CHAPTER III

Factors of job satisfaction

Theories of job satisfaction

Job satisfaction and performance

Relationship between job satisfaction and productivity

Job satisfaction and employee variable

Consequences of job dissatisfaction
CHAPTER-III

THEORETICAL BACKGROUND OF JOB SATISFACTION

Human resource is considered to be the most valuable assets in any organization. It is the sum of total of inherent abilities acquired knowledge and skills represented by the talent and attitudes of employed persons who comprises of executives, supervisors, and rank and file of employees. It may be noted here that human resources should be utilized to the maximum possible extend, in order to achieve individual and organization goals. It is thus the employee's performance, which ultimately decides the attainment of goals. However the employee performance is to a large extent, influenced by motivation on job satisfaction. There are number of factors are influencing job satisfaction.

FACTORS OF JOB SATISFACTION

Job satisfaction refers to a general attitude, which an employee retains on account of many specific attitudes in the following areas:

➢ Job satisfaction
➢ Individual characteristics.
➢ Relationship outside the job.
➢ There are different factor on which job satisfaction depends.

Important among them are discussed here under
Personal factor

They include worker’s sex, education, age martial status and their personal characteristics, family back rounds, socio economic back round and the like.

Factor inherent in the job

These factors have recently been studied and found to be important in the selection of employee. Instead of being guided by their Co-workers and supervisors, the skilled workers would rather like to be guided by their own inclination to choose jobs in consideration of what they have to do”. These factors include, the work itself, conditions, influence of internal and external environment on the job, which are an uncontrolled by the management etc,

Factors controlled by the management

They included the nature of supervision, job security, kind of work group, wage rate promotional, opportunities, transfer policy duration of work and sense of responsibilities.¹

THEORIES OF JOB SATISFACTION

I. Fulfilment theory

The proponents of this theory measure satisfaction in terms of rewards a person receives or the extent to which his needs are satisfied. Further they though that there is a direct/positive relationship between job satisfaction and actual satisfaction of the expected needs. Thus job satisfaction cannot be regarded as merely a function of how much a person receives from his job. Another important factor or variable that should be included to predict job satisfaction accurately is the strength of the individual’s desire of this level of aspiration in a particular area. This led to the development of the discrepancy theory of job satisfaction.

ii. Discrepancy theory

The proponents of this theory argue that satisfaction is the function of what a person actually receives from his job situation and what he thinks he should receive. When the actual satisfaction derived less than expected satisfaction it results dissatisfaction. The job satisfaction and dissatisfaction are function of perceived relationship between what are wants from ones job and what one perceives it is offering. This approach does not make it so how does it differ from dissatisfaction. This led to the development of equality theory of job satisfaction.
iii. Equity theory

The proponents of this theory are of the view that a person's satisfaction is determined by his perceived equity which in turn is determined by his input—output balance compared to his comparison of others' input—output balance. Input-output balance is the perceived ratio of what a person receives from his job relative to what he contributes to the job.

iv. Two factor theory

This theory was developed by HerzBerg in Mausner, Peterson and Capwel who identified certain factors as satisfiers and dissatisfiers. Factors such as achievement of recognition, responsibility etc. are satisfiers, the presence of which causes satisfaction but their absence does not result in dissatisfaction. Other hand, factors such as supervision, salary, working conditions, etc., are dissatisfiers, the absence of which causes dissatisfaction. Their presence, however, does not result in job satisfaction.2

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JOB SATISFACTION AND PERFORMANCE

For many years it was assumed that high satisfaction leads to high employee performance, but this assumption is not correct. Satisfied workers may be high or low or only average producers. The satisfaction performance relationship is more complex than the simple path of "satisfaction leads to performance". As suggested by Herzberg's motivation-maintenance model satisfaction is not a strong motivator.

FIGURE 3-1.

PERFORMANCE – SATISFACTION FEEDBACK LOOP. BETTER PERFORMANCE LEAD TO MORE JOB SATISFACTION, WHICH LEADS BACK TO BETTER PERFORMANCE

The more accurate relationship is that high performance leads to high job satisfaction, which then becomes feedback to influence future performance, as shown figure 3.1. This is the performance -satisfaction loop. When people perform well, they are likely to develop more satisfaction with their work. As the figure shows the sequence is that better performance by typically leads to higher rewards. If these rewards are seen as fair and equitable. Then improved satisfaction develops because employee's feds that they are receiving rewards
In proportion to their performance.

