CHAPTER V

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Job satisfaction is a very old concept widely used and studied in industrial and organizational psychology. Job enrichment, on the other hand is relatively a new concept popularly used in organizational psychology and in management. This term gained momentum only after the motivation theory of Herzberg. Job satisfaction depends on many factors. In present study the Ss were selected from two different countries Thailand, and India. In Thailand, the data were collected from Bangkok, which is a very big city, having international status. In India the Ss of the study came from a relatively very small city, Aurangabad. Since the people in large cities face many problems compared to those living in small cities, it was assumed that workers in Aurangabad are significantly more satisfied than the workers in Bangkok. However, findings of the study failed to support this assumption.

Workers both from technical as well as non-technical category, working in large as well as small scale industries in Bangkok exhibited significantly more job satisfaction than the workers in Aurangabad. Probably, the workers in Bangkok are getting relatively more financial as well as other benefits from their jobs, while to the workers in Aurangabad in most cases the sole benefit is the financial one. Because of unimaginably abundant educated unemployment in India, many workers are more qualified than the minimum qualification required for the job. When the more formally qualified worker gets the job of lower quality and skill, he is likely to be dissatisfied or poorly satisfied with his job. Secondly, the cultural differences observed in the
two places might have played important role. Religious and cultural teachings in Bangkok refers to delimitations of one's needs, which help in keeping one at a distance from dissatisfaction. Large disparity in the teaching and practice in India most often lead to frustration and dissatisfaction. Though it has been preached in India to be satisfied with what one gets, these principles were well adorned only in religious texts and never were brought to practical life. The possibility, that reasons other than this might have generated more dissatisfaction among the workers in Aurangabad.

The second hypothesis was related to the kind of job the workers were doing at Bangkok or at Aurangabad. It was assumed that the technical workers are significantly more satisfied than the non-technical workers at Aurangabad as well as at Bangkok. The other factors were controlled and the Ss were classified only as technical Vs. Non-technical, the technical group had shown relatively more job satisfaction ($\bar{X} = 115.46$). The mean score of non-technical group was 112.50. However, the difference in the means is very small ($115.46 - 112.50 = 2.96$), it is non-significant. Thus, the first half of the second hypothesis remained unsupported. Generally, the technical workers have to acquire special skills for doing their jobs. Since, the skill acquired by them is used, they experience more job satisfaction. In non-technical job, most activities are routine and non-challenging. The knowledge and qualifications acquired do not need to be used for doing such jobs, and hence such non-technical workers are likely to be less satisfied with their jobs. In present study, significant differences were not observed in these two broad groups. One reason might be that, in both these countries there is absence of dignity of labour that is observed in advanced countries. Here white collar jobs are perceived as superior, and blue collar jobs not so superior. Might be due to the social status of higher level is enjoyed by non-technical workers, they too had reported more job satisfaction.

Those who work in small industrial organizations, they are known to each other, and they soon develop a feeling of oneness. Any of their achievements at the
workplace become known to others very soon, which boosts up the morale of workers. In large industries the atmosphere is different, people are not easily known to each other. They have to ignore their identity. Results of the study, however, demonstrated that workers in large scale industries were significantly more satisfied than the workers in small scale industries. A clear apparent reason is that generally in small scale industries the monetary gains are relatively much less than what one gets in large industry for the same job. The other benefits are also more in large industry.

Not only job satisfaction but feelings towards various factors associated with job satisfaction were measured in the study. The second half of the second hypothesis states that significantly more positive feeling towards job is observed among Aurangabad workers; and non-technical workers have significantly less positive feeling towards job than the technical workers. Job satisfaction and feeling towards job are closely associated to each other. Since, it was assumed that job satisfaction is significantly more among workers of Aurangabad, it was inevitable to assume that the workers in Aurangabad have significantly more positive attitude towards job. Likewise, when it was believed that technical workers have significantly more job satisfaction it was natural to assume that they have significantly more positive feeling towards job. Unfortunately, none of these assumptions could be satiated by the results of the study. Workers from Bangkok exhibited significantly more positive feeling towards their work than the workers from Aurangabad. Also, non-technical workers expressed significantly better feeling towards job than the technical workers. These results are rather difficult to explain. But because technical workers do not enjoy the social recognition as highly as the non-technical workers enjoy, the technical workers might have exhibited significantly poor feeling towards their jobs.

