Chapter Two

FACTORS OF JOB SATISFACTION

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INTRODUCTION

Job Satisfaction is not an independent variable, but rather a dependent variable. The level of Job Satisfaction in a person’s job depends upon a number of factors. An extensive review of literature indicates that the important factors conducive to Job Satisfaction are Job Design and Quality of Work Life (QWL), job involvement, job performance, productivity, and sense of competence, mentally challenging work, equitable rewards, supportive working conditions, supportive colleagues etc. Any change in any of the factors of job satisfaction is bound to bring about a change in the level of Job Satisfaction of incumbent. Sense of competence and job involvement mutually reinforce each other. High sense of competence and job involvement produces high job satisfaction and productivity. When the factors of job performance and productivity like job satisfaction, sense of competence and Job involvement are high, there is congruence between the employee and the Job Satisfaction and this leads to high level of Job Performance.

Satisfiers are also called Motivators. Some of the earlier researches of Job Satisfaction have identified the factors affecting Job Satisfaction and are of the opinion that they are more important than hygiene factors. According to them five factors that act as determinants of Job Satisfaction and dissatisfaction are

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Schematic Representation Of Factors Of Job Satisfaction

Job satisfaction is a general attitude, which is the result of many specific attitudes in three areas, namely specific job factors, individual characteristics, and group relationships outside the job. Other factors of job satisfaction include culture, relationship with peers and subordinates and recognition of work. Whenever any employee in an underdeveloped economy finds a job with higher security and regular return, he/she is satisfied. Moreover, the culture of state also believes in “Earn and enjoyment” philosophy.\(^{69}\) In addition to that the people of this state believes in business much than the job. So a tendency of lack of commitment has been noticed among employees.

Although many such factors have been identified, these fall into two broad categories: those relating to the organization and the job performed, and those relating to the personal characteristics of the employees themselves many factors influence job satisfaction of employees. Review of research reveals that the following important determinants of Job Satisfaction can be broadly classified into various categories:

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Sub Factors Of Psychological Factors Influencing Job Satisfaction

PSYCHOLOGICAL FACTORS

ATTITUDES TOWARD WORK

MENTALLY CHALLENGING WORK

VALIDATION

MORALE

MOOD

STRESS

Fig. 16

Psychological Factors

a) Attitudes Towards Work

This category measures various dimensions of work and people's jobs. These measures are not analogous to a job analysis, where the actual tasks and behaviors required for those tasks are delineated. Rather, attitude scales measure the perceptions of a given position. These perceptions can affect how well individuals perform in their positions. There are numerous aspects that can be measured, and include such issues as job satisfaction, role clarity, role conflict, autonomy, participation in decision making, and job involvement. Job Satisfaction is the degree to which employees are satisfied and happy with their jobs.
Role Clarity is knowledge of exactly what behavior is expected in one’s job, e.g. knowing what one’s responsibilities are, and by knowing beforehand one’s responsibilities one can perform efficiently and effectively which ultimately leads to Job Satisfaction.

Role Conflict is the extent to which two or more pressures occur together such that complying with one would make doing the other more difficult e.g. bending a rule or policy in order to carry out an assignment. If one has to perform without facing any role conflict, they feel more Job Satisfied than others.

Autonomy is the extent to which employees have a say in the scheduling of their tasks, as well as decisions regarding the procedures to be followed and equipment to be used in their work, e.g. one is able to act independently of their supervisor in performing their job function. The greater is the degree of autonomy and responsibilities the higher satisfaction tends to be. Hence it has been found that autonomy also affects the level of Job Satisfaction.70

Participation in Decision Making is the extent to which employees participate in setting the goals and policies of the organization, e.g. if one can help in making decisions which affect their work. If employees are consulted from time to time they generally feel that they know much about their jobs and experiences a feeling of contentment, which provides them Job Satisfaction, which ultimately leads to enhance the moral of the individual. It has been found that people with high moral values are more satisfied with their jobs.

Job Involvement is the degree to which employees are committed to and involved in their job e.g. not minding spending a half-hour past quitting time if one can finish a task.71 Attitudes have negative beliefs and feelings but these may predispose people to behave in ways consistent with these attitudes, for example, it would not be surprising to find that someone who does not like members of a certain minority group refuse to work alongside someone who belongs to that group, or even to sit next to such an individual in the company cafeteria.72

Hence it can be concluded that Employee Attitude are important to monitor, understand, and manage. They develop as the consequences of the feelings of equity or inequity in the reward system, as well as from supervisory treatment. Hence Managers should particularly concerned with job satisfaction, job involvement and organizational commitment Job Dissatisfaction may lead to increased absenteeism, turnover and other undesirable behaviors. Higher job involvement leads to higher levels of dedication and productivity in workers. High performance and equitable rewards encourage high satisfaction through performance satisfaction effort lop. Higher satisfaction usually is associated with lower turnover and fewer absences.73

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73 C. Ostroff, "The Relationship Between Satisfaction, Attitudes, and Performance: An Organizational
b) Mentally challenging work

Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. These characteristics make-work mentally challenging. Jobs that have too little challenge create boredom but too much challenge creates frustration and feelings of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction.

c) Validation

When it's lacking people are cubby holed in various corners of the system -- to such a degree that the corner is all they see. The work grinds on endlessly, giving people few opportunities to sit back and take in the results of their efforts. Customer contact is limited to chance encounters, most of which involve complaints. Contact with customers (internal and external) is a routine part of doing business, giving employees a first-hand view of how their products/services are used.\(^7\)

d) Morale

Morale and Job Satisfaction are interlinked positively, and so Human Relations are, closely related to both morale and job satisfaction. Job Satisfaction is Satisfaction which one gets from his work or by performing it. Strong and well-established attitudes or a feeling of fulfillment which the worker gets performing a particular job can be called Job Satisfaction. Hence, Job Satisfaction is closely related to some forms of work related behavior.

Job Satisfaction is an attitude of contentment formed by an employee towards his job or task on the basis of the job satisfaction derived from any of the job factors: individual adjustment, group relationship, work environment or his/her interaction with the work environmental factors. It is a sense of mental accomplishment and disposition backed by the fulfillment of the employee's expectation of the job and achievement of the rewards received from the job.

Morale and job satisfaction are positively linked, while productivity is closely related to job satisfaction. It is observed that the three variables viz. morale, productivity and job satisfaction may have a circular / cyclic relationship i.e. any one of them can lead to the other two, or decline of any one of them can result in the decline of the other two.

e) Mood

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. Mood swings within two dimensions positive and negative. People with high positive effect of moods are

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\(^7\) Donald D. White and David A. Bednar, Organizational Behavior, Understanding and Managing People at Work, Boston; Allan and Bacon Inc., 1986, p. 126.
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 impact of moods. People possessing a high negative effect of mood are distressed, fearful, nervous and possibly angry. On the other hand a low negative affective mood is characterized by a state of calm and a relaxed attitude. Decisions made as a result of a high positive mood are quiet different from those resulting form a high negative mood.\textsuperscript{75}

f) Stress

When the stress accumulates continuously for a longer period of time, job satisfaction becomes low. Jobs are more stressful if they interfere with employees' personal lives or are a continuing source of worry or concern. The stress also accumulates if an employee is not able to make a balance with job work and personal life, if the work is not evenly (fairly) distributed within work teams. Stress may also result due to lack of review work procedures in order to remove unnecessary "red tape" or bureaucracy in the organization or system to minimize the stress in the employee the supervisors should try to manage the number of interruptions employees have to endure while trying to do their jobs. Some organizations utilize exercise or "fun" breaks at work in order to reduce and eliminate the accumulation of stress because stress has reciprocally related to Job Satisfaction.

Sub Factors Of Economic Factors Influencing Job Satisfaction

ECONOMIC FACTORS

- PROPER PAY / REMUNERATION
- REWARD FOR GOOD PERFORMANCE
- EQUITABLE / FAIR REWARDS
- SECURITY
- TRAINING

Fig 17

Economic Factors

a) Proper Remuneration / Pay

Management has greatly over emphasized the importance of pay as a factor in job satisfaction. Most studies have found that pay ranks well below security, type of work etc. The relative importance of pay will probably change with the labor market, economic conditions and with employee's beliefs about the job situation. Remuneration is the main base of Job Satisfaction. It is expected that benefits should be fairly distributed. A good wage system is considered as an important determinant of Job Satisfaction. If the attractive and proper remuneration is given to the employees for their job, they will feel more satisfied; it will give him more Job Satisfaction.
b) Rewards for good performance

It has been observed that individuals can be motivated for good performance by proper design of the rewards for good performance, which itself depends on design of their work environment and praise for their performance. Punishment for poor performance can also reduce the negative performance. Only thing, which is required, is the analysis of work situation to determine what causes workers to act the way they do, and then initiate changes required eliminating troublesome areas and obstructions to performance. Specific goals are to set with workers participation and assistance, prompt and regular feedback of results should be made available and performance improvements should be rewarded with recognition and praise. Even when performance does not equal goals, ways should be found to help people and praise them for the good things they do. The Psychologist B.F. Skinner of Harvard developed a theory called reinforcement Theory having positive and negative reinforcement. Perhaps the strength of the Skinner approach is that it is closely akin to the requirements of good managing. It emphasizes removal of obstructions to performance, careful planning and organizing, control through feedback and the expansion of communication. Clear contingencies between performance and rewards are desirable in the resent scenario.

c) Equitable / Fair Rewards.

Employees want pay systems and promotion policies that they perceive as being just, unambiguous, and in line with their expectations. When pay is seen as fair based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. An employee seeks fair promotions policies and practices. Promotions provide opportunities for personal growth, more responsibilities and increased social status.76

Employees are more satisfied when they feel they are rewarded fairly for the work they do. It is not only that rewards helps to bring up the job satisfaction level of employees but rewards for genuine contributions to the work and organization consistency in the reward policies is what that boosts up the employees moral which is again directly related to job satisfaction. As an added benefit or what we call fringe benefits such as subsidy on LPG, free medical services to family members, free transportation to local areas etc., employees who are awarded fringe benefits experience less stress.77

d) Security

An average employee will think of job security first rather than other factors to get settle in life. It has been seen that employees secured in job are more satisfied in their job. But security is of less importance to the better educated person, perhaps because

there is not so much fear of layoff in the kind of jobs that the highly educated obtain, or the highly educated are justifiably more confident of being able to find other jobs if necessary.

e) Training Arrangements

Arrangements of training also satisfy the employees because trained employees can do work easily and more efficiently. Advancement in career is possible in someone's earlier years only and this chance can be grabbed by all who pass departmental examination. But once you are promoted unless your turn come, even though you have passed another examination one is not promoted hence one is dissatisfied.
Sub Factors Of Technical Factors Influencing
Job Satisfaction

Fig 18
Technical Factors

a) Work Standards

It has been found that employees are more satisfied when their entire workgroup takes pride in the quality of its work. The communication between employees and customers should be encouraged. Quality gains importance when employees see its impact on customers. It has been also proved that development of meaningful measures of quality and celebration of achievements in quality also helps to bring up the job satisfaction level of employees.
b) Type of work

The most important factors inherent in the job is type of work. Nature of Job affects Job Satisfaction of employees. If the work is interesting, and not fatiguing and if they have to do the work of similar nature for a long time employees feel dissatisfied. On the contrary, if the work of an employee is of different type, it gives more Satisfaction. Perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful. Emphasize that their contributions to the practice result in positive outcomes and good health care for your patients.

c) The Effects of Different Management Styles

Values, beliefs, and experiences help form an individual's character. Although these attributes are similar in some mind-sets, a vast majority of people will hold dissimilar characteristics. To effectively function, businesses must integrate these dissimilar people into functional groups that are geared towards mutual results. These individuals are initially motivated by the need being satisfied by the job's salary. But, any conflict between themselves and top management or coworkers can cause dissatisfaction and a desire to obtain a new position within another company.  

The empowerment develops, a sense of mutual loyalty and respect towards the managers and the company. Through clearly established communication lines, one is able to define and accentuate not only both manager's expectations, but also one's own as well. The authoritarian style, exerted upon them, felt like a punishment, rather than a reward for all the years of loyal service. The team was used to having responsibilities and the empowerment that should come along. Instead, everything they did had to be approved by the manager. Communication and expectations were stated in such vague manners, the employees felt as if they were out of the "loop" of information.

Manager's are individual's with high levels of responsibility. One can compare a good coach and a good manager.

d) Support

When it's lacking When people ask for support, management responds with skepticism: "Are you sure you need that information? You're the first group to ask for it." There's widespread agreement that when a person or group undertakes a project, the organizational odds are stacked against them. There may even be the workplace equivalent of a black market. When it's thriving employees are given the resources (information, time, funding, expertise, tools, etc.) they need to be successful in their work. Management knows when to get involved and when to stay out of the way.

