CHAPTER - III

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Much research has been done on job satisfaction. A good number of factors were found associated with job satisfaction. But their relative importance with regards to job satisfaction is seen varying in different countries. For example, most studies carried out in developing countries revealed a very strong association between monetary gain and job satisfaction, whereas studies in developed countries showed that factors other than pay packets were more strongly associated to job satisfaction.

In a small study like the present one, it is not possible to incorporate all the factors associated with job satisfaction, therefore, a few delimitations were imposed upon the study and only about 7 to 8 factors that are supposed to be associated with job satisfaction were measured. Since this is a scientific study, appropriate techniques for selection of representative sample was used. Also, standardized scales were selected for measuring different variables of the study.

Sample Selection:

In the present study sample was selected from two places. One from Bangkok, and second from Aurangabad. First, two types of industries were recognized, where both technical as well as non-technical personnel were employed in sufficiently large number. Large scale industry was treated as the one where the total number of workers was more than five hundred; and small scale industry was the one where the number of workers were about 100. This criterion was fixed to meet the requirements
of the study. If the traditional path would have been followed in recognizing small and large industries, it would have been difficult to select the required number of representative sample from these industries.

The respective authorities were contacted, purpose of the study was explained to them, and their terms and conditions were accepted. It seems that industrialists throughout the world protect some common interests, the major one being reputation of their organizations. After seeking necessary permission and assuring that the identity of their organization will not be disclosed in any form, sample selection was done. From the scrolls of technical and non-technical workers total 453 workers were selected by using random number tables. The initial and final distribution of the Ss is shown in the following table. Thus, by employing stratified random sampling technique the sample for the present study was selected. Though at the initial stage number of Ss in each group was unequal, in the final effective sample the cell frequency was kept equal.

Table 3.1

Distribution of sample at initial and final stage

<table>
<thead>
<tr>
<th>Groups</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
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<td>50</td>
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</tbody>
</table>

Group 1 - Non-technical workers of Large industries of Bangkok, Thailand.
Group 2 - Technical workers of Large industries of Bangkok, Thailand.
Group 3 - Non-technical workers of Small industries of Bangkok, Thailand.
Group 4 - Technical workers of Small industries of Bangkok, Thailand.
Group 5 - Non-technical workers of Large industries of Aurangabad, India.
Group 6 - Technical workers of Large industries of Aurangabad, India.
Group 7 - Non-technical workers of Small industries of Aurangabad, India.
Group 8 - Technical workers of Small industries of Aurangabad, India.

From each of the eight groups two to ten Ss were deleted randomly and in each group fifty Ss were kept as effective sample. Thus, the effective sample comprises of 400 Ss, of which 50% were from technical branches and the remaining from non-technical fields. No subject had less than five years of experience in his job. Only male Ss were selected. Educational standard of the Ss ranged from 10th standard to post graduation. Age range of the Ss at both the places was 26 to 45 years.

**Tools used for Data Collection:**

First the variables to be measured were finalized and then only the following standardized scales were used for data collection.

**Job Satisfaction Scale:**

This scale was constructed and standardized by Muthayya. There are 40 items related to various factors associated to job satisfaction. Each of the 40 items was provided with a five point scale, namely Strongly Agree, Agree, Indifferent, Disagree, and Strongly Disagree. Though five alternatives were provided, the Ss were told to avoid the “indifferent” category, and as far as possible select the answer from the remaining four alternatives.
Identification Data Sheet:

For collecting information about age, length of service, salary etc. a short identification data sheet was prepared.

The Job Feelings Scale:

This scale was constructed and standardized by Wysocki and Kromm. It measures the feelings of workers towards their work, supervisor, coworkers, promotions and pay. The scale consists of short subscales. The subscale measuring feeling towards work consists of ten bipolar adjectives representing two ends. These adjectives are kept five points apart of each other. Second subscale is designed to measure feelings towards supervisor. It also consists of ten items, some of them are bipolar adjectives, and one or two descriptions. With them also a five point scale is provided.