One of the assumptions was, the workers from Bangkok have significantly
more positive attitude towards supervisors than the workers in Aurangabad. It was assumed so, because in India, in most organizations supervisor is a disliked person. The workers prefer to work without being supervised by others. In technical jobs, however, often the worker has to face technical difficulties, which, if not solved immediately, the output is affected badly. Hence the supervisor is perceived as a helping hand so, the technical workers have significantly better feeling towards supervisors than the non-technical workers. The hypothesis that the workers from Bangkok have significantly more positive feeling towards supervisors got strong support. But the other assumption related to technical and non-technical workers remained un-supported.

Coworkers, is one of the most important factors that is closely associated with job satisfaction. If the relationship with coworkers is friendly and pleasant, job satisfaction is likely to be more. Poor or unpleasant relationship might lead to dissatisfaction. It was assumed that workers belonging to different places, and different branches of jobs have better feeling towards coworkers. This hypothesis also could not get support from the results of this study. The workers from Bangkok expressed significantly better feeling towards coworkers than the feeling expressed by workers from Aurangabad. Workers in small industries exhibited significantly better feelings towards co-workers than the workers in large industries. Non-technical workers had significantly better feelings towards coworkers than the technical workers. These results are suggesting that those who have more job satisfaction, they have better feelings towards their coworkers.

The last assumption of secondary importance was related to job enrichment. As it was mentioned elsewhere job enrichment is a new concept and it is implemented more in the industries of advanced countries. Bangkok being an international centre, it was hypothesized that job enrichment is available significantly more to the technical and non-technical workers of Bangkok than to the workers of Aurangabad. This
hypothesis received full support from the results.

In fact job enrichment was available, though not in its full form, but to a good extent in most of the industrial and non-industrial organizations. For example, opportunities to work independently, opportunities of promotion etc. were given to the workers at all levels. Now a days the scope of this concept is widened. Especially, in the multinational organizations such opportunities are made available mainly for motivating the workers. These opportunities are significantly more available quantitatively and qualitatively in the industrial organizations of Bangkok.

Present study adopted correlational approach as the main technique for analyzing the data, hence, it was the primary purpose of the study to examine the strength of association between job satisfaction and various relevant factors. That is why, though feelings towards pay, promotion etc.; and locus of control, and personality type A etc. were measured in the study, the former type of hypotheses were not framed with these variables. They were used for computing correlation coefficients between them. All the hypotheses depicting strength of association are of great importance in this study.

In this study for computing correlation coefficients it was possible to consider total sample as one group, however, because of differences in the groups the eight classified groups were treated independently, and for each group inter-correlations between the nine factors were computed. They were interpreted elsewhere, but here the main emphasis was on the correlation coefficients between job satisfaction and other factors. The first hypothesis depicting the strength of association between job satisfaction and feeling towards job reads as, “there is a significantly strong and positive association between job satisfaction and feeling towards job. Varying degrees of strength of association were obtained. They range from 0.40 to 0.89. The eight classified groups thus showed positive and significant relationship between job satisfaction and feeling towards job. The groups which had shown high job satisfaction also exhibited
more positive feeling towards job. Thus, the first hypothesis depicting strength of
association between job satisfaction and feeling towards job got strong support from
the results.

To have better job satisfaction, the workers need to have develop positive
feeling towards job. Possibility of predicting job satisfaction on the basis of feeling
toward job was also examined, and it was found that job satisfaction could be predicted
accurately on the basis of feeling towards job. Thus, feeling toward job could be treated
as a good predictor of job satisfaction. The varying degrees of strength of association
between job satisfaction and feeling towards job, however, bring out a new phenomenon.
In some groups it is possible to predict job satisfaction more accurately on the basis
of feeling towards job, whereas in case of a few groups prediction of job satisfaction
on the basis of feeling towards job is not so accurate as it was expected to be.

Feeling towards supervisor do have a good relationship with job satisfaction.
In the previous studies, reviewed elsewhere, this relationship was observed positive.
Considering the findings of earlier studies, it was hypothesized that, “relationship
between job satisfaction and feeling towards supervisors is positive and significantly
strong.” This hypothesis enjoyed strong support from the results. Among the eight
classified groups the highest correlation coefficient was 0.91 and the lowest correlation
coefficient was 0.40. Thus, here also, the wide range of strength of association was
found. But, it should be noted that all the correlation co-efficients were strongly and
positively significant beyond 0.01 level. Role of supervisor in any industrial
organization is very important. It is the supervisor who bridges the gap between the
workers and the management. He has to convey the difficulties and grievances of the
workers to the management; and the policies and instructions given by the management
to the workers. When the workers find the supervisor as a reliable person, to whom
they can exchange their feelings and share their joys and sorrows, there is generally a
positive feeling towards the supervisor. When the feeling towards supervisor is positive,
it leads to increase in job satisfaction. Present study showed that feeling towards supervisor can be a good predictor of job satisfaction. In most of the groups it was possible to predict job satisfaction accurately on the basis of feeling towards supervisor.