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e) Job content

Another influential factor of job satisfaction is the job content. Job content refers to the factors such as recognition, responsibility, advancement, achievement, etc., in the jobs employees' perform. It has been found that repetitive nature of task is the most dissatisfied factor, and pay and security were satisfying factors.

Herzberg, Mausner and Snyderman hold the view that job content factors such as achievement, recognition, advancement, responsibility and the work itself tend to provide satisfaction but their absence does not tend to create dissatisfaction. On the other hand, un-favorable job context factors such as poor supervision, working conditions, company policies, salary, etc., tend to produce dissatisfaction but their presence does not produce satisfaction. "79 Herzberg had formulated this theory on the basis of their interviews with accountant, and engineers. Walker and Guest's study of assembly line workers in a automobile plant showed that at least one job content factor, the machine-paced repetitive nature of the work was the most dissatisfying factor, whereas, pay and security, both job context factors, were the most satisfying factors.80

79 F. Herzberg, B. Mausner and B. Snyderman, op. cit.
Sub Factors Of Organisational Factors Influencing Job Satisfaction

Fig. 19

Organisational Factors

a) Organizational Commitment

Recent workforce trends, such as downsizing and re-engineering, have jeopardized employee commitment and morale in organizations. How an organization sustains commitment in these tumultuous times can depend on a number of factors, like issues such as job security, loyalty, trust in management, identification, alienation and helplessness etc.

*Layoff Survivor Sickness* is a term coined to describe the guilt, lack of organizational commitment, and fear that survivors often experience following a reorganization.\(^1\)

Organizational Commitment regarding the **job security** is the ability to keep a job for as long as one wants, providing one's job performance is satisfactory e.g. one can be sure of his job as long as he does good work. If the employees feel stability in their job, they feel more satisfied and if they feel that their job is not stable, they will remain dissatisfied. Organizational Commitment regarding the **loyalty** is the feelings of affection for and attachment to one's organization e.g. If another organization offered me more money for the same kind of work. Organizational Commitment regarding the **Trust in Management** is the extent to which employees ascribe good intentions to, and have trust in, the works and actions of management and their organization. Organizational Commitment regarding the **identification** is the extent to which employees adopt, as their own, the goals and values of their organization.

Organizational Commitment regarding the alienation is the extent to which employees feel disappointed with their career and professional development. Organizational Commitment regarding the Helplessness is the extent to which employees feel they possess few opportunities and alternatives available to them outside their organization. All these factors affect the level of satisfaction of the employees.

To help understand the complex nature of organizational commitment, theorists have broken it down to its basic components the foci of commitment, the particular entity and the bases of commitment. It views organizational commitment as the result of three factors:

1. Acceptance of the organizations goals and values,
2. Willingness to help the organization achieve its goals, and
3. The desire to remain within the organization.

Factors Influencing Organizational Commitment

Organizational Commitment is affected by various job characteristics. Organizational Commitment tends to be greater when people have high levels of responsibility over the jobs they perform, and ample opportunities for promotions. Similarly organizational commitment tends to be high among individuals whose are highly enriched. The more jobs are recognized as having these characteristics (e.g., autonomy, job variety, and so on), more strongly employees are attached to them. In view of the fact that these characteristics are typically present in abundance among people who are self-employed, it is not surprising to find that levels of commitment are higher among such individuals than those who are employed by organizations. Secondly an employee's commitment is also likely to be influenced by the nature of the rewards he or she receives. Recent research has shown that feelings of commitment are enhanced by the use of a profit-sharing plan (an incentive plan in which employees receive bonuses in proportion to the company's profitability), particularly when employees believe the plan is administered in an equitable fashion. Third, Organizational Commitment is affected by the existence of alternative employment opportunities. Fourth perceptions of commitment are likely to be related to an organizations treatment of newcomers. Organizations can do various things to help new employees learn the ropes and become productive members of Organizational. Such treatment also influences organizational commitment. The same dynamic applies as well to the return to employees who have been on overseas assignment. Fifth and finally various personal characteristics also influence organizational commitment. For e.g., people who have more tenure with their organization are more highly committed to them than those who have been employed for shorter periods of time. This follows from the side-bets approach insofar as the longer one has been working for an organization, the more he or she is likely to have invested in it. Gender is another personal characteristic that is related to commitment.

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Organizational Commitment: Its Major Effects

Organizational commitment greatly affects several key aspects of work behavior. High levels of organizational commitment tend to be associated with low levels of absenteeism and voluntary turnover. In most cases, more committed individuals are less likely to look for new jobs than less committed ones. Interestingly, it appears that people enter jobs with a predisposition toward commitment, and this influences their tendency to stick with their organizations. A committed workforce appears, is indeed beneficial to both individuals and organizations.

b) Organizational climate

Unlike measures of commitment, which are emotional reactions toward an organization and its policies, climate measures are descriptive of what it is like to work in the organization. Climate is bound by perception, which may not always correspond to organizational facts, but nonetheless comprise reality in the eyes of employees. Numerous climates can exist; depending on what facet of the organization is being described. There are, however, certain climate types which are common across a number of different organizations and industries. Examples include climates of fairness, safety, support, communication, and tolerance for risk, flexibility, and continuous learning. Climate is related to employee behavior, organizational outcomes, and management leadership style. Fairness is the extent to which employees perceive their workplace to be equitable and free of bias e.g. employees in our workplace are treated fairly, regardless of race, color, caste or sex.83

Workers are often in situations at work where they can easily get physically hurt. Support is the amount of perceived emotional support employees feel from their organization e.g. Management here is interested in the welfare of its people. Communication is the accuracy and openness of information exchange e.g. we are kept informed about changes that affect my work. Tolerance for Risk is the degree to which the organization encourages bold action, risk, and independence of thought from employees e.g. Risk taking is a value supported by our corporate culture. Flexibility is the degree of adaptability and tolerance for ambiguity in an organization e.g. this organization adapts quickly to changes. Continuous Learning is the Perceptions of training and development opportunities in one's organization e.g. there are adequate opportunities to pursue professional development activities beyond the scope of my immediate job. Any organization practicing all these factors of Organizational Climate can boost up the Job Satisfaction level of the employees

c) Organizational culture

"A culture makes basic assumptions about the world, shapes the way we work and live. These basic assumptions are largely invisible and yet play a great role in shaping our thinking, attitudes and behavior. It is this configuration of ideas or world views

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which percolates down into the everyday life of an executive and shapes his work-life...", says D. Amerchand and R. Ramesh Kumar.

Organizational Culture is a set of attributes perceived directly or indirectly by the members of the organization and assumes to influence their motivation and behavior and it distinguishes one organization from other organization.

A comprehensive pragmatic definition is given by Schein "culture is a pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptations and internal integration and that have worked well enough to be considered valid and therefore to be taught to its new members as the correct way to perceive, think and feel in relation to those problems".

d) The work group

Perhaps one strong human characteristic is man's desire to be continuously associated with others, according to Elton Mayo. It has been found empirically that isolated workers dislike their jobs. In other words, the work group also exerts a tremendous influence on the satisfaction of employees at work places. In one study by Richards and Dobryn's it was found that morale of a group in an insurance company was significantly lowered by a physical change which restricted the opportunity' of their members for social interaction. It should, however, be noted that the amount of satisfaction one individual derives from his association with the group depends to a large extent on the relationship with the group, members and also his own need for affiliation.

Although a highly diverse workforce can potentially bring the advantage of differing opinions and perspectives this may turn into a disadvantage among individuals who hold prejudicial attitudes. Indeed, if one group membership causes an underlying current of distrust, then the conflict that results may be disruptive to the organization as people fail to cooperate with each other to get their jobs done. In extreme cases, the discriminatory actions that follow from prejudicial attitudes culminate in legal action—be it employees charging their employers with unfair discrimination, or customers charging companies with discriminatory actions.

As observed by Mayo, "man's desire to be continuously associated in work with his follows is a strong, if not the strongest, human characteristics." People seek satisfaction of their social and psychological needs in interaction with others in a group situation. Isolated workers dislike their jobs. Intense noise and lack of opportunity for conversation among workers adversely affect their job satisfaction; Morale of a group in an insurance company was greatly lowered by a physical change, which restricted their opportunity for social interaction. However, the

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84 Amerchand D and R Ramesh Kumar, "Towards a new cultural orientation", Indian Management, vol 34, No.8, Sep.1995, p. 18
86 Elton Mayo. The Social Problem, of all Industrial Civilization (Boston: Harvard University. Graduate School of Business Administration, 1945).
amount of satisfaction that a person derives from interaction with his coworkers depends on his own need for affiliation.

**e) Downsizing and Restructuring**

Downsizing and restructuring (D&R) are practices which have become increasingly prevalent in the past decade, affecting most occupational sectors, encompassing all employment positions and impacting on various lines of business. The effects of downsizing have been particularly significant in the public sectors of most OECD countries. By forcing efficiency with fewer resources, fiscal constraints have increased the demand for the delivery of more effective and better quality public programs and services. In many cases, this demand has translated into a smaller, more flexible civil service. The emphasis on managerial accountability, transparency in public spending, and alternative service delivery has resulted in a leaner public sector. So too has the recent focus on policy frameworks, consolidated budgeting processes and the trend towards more flexible pay and staffing requirements in the public sector. McKinley Sanchez and Schick (1995), drawing on institutional theory, suggest that three types of social forces help to explain the prevalence of downsizing in recent years. These forces are constraining forces, cloning forces and learning forces. Constraining forces are those, which pressure decision-makers to do what appears to be the "right thing" and to keep abreast with contemporary organizational trends, which, in today's terms, would involve becoming more efficient and effective. Cloning forces are the result of imitating the steps taken by other organizations. This imitation is often labeled "benchmarking".

A 1994 American Management Association Report indicated that in the private sector decreased morale is one of the most probable effects of D&R. Decreased morale occurred in 86% of the companies studied by the Association. Another study by Bennett in 1991 found that two thirds of private sector firms reported that morale was seriously affected by downsizing.

**f) Effective Company Policies**

**Challenging Role and Goal** These aid employees to attain goals. If there is presence of challenging role and goals in the organization people are more satisfied to serve such type of organizations. Hence challenge is one of the important characteristics of the organizational policies, which provides job satisfaction to the employees of the organization. When it's lacking Employees seem afflicted with a serious case of organizational boredom and people are falling far short of their potential, not because they lack talent and skill, but because the workplace fails to call on their full expertise but when it is thriving the workplace is full of challenges for employees who want them and people are in work situations that require them to make full use of their talents.

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**Communication /Dialogue** When proper communication channels lack in the organization, Conversations tend to deal only with surface issues, certain issues are considered off limits as a result some employees are routinely kept out of important conversations reason being that conversation is often seen as a waste of time. The presence of proper communication channels in the organization leads to an ongoing flow of constructive dialogue involving people at all levels of the organizations a result employees feel free to talk about work-related problems, opportunities, and issues and also the dialogue is honest and forthright, and there's no fear of recrimination among employees who talk straight. As conversations unfold, people do their best to set aside their own opinions and assumptions in order to understand other perspectives.

**Direction** When it's lacking the "vision thing" is derided as a bunch of fluff that has little connection to the bottom line. Most employees don't have a clue as to where the organization is strategically headed. The stated vision is sharply different from the vision that seems to be guiding top management. When it's thriving a compelling vision of the future draws people in a common direction. Goals and objectives serve as a down-to-earth, day-to-day complement to the vision. Employees understand and are personally enrolled in the vision, goals, and objectives. The organization's direction should be periodically revisited, reassessed -- and refocused if necessary.

**Equality** When it's lacking some employees' feel like second-class citizens. Titles carry considerable weight. People use win-lose language, as in "us against them." The norm appears to be "different treatment for different people." Physical cues of inequality are abundant throughout the organization. Possibilities: special parking spaces for high-ranking employees, dramatically different work areas and working conditions, recognition reserved for certain groups. When it's thriving People throughout the organization genuinely feel that they're on the same level, regardless of how things look on the organizational chart. All employees are considered to be equally important -- and actions at all levels back this up. At meetings and other gatherings, titles tend to fall away, opening the way to free-flowing dialogue.

**Flexibility** When it's lacking the rules remain inflexible regardless of the situation. The rulebook is seen as the final word. Policies and procedures are mindlessly followed. "Whatever the circumstances, we do what our written rules and procedures tell us to do." People show remarkable ingenuity and persistence -- and expend tremendous energy -- getting around the rules. When it's thriving the organization's rules are flexed when a situation justifiably calls for it. Good judgment is used in applying rules. People accept the subjectivity that goes along with this. Policies and procedures are in place, yet there's an understanding that specific circumstances may require different approaches." In a given situation, we do what's right for the customer."

