Chapter II

Theoretical Framework and Review of Related Studies
2.1 Introduction
2.2 Nature of job satisfaction
2.3 Need for job satisfaction
2.4 Motivation, performance and job satisfaction
2.5 Productivity and job satisfaction
2.6 Theories of job satisfaction
2.7 Dimensions of job satisfaction
2.8 Determinants of job satisfaction
2.9 Measuring job satisfaction
2.10 Factors influencing job satisfaction
2.11 Factors responsible for job satisfaction and dissatisfaction
2.12 Consequences of job satisfaction
2.13 Review of related studies
2.14 Summary
2.1 INTRODUCTION

The ultimate aim of every organisation is to achieve its goals through the full contribution of its employees. Employees of any organisation contribute fully to their organisation only when they are properly motivated. Motivation of employees to contribute fully to the organisation is possible only when they are fully satisfied with the job. In other words, employees are motivated when they have job satisfaction. Job satisfaction is essential for every employee to have a fuller life, because a satisfied employee is a full employee. Hence job satisfaction is necessary for every organisation and its employees in order to achieve the goals of the organisation and the fulfilment of its employees. Hence this theoretical framework and review of the previous study is presented to have the conceptual clarity about job satisfaction and to give all information related to job satisfaction to any one who is interested in making a study in job satisfaction in the future.

2.2 NATURE OF JOB SATISFACTION

While an employee may be highly dissatisfied with a particular job at a particular time, he may feel differently at different times and be associated with different people. Hence, this satisfaction that the people talk of is fleeting in nature. But it is possible to pin it down at a particular moment of time. When
analyzed many times over a prolonged period of time, we can
gauge the mood and hence the overall job satisfaction in an
organisation.

2.3 NEED FOR JOB SATISFACTION

A person’s job is more than just the obvious activities of
shuffling of papers, waiting on customers, or driving a truck. Jobs
require interaction with co-workers and bosses, following
organisation rules and policies, meeting performance standards,
living with working conditions that are often less than the ideal
and the like (The Wyalt Company, 1989, P.36)

2.4 MOTIVATION, PERFORMANCE AND JOB SATISFACTION

It has often been said that a “happy employee is a
productive employee” and a happy employee must be satisfied with
his job. Since most people spend nearly half of their waking time
at work, the importance of work satisfaction can be well
understood. Additionally, job satisfaction usually indicates or
results in satisfaction in life in general, which is necessary for
contentment and happiness.

Job satisfaction can be defined as the extent of positive
feelings or attitudes that individuals have towards their jobs.
When a person says that he has high job satisfaction, it means
that he really likes his job, feels good about it and values his job highly.

It has been established that highly satisfied workers have better physical and mental well-being. It is highly debatable as to which one is the cause and which one is the effect but they are known to be correlation. On the other hand, serious job dissatisfaction results in stress and tension which is usually the cause of a variety of physiological disorders.

2.5 PRODUCTIVITY AND JOB SATISFACTION

For a number of years both Social Scientists and managers believed that high job satisfaction led to high performance. Not only did this belief fit into the value system of the human relations movement but also appeared to be some research data to support this point. In the Western Electric Studies, the evidence from the Relay Assembly Test Room showed a dramatic tendency for increased employee productivity to be associated with an increase in job satisfaction. According to Victor Vroom, job satisfaction rather than causing performance is caused by it. He points out that good performance leads to various kinds of intrinsic and

---

extrinsic rewards which in turn lead to satisfaction. \(^2\) This is shown in the following figure.

As shown in this figure, Performance may lead to two types of rewards: intrinsic and extrinsic. Intrinsic rewards are subject to fewer disturbing influences and thus are likely to be more directly related to good performance. On the other hand, extrinsic rewards are subject to a number of disturbing influences and thus are indirectly related to good performance.