On the other hand, if rewards are seen as inadequate for one’s level of performance, dissatisfaction is occurs. In either case, one’s level of satisfaction becomes feedback that affects future performance. So the result is a continuously operating performance – satisfaction feedback loop.³

RELATIONSHIP BETWEEN JOB SATISFACTION AND PRODUCTIVITY

A satisfied worker is a productive employee is a popular but discredited view. The dissatisfaction of employee in jobs is result in curtailment of output. The increased job satisfaction lead to higher output and hence productivity. These are the haunting question that have been nagged at both industrial psychologists and managers in organization without discrimination for nearly five decades. Briefly, Let us review some studies pertaining to this controversial topic.

1. In one study by researchers at the university of Michigan in 1950s it was found that the productive groups showed no greater job satisfaction than did the less productive work groups.

2. The above results are substantiated by two other studies — one regarding the three hundred rail road workers and second one that of six thousand workers at a tractor factory.

3. A review of about twenty studies by Victor Room in 1964 disclosed only the barest evidence supporting a direct like between satisfaction and productivity. While job attitudes bear discriminable relationships such as absenteeism and labour turnover, the available evidence suggests that strong positive relationship with productivity is lacking virtually.

How to explain the lack of Relationship

The reasons for the apparent lack of direct relationship between job satisfaction and productivity may be many folds. Some of the very important are:

A. Measurement of deficiency

The explanation for the lack of clear-cut relationship between satisfaction and productivity may be attributable to the measurement of satisfaction. Some jobs for that matter many jobs do not lend themselves to concrete, objective measurement.
a. Performance cannot significantly vary

Another explanation for the lack of relationship may be in terms of simple reality that individual performance levels cannot significantly vary. A worker in general operates under certain technological constraints where he cannot go beyond a particular level at output. Furthermore, many work situations are pegged to minimally acceptable performance levels, with the consequence that a superior places no premium on higher level of performance. In some cases the superior discourages such disrupting increment in performance.

Organizational scientists, in the process at establishing the relationship between job satisfaction and productivity were forced to revisits the ground and explore some linkage between both. The model developed by porter and Lawler provides a reasonably convincing explanation of the relationship between productivity and satisfaction.
THE EARLIER POPULAR BUT DISCREDITED VIEW

As against the traditional view of satisfaction leading to performance porter and Lawler hold the view
that is productivity that leads to satisfaction. The performance, in this intrinsic model, leads to two kinds of
rewards—intrinsic and extrinsic, where extrinsic rewards such as salary and production bonuses are under the
control of organization and intrinsic rewards such as challenging jobs etc. Stem from the job itself. Intrinsic
rewards are most closely related to satisfaction. For instance if a person performs well on a challenging job or
trouble shooting assignment he get an immediate feeling of satisfaction.

The lack of correlation between job satisfaction and performance can be explained as follows. If a job
holds little potential for intrinsic rewards, and if extrinsic rewards bear a very little relationship to the perfor-
mance level of individual the resultant connection between satisfaction and performance tends to weak and
tenuous. When performance — satisfaction link is very weak, immediate duty of top management in an organi-
zation is to make link strong, for satisfied people tend to stay in the organization. The model indicates two
methods to make the link strong.

1. Modify the task so that it becomes capable of yielding intrinsic rewards for performance.
2. Correct the reward system so that it acts as an incentive for the top performance (i.e.,) top performers
receive proportionally higher extrinsic rewards.

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Job satisfaction is related to a number of major employee variables, such as turnover, absence, age, occupation, and single of the organization in which an employee works.

1. TURNOVER

As might be expected, higher job satisfaction is associated with lower employee turnover. More satisfied employees are likely to stay with their employer longer. The reverse is also true. As shown in figure 3.3, those employees who have lower satisfaction usually have higher rates of turnover.

2. ABSENCES

A similar relationship applies to absences. Those employees who have less satisfaction tend to be absent more often.

