process in which individuals calculated first whether there was a connection between effort and reward and then the probability (valences) would follow from high performance (instrumentality). The motivational force of a job can therefore be calculated if the expectancy, instrumentality and valence values are known. The individual's abilities, traits, role perceptions and opportunities attenuate the motivational force.  

![Diagram](image)

**Fig.5**

In essence, the theory asserts that people are motivated to work when they expect that they will be able to achieve the things they want from their jobs. Expectancy theory characterizes people as rational beings who think about what they have to do to be rewarded and how much the reward means to them before they perform their jobs.

Expectancy theory recognizes that motivation is one of several important determinants of job performance. In particular, the theory assumes that *skills and abilities* also contribute to a person's job performance. Its no secret that some people are better.

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suited to performing their jobs than others by virtue of their unique characteristics and special skills and abilities. Expectancy theory also recognizes that job performance will be influenced by people's role perceptions-in other words, what they believe is expected of them on the job.

6. **Fulfillment Theory**

Fulfillment theorists regard satisfaction in terms of outcomes (rewards) a person receives or the extent to which a person's needs are satisfied. Schaffer thinks, "Job satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied are actually satisfied" Vroom also views satisfaction in terms of the positively valued outcomes that a job provides to a person. The difficulty with fulfillment approach to job satisfaction is that satisfaction is a function of not only what a person receives but also what he feels he should, receive and/or Wants to receive. What may satisfy a person may leave another dissatisfied because of differences in their expectations. Another factor had to be included in order to predict satisfaction accurately. This variable was the strength of the individual's desire, or his level of,' aspiration in "particular area."  

26 These views of Morse and others led to the development of the discrepancy theory of job satisfaction.

7. **Variance Theory**

Variance theory is based on a simple subjective idea: if you want from your work then you are satisfied to the extent that it provides you with. The major problem with this theory is defining what people want from their work.

8. **Hackman And Oldham Model**

The job characteristic model suggests the causes of job satisfaction are objective characteristics. They suggested that jobs differ in the extent to which they involve five core dimensions:

**Skill variety** is the extent to which a job requires a number of different activities using several of the employee’s skills and talents.

**Task identity** is the extent to which a job requires completing a whole piece of work from beginning to end.

**Task significance** is the degree of impact the job is felt: led to have on others.

**Autonomy** is the extent to which employees have the freedom and discretion to plan, schedule, and carry out their jobs as desired..

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Feedback is the extent to which the job allows people to have information about the effectiveness of their performance.

![Diagram of job dimensions](image)

The five critical job dimensions are skill variety, task identity, task significance, autonomy, and feedback.

**Fig. 6**

The model specifies that various job dimensions having important effects on various critical psychological states. A task is considered meaningful to the extent that it is experienced as being highly important, valuable, and worthwhile. Jobs that provide a great deal of autonomy are said to make people feel personally responsible and accountable for their work. Finally, effective feedback is said to give employees knowledge of the results of their work.

They suggest that if jobs are designed in a way that increases the presence of these core characteristics three critical psychological states can occur in employees and will be high.²⁷

1. Experienced meaningfulness of work.
2. Experienced responsibility for work outcomes.
3. Knowledge of results of work activities.

### 9. Discrepancy Theory

This theory argues that satisfaction is the function of what a person actually receives from his job situation and what he thinks he should receive or. When actually received satisfaction is less than expected satisfaction, it causes dissatisfaction. According to Locke, "job satisfaction and dissatisfaction are functions of the perceived relationship between what one wants from one's job and what one perceives it is offering".²⁸

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Porter thinks that satisfaction is the difference between what one actually received and what he feels he should receive. This is the most widely accepted discrepancy approach to job satisfaction, and is shown in Fig. It is not clear from discrepancy theory whether over satisfaction is or is not a dimension of dissatisfaction, and if so, how does it differ from dissatisfaction arising out of the situation when received outcomes are less than the outcomes one feels he should receive.

10. Equity Theory

Equity theory, is also an individual based theory, but one that adds a social component. Specifically, equity theory views motivation from the perspective of the social comparisons people make—that is, what they see when they compare themselves to others. It proposes that individuals are motivated to maintain fair, or equitable, relationships among themselves am to avoid those relationships that are unfair, or inequitable. Adam’s Equity theory also contains a social element in which the individual compares his inputs and outcomes to those of others; it argues that a major input into job performance and satisfaction is the degree of equity (or inequity) that people perceive in their work situation. Equity occurs when,

Person's outcomes = Other's outcome

Person's inputs Other's inputs

Fig. 8

They Distort inputs or outcomes, attempt to persuade others to change inputs or outcomes, attempt to change their own inputs or outcomes, choose a different relevant other, and quit their job.