The rewards do not directly lead to satisfaction but are in their way, moderated by the individual's perception which the author considers to be a fair level of reward. The individual tends to perceive fairness by considering his inputs and rewards from the job in comparison with those of other people. If this comparison shows that he is getting equal to others he feels

\(^2\) Economic Times, 6.3.2002.
treated fairly and is satisfied. But if he finds himself getting less than others he feels dissatisfied.

Thus, job satisfaction is closely determined by the amount of rewards that an individual derives from his job as well as what he considers to be a fair level of rewards. Job performance, on the other hand, is closely affected by the level of attainment of rewards. If an individual performs effectively his job and it may lead to the attainment of rewards he desires.

2.6 THEORIES OF JOB SATISFACTION

2.6.1 Abraham Maslow's Theory of Hierarchy of Needs

Abraham Maslow's theory is very apt and suitable when studying about job satisfaction. The hierarchy of needs that is given by Maslow clearly states that unless the lower level needs are satisfied, the higher level needs cannot be satisfied. Even if one achieves higher needs without achieving lower needs, satisfaction may not be full.

2.6.2 Herzberg's Two-Factor Theory

The content theories of motivation are related more to satisfaction. In particular, Herzberg's two-factor theory is essentially a theory of job satisfaction. His belief has been that job enrichment should give people the opportunity to use their talents
and abilities, and to exercise more self-control over the job. Inherent in the job should be a learning and growth experience.  

Herzberg distinguishes job enrichment from job enlargement. Job enlargement involves making a job structurally bigger. It expands the job horizontally. Job enrichment, however, involves vertical job loading. It provides greater opportunities for Psychological growth. Building on from the two-factor theory, Herzberg has identified a number of factors as part of an approach to job design and job enrichment.4

2.6.3 Myer's Study Results

In an attempt to test Herzberg's two factor theory, Myer's reports on an extensive, six year study of motivation research undertaken by the management of Texas Instruments of America.5

What motivates employees to work effectively is a challenging job which allows a feeling of achievement, responsibility, growth advancement, enjoyment of work itself and earned recognition. What dissatisfies people are mostly factors

---

which are peripheral to the job work rules, lighting, coffee breaks, titles, seniority, rights, wages, fringe benefits and the like. People become dissatisfied when opportunities for meaningful achievements are eliminated and they become sensitized to their environment and begin to find fault.

2.7 DIMENSIONS OF JOB SATISFACTION

Hoppock has enumerated the following six major dimensions of job satisfaction:

a) The way individual reacts to unpleasant situation.
b) The facility with which he adjusts himself to other persons.
c) His relative status in the social and economic group with which he identifies himself.
d) The nature of work in relation to his abilities, interests and preparations.
e) Security
f) Loyalty.6

2.8 DETERMINANTS OF JOB SATISFACTION

Job satisfaction is determined by many factors. Many research studies have been conducted on the subject of job satisfaction and employee morale in order to establish some of the

---

causes that result in job satisfaction. These studies have revealed that certain variables are consistently correlated with job satisfaction. Some of these factors have been grouped into four identifiable, discreet categories. These are

2.8.1 Individual Factors

Individuals have certain expectations from their jobs. If these expectations are met in the jobs, they feel satisfied. These expectations are based on an individual's level of education, age and other factors.

2.8.1.1 Level of Education

The Level of education of an individual is a factor which determines the degree of job satisfaction. Several studies have found negative correlation between the levels of education, particularly higher level of education and job satisfaction. Peter's Principle which suggests that every individual tries to reach his level of incompetence, applies more quickly.

---

2.8.1.2 Age

Individuals experience different degree of job satisfaction at different stages of their life. Job satisfaction is high at the initial stage, gets gradually reduced, starts rising up to certain state, and finally dip to a low degree.\textsuperscript{11}

2.8.1.3 Other Factors

Besides, the above two factors, there are other individual factors which affect job satisfaction. If an individual does not have favourable social family life, he may not feel happy at the workplace. Similarly, other personal problems associated with him may affect his level of job satisfaction.