Third subscale relates to measurement of feeling towards coworkers. In this subscale also there are ten bipolar adjectives. Each bipolar item is provided with a five point scale. The fourth subscale was comprised of five items only. These items also had two opposite ends. This subscale was designed to measure feelings towards promotions. The last subscale was having only six items, of the same nature of bipolar adjectives, and each item was provided with five points scale. This subscale was devised to measure feelings towards pay.

Who controls Your Life Scale:

This scale was adapted from Julian B. Rotter to measure locus of control of the people in industrial organizations. There are ten dyads; one of the units is describing a situation that represents internal locus of control and the other external locus of control. These dyads are denoted as A or B. The S has to select one of the two, with which he or she agrees more.
The Type A- Type B Scale :

This is a short questionnaire adapted from Bortners’ Scale published in 1969. This questionnaire consists of seven items related to daily behaviour schedule. These items are just like the bipolar adjectives, but they were not denoting extremities. Each item was provided with an eight point scale. This scale is a good short rating scale used as a potential measure of pattern A behaviour.

Job Enrichment Scale :

This scale was constructed for the present study. Following Herzberg first a list of various factors was prepared. After consultation with workers, managers and psychologists the factors were shortlisted and only about six to seven major factors were retained. Related to these factors a number of questions were framed and these questions were given to the workers, managers, supervisors and psychologists. Their responses as well as their views about these questions were collected. Considering them a few questions were deleted, and some of them were reframed. Those questions later on were given to seventeen judges coming from various industrial and non-industrial organizations. On the basis of their ratings for each question item value was computed and considering those values finally only 12 questions were retained. Though it is a short scale when its test retest reliability was measured, it was found to be 0.82; which is quite high. For combined sample the reliability was measured.

The scale consists of 12 questions only. These questions are related to those factors which are closely associated to job enrichment. Each question is associated with three alternatives. The job of the respondent is to read each question carefully, and decide to what extent he gets those facilities or opportunities at the workplace, and then only put a “√” mark on the appropriate alternative provided with each question.
Procedure of Data Collection:

Before administering the scales prior appointments of the workers or personnel were taken and then only the scales were administered on them. Two approaches were adopted in data collection. Those Ss who were well educated and expressed their desire that they would like to write their responses at home, they were handed over the copies of the scales. Secondly, those who were relatively less educated and expressed the desire that the scales should be administered on them, after seeking necessary permissions, during their recess periods the scales were administered on small group of Ss.

Seating arrangement of the Ss was made in the conference room. Once the Ss took their seats, they were told about the purpose and importance of study. Through informal discussion rapport was formed. Once it was observed that the Ss are ready to take the scales copies of the Job Satisfaction Scale were distributed among them. They were instructed as follows:

“All of us occasionally maintain certain feelings about our job. Here is a list of items depicting the feelings related to certain aspects of one’s job. You are requested to record the extent to which you are affected by those different aspects of your job by making use of the scale provided below. To illustrate, if what is depicted in a particular item is true in your case, encircle “Agree” (A); or if it is not true in your case, encircle “Disagree” (D). In the event of your not being able to decide either way (Agree or disagree), encircle “Not sure” (NS). In case any particular item is not applicable in your case, encircle (NA).

Please do not leave any question unanswered.

Through some examples the procedure was explained to the Ss. Questions and difficulties raised by the Ss were answered to their satisfaction. There
was no time limit, however, the Ss were asked to write their responses as fast as they can. They were assured that their responses will be treated as strictly confidential. Filled copies were collected at the end.

After completion of job satisfaction scale, copies of Who Controls Your Life Scale were distributed among the Ss. The Ss were given the following instructions.

"There are several events that are taking place in our daily life, about which we often feel that we can not have control over them. A good number of social, political, and economic problems appear to us that they cannot be controlled by us, or by anybody. However, there are people who believe that there is nothing impossible. For every problem there is solution. Here are twenty statements presented in the form of ten dyads. Read each pair of statements carefully and put a "√" mark on one of the two statements which you feel is more correct."