Perceived equity is in turn determined by his input-output balance as compared to his comparison others' (the persons he compares with) input-output balance and also either under-reward or over-reward can lead to dissatisfaction, although the feelings associated with them are different. Under-reward causes feelings of unfair treatment while over-reward leads to feelings of guilt and discomfort.

Equity theory assumes that one important cognitive process involves people looking around and observing what effort other people are putting into their work and what rewards follow them. This social comparison process is driven by our concern for fairness and equity.

11. Equity-Discrepancy Theory

Lawler combined the best features of both the equity and discrepancy theory to
present his model of facet- satisfaction. He adopts the difference approach of discrepancy theory in preference to ratio approach of equity theory. He takes from equity theory the concept of evaluating the outcomes of their inputs; this acts as an intervening variable in their feelings of satisfaction and dissatisfaction. Thus satisfaction may thus be defined as the difference between the outcomes that one perceives he actually received and outcome that one feels he should receive relative to perceived outcomes of comparison others.

A person's perception of how much he should receive is influenced by what his "referent others" receive these are people whom he perceives possessing the same abilities that he possesses, doing the job requiring the same abilities and skills and is of the same difficulty and responsibility and contributing equal to goal achievement as one is contributing. Thus, an individual's perception of his reward is influenced by more than just the objective amount of that factor.

![Diagram: Determinants of Job Satisfaction]

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Determinants of Job Satisfaction

**Fig. 9**

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12. Locke And Latham's Goal-Setting Theory

Just as people are motivated to satisfy their needs on the job, they are also motivated to strive for and attain goals. In fact, the process of setting goals is one of the most important motivational forces operating on people in organizations. The basic idea behind Locke and Latham's theory is that a goal serves as a motivator because it compares their present capacity to perform that requires succeeding at the goal. Goals also help improve performance because they provide information about how well one is performing a task.

In other words, they will be accepted as one's own. Indeed, Klein has shown that people will become more committed to a goal to the extent that they desire to attain that goal and believe they have a reasonable chance of doing so. Self-efficacy and personal goals influence task performance. This makes sense in so far as people are willing to exert greater effort when they believe their efforts will be in vain. Moreover, goals that are not personally accepted will have little capacity to guide behavior. In fact, research has shown that the more strongly people are committed to meeting goals the better they will perform.

13. Locke's Value Theory

Locke (1968) offers the theory of goal setting as a means of motivation. Here goals direct effort and provide guidelines for deciding how much effort to put into each activity when there are multiple goals. Participation in goal setting increases the individual's sense of control and fairness in the process. The more people receive outcomes they value, the more satisfied they will be. Locke's approach focuses on any outcomes that people value. The key to satisfaction in Locke theory is the discrepancy between those aspects of the job one has and those one wants; the greater the discrepancy, the less the satisfaction.\(^{32}\)

An interesting implication of value theory is that it calls attention to the aspects of the job that need to be changed for job satisfaction to result. Research has shown that the larger a discrepancy that exists between what people have and what they want with respect to various facets of their jobs (e.g., pay and learning opportunities), the more dissatisfied they are with their jobs. This relationship is greater among those who place a great deal of importance on that facet than among those who consider it less important.

14. Instrumentality Theory

This theory believes that individuals calculate the degree to which the job is satisfying by considering the extent to which the job leads to valued outcomes. It is assumed that individuals have a set of judgments about how much they value certain outcomes such as pay, promotion or good working conditions. They estimate the extent to which holding the job leads to each of these outcomes. Finally, by weighing the perceived

value or attractiveness of each outcomes by considering all outcomes in the set, the individual arrives at an estimate of the satisfaction he feels will come from the job.

15. Social Influence Theory

Salancik and Pfeffer (1977) suggested that perhaps people decide how satisfied they are within their job not by processing all kinds of information about it but by observing others on similar jobs and making inferences about other’s satisfaction. Weissenberg suggest that an individual simply infers a level of his own satisfaction from observing others. 33 White and Mitchell (1979) also showed that people indeed are influenced by their perceptions of others satisfaction. Social influence theory of job satisfaction is interesting because it recognizes the social nature of work and suggests a way of determining job satisfaction that has been ignored in the past.

16. Miscellaneous

Although feedback can have considerable impact on both motivation and learning, implementing feedback systems can have wider implications affecting the relationship between employees and managers by disrupting existing authority structures. Guirdham suggests for feedback to be effective it needs to be

1. Generally positive reward is more effective than punishment.
2. Well timed as soon as possible.
3. Control the feedback
4. Specific feedback and not general.
5. Publicly observed and not based on revelations or secrets.
6. Sensitive –don’t trigger the individuals defense mechanisms.