**Informality** When it's lacking work and fun are largely seen as mutually exclusive. The culture is weighed down with protocol. Employees are expected to wear formal business clothing. An outside observer would call the workplace "stuffy." When it's thriving an open-door policy is practiced by everyone, not because business books encourage it, but because it seems like the natural thing to do. Employees use their
judgment, wearing what's appropriate for the situation. It's not unusual for a major project to turn into a major pizza party -- with the work still getting done.

**Invention** The culture promotes excessive caution. The "do it right the first time" mantra keeps employees from stepping outside the safe zone -- and into the place where breakthrough innovation comes to life. The current way of doing things is staunchly defended. When it's thriving risk-taking in the name of innovation is strongly encouraged. Mistakes are seen as a fair price to pay for learning and innovation. The organization values left-field thinking, as in: "That idea really came out of left field!" The workplace presents all sorts of opportunities to be creative.

**Oneness** When it's lacking internal competition often flares up between individuals and work units. Turf wars are the rule rather than the exception. Work units feel disconnected from the organization as a whole; they have no sense of a mission larger than their own. There's little understanding of who does what outside the immediate work unit. When it's thriving there's a prevailing sense that "we're all in this together." Working relationships are best described as "collaborative" -- not "competitive." A common mission, direction, and set of values unite people. Each person understands how his or her colleagues fit into the system.

**Ownership** When it's lacking people are told what to do -- instead of being expected to make their own decisions and judgment calls. Employees are routinely going to management to get clearance, permission, and sign-offs. Management seems to be in the meddling business. They sporadically get involved in work processes without adding value. Change is done for employees (bad) or to employees (worse). A small minority of people makes most decisions. Information is parceled out only to those who "need to know." When it's thriving people view themselves as owners of their work and act accordingly.

**Purpose** The overall mission is inward looking. Conversations about purpose focus exclusively on products, services, and moneymaking -- never on people. When it's thriving the organization has a larger purpose -- something beyond producing goods/services, making money, or even being the best in a given business. Individual employees feel that their work makes a positive difference in some way."
Sub Factors Of Performance Influencing Job Satisfaction

Fig. 20

Performance Factors

a) Promotion Opportunities

If there are challenging opportunities open before the employees, they will make their best efforts to avail the opportunity and it will give them more satisfaction. The employees are more satisfied when they have challenging opportunities at work. This includes chances to participate in interesting projects, jobs with a satisfying degree of challenge and opportunities for increased responsibility. Important: this is not simply "promotional opportunity." As organizations have become flatter, promotions can be rare. People have found challenge through projects, team leadership, and special assignments-as well as promotions. To bring up the level of job satisfaction an organization should go for Promotion from within when possible, reward promising employees with roles on interesting projects and divide jobs into levels of increasing leadership and responsibility.

It may be possible to create job titles that demonstrate increasing levels of expertise, which are not limited by availability of positions. They simply demonstrate achievement.
b) **Opportunity for advancement**

**Personal Development**

When it's lacking training is seen as an expense. When outside training is permitted, it must fit within a narrow definition of the employee's current job. Some employees have been doing the same work for years. Jobs tend to offer little variety, with the same tasks being done over and over. The organization is more interested in having people do what they're good at -- and less interested in having them pursue their deepest interests. When it's thriving the workplace allows people to reach their full potential. Learning opportunities abound throughout the organization. Variety (trying new equipment, building new relationships, varying your work, etc.) is encouraged because it fosters learning and development. Internal job changing is valued as a way for people to develop their skills and experience.

Belief that individual merit is rewarded would appear to be closely related to belief that there is chance to advance even where a person does not believe that he deserves a promotion it is still highly important to him that the best man be prompted.

c) **Role Ambiguity**

Individuals wish to know just what is expected of them: ambiguity should be avoided. If there is no balance between role and goal, there's an unspoken understanding that work should come first in employees' lives. The culture honors workaholics. Everyone else feels guilty. There's pressure on people to make tradeoffs, with work almost always winning over family. If there is balance between role and goal, people at all levels of the organization respect the fact that there's life beyond work.

d) **Verbal recognition**

**Acknowledgement**

When major milestones come and go with no apparent recognition from management employee's start feeling that their effort and performance has been wasteful. As a result they are de-motivated towards their work and performance. Everyone seems too busy to acknowledge anything. If employees are acknowledged for a job well one -- not with extrinsic rewards but with genuine appreciation the organization develops in all aspects. The organization takes time to celebrate its major efforts (the journey) and successes (the destination).

**Worth**

When it's lacking employees are paid at or below the going market rate for their positions even when their real worth to the organization is much greater. Most employees feel anonymous in the organization. There's deep skepticism that the work

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a person does make any difference whatsoever. When it's thriving Employees are genuinely valued by the organization. People believe they are paid what they're worth. Employee input is routinely solicited.

e) Effective/concerned Supervision

The one of the important determinant of satisfaction is supervision and the style of leadership. Generally employee-centered leadership style enhances a great amount of job satisfaction as the leader looks after the subordinates carefully; displays friendship, respect and warmth etc. towards employees. On other hand, production-oriented leader may cause low job satisfaction to the employees and may affect, the turnover and absenteeism adversely. Of course, it all depends on the situation. An effective and capable supervisor satisfies his subordinates much more than an inefficient supervisor.

Satisfaction with leadership behavior of the supervisor results in relatively low turnover rates, grievances and absenteeism, On the other hand, production-oriented supervisors who view their subordinates as "people to get work done" cause low satisfaction, and consequently relatively high rates of grievances, turnover and absenteeism.  

Pelz reports from his researches that employee satisfaction from supervisory behavior depends upon the amount of influence exercised by the supervisor on his own superior. Supervisor's ability to satisfy his subordinates' needs depends not only on his leadership behavior but also on the amount of his power in the larger organization.

Good supervision ranks about average in importance of the first ten things people want in a job. Employees are more satisfied when their managers are good leaders. This includes motivating employees to do a good job, striving for excellence or just taking action. Greater attention should be paid to the factor that the managers are well trained. Leadership combines attitudes and behavior. It can be learned. People respond to managers that they can trust and who inspire them to achieve meaningful goals.

f) Productivity

The greater the Job Satisfaction of the workers, the greater would be the efforts they make towards their job: and resultantly productivity is bound to improve. Hence there exists positive correlation between productivity and Job Satisfaction. Productivity is a concept related to production. It portrays a concept about output in comparison with the inputs used for production of that output. It can be considered as a ratio of output to input. The higher is the numerical value of the ratio between input and output, the

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94 Ammannaya, K.K. 'Employee Productivity in Banks'; Financial Express, 1979, p. 4.
greater would be the productivity. Productivity is the measure of how well an operation system functions.

Factors Influencing Productivity In An Organization

The following factors may improve productivity in an organization:

1. Higher motivational efforts of the management
2. Modernization of the plant and updating technology
3. Job enrichment, enlargement, and improvement
4. A good human relations approach
5. Organizational development programs and organizational renewal and change
6. Establishment of a team spirit among the workers
7. Settlement of grievances in time
8. Cordial industrial relations and effective labor welfare programs
9. Management assisting the individual workers to accomplish the personal goals of the employees and workers
10. Proper career planning and career growth opportunities
11. HRD approach to company's people
12. Company's higher corporate image and respect corporate citizenship leading to better results.
Sub Factors of Work Environment Influencing Job Satisfaction

WORK ENVIRONMENT FACTORS

WORKING CONDITIONS OR MEANINGFUL WORKPLACE

Human Relations

Adequate Authority

Fig. 21

Work Environment Factors

c) Working conditions /Meaningful Workplace

Each of us has a set of factors that, for us, is what we need to have a meaningful work experience. It's much like the set of keys we carry with us at all times. There's a huge distinction between "meaningful work" and "job satisfaction." In a meaningful workplace, it's less about needs and expectations and more about hopes and dreams and fulfillment.

Business concepts and strategies – such as reengineering, strategic planning, TQM and its more recent incarnations, etc. – seldom come up during discussions of meaning in the workplace. The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. Even a nice chair can make a world of difference to an individual's psyche. If working conditions of banking industry is good enough, all the employees are satisfied with working conditions. Employees' level of job satisfaction varies with the present place.
of work. Employees working in rural and semi urban branches seem less satisfied than employees with urban and metropolitan branches.  

Employees are concerned with their work environment for both personal comfort and facilitating in doing a good job. Studies demonstrate that employees prefer physical surroundings that are not dangerous or uncomfortable. Temperature, light, noise, and other environmental factors should not be at their extreme. Most employees prefer working close to their homes in clean and relatively modern facilities and with adequate tools and equipments. If the working conditions of the enterprise are not suitable, the employees feel dissatisfied. The working conditions should be comfortable.

d) Positive Interpersonal/Human Relations in the Enterprise

If there are cordial relations in the enterprise and the labor problems are solved in democratic manner, it increases the feeling of Job Satisfaction. Job Satisfaction is strongly enhanced by friendly relations with co-workers and supervisors. However once these above stated determinants are considerably met other aspects such as self-actualization, sense of fulfillment, security of employment prestige, dignity of the Job or job content, group cohesiveness etc. may also determine the Job Satisfaction.

Relationship Building

When it’s lacking socializing on the job is seen as a drain on productivity. When doing their work, people feel closeted away from the rest of the world. Relationships with customers and vendors are seen strictly as a business necessity. When it’s thriving Work days are filled with opportunities to build relationships. People understand the need to build strong relationships with customers, vendors, and other employees. Employees get the chance to mix with a variety of people. The workplace is designed to encourage mingling and conversation.

e) Adequate Authority

Employees are more satisfied when they have adequate freedom and authority to do their jobs. The level of job satisfaction depends up to a large extent whether the employees make decisions, whether allow employees to have input on decisions that will affect them and also if management establish work goals. Also, job satisfaction is related to the decentralization of power, in the contexts of power, decision making, and organizational design—decentralization is the degree to which the capacity to make decisions resides in many people as opposed to just one, central person. When power is decentralized, many people are allowed to make decisions and can freely participate in decision-making.

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Fig. 22

Demographic Factors

a) Occupational level

Ample research suggests that people in higher-level jobs experience the highest levels of satisfaction. One significant reason for this is that high-level jobs carry most prestige and self-esteem will be enhanced to the extent that other people view our work is important. High-level jobs are satisfying for many. Other reasons too:

1. They offer excellent opportunities for the expression of the needs for power and autonomy.
2. They reduce financial stringency of the employees.
3. They offer task diversity and job enrichment.
According to a professional, people receive the greatest job satisfaction, followed by salaried workers. Factory workers are the least satisfied with their jobs. Porter substantiated the same fact when he made a job satisfaction study of managers at various levels in the hierarchy. He found that at each successive lower level the managers were less satisfied. Anecdotal evidence from a variety of sources also continues to suggest that blue-collar workers are often the victims of severe dissatisfaction. A large number of research studies have shown that there is a positive relationship between the level or hierarchical status of a person and his job satisfaction. Porter made a study of job satisfaction of managers at various, levels of hierarchy, and found that managers were less satisfied.

b) Occupational Status

Occupational Status is related to, but not identical with, Job satisfaction. It has been observed that employee’s are more dissatisfied in jobs that have less social status and prestige. Occupational status is always valued in terms of others opinion. It has been seen that employees who are working at the lower position seems to look for other job. Where they can have greater job satisfaction. It has been seen that employees are more dissatisfied in jobs that have less social status and prestige. These values are rather constant within a country, but they do vary among some countries and they probably vary from time to time within a country under some conditions.

c) Age

As age also affects Job Satisfaction among the employees, it is not seen that young employees feel satisfied with their jobs because they try to get better and better jobs while the employees of more age feel satisfied with their jobs. Studies have found different results in different groups on the relationship of age to job satisfaction. There was higher intrinsic job satisfaction among older white-color employees, but lower financial and job status satisfaction among this group.

The relationship between age of the employees and their satisfaction from the job is both complex and fascinating. Research reveals that old workers are satisfied workers. Job satisfaction usually tends to be high when, people enter the work force; it plummets and then plateaus for several years (say for five to six years) up to the age of roughly thirty years, after which there will be gradual increase in satisfaction.

d) Race and Sex

A research contends that females are dissatisfied than males because females have less job and pay opportunities than males. Generally, it has been the experience that ladies feel more satisfied with their jobs because ladies are more ambitious than gents.

