CHAPTER - I

THE RATIONALE FOR STUDYING THE EMPLOYEES' JOB SATISFACTION AND ITS IMPACT ON ORGANIZATIONAL CLIMATE

A: INTRODUCTION
B: REVIEW OF LITERATURE
C: VARIOUS APPROACHES TO THE STUDY
D: THE THEORETICAL FRAME-WORK:
   OPERATIONAL DEFINITIONS
EMPLOYEES' JOB SATISFACTION AND ITS IMPACT ON ORGANIZATIONAL CLIMATE - THE RATIONALE

A) INTRODUCTION

It is said that 'Man does not live by bread alone'. Applied to an employee, although he works primarily to earn wage and to take care of his family, he is essentially a human being with all the needs and aspirations both as an individual and as a member of the society. Work on the job also serves many different purposes for employees. It is clearly a source of economic security, a way in which the needed goods and services can be provided and obtained.

It is a source of social interaction. Most people's social life centres around the people they know from work. Finally, work is a source of self-esteem. For any one of these descriptive dimensions or functions, there is a great personal variety.

When a new worker comes to a factory to work, he wants to know whether it offers him, besides adequate wage, sufficient fringe benefits, whether it has a good physical environment to work in and outside the factory premises.

All these factors, though exterior to the work itself, have an influence on the employee's efficiency and well being and also on the organizational climate. This feeling remains with the worker
as long as he works in that environment.

What really satisfies the worker and acts as a motivator to work is the compensation that the individual accepts in exchange for subordinating his personal interest to the interest of the organization.

The relationship between an organization and its employees can be viewed as a series of contracts. These contracts are not normally written down or even made verbally explicit but they, nevertheless, exist and govern the expectations that both employers and employees have of each other.

The contractual areas are set for the firm and the employees, such as:

1. the knowledge contract,
2. the psychological contract,
3. the efficiency contract,
4. the ethical contract,
5. the task structure contract.

These contracts indicate that if the employer meets the employee's needs, then the employee will help further the employer's interest. If there is a good 'fit' between the attitudes and activities that the organization requires of its employees and between the needs and the employees seek to fulfill in work and the willingness and the ability of the organization to meet these needs, the satisfaction of both management and subordinates will be high. It reflects
the overall climate of the organization.

B) REVIEW OF LITERATURE

There are a number of studies on job satisfaction and in reviewing the literature on job satisfaction, it was found that the term job satisfaction has been used in their study interchangeably. But we should remember that they are not synonymous.

So, there is a great confusion in the use of the term, job satisfaction and the factors that contribute to it.

Reviewing the literature on the studies about job satisfaction leads to the conclusion that job satisfaction is anything that a researcher measures when he thinks that he is measuring job satisfaction. And there are very few studies, concerned with either the reliability or validity of their measure.

Different studies have dealt with:

(i) Specific job factors,
(ii) Other job factors,
(iii) Individual factors and job factors and so on.

But these have been called job satisfaction research.

THE TERMS:

(i) Employee attitude,
(ii) Job satisfaction,
(iii) Individual morale,
(iv) Motivation, etc.

are interchangeable but they are not synonymous.

An 'Attitude' - is not 'job satisfaction' although it contributes to Job Satisfaction. But, job satisfaction comprises a number of attitudes.

Job Satisfaction - is not the same as industrial morale, although the Job Satisfaction may contribute to the industrial morale.

Job satisfaction is the total of various attitudes of employee towards his job and life in general.

The reactions of the employees have been measured by authors and experimenters and they have called them either job satisfaction, morale or attitudes.

The objective of the earliest researches on job satisfaction was to provide a picture of industrial morale prevailing in their organizations. This was useful to the management to measure the success or failure of their personnel policy.

Robinson and Hoppock have collected data on 191 assorted
studies reporting median 18 per cent dissatisfied. Two-thirds of
the previous studies on job satisfaction reveal that less than one-
third of the workers were dissatisfied.

The topic 'Job Satisfaction' is a favourite of Western as
well as Indian psychologists. But the investigators have not found
satisfactory answer to the question: "What Makes Employees Put
Their Best in Their Job?" (Dixit, 1971). "Satisfactions In the White
Collar Job" a book by Morse, is based on the interviews of 742
clerical workers in a large Insurance Company and 73 first and
second grade supervisors with the help of questionnaire and interview
techniques.

Four indices of job satisfaction were developed by her,
namely:

i) Content of job,
ii) Identification with the company,
iii) Financial and job status satisfaction and
iv) Pride and group performance

Schaffer concluded, "Over-all satisfaction will vary directly
with the extent to which those needs of an individual which can
be satisfied in a job are actually satisfied, the more closely will
job satisfaction depend on its fulfilment".
Hulin and Smith have developed factors associated with job satisfaction as under:

Five areas of job satisfaction:

i) Work,
ii) Pay,
iii) Promotion,
iv) Co-workers, and
v) Supervision.

Six independent variables:

i) Age,
ii) Tenure on the job,
iii) Tenure with the company,
iv) Job level,
v) Salary desired, and
vi) Salary received.

It was a sample survey of 185 male workers and 75 female workers employed in two plants of an electronic goods manufacturing firm in New England.

There are many investigators who have classified factors associated with job satisfaction:
A) Factors having characteristic of the Job, and
B) Factors having characteristic of an Individual.

The examples of each can be given as under:

(A) Factors Having Characteristics of the Job:

These include:

(1) **Pay:** In 1954 Troxell used a check-list method and concluded that income/pay ranked 3rd among the workers in general, but for the labourers it ranked first. In 1957, Herzberg concluded that, in order of frequency mentioned pay was third and afterwards, the factors were ordered in terms of importance to the worker, it ranked seventh.

(2) **Nearest Boss/Supervisor:** In 1962, Zander and Quinn found that job satisfaction is congruent with the immediate supervisor's individual interest and support for the worker. But, D.C. Pelz in 1952 found that employee-orientation by immediate supervisor is not enough to ensure job satisfaction.

(3) **Nature of Work:** Many investigators have found that varied work brings about more job satisfaction than does routine nature of work.

(4) **Skill:** There is definitely a correlation between skill and job-satisfaction. In the study of investigators it was found that: "Where skill exists to a considerable degree, it tends to become the first source of satisfaction to the worker".
(B) Factors Having Characteristics of an Individual:

These include:

(1) **Sex**: In 1957, Herzberg concluded that, greater variability in the women's attitudes can be attributed to the multiple roles assumed by them outside home. Further, he stated that for women, job satisfaction may depend on factors other than those for male workers.

In 1958, Zaleznik Chrislensen and Roethlisberger concluded that women in the group were receiving the same pay and also had the same status as the male workers, the women were more satisfied than men. In 1964, Hulin and Smith found that high or low job satisfaction is not related with the sex, but it is related with the entire constellation of factors which themselves relate to sex - e.g., job level and promotional opportunities.

(2) **Qualification/Education**: The relationship between this factor and job satisfaction is not very clear, and as such there is a conflicting example on it.

White collar workers' study indicated that those who had not completed education at high-school level, were most satisfied, many investigators found that there are conflicting examples on it.

White collar workers' study also indicated that those who had not completed education at high-school level were most satisfied; many
investigators found that there is no such relation.

In 1954, Ash concluded that there is no relationship between qualification/education or intelligence and job satisfaction.

In 1955, Vollmer and Kinney found that the relationship between education and job satisfaction is negative.

In 1962, Sinha and Sarma reported that there is no significant relationship between these variables.

Hence, it can be suggested along with these two variables that an additional 'age' factor must also be considered for simultaneous study.

Reasons for Research on Job Satisfaction:

By discovering attitudes on job factors an organization can correct certain bad situations, with the help of which improve the job satisfaction of its staff. Further, an industrial enterprise can benefit materially if it knows that individual attitudes contribute to job satisfaction and result in better staff selection procedures etc.

Many studies on job satisfaction were carried out as the 'Incentive approach to the job satisfaction'. Introduction of an incentive system for employees' attitudes may enhance morale and job satisfaction.
Table 1.1: Attitudes and Various Incentives.