On the basis of the above-mentioned theories it can be summed up that the centrality of work in modern economies has made an understanding of the psychology of motivation and job satisfaction a key component of business and management education syllabuses. It now suffers to some extent from being taught as if it were true rather than as a set of sophisticated and problematic speculations about the nature of human motivations.

33 Weissenberg, P. and Leopald W.G. 1963, Relationship between Job Satisfaction and Job Involvement, Journal of Applied Psychology, 52; No.6, 469 - 473.
4. IMPORTANCE OF JOB SATISFACTION

A Little Satisfaction Goes A Long Way

However the picture changes when employees are satisfied with their jobs as satisfied employees are less likely to be absent from work, regardless of their mood states. When employees view work as a pleasurable experience they come to work even when they wake up in a depressed mood. In fact work may even present a distraction from their poor moods or a way out of these moods. So, making sure that employees are happy and satisfied with their work will increase productivity by reducing absenteeism. This may also go a long way toward reducing turnover.

Satisfaction And Managerial Implications

Job satisfaction is an integral component of organizational climate and an important element in management-employee relationship. Job satisfaction is a positive emotional state that occurs when, a person's job seems to fulfill important job values, provided the values are compatible with one's needs. As there is a growing interest in understanding and influencing employee behavior, studies on job satisfaction are only indicators of this growing interest. The complexity of the organizational system, standardized policies of the organization regarding career management, increased expectations from employees for better and meaningful careers.

As jobs become increasingly specialized, less autonomous and repetitive, they become monotonous. Jobs in the banking sector are good examples of such routine, specialized, repetitive jobs. Monotony arising out of this job conditions may lead to undesirable job behaviors like absenteeism, low turnover; lower productivity and lower job satisfaction alienation, etc. A clear understanding of the causes and consequences of job-satisfaction can help managers better diagnose and solve employee problems. In particular, manager must be clear that

(1) Employee dissatisfaction is most frequently caused by what is perceived to be low pay and boring work;
(2) Employees’ dissatisfaction is largely influenced by their feelings of inequity;
(3) Individual satisfaction or dissatisfaction is more important, than overall satisfaction or dissatisfaction of employees,
(4) Job-satisfaction has an impact on employee turnover, absenteeism, and unionization;
(5) And if designed and administered effectively, satisfaction surveys can prove to be invaluable help to assess the degree of satisfaction or dissatisfaction of employees.

Why Job Satisfaction Is Very Important?

Job satisfaction has been the center of concentration for researchers over decades. Job Satisfaction can apply to parts of an individual’s job. Not to be satisfied does not mean you are dissatisfied. According to Herzberg, the factors leading to job satisfaction are separate and distinct from those that lead to job dissatisfaction. The opposite of "Satisfaction" is "No Satisfaction", and the opposite of "Dissatisfaction" is "No Dissatisfaction".

It is important for managers to be interested in their employee’s attitudes as they influence behavior. There is a lower rate of turnover and absenteeism with satisfied employees, as motivation and job satisfaction are culture bound. Each culture have there own hierarchy of needs, own ideals, own characteristics. It has been established that highly satisfied workers have better physical and mental well being. The reasons for such concentration are manifold.

<table>
<thead>
<tr>
<th>Job Satisfaction</th>
<th>Job Context Low</th>
<th>Job Context High</th>
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<tbody>
<tr>
<td>Job Content High</td>
<td>Like what you do but you hate where you work!</td>
<td>Like what you do and where you do it!!</td>
</tr>
<tr>
<td>Job Content Low</td>
<td>You hate what you do and you hate where you work!!</td>
<td>You hate what you do but love where you work!</td>
</tr>
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Fig. 10

1. **Job satisfaction has some relation with the mental health of the people.** Dissatisfaction with one's job may have especially volatile spillover effects.

2. **Job satisfaction has some degree of positive correlation with physical health of individuals.** A study has come to the conclusion that people who like work, are likely to live longer. Here the logic behind such result is that people with greater satisfaction tend to have greater incomes and more education and thus coincidentally enjoy greater benefits, which promote longevity.

3. **Spreads goodwill about the organization.** People who feel positively about their work life are more apt to voice 'favorable sentiments' about the organization to the community at large.

4. **Individuals can 'live with' the organization.** A happy and satisfied individual can find it easy to live with inside the organization as well as outside it.

5. **Reduces absenteeism and turnover.** Higher job satisfaction reduces labor turnover and absenteeism and the managers are compelled for being convinced about the merits of job satisfaction, to give priority and adequate weight-age to job satisfaction. A serious consequence of job dissatisfaction can be the employee turnover.