Some investigations on the subject have found that women are more satisfied with their jobs than men are. This is so despite the fact that women are generally discriminated against in job competition and pay, quite possibly the reason is that woman's ambitions and financial needs are less

Unfortunately, although more people than ever are tolerant of nontraditional sexual orientations, anti-homosexual prejudice still exists in the workplace. Indeed, about two-thirds of CEOs from major companies notes that they are reluctant to put a homosexual on a top management committee.

e) Family Conditions

Family conditions of the employees affect Job Satisfaction to a great extent. The employees, who are satisfied with their family conditions and atmosphere, feel more satisfied with their work.

f) Number of dependents

The more dependents one has, the less satisfaction he has with his job. Perhaps the stress of greater financial need brings about greater dissatisfaction with one's job. The more dependence one has, the less satisfaction he has with his job. Perhaps the stress of greater financial need brings about greater dissatisfaction with one's job. The culture of the nation as well as of the state believes in "Joint Family", So, but natural almost all the employees are having round about 3 to 4 dependents. It's true that as the members of a family are more there would be greater financial requirement and up to that extent employees are dissatisfied.

g) Time & Service on Job

Several investigations have indicated that Job satisfaction is relatively high at the start, drops slowly to the fifth or eight year, then rise again with more time on the job. The highest satisfaction is reached after twentieth year.

Service-A "win-lose" mentality prevails throughout the workplace -- to such a degree that there's an unspoken pressure to look the other way when a colleague needs help. This is especially the case between work units and divisions. At best, talk of mentoring and coaching activities -- and other efforts to promote people serving people -- remains just talk. When it's thriving employees have all sorts of opportunities to help one another. This can be formal (mentoring programs, training, apprenticeships, etc.) and informal (on-the-spot coaching, explaining a process, walking a colleague through a new computer program, pitching in to help with a task, and so on). Employees sometimes serve as "matchmakers," bringing together different individuals and groups to promote learning, relationship-building, systemic thinking, and (ultimately) improvement. People who want to lead and influence in positive ways have an open field for doing so.

Personal Factors

In addition to these organizational determinants of job satisfaction, there are also several different personal factors that influence this important work-related attitude. First, several different personality variables have been linked to job satisfaction. Moreover, people who are satisfied with their jobs tend to remain longer than those who are dissatisfied. Not surprisingly, the most dissatisfied employees probably do not stay long enough to ever reach the highest echelons of their organizations. Third, job satisfaction is related to the extent to which people are performing jobs congruent with their interests. The better their positions fit with their interests, the more satisfied they were with their jobs, job satisfaction has been found to be related to ones general life satisfaction.
a) Specialization

Specialization has no doubt resulted in greater efficiency, but it has also contributed to dissatisfaction. Repetitiveness of tasks is found to be boring and monotonous by workers. Walker and Guest found that workers who carried out a number of operations expressed satisfaction with their job. A technological change led management to enlarge the jobs by increasing the number of duties. All the workers studied reported that their new job much more interesting. Vroom and Maier however, think that "Greater variety of tasks may not increase satisfaction unless the tasks form a unified, integrated and meaningful whole. Enlarging the job by adding diverse unrelated activities or rotating the worker from one job to another unrelated job may not have intended positive consequences on either satisfaction or motivation". The relationship between job specialization and job satisfaction is complex. Specialization leads to greater efficiency in general, but at the same time it lowers the job satisfaction to some people. The following diagram represents the complex relationship between job satisfaction and job specialization.

![Job Satisfaction vs Job Specialization Diagram]

Fig. 24
The greater variety of tasks may not increase the satisfaction of employees unless the tasks form it unified, integrated and meaningful whole. Enlarging the job by adding diverse, totally unrelated activities or job rotation of workers from one job to another unrelated job might not produce intended positive consequences of job satisfaction.

b) Individual Factors

Respect

When it's lacking the respect level varies widely throughout the organization. Rules and policies have a patronizing tone. Employees are often told what to do -- instead of being free to figure things out for themselves. When it's thriving Employees show respect for one another regardless of rank and title. When decisions are made, there's a

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thoughtful assessment of how each option may affect people. People are treated like adults. The golden rule is an implicit working principle throughout the organization.

**Relevance**

When it's lacking People often find themselves going through the motions of meetings, protocol, and tradition. The organization is infested with valueless rules and policies. There's a constant struggle between employees and the organizational bureaucracy. When it's thriving the system allows employees to use their time efficiently; they can spend it on any activities that are relevant to the mission. Rules and red tape are kept to an absolute minimum.

**Self Identity**

When it's lacking great importance is placed on fitting in. Sameness rules. Requests for an office or an "away" space are routinely turned down, even when the request is well justified. Differences are viewed as something to "deal with" -- as opposed to something to value and "capitalize on." When it's thriving Individuality is encouraged. People are comfortable being themselves. The organization respects the fact that people sometimes need their own space (even in this era of teams).

c)  **Level of Education**

Level of education affects the feeling of Job Satisfaction among the employees, educated employees feel more satisfied with their jobs than uneducated employees. There is a great deal of conflicting evidence on the relationship between education and job satisfaction so no generalization can be made. Organizational policies on advancement in relation to education are important keeping the occupational level as constant, there found a negative correlation between the level of education of employees and their satisfaction. One plausible explanation could be that people with higher educational levels have a tendency to set higher expectations from their jobs. Dissatisfaction will be more when a educated person is employed in lower range.

d)  **Intelligence**

There is a direct co-relation between Intelligence and Satisfaction. It has been the experience that intelligent employees feel satisfied with their Jobs. As bank is engaged with commercial activities, it requires better aptitude towards figure and calculation. Out of the surveyed many of the employees are from Commerce & Arts discipline. They think that this job suits to their educational background, hence satisfied. Relation of intelligence to job satisfaction depends on the level and range of intelligence and the challenge of the job.

e)  **Health**

Health of the employees is an important factor affecting Job Satisfaction among the employees. The employees having sound health feel satisfied with their Jobs If you think about it, every one of us has one physical feature or another that keeps us from doing a certain kind of work. Some people are not strong enough to load heavy packages onto trucks, others are not athletic enough to play professional sports, and
still others might lack the agility and stamina needed to be a firefighter. Thus, although we all may be handicapped in some way, certain physical conditions tend to be the focus of widely held prejudicial attitudes.

f) Interests

The employees, who take interests in their work, feel more satisfied with their work. During my study I observed that the employees were more dissatisfied if the academic qualification does not match with the nature of job.

g) Personality exclusive of intelligence:

One criterion of personality is the existence or neurotic behavior. Neurotic tendency leads to job dissatisfaction only when the job itself is one of a 'greater' strain. Another possible criterion of personality is general satisfaction with non-job conditions. Very high correlation between general and job satisfaction is shown. Some job dissatisfaction is caused by the personality traits that made these employees unhappy off the job. In another study it was found that persons who were rated high in interpersonal disability by their fellow employees were the most satisfied with their jobs. Again, there is an implication of general personality patterns of happiness. It is likely that personality maladjustment is the source of some job dissatisfaction, but it is not clear how strong the relationship is.

h) Personality-Job Fit—

Holland gave personality- job fit theory. In this theory he concluded that high agreement between an employee’s personality and occupation results in a more satisfied individual. His logic was essentially this: people with personality types congruent with their chosen vocations should find that they have the right talents and abilities to meet the demands of their jobs. Thus they are more likely to be successful on those jobs and, because of this success, have a greater probability of achieving high satisfaction from their work. 102 Few people can see, the big picture and how they fit themselves into it. When personality-job fit is lacking there's a nagging sense among some employees that "this place (or job) just isn't right for me. I'm not in a situation where I can succeed." People feel a clash between their own values and goals -- and what goes on in the workplace. Going to work requires them to be a different person. When it's thriving individual employees clearly see how they and their work fit into the bigger mission of the organization.

i) It's in the genes—

As much as 30% of an individual 's satisfaction can be explained by heredity. 103 Analysis of satisfaction data for a selected sample of individuals over a 50-year

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period found that individuals result were consistently stable overtime, even when these people changed the employer for whom they worked and their occupation. This and other research suggest that a significant portion of some people's satisfaction is genetically determined.

Analysis of satisfaction data for a selected sample of individuals over a 50-year period found that individual results were consistently stable over time, even when these people changed employers and occupations. This analysis and other research suggest that an individual's disposition toward life-positive or negative is established by his or her genetic makeup, holds over time, and carries over into his or her disposition toward work.

Hence in a nutshell it can be summarized that job satisfaction is the result of effect of so many factors. The terms are highly personalized, as the level of satisfaction differs from time to time and situation. Moreover, the attitude of any employee affects a lot. One gets satisfaction in any of the activities depending upon how he/she perceives the situation and what is expected in exchange of effort. There may be the difference between two employees, working at a different place and on different cadres. It all depends upon viewing of the situation and the effect of rest of the factors, which are crucial at any point of time.

Survey indicates that though supervisors are having little differences with management policies as prescribed by Govt. of India for social banking they are satisfied. They are also looking for a better motivational policy to encourage dedicated team within the organization. While clerks who have to face public are little bit stressed. As it is considered their duty, they don't have to complain. With the recent mechanization and computerization has reduced their repetitive tasks, which has increased their satisfaction level.

Since nationalization banking sector is considered to be one of the major employer. Even people prefer bank as a career as the social status and wages are good enough. But during the 80's bank has started to loose its charm and banking sector has started to incur losses, which also resulted in job dissatisfaction of employees.

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2. MEASUREMENT OF JOB SATISFACTION

Measurement of job satisfaction has come to acquire the same fate as the measurement of intelligence. Since there is no agreement on a specific definition, generally questionnaires are developed to measure satisfaction with various aspects of work and the resultant behavior or score is called job satisfaction. Today, as intelligence is defined as what is measured by intelligence test, job satisfaction can also be defined as what is measured by job satisfaction questionnaire.

Most studies of job satisfaction have been concerned with operationalizing it rather than defining it. According to Locke (1969) an approach describes that a certain relationship works but tells nothing as to why it works. This seems to be the case with job satisfaction. Researchers have been found to be more interested in choosing the unit of measurement from the several available but little by way of a definition of job satisfaction has been attempted. One would assume the acceptance of a definition of job satisfaction as a precursor for the choice of the unit of measurement.

Techniques Of Measurement Of Job Satisfaction

There are several techniques for measuring job satisfaction and employee attitudes. For instance, inference, prediction from behavioral data, interviews and questionnaires and scales. Of these techniques, interviews have been frequently used to measure job attitudes. However, as interviews do not have high reliability, questionnaires and scales have been used either in combination with interviews or independently to get increased reliability and objecting. There are three basic methods for selecting and scaling items to be incorporated in a scale:

(1) The Thurston method of equal appearing intervals
(2) Likert method of summated ratings and
(4) Guttman method of scale analysis

The Lickert method is much simpler and more suitable for practical purposes, In this method, each statement in a series is usually followed by a five-step scale:

1. 'Strongly agree',
2. 'Agree',
3. 'Disagree',
4. 'Undecided', and
5. 'Strongly disagree',

Statements, which have the most discriminating, power; are selected on the basis of 'Scale value difference analysis'. Based on these methods several techniques have been devised to measure Job attitudes and satisfaction. Few of them are being illustrated in this study of job satisfaction level in Banking Industry with special reference to Jhansi.
Method 1

Perhaps, the earliest of all the known scales of measuring job satisfaction is that by Hoppock. He developed essentially four items, each one with seven alternative responses. If a person chooses the 'least satisfied' of the seven alternatives, he gets a score of 100, and 700 if he chooses 'most satisfied' alternative for each item. Other alternatives represent a 100-point addition to the previous alternative. Thus, if a person chooses first alternative for all four items his total score is 400. Similarly, if he chooses second alternative in all four items he gets a score of 800, and so on. The maximum total possible is 2800 provided all four seventh alternatives are chosen. But Hoppock takes the average of the four items (range 100-700) for developing the satisfaction index. Although in its original form, job satisfaction index by Hoppock is generally not used now but its variations can be spotted in the literature.

Hoppock's index is, perhaps, the only direct measure of job satisfaction. Others (and there are quite a lot) have indexed job satisfaction in terms of the responses to a variety of questions, which deal with factors that are directly or indirectly connected with jobs. These responses are usually measured on a variety of scales ranging from simple yes-no to 7-point or 5-point agree-disagree type of scales.

Method 2

Another attempt to measure job satisfaction has been through need satisfaction chain. Porter (1961) developed a questionnaire consisting of 13 items classified into Maslow type need hierarchy system. Each item of the scale measures not only the existing degree of need fulfillment but also the expected levels of fulfillment and its importance to the respondents; Items are answered on three 7-point scales, one each for expected, existing, and importance. The anchor points of scales are labeled as maximum and minimum. The discrepancy between expected and existing is taken as an indicator of 'job satisfaction. The higher the discrepancy the lower is the job satisfaction. The worker is asked to indicate the degree to which he thinks a certain job feature is present in his existing position and how much he would like it to be there. He is then required to rate its importance to him. A divergence score between what exists and what ought to be is given weightage by the importance score.