Supportive colleagues is an important factor that adds to the job satisfaction. People get more out of work than merely money or tangible achievements. For most employees friendly and supportive coworkers lead to increase job satisfaction. In view of these facts, it was hypothesized that “Strength of association between job satisfaction and feeling towards coworkers is significantly high and positive.” Results of present study supported this hypothesis very strongly. In one group the strength of association was very high i.e. $r=0.96$. Though the number of high and positive correlation coefficients were more, here also wide range of correlation coefficients were observed, which ranged from 0.96 to 0.41, but all these were highly significant beyond 0.01 level. Importance of coworkers with regards to job satisfaction cannot be underrated. The nature of work group does have an effect on job satisfaction. Friendly, cooperative coworkers are a modest source of job satisfaction to individual employee. The fact is that, the work group serves as a source of support, comfort, advice and assistance to the individual workers. In other words, feeling towards coworkers could be treated as an important factor associated to job satisfaction. Possibility of predicting job satisfaction on the basis of feeling towards job is quite high. Job satisfaction could be accurately predicted if the feeling of workers towards their coworkers is measured and used for predicting job satisfaction.

Feeling towards promotion was measured by a short-bipolar scale. Relationship between feeling towards promotion and job satisfaction were examined to test the hypothesis, that “feeling towards promotion and job satisfaction are positively and strongly associated.” Results obtained were mostly in line with the assumption of study. It is so because promotional opportunities seem to have a varying effect on job satisfaction. Promotions take a number of different forms and have a variety of
accompanying rewards. For example, individuals who are promoted on the basis of seniority often experience job satisfaction but not as much as those who are promoted on the basis of performance. There are other aspects of promotion also that influence the degree of job satisfaction. For example, a promotion with 15 percent salary raise is typically not as satisfying as one with a 20 percent salary raise. In some kinds of jobs the opportunities of promotion are very poor. Probably because of these facts the correlation coefficients between feeling towards promotion and job satisfaction have a wide range, from 0.83 to 0.28. That way in case of earlier factors also the range of correlations was wide, but they all were significant at 0.01 level. In present case not all the correlation coefficients are significant at 0.01 level. It further suggests that only in case of about fifty percent groups prediction of job satisfaction on the basis of feeling towards promotion is fairly correct. In some cases, however, it is very difficult to predict job satisfaction on the basis of feeling towards promotion.

"Man does not work for bread alone;" This quotation speaks itself. When an individual is employed, his sole aim is not to work for monetary gain only. But the importance of pay with regards to job satisfaction can not be ignored. Wages and salaries are recognized to be a significant but complex, multidimensional factor in job satisfaction. Money not only helps people attain their basic needs but is instrumental in providing upper-level need satisfaction. Employees often see pay as reflection of how management view their contribution to the organization. But there are many people who willingly accept less money to work in a preferred location or in a less demanding job or to have greater discretion in the work they do and the hours they work. Correlation coefficients between job satisfaction and feeling towards pay were computed and examined with reference to these two views. Most correlation coefficients were strongly supporting the first view while very few appeared to be in favour of the latter view. Very strong and positive relationship was exhibited, by most of the groups, between job satisfaction and feeling towards job. These results were well in congruence
with the hypothesis, "feeling towards pay and job satisfaction are positively and strongly related to each other." However, here it is necessary to consider the two relationships which were non-significant. Probably, some of the Ss employed in this study might not be happy with the salary they were drawing from their jobs. Their salary might be much less than their expectations or in proportion to the input they were pouring in, the financial outcome might be less. Of course, there might be other reasons also, such as they might be having more liabilities, and even though they might be drawing good salary, they could not fulfill their needs satisfactorily. But they are satisfied with their jobs and other aspects of their jobs. These Ss exhibited non-significant strength of association between feelings towards job and job satisfaction. Despite these odds the hypothesis got very strong support.