2.8.2 Organisational factors

Some of the organisational factors as sources of job satisfaction are:

2.8.2.1 Salaries and Wages

Salaries and Wages play a significant role in determining the level of job satisfaction. Studies conducted by Locke\textsuperscript{12} indicate that pay is a primary determinant of job satisfaction, especially when it is perceived as fair and equitable compared to others and relative


to employees' own efforts and contributions. Pay is also the prime mover since it satisfies the first level needs of Maslow's model of motivation.

2.8.2.2 Promotions

It is true that individuals seek satisfaction in their jobs in the context of job nature and work environment but they also attach importance to the opportunities for promotion that these jobs offer. If the present job offers opportunity of promotion in future, it provides more satisfaction. If the opportunity for such promotion is lacking it reduces satisfaction.

2.8.3 Work Environment factors

The work environment factors include the following:

2.8.3.1 Supervisory Style

It has been established that wherever the supervisors are friendly and supportive of workers, there is job satisfaction. Conversely, it can also be established that satisfied employees themselves create a social environment at work where supervisors are more considerate of such employees. In any case, a close relationship between the supervisor and the worker and worker's participation in decision making about such issues that directly concern the worker are highly conducive to job satisfaction.

2.8.3.2 Work group

Individuals work in group either created formally or they develop on their own to seek emotional satisfaction at the workplace. To the extent such groups are cohesive, the degree of satisfaction is high. If the group is not cohesive, job satisfaction is low. In a cohesive group, people derive satisfaction out of their interpersonal interaction and workplace becomes satisfying leading to job satisfaction.

2.8.3.3 Work Conditions

Good working conditions are highly desirable because they lead to greater physical comfort. People put a high premium on a clean and orderly work station, and factors such as heating, air conditioning, humidity, lighting, noise level, availability of adequate tools and equipment and desirable work schedules all contribute to higher level of satisfaction. While such desirable working conditions are taken for granted, and may not contribute heavily towards job satisfaction, poor working conditions do become a source of job dissatisfaction, simply because they lead to physical discomfort and physical danger.14

---

2.8.4 Factors related to work itself

By and large, the work itself plays a major role in determining the level of job satisfaction. The job content has two aspects. One is the "job scope" which involves the amount of responsibility, work pace and the feedback provided. The higher the level of these factors, the higher the job scope and thus higher the level of satisfaction. The second aspect is variety. It has been found that a moderate amount of variety is most effective. Excessive variety produces confusion and stress; and too little variety causes monotony and fatigue which are dissatisfiers. Additionally, lack of autonomy and freedom over work methods and work pace creates a sense of helplessness. It is not very motivating for the employees to have their every step and every action determined by their supervisor. It is highly dehumanizing and causes dissatisfaction.

2.9 MEASURING JOB SATISFACTION

There are a number of ways of measuring job satisfaction. Some of the most common include rating scales, critical incidents, interviews and action tendencies.

RATING SCALES

2.9.1 Minnesota Satisfaction Questionnaire (MSQ)

The most common approach for measuring job satisfaction is the use of rating scales. One of the most popular is the Minnesota Satisfaction Questionnaire.\textsuperscript{16} This instrument provides a detailed picture of the specific satisfaction and dissatisfaction of employees.

2.9.2 Job Descriptive Index (JDI)

Another popular rating scale is the Job Descriptive Index. This scale measures the dimensions identified by Smith, Kendall and Hulin\textsuperscript{17} in the five points scale. It has been widely used by organizational behaviour researchers over the years and provides a broad picture of employee attitudes toward the major components of job.

2.9.3 Need Satisfaction Questionnaire (NSQ)

Still another popular instrument is Porters's Need Satisfaction Questionnaire\textsuperscript{18} (NSQ). It is typically used for

\textsuperscript{16} Weiss, D. J., et.al.,1967, "Manual for the Minnesota satisfaction questionnaire", University of Minnesota Industrial Relations, Minneopolis. Vol. 22

\textsuperscript{17} Smith, H.C., et.al., "Cornell studies of job satisfaction", Vol.VI, Cornell University.

management personnel only. The questions focus on particular problems and challenges faced by managers.