Method 3

Job and the importance attached to the various aspects of job contribute extensively in our understanding of the construct, job satisfaction. Katzeel in his theoretical treatment of job satisfaction recognizes it and argues that a given amount of expected-actual discrepancy will produce different degree of satisfaction depending upon the importance attached by the individual. His basic formula takes importance into account by multiplying satisfaction by the importance ratings. Unless both the discrepancy between actual and expected and importance are taken together the results might reflect an operational rather than a conceptual definition of job satisfaction.
Method 4

A rather unique way of measuring job satisfaction was provided by Kunin (1955). Kunin’s Faces’ scale consists of series of 11 male faces with expressions ranging from a deep scowl (frown) to a broad smile. This basic idea was that the pictorial graphic scale would provide more accurate report of satisfaction because the feeling has not to be translated into words. The general method in using this approach consisted of providing statements measuring satisfaction with various aspects of work and inviting respondents to choose the face that best represents or expresses their feeling (joyful, anxious, satisfied, sad and exhausted) about the job in general. The method was found to be quite useful till it was realized that female respondents find male faces inappropriate to represent their feelings.

Method 5

In order to make up for this problem Dunham and Herman (1975) had 15 female faces drawn. These were then given to both male and female judges who were asked to rate these 15 faces on a 100-point scale ranging from neutral to happy face and neutral to unhappy face. In addition the judges were also asked to rate the 11 male faces of Kunin in exactly the same fashion.

Method 6

The representative sample of the variety of methods used to measure job satisfaction reflects the complexity of the construct job satisfaction. Some of these methods measure the overall job satisfaction while others look at satisfaction with specific aspects of work. Since satisfaction with one facet of the job may be difficult to isolate because of the complex ways it is inter-correlated with other facets of the job, an overall measure of satisfaction may provide more reliable data.

Method 7

Another method for the measurement of job satisfaction is ‘Job Descriptive Index’ technique. Smith, Kendal and Hulin developed this technique. This technique is used effectively for measuring job attitudes. The scale consists of a series of adjectives and statements and as possible descriptions of five dimensions of the job, the five areas are:

- Fascinating
- Routine
- Frustrating
- Adequate for normal expenses
- Less than I deserve
- Promotion on ability
- Dead-end job
- Hard to please
- Praises good work
- Stubborn
Co-workers  - Stimulating  
   - Talk too much.

Although the scale actually describes one's job, the description implies the individual's evaluation of it. The scale provides a satisfaction score for five job areas as well as an overall score. This knowledge assists the researcher in using the technique as a diagnostic tool. It is possible to ascertain with what areas workers are more or less satisfied. The scale is easy to administer. 104

Method 8

Tear Ballot Technique

This technique developed by Kerr requires the workers to answer by tearing off pieces of paper from the ballot form; it is a highly timesaving, reliable and valid device. Projective techniques including incomplete sentences story completion, etc. is also used for measuring job altitudes. These techniques are very difficult to score and involve problems regarding maintaining adequate reliability. With these techniques of assessing job satisfaction and attitudes of employees, it is also possible to measure preferences of employees objectively in respect of desirable work-group fellows. For this, socio-metric technique can be employed to identify work-groups whose members form a cohesive group. The cohesive group is believed to have high job satisfaction, high morale and high output.

Method 9

Roughly six decades back the employee attitude surveys were undertaken to measure job satisfaction and morale. It is now a standard practice for almost all the organizations to conduct such, surveys most frequently (say at least once in two years). The survey generally is conducted as a part of organization development program. Job satisfaction, whether in to or with specific aspects of the organization, is measured by specially constructed, standardized attitude scales. The accompanying box shows representative items in the job satisfaction measures.

Instruction: After each question circle the number that represents your opinion about the amount of each job aspect being rated. Low cardinal number represents small amounts and high number represents large amounts,

1. The opportunity to earn a comfortable income.
   (a) How much is there now?
      1 2 3 4 5
   (b) How much there should be?
      1 2 3 4 5 6
2. The opportunity to work with pleasant co-workers
   (a) How much is there now?
      1 2 3 4 5


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(b) How much there should be?

1 2 3 4 5

Under this approach measurements are made of the discrepancy between what an employee thinks should exist and what he observes to exist. The larger the discrepancy the higher is the dissatisfaction and vice versa. By conducting periodic audits of job satisfaction management can spot trends in attitudes thus will be able to take such actions as necessary to avert a rise in labor grievances or turnover etc.

Apart from overall (global) job satisfaction, a satisfaction about a particular segment of organization can also be found. More recently, some job attitude scales were developed that permit the scoring of subscales about different parts of organizational environment. An overall job satisfaction can be, under such a scale, conveniently disassembled into respectable scores indicating the employee's attitudes about supervisor, chances of promotion about co-workers, about pay, and about the work itself.

**Method 10**

**Assessing Reactions To Work**

Although people have many different attitudes toward various aspects of their jobs, these are not as easy to assess as you might think. Not only can't you directly observe an attitude, but as we noted, you cannot accurately infer their existence on the basis of people's behavior. So, for the most part, to determine people's attitudes, we have to rely on what they tell us. However, people are generally not entirely open about their attitudes, and keep much of what they feel to themselves. Moreover, sometimes our attitudes are so complex that its difficult to express them in any coherent fashion—even if we are willing to do so. In view of these challenges, social scientists have worked hard over the past sixty years to develop reliable and valid instruments designed to systematically measure job satisfaction. Several useful techniques have been developed, including rating scales or questionnaires, critical incidents, and interviews.

**Rating Scales And Questionnaires**

The most common approach to measuring job satisfaction involves the use of questionnaires in which highly specialized rating scales are completed. Using this method, people answer questions allowing them to report their reactions to their jobs. Several different scales have been developed for this purpose, and these vary greatly in form and scope. One of the most popular instruments is the Job Descriptive Index (JDI), a questionnaire in which people indicate whether or not each of several adjectives describes a particular aspect of their work. Questions on the JDI deal with five distinct aspects of jobs: the work itself, pay, promotional opportunities, supervision, and people (co-workers). Another widely used measure, the Minnesota Satisfaction Questionnaire (MSQ) uses a different approach. People completing this scale rate the extent to which they are satisfied or dissatisfied with various aspects of their jobs (e.g., their pay, chances for advancement). Higher scores reflect higher degrees of job satisfaction.
Although the JDI and the MSQ measure many different aspects of job satisfaction, other scales focus more narrowly on specific facets of satisfaction. For example, as its name suggests, the Pay Satisfaction Questionnaire (PSQ) is primarily concerned with attitudes toward various aspects of pay. The PSQ provides valid measures of such critical aspects as satisfaction with pay level, pay raises, fringe benefits, and the structure and administration of the pay system.

An important advantage of rating scales is that they can be completed quickly and efficiently by large numbers of people. Another benefit is that when the same questionnaire has already been administered to many thousands of individuals, average scores for people in many kinds of jobs and many types of organizations are available. This makes it possible to compare the scores of people in a given company with these averages, and obtain measures of relative satisfaction not only be useful information for scientists interested in studying job satisfaction, but also for companies interested in learning about trends in the feelings of its employees.

**Critical Incidents**

A second procedure for assessing job satisfaction is the critical incident technique. Here, individuals describe events relating to their work that they found especially satisfying or dissatisfying. Their replies are then examined to uncover underlying themes. For example, if many employees mentioned on-the-job situations in which they were treated rudely by their supervisors, or praised supervisors for sensitivity they showed in a difficult period, this would suggest that supervisory style plays an important role in their job satisfaction.

**Interviews And Confrontation Meetings**

A third procedure for assessing job satisfaction involves carefully interviewing employees in face-to-face sessions. By questioning people in person about their attitudes, it is often possible to explore them more deeply than by using highly structured questionnaires. By carefully posing questions to employees and systematically recording their answers, it is possible to learn about the causes of various work-related attitudes.

Some times interviews are designed to have employee’s discussion their major complaints and concerns. Interviews of this type are known as confrontation meetings. If such sessions are conducted skillfully, in an environment in which employees feel free to speak out without retaliations, serious problems that adversely affect job satisfaction but that might otherwise remain hidden, can be brought out into the open. This may be a crucial first step toward correcting and eliminating the problems.

**Method 11**

The two most widely used approaches are a *single global rating* and a *summation score* made up of a number of job facets. The single global rating method is nothing more than asking individuals to respond to one question, such as "All things considered, how satisfied are you with your job?" Respondents then reply by circling a number between 1 and 5 that corresponds to answers from "highly satisfied" to
"highly dissatisfied." The other approach—a summation of job facets is more sophisticated. It identifies key elements in a job and asks for the employee's feelings about each. Typical factors that would be included are the nature of the work, supervision, present pay, promotion opportunities, and relations with co-workers. These factors are rated on a standardized scale and then added up to create an overall job satisfaction score.

**Conclusion**

Is one of the foregoing approaches superior to the other? Intuitively, it would seem that summing up responses to a number of job factors would achieve a more accurate evaluation of job satisfaction. The research, however, doesn't support this intuition. This is one of those rare instances in which simplicity seems to work as well as complexity. Comparisons of one-question global ratings with the more lengthy summation-of-job-factors method indicate that the former is essentially as valid as the latter. The best explanation for this outcome is that the concept of job satisfaction is inherently so broad that the single question captures its essence.
3. RELATIONSHIP BETWEEN SATISFACTION AND THE DERIVATIVES OF JOB SATISFACTION

Fig. 25
Relationship Between Satisfaction And Job Performance

Many people believe that happy workers are productive workers. Is job satisfaction, in fact, directly linked to task performance or organizational productivity? Overall results suggest that the relationship is positive, but not especially strong. In fact, after reviewing hundreds of studies it has been found that the mean correlation between job satisfaction and performance is considerably smaller only.

First, in many work settings, there is little room for large changes in performance. Some jobs are structured so that the people holding them must maintain at least some minimum level of performance just to remain at their jobs. For others, there may be very little leeway for exceeding minimum standards. Thus, the range of possible performance in many jobs is highly restricted. Moreover, for many employees, the rate at which they work is closely linked to the work of others or the speed at which various machines operate. As such, their performance may have so little room to fluctuate that it may not be highly responsive to changes in their attitudes.

Second, job satisfaction and performance may actually not be directly linked. Rather, any apparent relationship between them may stem from the fact that both are related to a third factor—receipt of various rewards. As suggested by Porter and Lawler, the relationship may work as the past levels of performance lead to the receipt of both extrinsic rewards (e.g., pay and promotions) and intrinsic rewards (e.g., feelings of accomplishment). If employees judge these to be fair, they may eventually recognize a link between their performance and these outcomes. This, in turn, may have two effects. First, it may encourage high levels of effort, and thus, good performance. Second, it may lead to high levels of job satisfaction. In short, high productivity and high satisfaction may both stem from the sum of the conditions. These two factors themselves, however, may not be directly linked.\(^{105}\)

For these and other reasons, job satisfaction may not be directly related to performance in many contexts. However, this conclusion may be true only with respect to "standard" measures of performance, such as quantity or quality of output. It may have stronger influences on other aspects of on-the-job-behavior, including organizational citizenship behavior. These include actions that enhance social relationships and cooperation within an organization (e.g., offering help to coworkers when it is requested, demonstrating a cheerful and cooperative attitude, protecting or conserving the organization's resources, tolerating temporary inconveniences without complaint, and so on). Such actions may contribute to the smooth and effective functioning of organizations without showing up directly in more standard measures. To the extent that my job makes me feel good I am likely to reciprocate by helping organization and the others who have contributed to those good feelings. Indeed, research has shown that the more highly satisfied people are with their jobs, the more contributions to organizational citizenship they are recognized as making by their coworkers.

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In view of these findings, it is clear that the answer to the question "Are job satisfaction and performance linked?" requires another question: "What kind of performance do you have in mind?" With respect to many traditional indices of job performance, the link to job satisfaction is quite weak. For other aspects of performance, such as organizational citizenship behavior, the relationship appears to be stronger.

Porter and Lawler model of Motivation

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Fig. 26  Determinants of Job Satisfaction. ¹⁰⁶

Relation between Job Satisfaction and Morale

Morale is, actually, a psychological term, which is achieving a considerable importance on part of management. Its presence or absence is considered vital for failure or success of any process. In the words of Heinz Bogartz (1993) in the context of industrial development, the crux of the battle lies in improving the level of productivity. Given the technological and other material inputs, productivity becomes the function of human input. The value of human input lies in the will to work, which is dependent upon motivation and morale. The sustained growth in Japan is also attributed to hard working nature or the will to work of Japanese.