(Appeal in which certain incentives appeal to different group of workers)

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Incentive</th>
<th>Factory</th>
<th>Departmental</th>
<th>Miscellaneous</th>
<th>Unionised</th>
<th>Non-unionised</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Steady work</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1.4</td>
</tr>
<tr>
<td>2</td>
<td>Comfortable working conditions</td>
<td>2</td>
<td>8</td>
<td>8</td>
<td>3.5</td>
<td>5</td>
<td>5.3</td>
</tr>
<tr>
<td>3</td>
<td>Good working conditions</td>
<td>3</td>
<td>7</td>
<td>7</td>
<td>-</td>
<td>-</td>
<td>5.7</td>
</tr>
<tr>
<td>4</td>
<td>Good boss</td>
<td>4</td>
<td>5</td>
<td>5</td>
<td>7</td>
<td>6</td>
<td>5.4</td>
</tr>
<tr>
<td>5</td>
<td>Opportunity for advancement</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>6</td>
<td>4</td>
<td>3.4</td>
</tr>
<tr>
<td>6</td>
<td>High pay</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>3.5</td>
<td>3</td>
<td>4.9</td>
</tr>
<tr>
<td>7</td>
<td>Opportunity to use ideas</td>
<td>7</td>
<td>3</td>
<td>3.5</td>
<td>10</td>
<td>10</td>
<td>6.7</td>
</tr>
<tr>
<td>8</td>
<td>Opportunity to learn a job</td>
<td>8</td>
<td>4</td>
<td>3.5</td>
<td>-</td>
<td>-</td>
<td>5.2</td>
</tr>
<tr>
<td>9</td>
<td>Good hours</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>8</td>
<td>8</td>
<td>8.6</td>
</tr>
<tr>
<td>10</td>
<td>Easy work</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>-</td>
<td>-</td>
<td>10.0</td>
</tr>
</tbody>
</table>

The main findings are:

1) Steady work is highly important incentive for all groups.
2) 'Opportunity for advancement' is second in hierarchy.
3) 'Good hours and Easy work' have been given less importance by all groups.

Herzberg, Mausner, Peterson and Capwell reported security was consistently rated high as a motivating factor in these studies.

Table-1.2 showing details of relative importance of incentives for rank and file workers. Its main findings are:

(1) Indian employees have consistently ranked 'adequate earnings' at number one.

(2) 'Job security' and 'Opportunity for promotion' have also been ranked high by Indian workers.

(3) 'Working hours', 'Relations with colleagues', 'Job status and prestige of company' have been ranked low as motivators in the work situations.

In this study it is presumed that removing disincentives at work, such as:

1. Bad working conditions,
2. Longer working hours, etc.,
and providing incentives, such as,
Table 1.2: Relative Importance of Incentives for Rank and File Workers.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Incentives</th>
<th>Machinists in private engineering factory (N=348)</th>
<th>Foundrymen in Government Engineering (N=120)</th>
<th>Miscellaneous workers (N=400)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>By Ganguli (N=78)</td>
<td>By Ganguli (N=425)</td>
<td>By S.K. Bose (N=519)</td>
</tr>
<tr>
<td>1</td>
<td>Adequate Earnings</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Comfortable working conditions</td>
<td>8</td>
<td>-</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>Suitable type of work</td>
<td>7</td>
<td>8</td>
<td>-</td>
</tr>
<tr>
<td>4</td>
<td>Good &amp; sympathetic supervisor</td>
<td>5.5</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>Opportunity to learn job</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>Job security</td>
<td>2</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>7</td>
<td>Canteen, Medical Aid, P.F.</td>
<td>5.5</td>
<td>5</td>
<td>-</td>
</tr>
<tr>
<td>8</td>
<td>Promotion opportunity</td>
<td>3</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>9</td>
<td>Job status and prestige</td>
<td>-</td>
<td>6</td>
<td>-</td>
</tr>
<tr>
<td>10</td>
<td>Good personal relations with colleagues</td>
<td>-</td>
<td>9</td>
<td>-</td>
</tr>
<tr>
<td>11</td>
<td>Prestige of company</td>
<td>-</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>12</td>
<td>Free Medical Aid</td>
<td>-</td>
<td>-</td>
<td>5</td>
</tr>
<tr>
<td>13</td>
<td>More leave with full pay</td>
<td>-</td>
<td>-</td>
<td>9</td>
</tr>
<tr>
<td>14</td>
<td>Clear instructions about job</td>
<td>-</td>
<td>-</td>
<td>6</td>
</tr>
<tr>
<td>15</td>
<td>Cheap ration</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>16</td>
<td>Regular working hours</td>
<td>-</td>
<td>-</td>
<td>10</td>
</tr>
<tr>
<td>17</td>
<td>Share of responsibility in work</td>
<td>-</td>
<td>-</td>
<td>8</td>
</tr>
</tbody>
</table>

- Piece rate earnings,
- Opportunities for earning more money and
- Other fringe benefits, etc.

will definitely create positive attitudes towards the job.

The incentive approach provides only a partial explanation of the phenomenon of job satisfaction.

There can be several significant problems in the technique of ranking of job factors into a hierarchy of importance.

Commenting upon this drawback Kornhauser states:

*Studies show that physical conditions of work are of little importance, but other studies demonstrate that changes in particular physical surroundings such as ventilation and lighting, produce markedly significant results. Social relations with fellow-workers are of paramount importance or they are entirely omitted from their study.*

(C) VARIOUS APPROACHES TO THE STUDY

There are many problems connected with the job satisfaction. Hoppock's questionnaire discloses the necessary information about the factors measured in the job satisfaction.
Table 1.3: Responses on Hoppocks' Questionnaire.

1. Choose one of the following statements which best tells how well you like your job.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I hate it</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>2. I dislike it</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>3. I don't like it</td>
<td>34</td>
<td>11</td>
</tr>
<tr>
<td>4. I am indifferent to it</td>
<td>29</td>
<td>8.5</td>
</tr>
<tr>
<td>5. I like it</td>
<td>194</td>
<td>63</td>
</tr>
<tr>
<td>6. I am enthusiastic about it</td>
<td>27</td>
<td>9</td>
</tr>
<tr>
<td>7. I love it</td>
<td>14</td>
<td>4.5</td>
</tr>
<tr>
<td><strong>Total: 309</strong></td>
<td></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

Table 1.4: Time and Job Satisfaction.

Check one of the following to show how much of the time you feel satisfied with your job.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. All of the time</td>
<td>126</td>
<td>41</td>
</tr>
<tr>
<td>2. Most of the time</td>
<td>83</td>
<td>27</td>
</tr>
<tr>
<td>3. A good deal of the time</td>
<td>24</td>
<td>8</td>
</tr>
<tr>
<td>4. About half of the time</td>
<td>29</td>
<td>9</td>
</tr>
<tr>
<td>5. Occasionally</td>
<td>16</td>
<td>5</td>
</tr>
<tr>
<td>6. Seldom</td>
<td>14</td>
<td>5</td>
</tr>
<tr>
<td>7. Never</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total: 309</strong></td>
<td></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Table 1.5: Exchange of Jobs.

Check one of the following which best tells what you feel about changing your job.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) I would quit this job at once if I could get anything else to do</td>
<td>39</td>
<td>13</td>
</tr>
<tr>
<td>2) I would take almost any other job in which I would earn as much as I am earning now</td>
<td>13</td>
<td>4</td>
</tr>
<tr>
<td>3) I would like to change both my job and my occupation</td>
<td>20</td>
<td>7</td>
</tr>
<tr>
<td>4) I would like to exchange my present job for another job in the line of work</td>
<td>12</td>
<td>3.5</td>
</tr>
<tr>
<td>5) I am not eager to change my job, but I would do so if I could get a better job</td>
<td>130</td>
<td>42.5</td>
</tr>
<tr>
<td>6) I cannot think of any jobs for which I would exchange mine</td>
<td>54</td>
<td>18</td>
</tr>
<tr>
<td>7) I would not exchange my job for any other</td>
<td>37</td>
<td>12</td>
</tr>
<tr>
<td>Total:</td>
<td>305</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 1.6: Choice of Jobs.