2.10 FACTORS INFLUENCING JOB SATISFACTION

Job Satisfaction is a positive emotional state that is felt when a person's job seems to fulfil one's needs. It is not always related with the money factor because some people also work to satisfy their urge to work. Organizational behaviour researchers have long been interested in the major influences on job satisfaction as well as the outcome that can be expected from such satisfaction. There are a number of factors that influence job satisfaction. They are

- Salary/Wages
- Job Security
- Advancement
- Fringe benefits
- Relationship with boss
- Work itself
- Relationship with Co-workers
- Working conditions
- Responsibility
- Personal life
- Training Facility
- Recognition
- Achievement
- Independence
- Health
- Company Policy.
2.11 FACTORS RESPONSIBLE FOR JOB SATISFACTION AND JOB DISSATISFACTION

Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they are doing. Jobs that have too little challenge create boredom, but too much challenge creates frustration and feeling of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction.19

Employees want a fair unambiguous pay system and promotion policies. Satisfaction is not linked to the absolute amount one is paid: rather it is the perception of fairness. Similarly, employees seek fair promotion policies and practices. Promotion provides opportunities for personal growth, more responsibilities and increased social status. Individuals who perceive that promotion decisions are made in a fair and just manner are likely to experience satisfaction from their jobs.20

The matching of job requirements with personality characteristic is best articulated in Holland's21 personality fit

theory. Holland presents six personality types. These are realistic, investigative, social, conventional, enterprising and artistic. He proposes that satisfaction and the propensity to leave a job depends on the degree to which individuals successfully match their personalities to an occupational environment.

A strong indication that overall satisfaction ratings are inflated is that people typically report much lower satisfaction levels for specific aspects of the job. For instance, only 54% of American workers believe that they are paid fairly; 46% say their company promotes fairly; 41% claim that senior management truly cares about them. Satisfaction with co-workers seems to be one of the few ratings that come closer to overall job satisfaction (i.e.,) 84%.

Sinha studied the job satisfaction prevalent in Indian Offices and of manual workers, and analyzed the causative impact on satisfaction and dissatisfaction. 'Interest in Work', 'Social Status' and boss were found as crucial factors contributing to satisfaction whereas inadequate salary and lack of security were regarded as important factor causing dissatisfaction. Clerical

---

22 Moore, D., 1997, "Public generally negative toward business, but most workers satisfied with jobs" August.
employees were found to be lower in their satisfaction, indicating a reverse tendency to what is usually observed, that is, increasing in satisfaction with occupational level.

Employees who find themselves unable to adjust between work and family, generally seem to be less satisfied with their jobs as well as their life.25

Fair promotional policies in any organisation become their foundation of growth. When an employee gets fair promotion, which is generally based on his assessment, he gets a type of recognition and hence it increases his job satisfaction. Kalleberg and Mastekaasa (2001)26, examined the impact of intra-organisational (resignations and layoffs) and inter-organisational (Promotions and downward commitment) job mobility on changes in job satisfaction and organisational commitment. They found that promotions increase employees' perceptions of the quality of their job and thereby enhance both their satisfaction and commitment. Resignations increase job satisfaction, whereas layoffs have no effect on satisfaction.

It is observed that uncertainty of production is a common problem in the organisations. Although production is based upon pre-planning but inspite of planning, uncertainty of production cannot be avoided. It is very important to find the linkage of production uncertainty with job satisfactions. Wright and Cerdery (1999) investigated that the relationship between job control and affective outcome (job satisfaction and intrinsic motivation) varies with the level of production uncertainty.

The qualification of an employee must match his job; if he feels that his qualification is not matched with his job, naturally he will be dissatisfied. Johnson and Johnson investigated the effects of perceived over qualification on dimensions of job satisfaction, using the relative deprivation theory. The cross-sectional results supported the hypothesis and suggested that perceived over qualification has a negative effect on job satisfaction.