Morale is a group phenomenon; it is an idea of the extent to which the individual perceives a probability of satisfying his own motives through cooperation with the group. Morale is basically a matter of human behavior. It is an expression of the attributes, which the members of an organization develops and adapt towards the organization, members, purposes and leaders. Valuable Hawthorne experiments brought to the limelight those impulses and forces, which governs human behavior. On the basis of these researches, Alexander Leighton has enumerated five major determinants of morale:

1. Confidence of the individual members of the group in the purpose of the group
2. Confidence of the individual members of the group in the leadership and the ability of the leader
3. Confidence of the individual members of their fellow workers
4. Organizational efficiency
5. Working Conditions

High morale exists when individual perceives himself as a member of a group and perceives a high probability of achieving both individual and group goals through a course of action.

Morale and Job Satisfaction are interlinked, and so Human Relations are closely related to morale and job satisfaction. Job Satisfaction is an attitude of contentment formed by an employee towards his job or task on the basis of the job satisfaction derived from any of the job factors: individual adjustment, group relationship, work environment or his/her interaction with the work environmental factors. It is a sense of mental accomplishment and disposition backed by the fulfillment of the employee’s expectation of the job and achievement of the rewards received from the job. Thus job satisfaction represents the extent of match between the employee’s expectation of the job and his achievement of it i.e. it is the satisfaction derived from the work life of the individual employee.

Job Satisfaction is the contentment derived by an employee on the basis of his perception about his worth in the context of his total work life. Morale and job satisfaction are positively linked, while productivity is closely related to job satisfaction.

More than two and a half decades ago, Seashore (1954) came to the conclusion that there is no definition of morale. It is a condition, which exists in a context where people are.

(a) Motivated towards high productivity,
(b) Want to remain with organization,
(c) Act effectively in crisis,
(d) Accept necessary changes without resentment or resistance,
(e) Actually promote the interest of the organization, and
(f) Are satisfied with their job.
Morale is a general attitude of the worker and relates to group while job satisfaction is an individual feeling, which could be caused by a variety of factors including group. In job satisfaction no such condition is attached. A given individual may be satisfied with a variety of factors, like salary, co-workers, his own contribution, etc. In fact, morale itself could also be a source of satisfaction to an individual.

**Relation between Job Satisfaction and moods**

Researchers found that employee moods have a great bearing on whether they choose to be absent or leave their jobs all together. However employees who are satisfied with their jobs are less likely to act on those moods.

**Positive and negative mood dimensions**

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. 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.

These two dimensions seem to be on a continuum relative to each other. However, as they do not have the same bearing on behavior, they are considered to be two separate and distinct dimensions each resulting in people reacting in different ways. Decisions made as a result of a high positive mood (people who are alert feeling good about life) are quiet different from those resulting form a high negative mood (people who are fearful and anxious).

**Moods and Absenteeism**

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. This tendency toward absenteeism was also found by researchers among employees reporting high negative moods (employees who reported being upset, distressed and fearful). Employees reporting moods on the other end of these two dimensions were not absent from work. This is not surprising. People with high positive moods are feeling enthusiasm and zestfulness about life in general. This carries over into a positive attitude about work. So, coming to work is a positive experience and absenteeism is very low among these employees. It also stands to reason that employees, whose moods were on the low end of the negative affective dimension (employees who reported calm and a relaxed attitudes about life), also tended to be absent less often.

Hence it is clear that moods or feelings about life affect the job and that this could cause loss in productivity and continuity of service through poor attendance. It is also clear that employees with "good moods" are an asset to the organization. However moodiness is a fact of life.
Relation between Job Satisfaction and work Behavior

Generally the level of job satisfaction seems to have some relation with various aspects of work behavior like absenteeism, adjustment, accidents, productivity and union affiliation. There are few studies that have used a casual design in which they have first identified the high-low groups on work behavior and then have taken the job satisfaction data.

Although it is difficult to define adjustment most psychologists and organizational behaviorists have been able to narrow it down to what they call neuroticism and anxiety. Neuroticism, perhaps, can be examined in the light of what is socially desirable. Generally deviation from socially expected behavior has come to be identified as neurotic behavior. Since the socially expected desirable behavior may change from generation to generation, the symptoms of deviant behavior may also change. Neuroticism also varies in degree. Chronic absenteeism may verge on neuroticism while a person coming barefoot to the office may be a milder form of it. Though it may be easy to identify symptoms of neuroticism it is very difficult to know what causes it. Family tensions, job tensions, social isolation, emotional stress, fear, anxiety or any such sources could be a source of neuroticism.

Anxiety, on the other hand, has a little clearer base. It is generally seen as a mental state of vague fear and apprehension, which influence the mode of thinking. Its reasons vary from individual to individual and in the same individual from time to time. However, irrespective of the sources, anxiety usually shows itself in such mental states as depression, impulsiveness, excessive worry and nervousness. ¹⁰⁷

Adjustment problem usually show them selves in the level of job satisfaction. For long, both theorists and practitioners have been concerned with employees' adjustment and have provided vocational guidance and training to them to minimize its impact on work behavior. Most literature in this area, generally suggests a positive relationship between adjustment and job satisfaction. People with lower level of anxiety and low neuroticism have been found to be more satisfied with their jobs.

Job Satisfaction and Accidents

Research on the relationship between job satisfaction and accident, generally shows that the higher the satisfaction with the job, the lower is the rate of accidents. Though it is difficult to, explain such a relationship but generally a satisfied employee would not be careless or negligent and would encounter lesser possibilities of running into an accident situation. The more favorable attitude towards job would make him more positively inclined to his job and there would be a lesser probability of getting to an unexpected, incorrect or uncontrolled event in which either his action or the reaction of an object or person may result in personal injury.

The general trend seems to be of higher satisfaction score of non-accident group as compared to the accident group. Subsequent analysis showed that the differences in the averages were statistically, significant in the areas of management and personal adjustment. Although the satisfaction scores were not statistically significant in the job and social relation areas for the two groups, as far as the overall satisfaction is concerned no accident group was found to be significantly more satisfied than the accident group.

**Job Satisfaction And Employee Withdrawal**

When employees are dissatisfied with their jobs they tend to find ways of minimizing their exposure to them—that is, they withdraw. Two main forms of employee withdrawal are absenteeism and voluntary turnover. By not showing up to work and/or by quitting to take a new job, people might be expressing their dissatisfaction with their jobs or attempting to escape from the unpleasant aspects they may be experiencing.

**Satisfaction and Absenteeism**

With respect to absenteeism, research has shown that the lower individuals' satisfaction with their jobs, the more likely they are to be absent from work. The strength of this relationship, however, is modest rather than strong. The reason is that dissatisfaction with one's job is likely to be just one of many factors influencing employees' decisions to report or not report to work. For example, even someone who really dislikes her job may not be absent if she believes her presence is necessary to complete an important project. Not surprisingly, companies are extremely interested in controlling the problem of absenteeism.

In everyday life certain contingencies require a little extra effort on the part of workers to come to work. A minor problem with bicycle, a drizzle, a small fight with the spouse and several such incidents have a tremendous impact on the work attendance. For a dissatisfied worker these may be major reasons for missing the work but for a satisfied worker these may be irrelevant. The fact, however, remains that the absence from work, irrespective of the reasons, adds considerable cost to the process of output. One such cost is paying a large sum to **badli workers** or retaining a large number of employees than required to meet such contingencies arising out of the phenomena of absenteeism. Over manned alone amounts to 10 per cent of the total work force.

We find a consistent negative relationship between satisfaction and absenteeism, but the correlation is moderate-usually less than +0.40.60 While it certainly makes sense that dissatisfied employees are more likely to miss work, other factors have an impact on the relationship and reduce the correlation coefficient. Organizations that provide liberal sick leave benefits are encouraging all their employees-including those who are highly satisfied to take days off.

An excellent illustration of how satisfaction directly leads to attendance, where there is a minimum impact from other factors, is a study done at Sears. The interesting dimension in this study is that the snowstorm gave the Chicago employees a built-in
excuse not to come to work. The storm crippled the city's transportation, and individuals knew they could miss work this day with no penalty. This natural experiment permitted the comparison of attendance records for satisfied and dissatisfied employees at two locations one where you were expected to be at work (with normal pressures for attendance) and the other where you were free to choose with no penalty involved. If satisfaction leads to attendance, where there is an absence of outside factors, the more satisfied employees should have come to work in Chicago, while dissatisfied employees should have stayed home. The study found that on this particular April absenteeism rates in New York were just as high for satisfied groups of workers as for dissatisfied groups. But in Chicago, the workers with high satisfaction scores had much higher attendance than did those with lower satisfaction levels. These findings are exactly what we would have expected if satisfaction were negatively correlated with absenteeism. Regardless of level of satisfaction, the latter are more likely to remain with the organization because the receipt of recognition, praise, and other rewards gives them more reasons for staying.\(^{108}\)

**Satisfaction and Turnover:**

Satisfaction is also negatively related to turnover, but the correlation is stronger than what we found for absenteeism. Yet, again, other factors such as labor market conditions, expectations about alternative job opportunities, and length of tenure with the organization are important constraints on the actual decision to leave one's current job.

Low satisfaction has been found to be consistently associated with turnover. Less satisfied employees are more likely to quit their jobs than others who are more satisfied with their jobs. Less satisfied employees are also likely to be absent from work more frequently than their more satisfied co-workers.

Another costly form of withdrawal related to job satisfaction is voluntary turnover. The lower peoples levels of satisfaction with their jobs, the more likely they are to consider resigning and actually do so. As in the case of absenteeism, this relationship is modest, and for similar reasons. Many factors relating to the individuals, their jobs, and economic conditions shape decisions to move from one job to another. For example, in a recent study Judge found that the extent to which satisfaction was associated with turnover depended on people's affective dispositions—that is, on their tendency to be generally satisfied (happy with life in general) or dissatisfied (prone to gripe a lot about things).\(^{109}\)

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VOLUNTARY TURNOVER

Fig. 27
As one might imagine, there are many more variables involved in making turnover decisions. Many of these are described in a model of the voluntary turnover process described by Mobley (see Figure) According to this conceptualization; job dissatisfaction leads employees to think about the possibility of quitting. This, in turn, leads to the decision to search for another job. Then, if the search is successful, the individual will develop definite intentions either to quit or to remain on the job. Finally, these intentions are reflected in concrete actions.

Job Satisfaction And OCB (Organizational Citizenship Behavior)

It seems logical to assume that job satisfaction should be a major determinant of an employee’s organizational citizenship behavior (OCB). Satisfied employees would seem more likely to talk positively about the organization, help others, and go beyond the normal expectations in their job. Moreover, satisfied employees might be more, prone to go beyond the call of duty because they want to reciprocate their positive experiences. Consistent with these thinking, early discussions of OCB assumed that it was closely linked with satisfaction. More recent evidence, however, suggests that satisfaction influences OCB, but through perceptions of fairness.110

There is a modest overall relationship between job satisfaction and OCB. But when fairness is controlled for, satisfaction is unrelated to OCB. What does this mean? Basically, job satisfaction comes down to conceptions of fair outcomes, treatment, and

procedures. If one don't feel that the supervisor, the organization's procedures, or the pay policies are fair, the job satisfaction is likely to suffer significantly. However, when one perceives organizational processes and outcomes to be fair, trust is developed. And when one trusts one's employer, one is more willing to voluntarily engage in behaviors that go beyond formal job requirements.

Satisfied and committed employees, for instance, have lower rates of turnover and absenteeism. Given that managers want to keep resignations and absences down—especially among their more productive employees—they will want to do those things that will generate positive job attitudes.

Managers should also be aware that employees would try to reduce cognitive dissonance. More important, dissonance can be managed. If employees are required to engage in activities that appear inconsistent to them or that are at odds with their attitudes, the pressures to reduce the resulting dissonance are lessened when the employee perceives that the dissonance is externally imposed and is beyond his or her control or if the rewards are significant enough to offset the dissonance. 111

Job Satisfaction and Unionism

In the Indian context where unions are strong and persuasive, to think of job satisfaction without unionism would be very unrealistic. Although a large number of workforces, particularly in rural sector, is not unionized, in large cities and industrial belts unions are a fact of life. If the organizational climate, personnel policies and practices of management are seen as dissatisfying, most workers tend to look up at the union official to settle their grievances. Union leaders to gain membership and support of the work force often exploit not only this, the dissatisfaction of the employees' with the work and work environment and suggested that the greater the job satisfaction, the less favorable was the attitude towards the union. 112

Job Satisfaction and Productivity

In earlier accounts of economic history the term productivity was hardly used. However, Plato, Aristotle and Adam Smith used the concepts akin to the concept of productivity. Karl Marx also fully elaborated the importance of productivity from the point of view of social and economic development.