Take your own time, but do not think over any statement for a long time. Work fast.

The procedure was demonstrated to the Ss and their queries and questions were replied satisfactorily. Sufficient time was given them to fill in the scale. Filled copies were collected at the end.

Immediately after collecting the scales, copies of identification data were given to the Ss and they were asked to provide the information about themselves.

Here the first session of data collection was concluded.

In the second session of data collection similar procedure was followed. After forming rapport with the Ss copies of Job Feeling Scale were distributed among them. They were instructed as follows,
“There are bipolar adjectives related to five different aspects of the jobs that you are doing. The bipolar adjectives represent two extremes, sometimes from negative to positive. Each pair of adjectives is provided with a five point scale. You have to indicate your feeling by encircling one of the five points. However, please indicate your response by circling the number that best represents your feelings on the dimension given.”

An another example was taken and the procedure was explained to the Ss. To facilitate them in expressing their feelings they were told to think of 5 as "too much" and one as "very few".

For this scale also there was no time limit. The Ss were requested to express their feelings on each continuum. Filled copies were collected after sometime.

After completion of Job Feeling Scale copies of Job Enrichment Scale were distributed among them. Following instructions were given to them to write their responses.

“While working in any industrial organization often we expect to be engaged with challenging jobs, like to shoulder its full responsibility, and wish to have complete autonomy and freedom. We want to utilize our knowledge and skill and desire our advancement and growth. The organization in which you are working and the work you are doing might be providing such opportunities. Here are a few questions related to such factors. Read each item carefully, decide the extent to which the related opportunity is available to you on your job, and put a “√” mark on the appropriate alternatives given with each item.”

Procedure of writing the responses was explained to the Ss. They were assured that whatever their responses might be, they must write freely. Their responses will be kept as secret. When the Ss wrote their responses to each item of the scale, the copies were collected.
Finally copies of Type A-Type B scale were given to the Ss. They were told that this scale is meant for measuring their personality type. They were instructed as follows.

"Below there are certain behavioural characteristics. They are presented in the form of opposite ends such as Slow-Fast etc. Each pair of behaviour characteristics is provided with an eight point scale. Read each pair carefully, decide to what extent a particular behaviour is true in your case and then encircle the appropriate number on the eight point scale. Note, the success of the scale depends on your true replies only. Reply honestly."

Filled copies of the scale were collected at the end of the second session.

Similar procedures were adopted for data collection at both the places, that is at Bangkok and Aurangabad. Copies of scales duly filled by those respondents, who took them to their homes, were collected after a week. However, from some respondents the filled copies could not be fetched. This happened at Bangkok as well as at Aurangabad also.

Before launching actual data collection the scales, were translated in Thai as well as Marathi languages. All these translated scales were administered on small samples of workers in Bangkok and Aurangabad. The Thai versions were administered in Bangkok and Marathi versions were administered in Aurangabad. This was done as pilot studies at both places. Through these studies it was revealed that some changes were necessary in the translations of the scales so that the Ss can understand them clearly. So, necessary modifications were made, and then only the scales were used for final data collection.

**Variables under Study**:

The major variables measured and used in the study were job satisfaction, attitude towards job, supervisor, co-workers, promotion, and pay; locus of control,
job enrichment; and type A and B. In addition to these major variables the other variables were salary drawn, length of service and type of organization.

**Design of Study**:

In present study correlational approach was adopted hence no specific experimental design was used.

**Statistical Treatment of Data**:

Data were first treated by Mean and Standard Deviation. Secondly, one Way ANOVA was used and to find out whether the groups differ from each other Scheffe’s Test of Multiple Comparison was used.

For searching strength of association between the factors, coefficient of correlations were computed and finally Regression Analysis was done.

**Discussion**:

While discussing the results, first the comparison of different groups was examined, and later on, the correlation coefficients were interpreted.