Some demographic variables, for example age, race and employment status, have been found as important factors in determining level of job satisfaction.²⁹

It has been investigated that group level task interdependence increases the feeling of belongingness and coordination among employees and hence increases the degree of job satisfaction.³⁰

It has been observed that jobs are boring and they create a type of boredom and monotony. On the other hand, when jobs are challenging in nature, they create an environment of satisfaction. Findings of Jonge, Dollard, Dormann, LeBlance³¹ provide renewed empirical support for the view that high-strain jobs are conducive to ill health. Further, it appears that active job gives rise to positive outcome (job challenge, job satisfaction).

Organisational politics is a vital part of an organisation. Vigoda\textsuperscript{32} stated that perception of organisational politics was found to have negative relationship with job attitudes, a positive relationship with intention to leave the job, and a stronger positive relationship with negligent behaviour. A weak negative relationship was found between perception of organisational politics and employee performance as reported by supervisors.

When an organisation cares for its employees, it definitely gets their support in return. Organisational investment in employee’s well-being results in the higher satisfaction in employees. Taylor\textsuperscript{33} suggested that job satisfaction is directly related to company’s investment in employee’s well-being.

Sprigg, Jackson and Parker\textsuperscript{34} (2000) examined the consequences of implementing a common form of team working and the effects of interdependence and autonomy in particular interdependence as a moderator of the relationship between


autonomy and employee’s well being. Results showed that higher job-related strain cause lower job satisfaction.

Style of leadership also plays an important role in determining the level of job satisfaction. Foels, Driskell, Muller and Salas\textsuperscript{35}, using a meta analytic integration of research evidence to address the paradox, reveal that there was a significant tendency for groups experiencing democratic leadership to be more satisfied than groups experiencing autocratic leadership.

Increased upward communication and its reward also result in job satisfaction. Avtgis (2000)\textsuperscript{36} indicated that people who reported increased communication and high reward in communication also reported greater relational satisfaction and greater perceived organisational influence.

2.12 CONSEQUENCES OF JOB DISSATISFACTION

Job satisfaction or dissatisfaction is of great concern to management since there seems to be a relationship between job satisfaction and job performance. Job dissatisfaction produces low morale among workers and low morale at work is highly


\textsuperscript{36} Avtgis, T., 2000. \textit{"Unwillingness to communicate and Satisfaction in organisational relationship"}. Psychological Reports 87 (1), Pp.82-84.
undesirable. Hence, managers must be constantly watching for any sign of low morale and job dissatisfaction and take corrective action as soon as possible. Some of the indicators of low morale are.

2.12.1 Employee Unrest

Unrest is a general condition of unhappiness with job and may manifest itself in a number of ways. The worker may not attend to his job properly, may be involved in daydreaming, be forgetful or just may not care. He may start complaining about work conditions and find fault with everything that goes in the work environment. If this unrest affects a sufficient number of workers, they may take a collective action such as go-slows, work stoppages, strikes and other allied group actions.

2.12.2 Absenteeism

Job satisfaction is highly related to absenteeism. Studies have found that less satisfied employees are more likely to be absent from work due to 'avoidable reasons'. This is known as voluntary absenteeism as against involuntary absenteeism due to

---

illness or other emergency reasons which are unavoidable and is not related to job satisfaction\textsuperscript{38}.

Frank Smith\textsuperscript{39}, studied the attendance rate of salaried employees at Sears Roebuck Company on a day of severe blizzard and found that highly satisfied employees were more likely to exert the high level of effort necessary to get to work. In such work units where job satisfaction was low, attendance at work was much lower.

2.12.3 Tardiness

Similar to absenteeism, tardiness is also generally believed to reflect job dissatisfaction. It is assumed that this tardiness is not due to some explainable reason such as getting children ready for school but only due to the fact that employees really do not care much for the job. This is indicated by such employee tardiness as spending excessive time in rest rooms, lingering in the parking lot before coming to work, spending too much time on personal telephone calls, and in general, an attitude of passing time at work rather than spending time for useful productivity.