However, there is rather clear acceptance of the fact that productivity should be thought of as a ratio concept—the ratio of the output of goods and services produced or generated by an organization divided by the input used to produce them. 113

112 Organization for European economic cooperation, terminology of productivity, Paris, 1950, p.4

Productivity = Total Output
Total Input

Productivity is a vital indicator of economic performance and resilience of an economic system. This complex but key indicator has provided explanation for swings in the fortunes of different economies. Productivity is not an end in itself; in fact, it is a mechanism for improving the material quality of life. Productivity is fundamental to progress throughout the world. It is at the heart of economic growth and development, improvement in standards of living and quality of life.\textsuperscript{114}

In Indian conditions, however, such a generalization, which has been found valid for Western samples, does not seem to make much sense. Given the limited opportunities for job openings and large number of people aspiring for them, to get a job itself may be very satisfying. In order to retain the job, the employee may be tempted to please the management by producing more. Hence there may be a positive correlation between job satisfaction and productivity. Their results of various researches showed significant positive relationship between job satisfaction and employees' intention to show positive behavior towards work without being contingent upon reward, behavior that confines to prescribed standards and behavior that shows quality consciousness.

Although studies do not explain why such a relationship may exist, perhaps one can examine the effect of moderator variables in understanding the relationship between job satisfaction and productivity.

Herzberg analyzed the results of twenty-six studies focusing on the relationship between job satisfaction and productivity. Fourteen of these studies showed that workers with positive job attitudes had higher productivity than those with negative attitudes: in nine studies, job attitudes and productivity were not related; and in three studies, workers with positive attitudes had poorer production records than those 'with negative attitudes.'\textsuperscript{115} Brayfield and Crockett concluded from a review of a number of research studies that job satisfaction did not necessarily imply high performance and that "production may be only peripherally related to many of the goals toward which the industrial worker may he striving".\textsuperscript{116}

Low satisfaction and high productivity may be found to exist together where a highly task-oriented and coercive supervisor uses scientific management techniques to push up production without any regard to employee's needs and feelings. In a large-scale field experiment conducted by Morse and Reimer in four parallel divisions of an organization, it was found that while the satisfaction of the workers increased in autonomy program and decreased in the hierarchical program, productivity increased more in the hierarchically controlled division.


\textsuperscript{116} Arthur. H. Brayfield and Waller H. Crockett "Employee Attitudes and Employee Performance".Psychological Bulletin (September, 1955)
Fig. 28  Relationship Between Satisfaction and Productivity

Low employee satisfaction and low productivity occur when the supervisor is laissez-faire type. He neither takes care of employee need, nor of production. The more satisfied one is with their job, the more productive he or she will be. High productivity and high satisfaction exist when, supervisor is both employee-oriented as well as task-oriented. He tries his best to help his employees in the fulfillment of their social and Psychological needs but also sets high performance goals and demands high production. He integrates employee’s needs with organizational goal.

Job Satisfaction And Organizational Objectives

Much of job satisfaction research has centered on the correlative studies examining the association of personality or job factors with job satisfaction. In these studies the respondents have evaluated their understanding of how satisfied/dissatisfied they felt with various aspects of jobs and whether this had anything to do with such factors as age, sex, years of experience, income, etc. In the other set of studies, the respondents have been divided into groups based on their biographic variables and the effect of such variables has been studied on satisfaction / dissatisfaction. Alternatively, based on satisfaction score they have been divided into groups of high, low and moderate, and backward analysis is done to see how they differ on biographic or other job variables.

Khandwalla and Jain 117 designed a research to study how goals of organizations affect the satisfaction level of the managers. In this study the unit of analysis was organization as a whole and not the individual responses of the respondents.

1. Higher profitability  
2. Performance stabilization  
3. Higher sales growth rate  
4. Growth in market share  
5. Better public image  
6. Greater customer loyalty  
7. Better relationship with government  
8. More professionalized management

9. Higher employee morale
10. Higher operating efficiency
11. Greater supervisory and managerial skills
12. Increased meeting of national priorities

Managers also filled out a satisfaction questionnaire consisting of following 14 job factors. These were rated on a 4-point scale of significance to raters.

1. Sense of challenge and worthwhile accomplishment
2. Opportunity for personal growth and development
3. Opportunity for taking initiative
4. Superior's appreciation for good work
5. Decision making authority
6. Opportunity for promotion
7. Job freedom
8. Opportunity to influence superior's decisions
9. Social prestige of organization
10. Considerate and helpful boss
11. Congenial colleagues
12. Opportunity to serve society
13. Job security,
14. Pay, allowances and other perquisites

Using organization as a unit of analysis the results revealed that higher profitability, higher growth rate in sales, and performance stability, were rated as the three most important top management goals, while sense of challenge, opportunity for taking initiative and risk were rated as the three most important satisfaction factors by 47 organizations.

Job Satisfaction And Personal Characteristics

When a person comes to work, brings with him his total personality, his attitudes, likes and dislikes, his personal characteristics and these, in turn, influence the satisfaction he derives from his work. As work is one of the necessary aspects of the total life experience of an individual, it becomes important to examine how his personal characteristics influence his job. Personal characteristics here refer to such biosocial variables as age, marital status, education, length of service, and income, etc.

Seventeen studies conducted between 1962 and 1998 on Indian samples were reviewed to examine the relationship between job satisfaction and age, marital status, education, income, number of dependents and length of service. These studies are summarized and are discussed below.

Age The relationship between age and job satisfaction could be complex. In the satisfied group (15-18) there was considerably, large number of respondents below 35 as compared to those above 35. Perhaps, the younger employees with greater initial enthusiasm found more interest in their work and hence felt more satisfied.
Age                        Job satisfaction

Below 20                    8.16
20-29                       9.11
30-39                       9.69
40-49                       9.16
50-59                       10.67

Table 1

Marital Status Of the six studies, except for two studies—one which shows that married employees are more satisfied \(^{118}\) and the other showing that single employee are more satisfied \(^{119}\), the other four studies show no relationship between marital status and job satisfaction.

Generally, one would assume that with increasing responsibilities placed on an individual because of marriage, he would value his job little more than an unmarried employee. But the results seem to suggest that generally marital status has nothing to do with job satisfaction,

Education Seven out of nine studies reviewed here have concerned themselves with the relationship between education and job satisfaction. Except for a study, which shows positive relationship and the other, which shows negative relationship, most studies show no relationship between job satisfaction and education. However, it, is reasonable' to', assume that the more educated would be more frustrated in routine jobs.

Income Given the earlier discussion on the significance of income to the workers in today's Indian condition, higher income should lead to higher job satisfaction. It was found that job satisfaction increased with increasing wages for the skilled group only; Sixty-two male employees of a private factory also showed positive relationship. Yet another study also found increasing satisfaction with increasing income for engineers in Gujarat.

Years or Experience One of the seven studies that have dealt with the relationship of job satisfaction and years of work experience shows negative relation while two others provide just the contrary findings, Remaining four' show no relationship 'between the years of work experience and job satisfaction. If one goes by the general understanding, perhaps a person who is just starting his career would be more satisfied with it because of initial enthusiasm which might wear off 'after a while. However, as soon as he reaches a period close to retirement, his satisfaction should again increase because of the lack of alternative opportunities available to him.

\(^{118}\) Sinha, J.B.P. & Verma, Jyoti, (1994), "Collectivism and Socio-Economic and Psychological Well-Being."

**Measurement deficiency.** The first reason for the failure is the explanation for the lack of clear-cut relationship between satisfaction and productivity, which may be attributed to the measurement of satisfaction. As jobs do not lend themselves to concrete, objective measurement. In such cases it all depends on the subjective evaluation of superior or manager who may be biased. In the absence of objective criterion, subjective evaluation may become objectionable and unreliable. They might distort the relationship.

**Performance cannot significantly vary** another explanation for the lack of relationship may be in terms of simple reality that individual's performance level cannot significantly vary. A worker in general operates under certain technological constraints where he cannot go beyond a particular level of output. Furthermore, many work situations are pegged to a minimally acceptable performance levels, with consequence that superiors place no premium upon higher level of performance: in some cases the superior discourage such disrupting increments in performance.

The model developed by Porter and Lawler provide a reasonably convincing explanation of the relationship between job satisfaction and other human factors of productivity.

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**Fig. 29**

The performance in this intriguing model leads to two kinds of rewards –intrinsic and extrinsic. Extrinsic are under the control of organization such as salary and production bonuses while intrinsic rewards such as challenging jobs etc. stem from the job itself. Intrinsic rewards are more closely related to satisfaction.
4. INCREASING JOB SATISFACTION: WAYS AND MEANS

A very genuine question may strike to an average person that why is it important to know an individual’s values? Although they don’t have a direct impact on behavior, values strongly influence a person’s attitudes. So knowledge of an individual’s value system can provide insight into his or her attitudes.

An employee’s performance and satisfaction are likely to be higher if his or her values fit well with the organization. This argues for management to strive during the selection of new employees to find job candidates who not only have the ability, experience, and motivation to perform but also have a value system that is compatible with the organizations.

Techniques Of Raising The Job Satisfaction Level

Nowadays satisfaction of employees is very important element for the fulfillment of long-term goals of the organization, reason being that there is paradigm shift in the resources. Human Beings are considered to be one of the most important resources of the organization. If proper tools and techniques of management are adopted the level of Job Satisfaction can be increased among the employees some of the techniques are stated below.

a) Job Design: Structuring Tasks For High Motivation

The approach to motivation and job satisfaction that we will consider in this topic is the largest in scope because it is directed at improving the nature of the work performed. The idea behind job design is that motivation can be enhanced by making jobs more appealing to people.

i) Job Enlargement And Job Enrichment

One of the first modern approaches to redesigning jobs suggested that such consequences could be minimized by having people perform an increased number of different tasks all at the same level. This approach is known as job enlargement. Adding tasks in this fashion is said to increase the horizontal job loading of the position.

The enlargement of jobs combined these various functions into larger jobs performed by the same people. Although it was more difficult and expensive to train people to perform the enlarged jobs than the separate jobs, important benefits resulted as well. And, because one person follows the whole job all the way through, greater opportunities to correct errors existed.

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High
Level of
Responsibility
Vertical
Job Loading

Standard Job

TASK 1  TASK 2

Low
Low  No. Of Tasks  High
(Horizontal Job Loading)

High
Level of
Responsibility
Vertical
Job Loading

Enlarged Job

Job Enlargement adds more tasks at same level of responsibility

TASK 1  TASK 2  TASK 3  TASK 4

Low
Low  No. Of Tasks

96
In contrast to job enlargement, job enrichment gives employees not only more jobs to do, but also more tasks to perform at a higher level of skill and responsibility (Figure). Job enrichment gives employees the opportunity to take greater control over how to do their jobs. Because people performing enriched jobs have increased opportunities to work at higher levels the job enrichment process is said to increase a job's vertical job loading.

Job Enlargement Versus Job Enrichment: Two Ways Of Designing Jobs

Although evidence suggests that job enrichment programs also have been successful at other organizations, several factors limit their popularity. Most obvious, is the difficulty of implementation. To redesign existing facilities so that jobs can be enriched is often prohibitively expensive. The technology needed to perform certain jobs makes it impractical for them to be redesigned. Another impediment is the lack of employee acceptance. Similarly, people may get used to having to do in certain ways, and don't like having to change.

ii) The Job Characteristics Model

The job characteristics approach assumes that jobs can be designed so as to help people get enjoyment out of their jobs, and care about the work they do. The job characteristics model identifies how jobs can be designed to help people feel that they are doing meaningful and valuable work. In particular, the model proposed by
Hackman and Oldham specifies that enriching certain elements of jobs alter people’s psychological states in a manner that enhances their work effectiveness. Specifically, the model identifies five core job dimensions that help create three critical psychological states, leading, in turn, to several beneficial personal and work outcomes.

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

**Fig. 31**

**Skill variety** is the extent to which a job requires a number of different activities using several of the employee’s skills and talents. For example, an office manager with high skill variety may have to perform many different tasks.

**Task identity** is the extent to which a job requires completing a whole piece of work from beginning to end. For example, tailors will, have high task identity if they do everything related to making a whole suit (e.g., measuring the client, selecting the fabric, cutting and sewing it, and altering it to fit).

**Task significance** is the degree of impact the job is felt: led to have on others. For example, medical researchers working on a cure for a deadly disease probably recognize the importance of their work to the world at large.