Figure 3.3

MODEL RELATING JOB SATISFACTION TURNOVER AND ABSENCES

3. AGE

As workers grow older, they tend to be slightly more satisfied with their jobs. There are a number of reasons such as lowered expectations and better adjustment to their work situation because of experience with it. Young workers on the other hand, to be left satisfied be cause of higher expectation, less adjustment, and other causes, this general relationship is shown in figure 3-4. The trend applies to managers as well as workers.

For example, one study of nearly 4000 managers showed a steadily rising job-satisfaction index with advancing age. The groups and satisfaction indexes areas follows.

- Under 30 years 3.41
- 30 to 40 year 3.42
- 41 to 51 year 3.57
- Over 55 years 3.63.
4. OCCUPATIONAL LEVEL

Figure 3.4 also shows that people with higher-level occupations tend to be more satisfied with their jobs. They usually are better paid and have better working conditions and their jobs. Make fuller use of their abilities, therefore they have good reason to be more satisfied. The result is that managers and professionals usually are more satisfied than skilled workers who tend to be more satisfied than semi skilled and unskilled workers. The steepness of the lines in the figure shows that occupation is more strongly related to job satisfaction than age. Those who work at high occupational levels are considerably more satisfied than un-skilled workers.

FIGURE 3.4

Model relations job satisfaction to age and occupational level.

5. ORGANISATION SIZE

Organization size often is inversely related to job satisfaction. The term “organization size” refers to the single of an operating unit, such as a branch plant, rather than that of an entire corporation or government unit.

As organizations grow larger, job satisfaction tend to decline moderately unless corrective action is taken to offset the trend. Without corrective action is taken to offset the trend. Without corrective action, large organizations tend to overwhelm people and disrupt supportive processes, such as communication co-ordination, and participation.
Figure 3-5 shows how organization size and job satisfaction are related. It reports the results of a standardized job satisfaction survey in ninety-three companies. As can be seen on the chart, there is definite tendency for the employees of larger firms to have lower job satisfaction. This tendency exists for both manufacturing and non-manufacturing firms.-5.

CONSEQUENCES OF JOB DISSATISFACTION

Job satisfaction can act as a double-edged sword as it reduces absenteeism and labour turnover.

(a) Absenteeism

There exist a relationship between the job satisfaction and frequency of absence of employees whether unexcused absence due to minor ailments or total long absence. Absenteeism is inversely related to the level of job satisfaction. Job dissatisfaction produces a 'Lack of will to work' and this forces the employee to alienate from the work.

(b) Turnover

Research has clearly established that the satisfied worker is less likely that his dissatisfied counterpart to quit the job overtime. In other words, satisfied worker tends to stay and dissatisfied tends to leave. It is intuitively reasonable that since workers derive different levels of satisfaction from their work roles job dissatisfaction forces an individual to leave the jobs and seek satisfaction elsewhere.

In some organizations turnover and absenteeism account for a substantial slice of total labour costs. With high labour turnover rate, the
cost of recruitment and training the new employees, whom the management cannot ignore, goes up.

C. Negative publicity

Another frequently noticeable consequence of job dissatisfaction is badmouthing the organization. That is the disgruntled employee verbalizes his discontent to others in the community and make the organization unpopular, such negative publicity can conceivably lead to difficulty in recruiting new employers. It may also result in loss of business to a certain extent.6

CONCLUSION

Any type of organizations exist without human beings. Because of human resources are dominating all the things. So, the job satisfaction of humanities are very important to the organization. In satisfaction a number of factors are considered such as personal factors, factors inherent in the job and factors controlled by the management. Besides the numerous theories of job satisfaction are involved. i.e. fulfillment theory, discrepancy theory, equity theory ands to factor theory. A satisfied workers performance is too high. According to this ideas are refused by Michigan university survey in 1950. i.e. a productive worker no having greater job satisfaction. The porter and Lawler are also explained a workers satisfied mainly consist of intrinsic reward such as salaries, Bonus and service benefits. Even though a satisfied worker is not productive worker, job satisfaction important variable. It includes turnover, absences, age, occupational and also. Similarly where dissatisfaction are occurs, there is highly absenteeism, turnover and negative publicity.