2.12.4 Employee Turnover

According to Arnold and Feldman\textsuperscript{40}, organisational units with the lowest average satisfaction level tend to have the highest turnover rates.

Managerial concern is for such turnover, which is primarily the result of dissatisfactory organizational climate. There are other reasons for voluntary turnover such as alternative places of employment, geographical constraints, family responsibilities, highly marketable employee's special skills and simply an environment change.\textsuperscript{41} Additionally, if such turnover is among poor performers, then the change may be in the best interests of the organisation.

Turnover could also be due to modernization of plant, lack of orders for the product; materials shortage or generally hard economic times. In any case, the matter of turnover should be seriously investigated and corrective measures taken wherever necessary.


2.12.5 Union Activity

Studies have shown that satisfied employees are generally not interested in unions and they do not perceive them as necessary. The evidence is strong that job dissatisfaction is a major cause of unionization\textsuperscript{42}. This job dissatisfaction is primarily caused by lower level needs in Maslow's model of hierarchical needs, such as working conditions and job security rather than higher level needs such as creativity or challenging opportunities. The level of union activities is related to the level of job dissatisfaction may result in grievances while higher levels of job dissatisfaction may result in employee strikes.

2.12.6 Early Retirement

Studies have been conducted by Schmilt and McLane\textsuperscript{43} to establish relationship between early retirement and job satisfaction. There has been evidence that employees who choose early retirement tend to hold less positive altitudes towards their jobs. Employees with higher level positions with challenging work


opportunities are less likely to seek early retirement than employees with lower level jobs.

To sum up, the theoretical concepts of job satisfaction emphasise the need to identity and study its constituent factors for they may not be universally true to every job situation.

2.13 REVIEW OF RELATED STUDIES

A review of the previous studies on job satisfaction is necessary to know the areas already covered. Such a review not only highlights the historically significant studies, but also suggests the trend in theoretical progress. Job satisfaction is part of life satisfaction. The nature of one's environment of the job does affect one's feelings on the job. Since a job is an important part of life, job satisfaction influences one's general life satisfaction. The result is that satisfaction arises from a complex set of circumstances which arises due to surrounding environment. The success of any organisation depends on the effective utilization and motivation of its human resources.

Pelz (1949) in his study entitled 'The effect of Supervisory Attitudes and practices on employee satisfaction' has observed that there is a significant relationship between employees' satisfaction and Supervisory variables as degree to which supervisor is concerned with employees as individuals, type of
recognition given by the supervisor for good work, decision making, etc.\textsuperscript{44}

The U.S. Department of Labour (1949) Studied 524 boys and girls who were out of school and were in the labour market. Their age ranged from 14 to 19 years. The findings revealed that job satisfaction decreased with increase in age.\textsuperscript{45}

R. H. Schaffer (1953) in his study entitled 'Job Satisfaction as Related to need satisfaction in work', has shown that job satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied are actually satisfied.\textsuperscript{46}

Anthur H. Brayfield and Walter H. Crockett (1955) in their study entitled 'Employee attitudes and employee performance' have concluded that job satisfaction did not necessarily imply high performance.\textsuperscript{47}

\textsuperscript{44} Pelz, D.C., 1949, "The effect of supervisory attitudes and practices on employee satisfaction", American Psychologist, 4, Pp 283-284.
\textsuperscript{45} U.S. Department of Labour. Bureau of Labour Standards (1949), "Hunting a Career".
\textsuperscript{46} Schaffer. R.H., 1953, "Job Satisfaction as Related to need Satisfaction in work", Psychological monographs.
Zaleznik et. al (1958), in their study found that women are more satisfied with their job as compared to males.48

Robert L. Kahn (1960) in his study entitled 'Productivity and job satisfaction' highlights that satisfaction and productivity do not necessarily go together. Employees in highly productive groups were not more likely than employees in the low productivity groups to be satisfied with their job.49