**Autonomy** is the extent to which employees have the freedom and discretion to plan, schedule, and carry out their jobs as desired. For example, a furniture repairperson
may act highly autonomously by freely scheduling his or her day’s work and by freely deciding how to tackle each repair job confronted.

**Feedback** is the extent to which the job allows people to have information about the effectiveness of their performance. For example, telemarketing representatives regularly receive information about how many calls they make per day and the number and values of the sales made.

The job characteristics model specifies that the three critical psychological states affect various personal and work outcomes—namely peoples feelings of motivation, the quality of work performed, satisfaction with work, absenteeism, and turnover. The higher the experienced meaningfulness of work, responsibility for the work performed, and knowledge of results, the more positive the personal and work benefits will be. When they perform jobs that incorporate high levels of the five core job dimensions, people should feel highly motivated, perform high quality work, be highly satisfied with their jobs, be absent infrequently, and be unlikely to resign from their jobs.

The relationship between the job characteristics and behavior is likely to be moderated by the level at which the employee works in the organizational hierarchy \(^{121}\) and also the gender of the employee. \(^{122}\)

Given the proposed relationship between the core job dimensions and their associated psychological reactions, the model claims that job motivation will be highest when the jobs performed rate high on the various dimensions. To assess this, a questionnaire known as the Job Diagnostic Survey (JDS) has been developed to measure the degree to which various job characteristics are present in a particular job. This is done by using an index known as the motivating potential score (MPS), computed as follows:

\[
\text{MPS} = \text{Skill Variety} + \text{Task Identity} + \text{Task Significance} \times \text{Autonomy} \times \text{Feedback} \quad 3
\]

The MPS is a summary index of jobs potential for motivating people. The higher the score for a given job, the greater the likelihood of experiencing the personal and work outcomes specified by the model. Knowing a job MPS helps one identify jobs that might benefit by being redesigned.

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b) Techniques For Designing Jobs That Motivate: Some Managerial Guidelines

Because researchers have been actively involved in studying the goal-setting process for many years, it is possible to summarize their findings in the form of principles. These represent very practical suggestions to enhance motivation.

i) Combine Tasks

Instead of having several workers each performing a separate part of a whole job, it would be better to have each person perform the entire job. Doing so helps provide greater skill variety and task identity.

ii) Establish Client Relationships

The job characteristics model suggests that jobs should be set up so that the person performing a service comes into contact with the recipient of the service. Jobs designed in this manner will not only help the employee by providing feedback, but also provide skill variety (e.g., talking to customers in addition to fixing cars), and enhance autonomy (by giving people the freedom to manage their own relationships with clients). This suggestion has been implemented at Sea-Land Service, the large containerized ocean-shipping company.

iii) Open Feedback Channels

Jobs should be designed to give employees sufficient feedback. The more people know how well they are doing the better they are to take corrective action. Sometimes clues about job performance can be clearly identified as people perform their jobs.

iv) Load Jobs Vertically

Loading a job vertically involves giving people greater responsibility for their jobs—leaking responsibility for and control over performance away from managers and giving it to their subordinates increases the level of autonomy the jobs offer these lower-level employees.

v) Updating The Employees With Latest Technology And Knowledge By HRD Programs

Companies do not hesitate to protect their investment in capital equipment and instruments. They go to extreme lengths to maintain their devices and update them when new software or design changes threaten to make them obsolete. And yet these same companies ignore the preventive maintenance required so that their single greatest investment, their people, grow and remain healthy and happy in the organization for years.

Regardless of whether your company offers these sorts of special programs or whether you look for ideas on your own, keep the challenge/mastery shuttle working for you in your career. It leads straight to the top.
vi) By Bringing Cultural Change

To change an absenteeism culture, a cultural change might be brought by systematic efforts based on:

- Involvement of employees at all levels
- Result orientation
- A positive focus
- A systematic approach
- Follow up

c) KATZ and Associates have identified four measures of Job Satisfaction

- Pride in work group
- Intrinsic Job Satisfaction
- Company involvement
- Financial and job status satisfaction

To illuminate dissatisfaction or to improve job satisfaction a number of instructions can be undertaken. Some of the most important of them are

i) Improving the working conditions

One simple prescribed solution to increase job satisfaction is to improve those conditions, which are organizational sore parts. In one company job enrichment raised the morale of electronic technicians. By identifying the root cause of job dissatisfaction the management can evolve a strategy for remedial action.

Working Conditions and Working Environment must be proper so that employees may not feel any difficulty in discharging their duties properly. Working conditions that are compatible with an employee's physical comfort and that facilitate doing a good job contribute to job-satisfaction. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the work place, and adequate tools and equipment are the features which affect Job Satisfaction. The assumption that working conditions and satisfaction are interrelated contradicts the two-factor theory of motivation.

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Fig. 32 Work Environment and Job Satisfaction: Some Possible Relationships.  

ii) Transferring discontented workers

In some cases it is also possible to mitigate dissatisfaction by transferring the disgruntled employees to another job matching his tastes and preferences. This transfer achieves a better fit between individual and job characteristics and promotes job satisfaction. This kind of transfer may not be without certain constraints. The dissatisfied person may be unwilling to move from the existing position or he may be incompetent to hold other challenging job.

iii) Changing the perceptions of dissatisfied employees

Employees sometimes have misconceptions about many aspects of job etc. Dissatisfaction stems from these misperceptions about the organization. Employees may be misinformed about certain issues or the misperceptions might be based on inadequate or incorrect information's. In these cases, management can change the perceptions of dissatisfied employees and restore job satisfaction. By furnishing the correct information, discontent gets subsided over time.

iv) Initiate morale-building programs.

Organization conducts programs of development wherein morale building becomes a major part. Even the successful organizations also conduct new programs to keep the morale and job satisfaction at the higher level. For instance, USAA (United Service Automobile Association) -the effective organization from the viewpoint of profitability and having a record of good service to public and with high morale among employees, has recently introduced a program called 'vanpooling' which increased job satisfaction of a larger number of employee’s.

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124 Richard M. Hodgetts, Organizational Behavior, Macmillan, 1991, p. 87
d) Other General Techniques

Fortunately, there is a much less expensive way to create greater employee satisfaction. It is virtually cost free and it increases productivity, which significantly improves the “bottom line.” William M. Mercer, Inc. found in surveying 206 mediums to large companies in 1998 that in organizations with high turnover, compensation was the most common reason given for dissatisfaction. Several job elements contribute to job-satisfaction. The most important amongst them are wage structure, nature of work, promotion chances, quality of supervision, work group, and working conditions etc. Here some general techniques of increasing employee’s job satisfaction are being mentioned.

i) Right man for the right job

The very first important technique to increase the level of Job Satisfaction among employees is the allocation of work among the employees must be made on scientific basis so that right job may be allocated to the right person.

ii) Proper Remuneration

Remuneration bears a close, direct & significant role in influencing Job Satisfaction of employees. This is because of two reasons. First, money is an important instrument in fulfilling one's needs; and secondly, employees often see pay as a reflection of management's concern for them. Employees want a pay system, which is simple, fair, and in line with their expectations. When pay is seen as fair, based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. Therefore, the remuneration must be adequate and proper so that the employees may feel that they are being duly rewarded for their job.

iii) Security of Job

The jobs of employees must be secured so that they may feel stable in their jobs. Employee retention and turnover are the most objective measures of employee satisfaction/dissatisfaction in organizations. Common estimates of turnover costs range from $10,000 to $40,000 per person, depending on the position; while retention actually increases revenues. The Harvard Business review reports that a 5% increase in retention results in a 10% decrease in costs and productivity increases ranging from 25% to 5%.

iv) Promotion Opportunities

Promotional opportunities affect job satisfaction considerably therefore promotion opportunities must be available to the employees so that they may contribute their best efforts to achieve the targets. The desire for promotion is generally strong among employees as it involves change in job content, pays, responsibility, independence, status and the like. An average employee in a typical government organization can hope to get two or three promotions in his entire service, though chances of promotion are better in the private sector.
vi) Labor Welfare Schemes

Various schemes for labor welfare must be introduced like accommodation, medical facilities, insurance facilities, recreation facilities and prevention needs etc.

vii) Democratic supervision

There is a positive relationship between the quality of supervision and job-satisfaction. Supervision of the enterprise must be based on democratic principles. The supervisors must adopt Theory Y of supervision instead of X theory. Supervisors who establish a supportive personal relationship with subordinates and take a personal interest in them contribute to their employee satisfaction. Table gives the list of Supervisory actions.

1. Maintain open lines of communication
2. Create a good physical environment
3. Remedy sub-standard conditions
4. Transfer discontented employees
5. Change the perception of dissatisfied employees
6. Display concern for employees
7. Give ample recognition
8. Allow for participative management
9. Practice good management
10. Conduct morale-building programs

viii) Effective Communication System

Communication system must be sound so that the orders and instructions may easily be communicated to the employees and the opinions, suggestions, feelings and problems may be communicated to the Management.

ix) Establishment of Cordial Human Relations in work group

Cordial Human Relations must be established in the enterprise so that the employees may feel themselves an important part of the enterprise The work group does serve as a source of satisfaction to individual employees. It does so, primarily by providing group members, with opportunities for interaction, with each other. It is well known that, for many employees work fills the need for social interaction. The work group is an even stronger source of satisfaction when members have similar attitudes and values. Having people around with similar attitudes causes less friction on a day today basis.

x) Freedom to Work

Adequate freedom must be granted to the employees to do their work so that they may satisfy their ego. Organizations owe it to their employees to keep them fresh and

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126 Andrew J.Du Brin, *op. cit.*, p. 66.
challenged, and there are certainly lots of ways to do that. In the case of the aforementioned scientist/supervisor, his company went to special lengths to help him with his problem. At our suggestion, the fellow pursued an adjunct professorship program that his company sponsored with a major university. He was able to grow scientifically as well as to develop and improve his administrative ability. Surprisingly, several months later, he chose to stay on his company's management ladder.

xi)  Nature of Work

Most employees crave intellectual challenges on jobs. They tend to prefer being given opportunities to use their skills and abilities and being offered a variety of tasks, freedom, and feedback on how well they are doing. These characteristics make jobs mentally challenging. Jobs that have too little challenge create boredom. But too much challenge creates frustration and a feeling of failure. Under conditions of moderate challenge, employees experience pleasure and satisfaction.

**Sources of job-satisfaction**

![Diagram of job satisfaction](image-url)

Fig. 33
Suggestions For Increasing Job Satisfaction:

- Create an atmosphere where employees feel comfortable bringing their children to see the workplace. The kids get to see where mom or dad work, employees get to show off their kids, co-workers get to meet the children they've been hearing about for months or even years and the line between work and home begins to blur.

- Organize a company picnic, museum party, holiday gathering -- some kind of mixer for employees' families. An event like this is like a million water-cooler conversations. It makes the statement: We are not our jobs. Arrange a social gathering for employees. Keep it simple and low-key. Your aim is simply to get folks talking.

- When it's an occasional thing, flex the rules. Example: A person arrives late because the regular babysitter got sick. The culture should respect family needs more than it respects the corporate rulebook. Whatever you do, don't punish people for doing right by their families.

- Pinpoint several issues that are calling for conversation. Starting with the one topic that seems to be the least contentious, construct a dialogue that widely involves employees. This may be an opportunity to come together and openly talk about the situation and decide how to proceed. Be on the alert for situations that would benefit from dialogue. Avoid the inclination to work things out immediately with minimal involvement from others. Rather, pull people together, have a conversation about it, and opt for a group decision.

- Encourage people to take ownership of their learning journeys. They can start by deciding what they need/want to learn...then matching this with available learning opportunities. Feed this effort by giving people the chance to do things they've never done before. Encourage employees to attend workshops outside the organization. Sure, there are plenty of sessions hardly worth the price of the training binder. Yet discriminating eyes can spot the gems -- and there are gems. Take advantage of them.

- Develop a formal mentoring program. You may want to pick a better name to some; the word "mentoring" has a patronizing, daddy-knows-best tone. But the concept is sound, and best of all, it gives people another chance to serve.

- Organize a series of liberally defined "focus groups" with customers. Think of these as fact-finding conversations, in which five or so employees sit down with an equal number of customers. Ideally, each group should involve employees from different parts of the organization. Possible questions: "How are you (customer) using our product/service? How are you benefiting? What do you love about it...hate about it...and why?" The challenge for employees: to ask probing questions, listen closely to the answers, and avoid becoming defensive. The immediate result is a closer connection to the finished product/service and those who benefit. As a bonus, you get customer insights that can pave the way to improvement.

- Scrutinize the organization's pay rates. Are they fair? Does each person's compensation match his/her true worth to the company? (Note the key