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The Effect Of Job Satisfaction On Employee Performance And Productivity

Managers' interest in job satisfaction tends to center on its effect on employee performance. Increasing job satisfaction is important for its humanitarian value and for its financial benefit

- Believe that the organization will be satisfying in the long run
- Care about the quality of their work
- Are more committed to the organization
- Have higher retention rates, and
- Are more productive.

Those employees who reported high negative moods and were satisfied with their jobs were absent significantly less often than those in this same negative mood and who were dissatisfied. The same is true of those who have a low positive mood (lethargic and tired) and were satisfied with their jobs. So it is clear that moods or feelings about life affect the job causing loss in productivity and continuity of service through poor attendance. Employee satisfaction and retention have always been important issues for physicians. After all, high levels of absenteeism and staff turnover can affect your bottom line, as temps, recruitment and retraining take their toll. But few practices (in fact, few organizations) have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them.37 Satisfied employees tend to be more productive, creative and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and patient satisfaction.

5. CONSEQUENCES OF JOB DISSATISFACTION/SATISFACTION

Negative Is Stronger Than Positive

Job Satisfaction or Job Dissatisfaction is of great concern to management since there is a relationship between Job Satisfaction and job performance. Dissatisfaction seems to be more motivating than satisfaction. In a similar way, people often react more immediately and visibly to pain than to a pleasant stimulus.

High levels of absenteeism and staff turnover can affect bottom line, as temps, recruitment and retraining take their toll. But few practices (in fact, few organizations) have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied employees tend to be more productive, creative and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and patient satisfaction. Family physicians who can create work environments that attract, motivate and retain hard-working individuals will be better positioned to succeed in a competitive health care environment that demands quality and cost-efficiency. What's more, physicians may even discover that by creating a positive workplace for their employees, they've increased their own job satisfaction as well.

Responses To Job Dissatisfaction

The first thing about job satisfaction is the ways through which employees express their job dissatisfaction. Fig. Offers four responses that differ from one another along two dimensions: constructiveness/destructiveness and activity/passivity.

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<thead>
<tr>
<th>Active</th>
<th>Exit</th>
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<tr>
<td>Exit</td>
<td>Voice</td>
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<tr>
<td>Neglect</td>
<td>Loyalty</td>
<td>Passive</td>
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Fig.11 Responses to Job Dissatisfaction

Exit: Exit represents behavior directed towards leaving the organization. Also includes looking for a new position as well as resigning.

Voice: Actively and constructively attempting to improve conditions includes suggestions, discussing problems with superiors, and some forms of union activity.

Loyalty: Passively but optimistically waiting for conditions to improve. Includes speaking up for the organization in the face of the external criticism and trusting the management and the organization to do the right things.

Neglect: Passively allowing conditions to worsen. Includes chronic absenteeism,
reduced effort, and increased error rate.\textsuperscript{38}

Job satisfaction can act as a double-edged sword as it reduces absenteeism and labor turnover. Job dissatisfaction produces low morale among workers and low morale at work is highly undesirable. Some of the indicators of low morale are:

**Employee Unrest**

In state of unhappiness with job the worker may not attend to his job properly, may be involved in daydreaming, be forgetful or just may not care. He may start complaining about work condition and find faults with everything that goes on the work environment. One may start coming late to work or be absent from work periodically. Sometimes, this unrest become so frustrating that it may lead to undesirable habits as excessive drinking. At it's extreme; unrest may affect a mental health and well being of the worker.

**Absenteeism**

There exist a relationship between the job satisfaction and frequency of absence of employees whether unexcused absence due to minor ailments or total long absence. Absenteeism is inversely related to the level of job satisfaction. Job dissatisfaction produces a 'lack of will to work' and this forces the employee to alienate from work as far as possible. Job Satisfaction is highly related to absenteeism. Studies have found that less satisfied employees are more likely to be absent from work due to 'avoidable reasons.'\textsuperscript{39}

**Tardiness and Employee turnover**

In other words, satisfied worker tends to stay and dissatisfied tends to leave. It is intuitively reasonable that since workers derive different levels of satisfaction from their work roles job dissatisfaction forces an individual to leave the jobs and seek satisfaction elsewhere. In few organizations turnover and absenteeism account for a substantial slice of total labor costs. With high labor turnover rate, the cost of recruitment, and training the new employees, which the management cannot ignore, goes up. Serious Job Dissatisfaction can result in stress and tension, which is usually the cause of a variety of physiological disorders.