Roy (1960) opined in his study that informal interaction offers a key source of Job Satisfaction.50

Talaachi (1960) in his study entitled 'Organisational size, individual Attitudes and Behaviour' indicated that with larger size of the organisation, there is a reduction in the personal interaction, which increases the potential for group conflict leading to low job satisfaction and higher absenteeism.51

L. W. Porter (1961) in his study entitled 'A study of perceived need satisfaction in bottom and middle management job' has

underlined that satisfaction is the difference between what one actually received and what he feels he should receive.\textsuperscript{52}

Sinha and Sharma (1962) in their study entitled 'Union Altitudes and job satisfaction' have identified a negative association between union and job satisfaction and at the same time, age and martial status were significantly associated with job satisfaction.\textsuperscript{53}

Sinha and Nair (1965) in their study entitled 'A Study of job satisfaction in factory workers', report that satisfied worker is usually more skilled, is either fresh to the organisation or has put in many years in it and has a few dependents to support.\textsuperscript{54}

K. Rajagopal (1965) in his study entitled 'Productivity and job satisfaction in Textile mills' has proved that a worker may be satisfied with the work environment but may produce more to prove his abilities to management. On the other hand, a highly satisfied worker may not produce more and get away with it.

\textsuperscript{52} Poter L.W., 1961, "A Study of perceived need satisfaction in Bottom and Middle management job", Journal of Applied Psychology Vol.45.


because he may be friendly with the supervisor. High productive mill workers were more satisfied with their job.55

T. N. Guha (1965), in his study entitled ‘Job satisfaction among shoe factory workers’ has revealed that there is positive correlation between age and job satisfaction. Workers in the advanced age group tend to be more satisfied probably because they have adjusted themselves with their job conditions.56

C. L. Hulin (1966) in his research article entitled ‘Effects of Community Characteristics on measures of job satisfaction’, has revealed that workers living in a well-to-do neighbourhood feel less satisfied than those living in poor neighbourhood.57

Kapoor (1967), in his study entitled ‘Some determinants of job satisfaction’, has revealed that wages, housing and opportunity for advancement may be considered worker’s primary needs and placed into a ‘hierarchy of propotency which if it remains unfulfilled causes dissatisfaction.58

William Allen Evans (1969) in his study entitled 'Effect of job performance factors on wage and salary progression' has emphasised that only a few of the firms use job-performance-factor oriented appraisals to evaluate their non-supervisory employees when individual wage and salary increase decisions are made.59

Sadler (1970), in his study entitled 'Leadership styles' has indicated that the managers with a distinctive style of leadership seemed more effective in promoting satisfaction among employees than managers who were not perceived as having a distinctive style.60

Neal Q. Herrick (1972), in his study entitled "Who's unhappy at work and why? manpower", has suggested that women are less satisfied than men due to fewer job opportunities for females. But female workers may be more satisfied due to their low occupational aspirations.61

Pestonjee (1973) in his study entitled 'Organisational Structures and Job attitudes', has proved that a democratic

60 Sadler, D., 1970, "Leadership Styles among the various group of company employees".
organisational structure is conducive to higher morale and job satisfaction.⁶²

Gibaja (1973), in his study entitled ‘Rationality in Work’ proved that the industrial workers find more satisfaction in work than the rural workers.⁶³

B. Schneider and R.L. Snyder (1975) in their study entitled ‘Some Relationship between job satisfaction and organization climate’ have suggested that less satisfied employees are more likely to quit their jobs than more satisfied employees.⁶⁴

Paul Joseph Bamundo, (1977), in his study entitled ‘The relationship between job satisfaction and Life satisfaction’, says that the work and life spheres are positively related and that satisfaction in one area effects satisfaction in other areas.⁶⁵

Henry Creel Boucher (1977), in his study entitled ‘Job satisfaction and Expectations of Distributive Education Graduates’

observed that students want to work with others, but they do not want to tell others to do. They have greater vocational needs than the occupations for which they were trained seem to provide. Due to the students' high vocational needs, it would be difficult for many students to find complete job satisfaction in manual occupations. Also, these graduates had a problem in deciding what occupations were suitable to them.66