If you could have your choice of all the jobs in the world, which would you choose?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Your present job</td>
<td>145</td>
<td>48</td>
</tr>
<tr>
<td>2) Another job in the same occupation</td>
<td>48</td>
<td>16</td>
</tr>
<tr>
<td>3) A job in another occupation</td>
<td>107</td>
<td>36</td>
</tr>
<tr>
<td>Total:</td>
<td>300</td>
<td>100</td>
</tr>
</tbody>
</table>
Table 1.7: Individual Comparisons.

Check one of the following to show how you think you compare with other people.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) No one likes his job better than I like mine</td>
<td>59</td>
<td>19.5</td>
</tr>
<tr>
<td>2) I like my job much better than most people like theirs</td>
<td>50</td>
<td>16</td>
</tr>
<tr>
<td>3) I like my job better than most people like theirs</td>
<td>35</td>
<td>11.5</td>
</tr>
<tr>
<td>4) I like my job about as well as most people like theirs</td>
<td>114</td>
<td>37</td>
</tr>
<tr>
<td>5) I dislike my job more than most people dislike theirs</td>
<td>25</td>
<td>8</td>
</tr>
<tr>
<td>6) I dislike my job much more than most people dislike theirs</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>7) No one dislikes his job more than I dislike mine</td>
<td>18</td>
<td>6</td>
</tr>
</tbody>
</table>

Total: 306

Table 1.8: Satisfaction 'On the Job' and 'Off the Job'.

Which of the two mentioned below gives you more satisfaction?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Your job</td>
<td>200</td>
<td>66</td>
</tr>
<tr>
<td>2) The things you do in your spare time</td>
<td>102</td>
<td>34</td>
</tr>
</tbody>
</table>

Total: 302
Table 1.9: Changing of Jobs
Have you ever thought seriously about changing your present job?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>122</td>
<td>39</td>
</tr>
<tr>
<td>No</td>
<td>159</td>
<td>52</td>
</tr>
<tr>
<td>Omitted</td>
<td>28</td>
<td>9</td>
</tr>
<tr>
<td>Total:</td>
<td>309</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 1.10: Job Opportunities.
Have you declined an opportunity to change your present job any time?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>81</td>
<td>26.5</td>
</tr>
<tr>
<td>No</td>
<td>196</td>
<td>63.5</td>
</tr>
<tr>
<td>Omitted</td>
<td>32</td>
<td>10</td>
</tr>
<tr>
<td>Total:</td>
<td>309</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 1.11: Feelings about the Job.
Are your feelings today a true sample of the way you usually feel about your job?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>267</td>
<td>86</td>
</tr>
<tr>
<td>No</td>
<td>19</td>
<td>6.5</td>
</tr>
<tr>
<td>Omitted</td>
<td>23</td>
<td>7.5</td>
</tr>
<tr>
<td>Total:</td>
<td>309</td>
<td>100</td>
</tr>
</tbody>
</table>

(Blum & Naylor, p. 366).
<table>
<thead>
<tr>
<th>No.</th>
<th>Attitude Dimension</th>
<th>Year of Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Attitudes towards the Company and Management</td>
<td>1954: Wherry Ash</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1958: Dabas, Roach, Twery, Schmid &amp; Wrigley</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1960: Khan, 1961 - Harrison</td>
</tr>
<tr>
<td>2</td>
<td>Attitudes towards promotional opportunities</td>
<td>1961: Harrison</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1963: Kendall, Smith, Hulin &amp; Locke</td>
</tr>
<tr>
<td>3</td>
<td>Attitudes towards job content</td>
<td>1954: Baehr, Ash</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1958: Roach</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1963: Kendall, Smith, Hulin &amp; Locke</td>
</tr>
<tr>
<td>4</td>
<td>Attitudes towards supervision</td>
<td>1954: Baehr, Ash</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1958: Dabas, Roach, Twery, Schmid, Wrigley</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1960: Khan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1961: Harrison</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1963: Kendall, Smith, Hulin, Locke</td>
</tr>
<tr>
<td>5</td>
<td>Attitudes towards financial Reward</td>
<td>1954: Wherry, Ash</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1958: Dabas, Roach</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1960: Khan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1961: Harrison</td>
</tr>
</tbody>
</table>
|     |                                             | 1963: Kendall, Smith, Hulin, Locke | contd.
### Table 1.12 contd.

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Attitude towards working conditions</td>
<td>1954: Whery</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1958: Dabas</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1961: Harrison</td>
</tr>
<tr>
<td>7</td>
<td>Attitudes towards co-workers</td>
<td>1958: Roac, Twery, Schmid and Wrigley</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1963: Kendall, Smith, Hulin and Locke</td>
</tr>
</tbody>
</table>
Table 1.13: Statistical Data of Industrial Research in Pre- and Post-Independence Period.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Research Subject</th>
<th>Upto 1947</th>
<th>1948 to 1970</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Job satisfaction</td>
<td>5</td>
<td>139</td>
<td>144</td>
</tr>
<tr>
<td>2</td>
<td>Management and Organization</td>
<td>0</td>
<td>128</td>
<td>128</td>
</tr>
<tr>
<td>3</td>
<td>Recruitment and appointments of staff</td>
<td>4</td>
<td>63</td>
<td>67</td>
</tr>
<tr>
<td>4</td>
<td>Survey and general research</td>
<td>8</td>
<td>40</td>
<td>48</td>
</tr>
<tr>
<td>5</td>
<td>Business selection and guidance</td>
<td>1</td>
<td>36</td>
<td>37</td>
</tr>
<tr>
<td>6</td>
<td>Job work and job analysis</td>
<td>6</td>
<td>24</td>
<td>30</td>
</tr>
<tr>
<td>7</td>
<td>Working conditions</td>
<td>0</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>8</td>
<td>Driving vehicles and safety measures</td>
<td>1</td>
<td>23</td>
<td>24</td>
</tr>
<tr>
<td>9</td>
<td>Engineering Psychology</td>
<td>0</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>10</td>
<td>Employee training</td>
<td>0</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>11</td>
<td>Advertisement and Psychology</td>
<td>0</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Total:</strong></td>
<td><strong>25</strong></td>
<td><strong>508</strong></td>
<td><strong>533</strong></td>
</tr>
</tbody>
</table>

Source: "Employee and Industrial Psychology" (Marathi Edition) p. 27.
Hoppock proposes the following six major components of job satisfaction:

1. The way the individual reacts to unpleasant situations;
2. The facility with which he adjusts himself to other persons;
3. His relative status in the social and economic group with which he identifies himself;
4. The nature of the work in relation to the abilities, interests and preparation of the worker;
5. Security;

Theories of Job Satisfaction:

McGregor's Theory 'X' and Theory 'Y':

He has classified the basic assumptions regarding human nature into two parts which he calls Theory 'X' and Theory 'Y'.

Theory 'X':

1. Management should provide machines, money, material, equipments to achieve goals.

2. Otherwise employees will be passive, so they must be persuaded, rewarded, punished and properly directed.

3. The employee has an inherent dislike for work and will avoid it if he can.
Theory 'X' contd.

4 He lacks ambition, and dislikes responsibilities.
5 He is inherently self-centred, indifferent to organizational needs.
6 He is by nature resistant to change.
7 He is gullible and not very bright, etc.

This theory 'X' is built on the main assumption that the subordinates can be hired and fired, used and discarded like any other commodity by the management. This Theory 'X' indicates the 'negative job satisfaction' to the employees.

Theory 'Y':

The assumptions of this theory are as under:

1 The work is as natural as play or rest, provided the conditions are favourable, and can be a source of satisfaction.

2 External control and the threat of punishment are not the only means for bringing about efforts towards organizational objectives, an employee can exercise self-control and self-direction in the service.

3 Once the employee selects his goal, he will pursue it even without close supervision and control.
4 The average human being learns not only to accept responsibility but also to seek it.

5 Imagination and creativity are exercised widely, in the solution of the organizational problems.

6 Men and women have unlimited intellectual potentialities. This Theory 'Y' indicates the 'positive job satisfaction' to the employees.

**Maslow's Hierarchy of Needs Theory:**

This is one of the well-known theories of job satisfaction. Maslow hypothesized that within every human being there exists a hierarchy of five needs.