**Union activity**

One of the surest signs of deteriorating conditions is low Job Satisfaction. In its more sinister form it is behind wildcat strikes, slowdowns, absences and employee turnover. It may be a part of grievances, low performances, disciplinary problems and other


difficulties. It is proved that job-dissatisfaction is a major cause for unionizations. Dissatisfaction with wages, job security, fringe benefits, chances for promotion and treatment by supervisors are reasons for employees unions.  

**Early retirement**

High Job Satisfaction, on the other hand, gladdens the hearts of administrators because it tends to be connected with positive conditions that administrators want. Although high satisfaction is the hallmark of a well-managed organization, it cannot be urged into existence or even bought.

**Diminishing returns**

Frequently, there is not a simple relationship between satisfaction and its consequents. For example: the greater the dissatisfaction, the greater the motivation to quit. Once people are basically satisfied, they are no longer motivated to quit. How will their behavior be different if they are wildly satisfied with their jobs? They will still not be motivated to quit. Thus, once employees are satisfied with their jobs, being wildly satisfied may not produce significantly different behavior.

**Negative publicity**

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

**Moods and absenteeism**

We all know that mood has an affect on people's attitudes toward life and work. Feelings and moodiness carry over from situation to situation. Life affects work and work affects life. In fact moods have been found to affect decisions and behavior over a six-month period. Researchers have been able to place these mood swings within two dimensions. One dimension is the positive side of mood. People with high positive affective moods are those that feel a zest for life, are active and enthusiastic. People with low affective moods are drowsy, dull and listless. The other dimension represents the negative side of moodiness. People possessing a high negative affective mood are distressed, fearful, nervous and possible angry. On the other hand a low negative affective mood is characterized by a state of calm and a relaxed attitude.

Employees with low positive moods are listless and tired. These are the employees who have a tendency to wake in the morning feeling depressed and to choose to stay home for the day. Employees reporting moods on the other end of these two dimensions were not absent from work.

**Job-Satisfaction -- Its Consequences**

High job-satisfaction may lead to improved productivity, increased turnover, improved attendance, reduced accidents, less job stress, and lower unionization.

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40 Feldman and Arnold, op. cit., p. 204.
Productivity
In the long-run job-satisfaction leads to increased productivity. The very important reasons for the apparent lack of direct relationship between job satisfaction and productivity are:

(a) Measurement deficiency.
The explanation for the lack of clear-cut relationship between satisfaction and productivity may be attributable to the measurement of satisfaction as a result in the absence of objective criterion, subjective evaluation may become objectionable and unreliable. They might distort the relationship.

(b) Performance cannot significantly vary.
The individual performance cannot significantly vary. A worker in general operates under certain technological constraints where he cannot go beyond a particular level of output.

The performance, in this intriguing model leads to two kinds of rewards intrinsic and extrinsic, where extrinsic rewards such as salary and production bonuses are under the control of organization and where intrinsic rewards such as challenging jobs, etc. stem from the job itself. Intrinsic rewards are more closely related to satisfaction.

![Diagram of Lawler-Porter model of performance and satisfaction]

Lawler-Porter model of performance and satisfaction

Fig. 12

Criticism of the model are many first, the relationship between job-satisfaction and job performance is weak, the median correlation between satisfaction and performance is only 0.14.,secondly, there is more evidence to suggest that job performance leads to job satisfaction ,third there are some conditions under which high productivity more clearly leads to high job-satisfaction 41(employees perceive that intrinsic and extrinsic rewards are contingent upon their productivity).

Job-satisfaction and Employee Turnover

41 Blair J.Kolas, Introduction to Behavioral Sciences for Business, New Delhi; Wiley Eastern Ltd., 1978, p. 410
High employee turnover is of considerable concern for employers because it disrupts normal operations, causes morale problems for those who stick on, and increases the cost involved in selecting and training replacements. The employer does whatever possible to minimize turnover, making the employees feel satisfied on their jobs, being one such. In four major reviews of the relationship between satisfaction and turnover. It has been demonstrated that workers who have relatively low levels of job satisfaction are the most likely to quit their jobs and that organizational units with the lowest average satisfaction levels tend to have the highest turnover rates. However, the withdrawal behavior of employees is modified by loyalty to the organization, as some employees cannot imagine themselves working elsewhere, however dissatisfied they are in their present jobs. Availability of other places of employment also influences turnover. If greener pastures are available, an employee does not mind going in search of them, notwithstanding the present level of job-satisfaction he enjoys.