In a number of studies attempts were made to search the association between locus of control and job satisfaction. Most of these studies reported that the employees who rate high in externality are less satisfied with their jobs, and are less involved on their jobs than are internals. Their dissatisfaction seem to be the outcome of their perception. They perceive themselves as having little control over those organizational outcomes that are important to them. Internals behave in the opposite manner. For example, if the situation is unattractive, the internals believe that they have no one else to blame but themselves. Taking an account of the findings of earlier studies, it was hypothesized that "Locus of control and job satisfaction are strongly associated, the internals being significantly more satisfied than the externals." For testing this hypothesis correlation coefficients between job satisfaction and LOC were computed for the eight classified groups independently. In the light of the relationships that more score on job satisfaction scale denotes high job satisfaction; similarly more score on locus of control scale denotes internal locus of control, the strength of associations observed between job satisfaction and locus of control strongly supported the assumption. Internals had more job satisfaction, while externals had poor job
satisfaction. Very high and positive correlation coefficients were observed between job satisfaction and locus of control. Correlation coefficients varied from 0.84 to 0.24. Of the eight coefficients six were highly significant at 0.01 level. Two groups however, showed poor relationship, but it is positive. These results suggest that perceived locus of control may have a different impact on the employees satisfaction and even on performance.

Research on and analysis of motivation point to the importance of making jobs challenging and meaningful. Job enrichment is related to Herzberg's theory of motivation, in which factors such as challenge, achievement recognition, and responsibility are seen as the real motivators. There are some jobs which are enriched in the sense that, workers are given more freedom in deciding about such things as work methods, sequence, and pace or the acceptance or rejection of materials. Participation of subordinates are encouraged, and the workers are given a feeling of personal responsibility for their tasks. In some working conditions the workers have just to obey the orders and instructions given by their superiors. They are not involved even in analysis and change of physical aspects of work environment such as, layout of the office or plant, temperature, lighting, cleanliness etc. When the worker feels himself responsible for the work he is doing, his ego is satisfied that adds to the job satisfaction. Where there is absence of job enrichment, the workers feel that their importance is not properly recognized. When the workers do not have opportunities of shouldering responsibilities, and vertical promotion they are likely to be poorly satisfied with their jobs.

One of the important hypotheses of the study was, "job satisfaction and job enrichment are strongly and positively related to each other." This hypothesis was examined by computing correlation coefficients between job satisfaction and job enrichment. All the eight correlation coefficients computed for eight groups independently brought out strong support to the hypothesis under study. All the
correlation coefficients were positive and significant at 0.01 level. Two of the groups had identical correlational values i.e. 0.91 each. However, the correlation coefficients ranged from 0.91 to 0.35. When the job enrichment are available at the work place, the job satisfaction is likely to be enhanced.

The last hypothesis relates to the personality types and job satisfaction. Holland proposed a personality job fit theory. According to Holland, “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; are thus more likely to be successful on those jobs; and because of this success, have a greater probability of achieving high satisfaction from their work. Holland’s conclusions have been almost universally supportive, personality do have direct influence on job satisfaction.

In present study personality Type A and B were measured and the relationship between job satisfaction and personality type were examined. Type A behaviour is characterized by an excessive competitive drive, such individuals are aggressively involved in a chronic incessant struggle to achieve more and more in less and less time, and hence it was assumed that type A behaviour and job satisfaction are negatively associated. Whereas Type B are rarely harried by the desire to obtain a wildly increasing number of things or participate in an endless growing series of events in an ever decreasing amount of time. Considering all the characteristics of Type B it was assumed that job satisfaction and type B are positively related. The hypothesis framed in the study states, that, “personality type and job satisfaction are closely associated, type B is associated positively and strongly with job satisfaction.” In earlier studies also type B was seen positively associated with job satisfaction. On the job satisfaction scale more score means more job satisfaction; whereas, on Type A and B scale less score indicates Type B behaviour. That it why negative strength of association between two factors support the hypothesis. The correlation coefficients between job satisfaction and personality type were negative. Thus, they support the hypothesis of the study.
strongly. Since, there were eight classified groups eight correlation coefficients were computed. All of them were negative and ranged from 0.97 to -0.15. Inspite of such large variations in the correlation values, the hypothesis got very strong support from the results.

Till now, attention was mainly focussed on the correlation coefficients associated with job satisfaction only. Intercorrelations between the other factors also have their significance in the study. Since the main purpose was related to job satisfaction, other correlation coefficients were not discussed in detail. But careful examination of those correlation coefficients reveal that there was good internal consistency among them; and these factors were well associated with each other.

Most of the secondary hypotheses discussed in the beginning failed to get support from the study. However, all the hypotheses depicting relationships between different variables got very strong support.