**Lower-Order Needs:**

1) **Physiological Needs:**
   - It includes hunger, thirst, shelter, sex and other bodily needs, relaxation etc.

2) **Safety Needs or Security Needs**
   - It includes, security, protection against danger, threat, deprivation, protection from physical and emotional harm, etc.

**Higher Order Needs:**

3) **Social Needs or Affiliation Needs**
   - It includes, love, affection, belongingness, acceptance, friendship, association with others, etc.
4) Esteem Needs: It includes status, self-respect, respect of others, recognition, autonomy, attention, etc.

5) Self-Actualization: It includes maximum self-development, creativity, self-expression, growth, achieving one's potential, self-fulfilment, etc.

The job satisfaction of the employees is fully connected with the satisfaction of above mentioned five types of needs.

**Herzberg's Motivation-Hygiene Theory:**

Fredrick Herzberg, a psychologist, has proposed this theory. He says, "The opposite of 'Satisfaction' is 'No Satisfaction' and the opposite of 'Dissatisfaction' is 'No Dissatisfaction'." According to him, "The factors leading to 'Job Satisfaction' are separate and distinct from those that lead to 'Job Dissatisfaction'."

**Intrinsic Factors:**

According to his 'Motivation-Hygiene Theory', advancement, growth, responsibility, the work itself, recognition, achievement, etc. are the 'Intrinsic Factors' which are related to 'Job Satisfaction'.

**Extrinsic Factors:**

In his 'Theory' he further states that, Company Policy
and administration, supervision, interpersonal relations and working conditions, salary, personal life, relationship with subordinates, status, security, etc. are the 'Extrinsic Factors' which are related to 'Job Dissatisfaction'.

Regardless of criticisms, Herzberg's theory has been widely read and a few managers are unfamiliar with his recommendations.

**ERG Theory:**

This is reworked and revised 'Maslow's need hierarchy Theory'. Clayton Alderfer of Yale University has reworked Maslow's Theory to align it more closely with the empirical research. And his revised need hierarchy is labelled 'ERG Theory'. He says, there are three groups of core needs, viz.,

- (E) - Existence
- (R) - Relatedness and
- (C) - Growth

So the label: 'ERG Theory'.

This theory also contains a frustration-regression, dimension. This theory counters by noting that when a higher order need level is frustrated, the individual's desire to increase a lower-level need takes place.

Many studies have supported the 'ERG Theory'. But at the same time it does not work in some organizations.
Three Needs Theory:

This theory is proposed by David McClelland and Others. The three needs are as under:

(i) **Need For Achievement:** To strive to succeed, the drive to excel, to achieve in relation to a set of standards.

(ii) **Need for Power:** The need to make others behave in a way that they would not have behaved otherwise.

(iii) **Need for Affiliation:** This includes the desire for friendly and close inter-personal relationships.

They conclude that these three types of needs are associated with the job satisfaction of the employees.

Goal-Setting Theory:

Gene Broadwater, a coach of the Hamilton High School Cross-Country team, gave his squad these last words before they touched the line for championship race:

*Each one of you is physically ready. Now, get out there and do your best. No one can ever ask more of you than that.*
This is similar to the usual phrase, "Just do your best".

Specific goals increase performance, the accepted difficult goals result in higher performance than do easy goals, and that feedback leads to higher performance than does not feedback.

Equity Theory:

Equity plays an important role in motivation and performance. Employees make comparisons of their job inputs and outcomes relative to those of others. The input-outcome ratio is compared with that of relevant others.

The ratio is equal where Equity, Justice, Fair Situation are in existence. And the ratio is unequal where Inequality exists, underrewarded or overrewarded situation prevails.

\[
\begin{align*}
(1) \quad & \frac{\text{input}}{\text{output}}_A < \frac{\text{input}}{\text{output}}_B \quad \text{Inequity due to being underrewarded.} \\
(2) \quad & \frac{\text{input}}{\text{output}}_A = \frac{\text{input}}{\text{output}}_B \quad \text{Equity} \\
(3) \quad & \frac{\text{input}}{\text{output}}_A > \frac{\text{input}}{\text{output}}_B \quad \text{Inequity due to being overrewarded.}
\end{align*}
\]

(Where \( \frac{\text{input}}{\text{output}}_A \) represents the employee and \( \frac{\text{input}}{\text{output}}_B \) represents relevant others.)

Based on this theory, inputs includes effort, experience
education and competence, outcome includes, salary levels, increments, recognition, etc.

When employees envision an inequity, they may take one of the following choices:

(i) quit their job
(ii) choose a different comparison referent
(iii) behave in the same way so as to change their own inputs or outcomes
(iv) behave in the same way so as to induce others to change their inputs or outcomes
(v) distort either their own or other inputs or outcomes.

Of course, this theory is not without problems, e.g. How do employees define inputs and outcomes? How do employees select who is included in the 'Other' referent category? etc.

Even then, this 'Theory offers us some important insights into employee motivation.

Expectancy Theory:

According to this theory the strength of a tendency to act on a definite path depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.

This theory includes:
1. **Attractiveness**: which depends upon the potential outcome or reward that can be achieved on the job.

2. **Performance-Reward Linkage**: which includes performing at a certain level and will decide the outcome.

3. **Effort Performance**: which includes the perceived probability by an employee that exerting a given amount of effort and will lead to performance.

4. Rewards and Individual goal satisfaction.

**REVIEW OF INDIAN RESEARCH STUDIES ON MOTIVATION / JOB SATISFACTION**

Many Indian research studies on Motivation/Job Satisfaction have been made with the main objective of testing the validity of 'Western Motivational' theories in the Indian context.

According to the Indian researchers, the following are the various factors associated with the Motivation/Job Satisfaction or dissatisfaction:

(i) Income
(ii) Seniority
(iii) Nature of appointment
(iv) Accommodation
Organizational policy,
Promotion
Salary, perks
Relationships with supervisor, interpersonal relations
Responsibility
Domestic life
Accomplishment
Job and job contents
Need for security
Status, recognition
Self-actualization, self-esteem
Working conditions, good physical conditions of work and stability
Relationship with boss
Opportunities for personal growth, career advancement
Company’s prestige outside the organization
Scope for autonomy at work
Appreciation of work
Good leadership by supervisors
Adequate personal benefits
Interesting work
Management loyalty to workers.

The comparison cannot be made between workers in Western countries and workers in developing country like India. Because, there is a very vast difference in the standard of living of people in Western countries and people in India.

Keeping this view in mind, the Indian researchers have found the above mentioned factors associated with the job satisfaction or job dissatisfaction.
### Table 1.14: Review of Indian Researchers on Job Satisfaction.

<table>
<thead>
<tr>
<th>Names of Researchers</th>
<th>(Findings) Factors Associated with Job Satisfaction or Job Dissatisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Pestonjee &amp; Basu</td>
<td>Herzberg's motivators were the satisfiers of the public sector Managers, but Managers in private sector, the Herzberg's motivators contributed significantly towards dissatisfaction, them the hygiene factors.</td>
</tr>
<tr>
<td>2 Lahiri and Shrivastava</td>
<td>For Middle managers Organizational Policy, Promotion, Salary, Relationship with Supervisors etc., created Job Dissatisfaction. But domestic life, accomplishment, job responsibility were satisfiers.</td>
</tr>
<tr>
<td>3 Verma &amp; Sinha</td>
<td>Income, seniority, nature of appointment and accommodation were positively correlated with job satisfaction of private sector employees than that of public sector employees.</td>
</tr>
<tr>
<td>4 Srivastava</td>
<td>For Managers - desire to lead a luxurious life, money, power and status are the core motivational factors.</td>
</tr>
<tr>
<td>5 Lahiri</td>
<td>For Managers - security, status and self-actualization are of great importance.</td>
</tr>
<tr>
<td>6 Sawalapurkar</td>
<td>For Managers - money, security, working conditions, relationship with boss were satisfiers.</td>
</tr>
</tbody>
</table>

*contd.*
Managers were motivated by the job contents factors rather than the context factors.

For Managers in Public Sector - accomplishment, recognition, division making, opportunities for personal growth, promotion, company's prestige outside the organization, pay, perks, and job security are important in that order.