**Satisfaction and Absences**

Correlation of satisfaction to absenteeism is also proved conclusively. Workers who are dissatisfied are more likely to take "mental health" days, i.e., days off not due to illness or personal business. Simply stated, absenteeism is high when satisfaction is low. As in turnover, absenteeism is subject to modification by certain factors. The degree to which people feel that their jobs are important has a moderating influence on their absences. Employees who feel that their work is important tend to clock in regular attendance.

**Satisfaction and Safety**

Poor safety practices are a negative consequence of low satisfaction level. When people are discouraged about their jobs, company, and supervisors, they are more liable to experience accidents. An underlying reason for such accidents is that discouragement may take one's attention away from the task at hand.

**Satisfaction and Job Stress**

Job stress is the body's response to any job-related factor that threatens to disturb the person's equilibrium. In the process of experiencing stress, the employee's inner state changes. Prolonged stress can cause the employee serious ailments such as heart disease, ulcer, blurred vision, lower back pain, dermatitis, and muscle aches.

Chronic job-dissatisfaction is a powerful source of job stress. These employees are costly to the management in terms of time lost due to frequent absences and increased payments towards medical reimbursements. In additions to the above, it has been claimed that satisfied employees tend to have better mental and physical health and learn new job-related tasks more quickly.

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Two Faces Of Job Satisfaction.

Job satisfaction has both functional and dysfunctional consequences. The positive consequences of job satisfaction have already been stated. Employees who are dissatisfied with their jobs are prone to health setbacks ranging from headaches to heart disease. Job satisfaction helps management in terms of reduced turnover, reduced absences, reduced job stress and reduced medical and life insurance costs. Satisfied employees are happy and better citizens. However, job satisfaction has been overemphasized. Its benefits to the management are contingent upon fulfillment of several other variables.

All things considered, practicing managers and organizational behavior researchers would agree that job-satisfaction is important to an organization. When job satisfaction is low, there seems to be negative effects on the organization. So, if only from-the standpoint of viewing job-satisfaction as a minimum requirement or point of departure, it is of value to the organization's overall health and effectiveness and is deserving of study and application in the field of organizational behavior.

Non-job-oriented people tend not to be emotionally involved with their work. This relative indifference allows them to accept frustrating conditions at work more willingly.

![Diagram of Causes and Consequences of Job Satisfaction and Dissatisfaction]

Fig. 13
6. LITERATURE SURVEY

Introduction

Banks do constitute a very important part of total infrastructure of economy. They contribute a very large share to the total circulation of funds and goods in the community. It is the duty of every citizen whether he is bank employee or not, to understand how the banking system is functioning. The economic development of any nation is greatly influenced by the functioning of its banking industry. Chawla points out that it is not very unusual to find that in the history of economic growth in different countries of the world, the importance of banking institutions and their role in national development is significant. Indian banking system is having two components viz -commercial banks and co-operative banks. It is federal in its structure.

By now it is recognized worldwide that human resources development (HRD) is a tool for business improvements. Researches show that a good HRD strategy supported by appropriate personnel policies can do a lot in terms of increasing customer, employee and stakeholder satisfactions. The economy of country largely depends on the bank industry as huge amount of transactions take place every seconds. Business improvements of banks depend a good degree on employee and customer satisfaction.

Job satisfaction is a very important aspect of employee satisfaction. Employee dissatisfaction is also enhanced by the number of times a bank is closed due to strikes. Not merely the closure, but the threat of closure itself adds to dissatisfaction. Leaders of officers' unions and associations should realize this. Banks live on the customer's money and their duty is first to serve the customer. The HRD has a role in this to put the customer first in the minds of employees. Satisfied employees are likely to serve the customers better and create more positive encounters. The human resources development department should conduct employee-satisfaction surveys from time to time. The time has come for unions and associations to work hand-in hand with the HRD staff for improving the work culture and image of banks.

To bring in limelight the status of employee job satisfaction several researches have carried out related studies. Few of them have been referred in my research work based on the theme the job satisfaction of bank employees and summary/ glimpses of these studies are being stated in my work.

Literature Review

Hackman and Oldham's job diagnostic survey (JDS, 1915) included five major

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44 Chawla A S (1987), Nationalization and growth of Indian Banking, New Delhi, Deep and Deep publication.
46 Copyright © 1998 Indian Express Newspapers (Bombay) Ltd. This story was printed from Net Express located at http://www.expressindia.com. Net Express provides a portal to India, with news from The Indian Express and The Financial Express along with sites on travel and tourism, the entertainment industry, the power sector, the environment and much more.
variables, namely, skill variety, task identity, task significance, autonomy and feedback from the job. Herzberg's classification included the job content and context factors. Turner and Lawrence in 1965 [48] focused on job responsibility, autonomy, meaningfulness of the job, task identity and task variety. Hackman and Lawler in 1971 [49] considered six job dimensions, namely, variety, autonomy, task identity, feedback, dealing with others and friendship opportunities. Van de Ven's Organizational Assessment Instruments (OAI) included the following variables: Job specialization, job expertise, job standardization; job authority, job pressure, job accountability, job feedback, expectation of rewards and sanctions.

In this study, four-core job variables were considered, namely, job authority, job accountability, job feedback and expectation of rewards and sanctions. These four core job variables were considered essentially to bank jobs. Job authority refers to the extent of influence an employee has regarding decision making on the job.

Studies have shown that job autonomy and job satisfaction were direct reciprocal causes of each other. The extent of influence and control a work can exercise in the job environment to a large extent will determine his willingness to work on the job.

The outcome variables or the consequence of the job characteristics were examined in relation to work motivation, job involvement and work involvement. Several studies have recognized the importance of job or intrinsic worth of the job as a motivational factor. Many theories have been put forward regarding work motivation showed that the vertical location of management positions appears to be an important variable in determining the extent to which psychological needs are fulfilled. He found that the higher order psychological needs are relatively the least satisfied needs in both bottom and middle management.

Job involvement and work involvement are two other variables included in the study and indicate the person's psychological identification with one's own job and work. The attitude of job involvement or job alienation represents the degree to which the total job situation is thought of as being central to one's life or self-concept. Seesman (1971) uses the term "self estrangement when the employee does not gain anything intrinsically meaningful, rewarding and satisfying. An involved employee expects his work to be intrinsically rewarding, because he thinks work provides him the opportunity for self-expression."

Job involvement is a more specific belief regarding one's relationship with one's present job unlike work involvement, which is involvement with work in general [52]. A study done by Morse, Weiss and Griggs (1954) has provided evidence that work has

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different meanings within the different subcultures (defined by jobs levels) of the U.S Work is likely to be seen as a means to an economic end by the unskilled worker, while it has intrinsic meaning for the white-collar worker.53

In another study an attempt had been made to prepare ground for future research by understanding what has been happening to productivity of the Indian banking industry, since nationalization of 14 major banks in 1969. SBI and its subsidiaries along with banks nationalized in 1969 were taken up for analysis.

The objectives of the study were to study the time trends in productivity in 22 public sector banks since the 1969 nationalization of 14 commercial banks, to examine the intra group and inter bank differentials of productivity by classifying banks into two groups, SBI Group and 14 major commercial banks (nationalized in 1969), to compute the productivity trends in bank groups and study the inter group differentials and to study productivity performance of the industry as represented by aggregate of the 22 public sector banks.

The major findings of the study concluded that UCO's performance was the poorest. 54 It was the only bank, which showed decline in employee productivity. Even per branch, and financial indicators of productivity show that it recorded one of highest decline in productivity. 55 The results suggested that unless corrective actions are taken, bank would soon be in the red. In fact, according to recent reports bank is already in deep trouble. Other banks with poor growth in employee productivity were MAHA, ALLAHA, SBP, BOI and SBS. The banks, which showed decline in branch productivity, were (in the decreasing order of decline rate)-ALLAHA, UCO, UBI, BOI, CBI, DENA and MAHA. Out of these banks last five were from the SBI group. Therefore in addition to UCO, there is need to go into reasons for poor productivity growth especially of MAHA. ALLAHA and DENA. Banks, which showed higher growth in employee productivity, were (in the order of decreasing growth rate)-INDIAN, SBI, UNION, IOB and SBH. Banks, which showed relatively higher growth in branch productivity, were (in the order of decreasing growth rate)-IOB, INDIAN, SYNDI, CANARA and SBBJ. INDIAN and IOB stand out in productivity growth. Others, which showed good performance, were UNION. SBI, SBH. SYNDI and CANARA. Certain indicators show some improvement in productivity of SBBJ. SBT and PNB, however, no definite inferences can be drawn on the basis of one or two indicators.

Another study was carried out by K.B. AKHILESH & MARY MATHEW on BANK JOBS IN RELATION TO WORK MOTIVATION, JOB AND WORK INVOLVEMENT to understand employee's perceptions about the job and the relationship of job characteristics to the desired work behavior.


Analysis and the results of the present study were in two stages. In the initial analysis, the means and standard deviations for core job variables and outcome variables were calculated for the group. In the second stage of the analysis, correlation coefficients between each of the four core job variables, namely, job authority, job accountability, job feedback rewards and sanctions and each of the three job outcome variables, namely, work motivation, job involvement and work involvement were calculated for the group as a whole.