Managers at all the levels ranked high pay at the top followed by esteem, autonomy and self-actualization.

Middle-Managers ranking is security, self-esteem, physiological & social needs in that order.

For Public and Private Sector Managers the order of preference is scope for autonomy at work, career advancement, self-actualization, inter-personal relations, appreciation and recognition of work, salary and perks, good leadership by supervisors, good physical conditions of work and stability.

Top Management Manager's ranked, recognition for work, job contents, higher status, authority, good salary, informal relations with supervisors and clearly

 contd.
Managers at lower level ranked, high salary, status and authority as their first three important needs.

Kumar Singh & Varma: Job security, opportunity for advancement and pay are the three most important motivating factors for managers and supervisors in that order.

Dixit: Indian worker's order of importance is, adequate salary, job security, adequate personal benefits, opportunities for advancement & comfortable working conditions.

Canguli: Most important job variables for workers are, salary, security and promotion. For these workers, nature of work and appreciation were given low priorities, while good supervision was given the fifth rank.

Sinha: For workers inadequate salary and job insecurity were dissatisfiers while interesting work, social status and boss were the factors that created job satisfaction.

Prasad: Indian worker's job preferences are good wages, job security, promotion, appreciation of work, interesting work and management loyalty to workers in that order.

Note: The above mentioned job preferences were conflicting and even contrasting in cases. This is perhaps because of the differences in research design, sample size of organization, time of research, production technology, different characteristics of organization.

Table 1.15: Job Satisfaction of Workers in a Few Major Research Studies in India.

<table>
<thead>
<tr>
<th>Researchers</th>
<th>Scope of sample</th>
<th>Composition of study</th>
<th>Year</th>
<th>Highly satisfied</th>
<th>Moderately satisfied</th>
<th>Dissatisfied</th>
<th>Highly dissatisfied</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Ganguli</td>
<td>Calcutta</td>
<td>284 Engineering workers</td>
<td>1964</td>
<td>3</td>
<td>63</td>
<td>29</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>2 Kapoor</td>
<td>National</td>
<td>1,741</td>
<td>1968</td>
<td>-</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>3 Srivastava</td>
<td>Chandigarh</td>
<td>173</td>
<td>1974</td>
<td>24</td>
<td>36</td>
<td>40</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>4 Sharma</td>
<td>Bombay</td>
<td>Not known</td>
<td>1974</td>
<td>-</td>
<td>61</td>
<td>39</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>5 Pestonjee</td>
<td>Ahmedabad / Bombay</td>
<td>Not known (A)</td>
<td>1974</td>
<td>42</td>
<td>46</td>
<td>12</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>6 Dr. Vinita</td>
<td>Chandigarh</td>
<td>135</td>
<td>1980</td>
<td>3</td>
<td>51</td>
<td>39</td>
<td>7</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Job Motivation: Dr. A.K. Srivastava, Deep Publication, Delhi, p. 80.
Frustration-Aggression Hypothesis:

The frustration-aggression hypothesis was first proposed by Dollard and others at Yale. It states that 'aggression is always a consequence of frustration' (1939).

In recent years, it has been generally accepted that aggression is typically produced by frustration but that being frustrated, does not necessarily mean an aggressive response.

Now, there are four types of responses to frustration:

(i) Substitution Responses
(ii) Attack Responses
(iii) Limitation Responses
(iv) Withdrawal Responses.

Eaton (1952) has listed seven different hypotheses about the origin of frustration in a work situation of a worker. The worker is frustrated by:

1. Insignificance of his group
2. Absentee ownership of the production of his work
3. Unfulfilled expectations of upward mobility which attend his labour
4. His lack of a defined role and by the many alternatives available in his work
5. The changing technology and conditions of his work
6. The isolation of his work within the community
7. The economic insecurity of his work.
Scott (1966) has suggested the 'activation theory' which states that the human organism needs stimulation and variety in its environment, without which motivation will suffer and frustration may result. So, the barriers and obstacles to goals provide variety and stimulation to the worker, to reduce the overall frustration.

Table 1.16: Income Satisfaction and Income Aspiration.

<table>
<thead>
<tr>
<th>Weekly Income</th>
<th>Cases</th>
<th>Dissatisfied</th>
<th>Satisfied</th>
<th>No opinion</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td></td>
</tr>
<tr>
<td>National</td>
<td>1,165</td>
<td>56</td>
<td>32</td>
<td>12</td>
<td>100</td>
</tr>
<tr>
<td>Below 20</td>
<td>163</td>
<td>68</td>
<td>16</td>
<td>16</td>
<td>100</td>
</tr>
<tr>
<td>20-29.99</td>
<td>170</td>
<td>72</td>
<td>19</td>
<td>9</td>
<td>100</td>
</tr>
<tr>
<td>30-39.99</td>
<td>207</td>
<td>67</td>
<td>20</td>
<td>13</td>
<td>100</td>
</tr>
<tr>
<td>40-59.99</td>
<td>310</td>
<td>54</td>
<td>35</td>
<td>11</td>
<td>100</td>
</tr>
<tr>
<td>60.99.99</td>
<td>191</td>
<td>43</td>
<td>49</td>
<td>8</td>
<td>100</td>
</tr>
<tr>
<td>100 &amp; above</td>
<td>124</td>
<td>20</td>
<td>66</td>
<td>14</td>
<td>100</td>
</tr>
</tbody>
</table>


From the above table it is clear that:

(i) Lower income group people are dissatisfied in a majority of the cases.

(ii) Lower income group people are satisfied in small number.
(iii) As the income increases the dissatisfaction decreases.

(iv) Higher income group people are satisfied in a majority of cases.

(v) As the income decreases the dissatisfaction increases.

A study by Seidman and Watson (1940) was about the sampling of men and women who were asked to report on the job previously held which was most satisfactory to them and to give the reasons for their selection. The results, which are shown in the following table, present further evidence that recognition, friendly associations, work fitted to vocational level, and variety of duties are more important contributing factors in job satisfaction than salary.

Table 1.17: Reasons why workers prefer one job to another (in %)

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Watson Study</th>
<th>Seidman-Watson Study</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
</tr>
<tr>
<td>1 Congenial work conditions and social contacts</td>
<td>27</td>
<td>38</td>
</tr>
<tr>
<td>2 Responsibility, initiative, prestige</td>
<td>27</td>
<td>23</td>
</tr>
<tr>
<td>3 In line with vocational aspirations</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>4 Variety</td>
<td>13</td>
<td>14</td>
</tr>
<tr>
<td>5 Salary</td>
<td>13</td>
<td>6</td>
</tr>
<tr>
<td>6 Shorter hours</td>
<td>3</td>
<td>6</td>
</tr>
</tbody>
</table>

Total: 100 100 100

(Blum, Naylor - 384)
This same problem was handled by Watson and Seidman (1941) and Seidman (1943). In these studies unemployed adults answered in percentages given as in the following table, that wages is not the important factor in job satisfaction.

Table 1.18: Reasons Given for Work Dissatisfaction (%).

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Seidman Study</th>
<th>Watson-Seidman Study</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
</tr>
<tr>
<td>1 Deficiencies within self (personality)</td>
<td>32</td>
<td>41</td>
</tr>
<tr>
<td>2 Nature of work, monotony</td>
<td>35</td>
<td>20</td>
</tr>
<tr>
<td>3 Uncongenial work conditions</td>
<td>11</td>
<td>9</td>
</tr>
<tr>
<td>4 Lack of education and experience</td>
<td>7</td>
<td>20</td>
</tr>
<tr>
<td>5 No promotion opportunity</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>6 Ill-health</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7 Social and economic conditions</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>8 Low wages</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>9 Long hours</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

Total: 100 100 100

(Blum, Naylor - 384)

Vroom's Expectancy Theory:

He is of the opinion that the following five variables interact
Ultimate behavior of the worker is linked to the goal of an organization. The relationship is stated in the formula -

Formula: Valence X Expectancy = Motivation

The working of the chain of variables is as under:

The Porter-Lawler Model:

He refined and extended Vroom's model. They start with the premise that motivation does not equal satisfaction or performance.