![Hypothesized Relationship between Core Job Variables and Job Outcome Variables]

**Fig. 14**

Job feedback received a mean rating of 2.90 from the group as a whole. This is a rather low rating compared with the rating given for the other job variables. It appears that the employees do not get enough feedback regarding their work and performance. Constant feedback from the superiors and peer group is necessary to improve performance. The group as a whole has rated the job variable "expectation of rewards and sanctions" at 3.14 showing that the group expects to receive rewards (verbal, monetary, informal, formal) for good, pleasing behavior and performance, and sanctions and punishments for misconduct or performance not up to the mark.
Among the four core job variables, job authority received the highest rating. Regarding job involvement, the employees do feel involved with their job to a certain extent (mean rating of 3.25), and that the job is central to one's life. Job accountability is significantly correlated (0.01 level) with both outcome variables of work motivation and job involvement for the group as a whole. Regarding level-wise analysis, a significant relationship (0.01 level) was found between job accountability, work motivation and job involvement for the offices group.

Job feedback increases job involvement, especially in the case of officers, male and female employees. Significant correlations were found between expectation of rewards and sanctions and job involvement (0.01 level) and work involvement (0.05 level) for the group as a whole. A low correlation was observed with the outcome variable work motivation for the group. Expectation of rewards and sanctions correlated significantly with job involvement for clerks (0.05 level) and officers (0.01).

An increase in the job authority, job accountability, and job feedback also increases the work motivation of the individual. A significant correlation was found between work motivation and these three core job characteristics. Only expectations of rewards and Sanctions correlated with work involvement showing clearly that there are other variables that influence the work involvement of an employee. The significant factor influencing the clerical level is job feedback. The job redesign effort must note this significant factor that only through increased job feedback can work motivation be improved. Job involvement could be improved through bringing about change in job authority, job accountability, job feedback and expectation of rewards and sanctions at the officers level. However, it should be noted that at the clerical level, the only significant factor associated with job involvement is the variable expectation of rewards and sanctions. Banks have to re-examine their policies towards rewards and sanctions if they have to increase job involvement among their clerical level employees.

A Comparative Analysis of Job Satisfaction Among Public and Private Sector Professionals was carried out by David Barrows and Tom Wesson to compare the views of public and private sector professionals toward their work in light of the radical changes in the administrative environment that have occurred during the 1990s.

It was taken for granted that research on downsizing will focus on private and public sector firms, as downsizing is also very prevalent in the public sector. The effects of public sector downsizing were of particular interest for several reasons. First, the public sector is highly labor intensive and relies upon professionals from all fields. In fact, government is one of the largest employers of professional workers. Furthermore, the public sector relies on the expertise of such professionals to effectively implement government policies. No matter how well designed a policy or piece of legislation may be, the results of such policies are contingent on how well they are implemented.

A recent Executive Institute Alumni Association Survey in the United States indicated that public careers are not recommended for young people. The downsizing of the public sector also carries with it potential economic costs. As more and more government employees are displaced and turnover rates increase, the costs of retraining and repositioning employees grow steadily. There is also concern that the effects of the reduced morale, which often accompanies D&R, could have grave consequences in the public sector. The popular caricature of the bloated and bureaucratic civil service greatly belittles the essential role civil servants play in both policy design and implementation in modern democracies. If our civil service is left disgruntled and discouraged by poorly conceived and executed D&R initiatives, the effectiveness of our government will be greatly reduced.

In addition to the effects mentioned above, potential increases in employee absenteeism stemming from downsizing and restructuring can create further costs in productivity and expense. The 1993 World Labor Report by the UN's International Labor Organization claimed that stress has become one of the most serious health issues of the 20th century. The report also points to the staggering costs that result from job stress.

Furthermore, the literature that exists is varied and inconclusive. One issue on which there is apparent agreement is the lack of data available on this topic. There is a barely palpable literature comparing the attitudes of employees in each of the public and private sectors.

Another study has been carried out aiming at The Impact Of Organizational Culture On Employee's Morale to compare commercial and co-operative banks on eleven dimensions of organizational culture and five dimensions of employee morale. The results indicate that organizational culture as well as employee morale of commercial and co-operative banks is significantly different. It was also noted that organizational culture positively correlates with employee morale.

Various authors have given different dimensions of organizational culture. These are Bikash Bhadury, Stephens Robbins, Shailendra Singh, Baldev R. Sharma, Trice and Beyer, Lawrence James and Allan Jones and so on. More recently,

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63 Sharma Baldev R and Venkata Ratnam CS, "Organizational Climate and Supervisory Management Relations in Bharat Ispat Nigam.", Indian Journal of Industrial,Vol.23,No. 1,July 1987, pp.3-
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