Effort is more closely associated with motivation than with performance. The amount of effort depends upon the interaction between the value of the reward and the perceived effort-reward probability. The effort will not directly lead to particular level of
Performance represents the pragmatic result that organizations are able to measure objectively. Effort precedes performance, the two cannot be equated.

Satisfaction is an attitude, an internal cognitive state. It is only one of the variables and is derived from the extent to which actual rewards fall short, meet or exceed the person's perceived equitable level of rewards. So, if actual rewards meet or exceed perceived equitable rewards, the individual will be satisfied; on the other hand if actual rewards are below what is perceived to be equitable, the individual will be dissatisfied. They are confident that the major hypothesis that performance causes satisfaction, which is supported by their data.

The performance depends not only on the amount exerted but also on the person's abilities and traits and for their role perceptions. Rewards here are conceived as intrinsic rewards and extrinsic rewards. Intrinsic rewards are more likely to produce attitudes about satisfaction that are related to performance.

The 'Hawthorne' experiments shifted the attention of researchers from the physical, psycho-physical characteristics of work, to the social and emotional aspects of work behaviour. And this was the beginning of the human relation approach to the study of job satisfaction. This study demonstrated that changes in physical
conditions of work such as working hours, rest pauses, the phenomenon of monotony, fatigue, incentives, employee's attitudes, etc. are inter-related with one another intimately.

J. Morse and J. Lorsh have suggested a contingency theory which states the balance between (1) Task, (2) Organization, and (3) People.

David McClelland divided the basic needs and concerns of people in three groups, viz., (1) the need for achievement, (ii) the need for affiliation, and (iii) the need for power. Everyone has each of these needs to some degree.

B.K. Skinner presumed that the causes of behaviour are outside the person but they are in the environment. There are four major processes that can modify organizational behaviour. They are: (1) Management style, (2) Positive behaviour in reinforcement, (3) Job enrichment, and (4) Organizational development.

Oliver Sheldon observes that an Industry is principally human. He says:

(1) It is not the mass of machines, but body of men,
(2) It is not a complex of matter but a complex of humanity,
(3) It fulfills its functions not only by virtue of some impersonal force, but by human energy,
(4) Its body is not an intricate mass of mechanical devices but a magnified nervous system.
India is a developing country with high level of illiteracy and poverty. Therefore, basic need fulfilment is the only need. No other higher level needs are there among the lowest class in economic and social status, the labouring class or proletariats, and as such hard cash is a motivating factor. So, making 'Theory Y' management practice is difficult at least for a few decades to come.

Hence, use of 'Theory X' with provisions like human factor recognition in industry, consultative management, non-official incentive etc., is feasible in India.

It has been found that industrial sickness is on the rise. By the end of 1983 the number of sick units in large scale industries were nearly more than 500 and in small scale industries were as large as one lakh units.

The cause of industrial sickness, according to the Labour Ministry's surveys (1988) can be attributed to both internal, as well as external factors. As regards the internal factors, inefficient management is the major cause.

So far as India is concerned, agriculture and its allied occupations is the biggest industry in the country. It is also necessary to examine the various patterns of human behaviour existing in this sector, if the utilization of its capacity is to be achieved to its fullest extent under these circumstances. Examination of various motivating factors of the workers and employers in this sector would
be very useful for this purpose.

D) THE THEORETICAL FRAMEWORK, OPERATIONAL DEFINITIONS

AN EMPLOYEE:

An employee is a person who renders the services according to his qualifications, calibre, capacity, liking, ability etc., to his master, in return for certain amount as remuneration in the form of hard cash, goods or facilities and services from his master. This can be called as a very simple definition of the term Employee.

The employees can mainly be classified into two types only:

i) Blue-collar Employees and
ii) White-collar Employees.

Employees may further be classified as:

i) Blue-collar : Men, women, minor - Boy and girl
ii) White-collar : Men, women, minor - Boy and girl

Employees can also be classified as:

(1) Top level Management Employee - e.g., Manager, Managing Director, Secretary, Chairman, Auditors, Solicitors and Legal Advisors, etc.

(2) Middle level Management Employee - e.g., All Heads of Departments and their Assistants.
(3) Lower level Management Employee - e.g., Supervisor, Foreman, Jobbers and their assistants.

(4) At the bottom there are workers. Here, we can say that the employees covered in Top Level Management, Middle Level Management, and Lower Level Management can be called as white collar employees.

And the workers working at the factory floors in production process are called Blue-collar employee.

According to the Industrial Disputes Act, 1947 the definition of an Employee or workman is:

Workman means any person (including an apprentice) employed in any industry to do any manual, unskilled, skilled, technical, operational, clerical or supervisory work for hire or reward, under express or implied terms of employment.

The term 'workman' for the purposes of any proceeding under this Act, in relation to an industrial dispute, further includes any such person who has been dismissed, discharged or retrenched, in connection with, or as a consequence of, that dispute or whose dismissal, discharge or retrenchment has led to that dispute.

But the term 'workman' does not include any such person
(i) who is subject to the Air Force, the Army and the Navy Acts of this country, (ii) who is employed in the police service or as an officer or other employee of a prison, or as an officer or other employee of a prison, (iii) who is employed mainly in a managerial or administrative capacity, (iv) who being employed in supervisory capacity, draws wages exceeding one thousand and six hundred rupees per month or exercises, either by the nature of the duties attached to office or by reason of the powers vested in him, functions mainly of managerial nature.
Job Satisfaction:

In the words of Robert L. Kahn, "Job satisfaction does seem to reduce absentism, labour turnover and perhaps accidents".

The greater the amount of education within the particular classifications of work, the stronger are the feelings of job dissatisfaction.

Discrepancy between working relationship and generalised values or standards cause vague dissatisfactions within the individual.

Job satisfaction is such a factor which is influenced by the amount of employee's interest in job the way he compares his supervisor with him in respect of qualification or training, the service conditions, satisfaction with the post held, recognition of his outstanding performance may be by way of an award which motivates employee to work more efficiently; so also the job satisfaction is affected by the amount of tardiness/slowness it brings to the employee at the end of the day.

Definition of Job Satisfaction:

Job satisfaction can be defined as, "an individual's general attitude toward his or her job".

What is Job?

The services rendered by a person as per his qualifications,
efficiency, calibre, interest, etc. according to his employer's requirements, can be called as a job. It may cover lecturing to the students of a college/university, workers at foundry, gardening, or shuffling papers, waiting on customers, driving a vehicle etc.

Job requires -

(i) following organizational rules and regulations
(ii) interaction with co-workers and bosses
(iii) observing the performance standards
(iv) living with the working conditions that are often less than ideal, etc.

So, we can say that the employee's job satisfaction is a complex summation of a number of discrete job elements.

Measurement of Job Satisfaction:

There are certain methods of measures of job satisfaction:

(1) **Single Global Rating Method:**

It is nothing more than asking individuals to respond to one question only, i.e., "How satisfied are you with your job?" or "Do you feel that this company is a pretty good place to work?" etc.

Respondents employee then reply by encircling a number between 1 and 5 that corresponds with answers from "Highly Satisfied"
to "Highly Dissatisfied".

(ii) **Summation Score of Job Facts Method:**

This method of measuring job satisfaction is more sophisticated. This method identifies important and key elements in a job and asks for the employee's feelings about each. The following are some of the job facts which are included:

(a) Job working conditions
(b) Quality of the physical environment
(c) Control over work
(d) Nature of work
(e) Job rewards and prizes
(f) Supervisory support, etc.

Each of these factors, in turn, is broken down into specific issues, such as,

(i) Time pressures
(ii) Pay equity
(iii) Career opportunities, etc.

Afterwards, the above issues are rated on a scale from 1 to 5 and then are added up to create an overall job satisfaction score.
Job Satisfaction in the Workplace Today:

Every organization expects a satisfied work force. But the question arises - "How satisfied are employees today with their jobs?" Any employee may spend forty-eight hours a week for forty or forty-eight years of his life at work, and he would definitely like to find that time personally satisfying.

If the question is asked to the employee - "Would you say that you are satisfied or dissatisfied with the work you do?" the respondents between 10 per cent and 15 per cent of the workforce indicate dissatisfaction with their jobs. Similarly, we can observe that indifferent workers do not report being dissatisfied.

But the real test of the employees will be to ask them whether, "given the opportunity they would prefer the same kind of work", or "whether they would want their children to join with the same job".

Less than 50 per cent of the respondents see their jobs as attractive enough to prefer again or recommend to their children. Job satisfaction is also strongly influenced by economic conditions.

Job Satisfaction as a Dependent Variable:

The following are the various dependent variables of job satisfaction, viz.,
1) Supportive colleagues at the work-place

2) Supportive working conditions at the factory and office of an organization

3) Equitable rewards from the employer

4) Mentally challenging work etc.

All the above mentioned are very important factors helpful to job satisfaction. In other words all the above mentioned factors can be said as answer to the question, "What determines job satisfaction?"

1) Supportive Colleagues at the Work-place:

If there are good many friends and colleagues at the work-place, the job satisfaction of an employee increases. A good behaviour of a boss with his assistants will be a major determinant factor of employees' job satisfaction.

Employee's job satisfaction is increased when the boss:

(a) shows a personal interest in his assistants

(b) listens to his assistant's opinions

(c) appreciates and offers praise for good performance

(d) is friendly with his assistants

(e) is understanding his assistants, etc.

(ii) Supportive Working Conditions at the Factory and Office:

If the employer expects a good job from his employees,
he should remember that employees are more concerned with their working conditions at the factory or office for both personal comfort and facilitating a good job. Dangerous or uncomfortable surroundings are not accepted by the employees.

So, work environment for personal comfort and facilitating doing a good job.

The work environment includes -

(a) light
(b) noise
(c) temperature and humidity
(d) music and other environmental factors.

These are very important factors which will determine the job satisfaction of the employees. Hence, these environmental factors should not be too much or too little, e.g., there should be no much heat or too little light.

(a) The employer must provide sufficient light at the work-place, either artificial or natural light. It will minimise the interruption in the production process and will maximise the efficiency of the organization as a whole.

(b) There are various forms of "environmental pollution". The term "noise pollution" has become a household word. The problem of "noise pollution" is getting worse, rather better, because of
man's technology with the invention of locomotives, different machines, automobiles, motor-driven vehicles and many other inventions in our lives.

(c)6(d) The work environment also includes temperature, humidity and recreational facilities like music.

Job Satisfaction and Employee Turnover:

The labour turnover depends mainly on labour market conditions, length of tenure with the organization and expectations about alternative job opportunities etc.

These are important constraints on the actual decision to leave one's current job.

The level of employee's productivity plays an important role in deciding the job satisfaction and employee's turnover relationship. However, in the case of superior employees or performers the level of job satisfaction is less important in predicting turnover. Because an enterprise takes much efforts to keep these superior employees. These superior employees get recognition and increased promotional opportunities; also they get praise and pay rise. But the poor performer-employees are neglected and the employees are reluctant to retain them as the latter prove to be liabilities than assets. At times such poor-performers are forced to leave their jobs through pressurization by subtle means.
So, in conclusion we can say that job satisfaction is more important in influencing poor performers to stay with their job, than for superior performers or employees. Because, it is impossible and definite that the superior performers are more likely to remain with the organization for the reasons mentioned above.

Implications for Performance and Job Satisfaction:

Individual's values are very closely connected with his or her attitude. So, the management should have the knowledge of an individual's value which will provide insight into an employee's attitude.

If the individual's values fit well with the organization, in that case individual's performance and job satisfaction are likely to be higher. Top authorities are more likely to appreciate and evaluate the employees positively with rewards who fit-in and such employees show good performance and derive more job satisfaction.

The top authorities want to keep resignations and absences down, as far as more productive workers are concerned in order to generate positive job attitudes and job satisfaction.

The Importance of High Job Satisfaction of an Employee:

There shall be no dispute regarding importance of job satisfaction. The importance of it is obvious.
Top authorities must be concerned with the level of job satisfaction of the employees in their organizations, because:

1. the dissatisfaction of the employee will be faced by themselves or they will resign from their job
2. the satisfied workers have better health and they live longer very happily.

It is already said, that satisfied workers have lower rate of absenteeism and in turn higher level of productivity.

There are several studies about the relationship between job satisfaction and health of the employees. The employees who are dissatisfied with their work, are generally, having some health problem, e.g., cold and cough, temperature, headache, heart disease. In this way, it can be observed that the medical cost of the dissatisfied worker is more than the satisfied worker.

The goal of a satisfied employee might be justifiable because it would reduce medical costs and the pre-mature death of valued employees by way of heart attacks etc.

"What is the affect of the job satisfaction of the employees on the society as a whole?"

This question is very important from the point of view of the society as a whole. When the employees are satisfied, they
are definitely happy and in turn it improves their lives off the job. Satisfied employees are certainly satisfied citizens in the society.

The satisfied employees will have more positive attitude towards their life and make for a society psychologically healthy people.

High job satisfaction of the employees is very important for the management because of the following advantages:

(i) Higher productivity
(ii) Absenteeism is almost nil
(iii) Fewer disruptions in the production process
(iv) Lower medical cost, life insurance cost, etc.
(v) Conditions of moderate challenge gives the most employees an experience of pleasure and satisfaction.

Job Satisfaction as an Independent Variable:

In this case we are to assess the impact of job satisfaction on -

(i) employee productivity
(ii) employee absenteeism, and
(iii) employee turnover

It is definite that the employee's job satisfaction is closely connected with the productivity, absenteeism and turnover of the workers or employees.
(1) Job Satisfaction and Productivity:

It is true that, "a happy worker is a productive worker". This is the conclusion drawn from the early views on this satisfaction-performance relationship. During the period of 1930s, 1940s and 1950s efforts were made by the managers to arrange for company picnics, to provide counselling services for employees, etc. to make workers happy. The relationship between satisfaction and performance is stronger when employee's behaviour is not controlled by outside factors. An employee's productivity on machine paced jobs is going to be much more influenced by the speed of the machine than employee's level of job satisfaction. If you do a good job, you intrinsically feel good about it. If, in a certain organization productivity is rewarded, then higher productivity of an employee will increase verbal recognition, will increase pay level and probabilities for promotion, and in this way, these rewards increase the employee's level of job satisfaction.

(11) Job Satisfaction and Absenteeism:

Those workers who are more dissatisfied with their work are more likely to remain absent from their work. If in an enterprise they provide liberal sick leave benefits to the employees then an enterprise is indirectly encouraging all their employees who are highly satisfied to remain absent from their work. In such an organization you find that highly satisfied workers remain absent from their work to enjoy a three-day weekend; or to tan themselves on a warm summer day, or to watch cricket match on T.V. if those days come
free without any penalties.

Job Satisfaction and Training:

It is an act of increasing the knowledge and skill of an employee for doing a particular job. It is the area in which both employee and employer have mutual interest. Training helps to increase the productivity, heighten morale, reduce supervision, reduce accidents and increase organizational stability and flexibility. The more highly motivated the trainee, the more quickly and thoroughly a new skill or knowledge is learned.

Training is a must to increase the level of performance on job and the quality of the work, to fulfill future plans, to improve organizational climate, health, safety, to prevent man-power obsolescence due to age, temperament or motivation and for individual growth.

When considering in particular, training is necessary in non-managerial cadre, for development of managerial personnel, technical and mechanical operators, for development of theoretical and conceptual ideas. While specific job related purpose, training is necessary for increasing general knowledge and job satisfaction.

Determinants of Job Satisfaction:

Many social scientists have conducted research on the "Job Satisfaction". And review of research reveals that there are
as many as eight determinants of job satisfaction which are as under:

1. **Age**: Research reveals that more experienced workers are more satisfied. In other words, old workers are more satisfied workers. But the satisfaction of the old workers may be due to fear that he is treated like a machine and discarded as obsolete and useless. These feelings make him dissatisfied at work and it is more evident when his application for 'extension' after superannuation is rejected. As against this, the job satisfaction is high up to the age of roughly thirty years.

2. **Educational Level**: People with higher educational levels have a tendency to set higher expectations from their jobs. Dissatisfaction will be more when a highly educated person is employed in lower range.

3. **Job Content**: It is related to the factors like responsibility, achievement, recognition, advancement, etc. in the jobs the employee performs. Herzberg, Maysner and Snyderman contend that job content factors like responsibility, achievement, etc., lead to a greater
job satisfaction.

In one study by Walker and Guest it has been found that repetitive nature of task is the most dissatisfying factor, and pay, security were satisfying factors.

4. **Occupational Level**: People in higher level jobs experience the highest levels of satisfaction because, the high level jobs carry more prestige and self-esteem, offer excellent opportunities for the expression of the needs for power and autonomy, reduce financial stringency of the employees, offer task diversity and job enrichment. According to Glimer professional people receive the greatest job satisfaction followed by salaried workers. Factory workers are the least satisfied with their jobs. Porter found that at each successive lower level the managers were less satisfied. Anecdotal suggests that blue-collar workers are often the victims of severe dissatisfaction.

5. **Supervision**: Employee centred 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. But production-oriented leader may cause low job satisfaction to the employees and may affect the turnover and absenteeism adversely.

6. **Specialization**: After a certain point specialization leads to dissatisfaction. In one study Walker and Guest found that
when people have worked on a number of operations they were satisfied. On the workers who performed only one operation and repeated it quite a number of times in a work-day, two-thirds reported their jobs to be uninteresting.

7. Sex and Race: Harrick contends that females are more dissatisfied than males, because females have less job and pay opportunities than males. Charles N. Weanch found no significant difference in job satisfaction when males and females were equally affected by such determinants of job satisfaction as wages, prestige, and supervisory positions.

In one study Quinn found that job satisfaction among blacks and other minority groups has been consistently lower than that of white in America.

8. Work-Group: It has been found empirically that isolated workers dislike their jobs. the work-group exerts a tremendous influence on the satisfaction of employees at work-place.

How to Improve Job Satisfaction:

There are a number of inventions which can be undertaken to mitigate job dissatisfaction. For example,

(1) Improving the working conditions
(2) Initiating morale-building programmes
(3) Changing the perceptions of dissatisfied employees
(4) Transferring discontented workers.
(1) **Improving the Working Conditions:**

To improve the job satisfaction, the improvement in working conditions is needed. In one company, job enrichment raised the morale of electronic technicians.

(2) **Initiating Morale Building Programme:**

The successful organizations also conduct new programmes to keep the morale and job satisfaction at a higher level. For example, United Service Automobile Association has recently introduced a programme called 'Vanpooling' which increased job satisfaction of a large number of employees.

(3) **Changing the Perceptions of Dissatisfied Employees:**

Employees sometimes have misconceptions, misperceptions, inadequate or incorrect information about the many aspects of the job and the organization. In such cases, the management can change the perceptions of dissatisfied workers and restore job satisfaction by providing the correct information.

(4) **Transferring Discontented Workers:**

The dissatisfied worker can be transferred to another job matching his tastes and preference to promote job satisfaction. But transfer will lead to certain constraints. The dissatisfied worker may be unwilling to move from the existing position or he may not be competent to hold other challenging jobs.
Organizational Climate and Job Satisfaction:

Organizational climate is extremely important for the ultimate achievement of organizational goals. The organizational climate is abstract in concept. It is very closely connected with employees' i) job performance ii) job satisfaction, and iii) morale.

The organizational climate is always referred to as,

i) atmosphere ii) surrounding milieu iii) environment iv) culture, etc.

Organizational climate has a profound influence on the outlook, well-being and attitudes of employees and, thus, on their total performance.

In organizations there may be differences in climates in different work units, because one type of climate may be unsuitable for another organization. Hellreigel and Slocum have pointed out that an effective climate in a simple and static environment may prove to be disfunctional in a dynamic and complex environment.

Factors Affecting Organizational Climate:

The factors like (i) structure, (ii) process, (iii) level of technology, (iv) management philosophy, (v) external conditions of environment, (vi) size and location of the building in which employees
works, (vii) size of the city, (viii) weather, (ix) place, etc. may be the major influential factors in organizational climate.

Lawrence James and Allan Jones have tried to identify the factors influencing climate and they had grouped these factors under the following five heads:

1) Management Philosophy
2) Organizational Structure
3) Important processes
4) Physical Environment
5) System Values and Norms

(1) Management Philosophy:

The manpower philosophy is generally expressed by rules, regulations, policies etc. Effective utilization of human and non-human resources by the management would lead to good climate in the organization. When the existing management techniques are such that employee's goals are perfectly matched to the ideas of the organization, the climate is said to be highly favourable in the organization.

(2) Structure of the Organization:

Actual arrangement of the hierarchy is important consideration in the organizational structure as it affects climate. There can be decentralized and centralized structure. When the management feels the necessity of high degree of employee-input in the total output,
highly decentralized structure results in sound organizational climate. If the management wants greater degree of consistency in operations regarding decision-making it will prefer centralized structure for sound climate.

(3) Process:

In any organization there are certain processes like, communication, decision-making, leadership, motivation, controlling, planning etc., through which the management carries out its objectives. The relationship between superior and subordinate in all these processes will be considering factor in the organizational climate.

(4) Physical Environment:

The size and location of the factory or office, size of the city, weather, place, etc. affect the organizational climate. If the work-place is clean, quiet and safe, there will be a favourable organizational climate. As against this, high levels of noise brings a bad feeling and leads to frustration, nervousness and will have unfavourable organizational climate.

(5) System Values and Norms:

The system through which rules, regulations and policies are communicated to the employees, is called the formal value system. In every organization the informal value system is also in existence. Every organization has perceptible and fairly evident formal value
system where certain kinds of behaviours are rewarded and encouraged. But from the point of view of the organizational climate, both formal and informal systems are very powerful in exerting influence on climate. If cordiality of relations is maintained with the employees, there will be a favourable climate.

Measurement of Organizational Climate:

It is possible that organization may have more than one climate. Johnston in his research found two climates in a study of professionals in a small consulting firm. He noticed that long term employees deemed the climate flexible, supportive, non-authoritarian, concerned with integrating individual with organizational goals, and generally prove adaptive in its environment. Whereas, newer employees saw the climate as rigid, procedural, strongly based on hierarchy and authority more impersonal and emphasizing organizational goals. Similarly, there are many questionnaires designed to measure organizational climate.

The organizational climate can also be changed. In one study by McClelland and Burnham it has been found that by making the managers aware of the climate they had created significant changes in climate can be successfully accomplished at group level. Sometimes, when there is something wrong with the existing climate a change in climate is called for. For example, in one study by Robert Rock it has been found that to overcome serious problems at International Harvester a change in climate was suggested in terms of change
in structure, design, planning system, management development and reward systems. Thus, changes in climate are possible but they are gradual rather than overnight occurrence.

Consequences of Job Dissatisfaction:

There are many causes of employees' job dissatisfaction, which are quoted in the last chapter by way of recommendations. The following are the consequences of job dissatisfaction.

E.A. Locke admits that job satisfaction and job dissatisfaction are seen as function of perceived relationship between what one wants from one job and what one receives as offering or entailing. Therefore, job satisfaction can act as a double-edged sword as it reduces absenteeism and labour turnover. The following are three types of consequences of job dissatisfaction:

(1) Absenteeism:

It is inversely related to the level of job satisfaction. There exists a relationship between the job satisfaction and frequency of absence of employees. If the employees are having job dissatisfaction, then, it produces a "lack of will to work" and this forces the employee to alienate from work as far as possible.

(2) Turnover:

The satisfied worker is happy with his work and tends to stay, whereas the dissatisfied worker, needless to say, is unhappy
with their work and tend to leave the jobs and seek satisfaction elsewhere. If the number of dissatisfied workers goes up, the turnover rate is also high. With his labour turnover rate, cost of recruitment and training the new employees, which the management cannot ignore, goes up.

(3) **Negative Publicity:**

If the number of dissatisfied workers is high, they talk very badly about the organization and it spreads very fast, wherever they go. This is a noticeable consequence of job dissatisfaction, which is called 'Bad Mouthing' the organization. In this way, the dissatisfied worker verbalizes his discontent to others in community and makes the organization unpopular. In this way, the dissatisfied workers are the causes of loss of business to a certain extent. In this situation, it is very difficult for the management to recruit new employees.