Houser Henry Ford (1977), in his study entitled 'The effect of life style, work group structure, task complexity congruities on job satisfaction and task accomplishment' has suggested that individual's life style, his behaviour and his perception of his work group structure and task complexity each have an effect on his level of satisfaction with areas of work.67

Sidney Potash (1978), in his study entitled 'Management School Alumni: A study on job satisfaction, stress and commitment', underlined that individuals in organisations look to potential alternative employment opportunities only after evaluating the rewards and costs involved in such a move, and

importantly, only after recognizing, implicitly or explicitly, the resources they have accumulated in their present organisations.\textsuperscript{68}

William Wayne McCartney (1978) in his study entitled ‘The effect of organisation structure on job satisfaction among employees of retail firms’ revealed that satisfaction with work and pay increases with each successively higher level in organisation. That is, top managers are more satisfied than middle managers, who are in turn more satisfied than non-managers.\textsuperscript{69}

Maryam Behzadpour Torbati (1979), in his study entitled ‘Job and Retirement Satisfaction among faculty members of public and private universities’, focused that

1. Health satisfaction among retired faculty members of 60 years old and above gradually declined as the age progressed.

2. Satisfaction with people with whom retired faculty members associated positively correlated with their number of retirement years.

3. Active faculty members between the age of 30 and 39 years expected a lower retirement health satisfaction than active faculty members between the ages of 40 and 64 years.


4. Perception of future retirement financial satisfaction among active faculty members holding masters degrees was significantly lower than faculty members holding Doctoral degrees.

5. Promotional satisfaction of active faculty members was significantly lower than promotional satisfaction memory of retired faculty members.

6. Active faculty members' pay satisfaction was positively correlated with their perception of financial satisfaction at retirement.

7. Retired faculty members' people satisfaction was positively correlated with their memory of co-worker satisfaction and,

8. Retired faculty members' financial satisfaction was positively correlated with their memory of pay satisfaction.70

James Lester Harbin (1980), in his study entitled 'Managerial motivation: Some correlates of job performance and job satisfaction', observed that a manager's achievement, affiliation and power needs are related in various ways to his performance and satisfaction. If a superior is aware of the role these needs play in his subordinate behaviour, then appropriate measures may be taken to better achieve organizational and individual objectives.71

---

70 Torbati, Maryam Behzadporu 1979, "Job and retirement satisfaction among faculty members of public and private Universities", United States International University.

Thomas Scott Bateman (1980), in his study entitled 'A Longitudinal investigation of role overload and its relationship with work behaviours and job satisfaction' identified that there was a significant relationship between job satisfaction and the expanded measure of job performance.

This empirical support for the notion that satisfaction is reciprocated with better performance, resurrects a seemingly dead issue in organization behaviour theory, and suggests far-reaching practical ramifications.72

Mohammad Hossein Aftahi (1981), in his study entitled 'Leadership styles and nurses’ Job satisfaction in Health care organisations' revealed that there was a negatively statistically significant relationship between nurses’ job satisfaction and educational level. Nurses with higher levels of education were less satisfied with their jobs than those with lower levels. Hospital size was not a factor in job satisfaction.73

Mostafa Arab (1981), in his study entitled 'Managerial motivation and satisfaction : A comparative study of Iranian and


American managers' underlined that among the demographic characteristics of managerial level, age, income level and job tenure, only managerial level was found to be a universally acceptable determining factor for need fulfilment, need satisfaction and need importance of the managers. The income level and age found to be determining factors only when need fulfilment was concerned. However when need satisfaction and need importance were considered, income level and age appeared not to be the determining factors.\(^7^4\)

Hassan Esmailpour (1981), in his study entitled 'Job Satisfaction Among Blue-collar, Clerical and Semi-professional Employees', states that the higher the level of previous occupation the individual had, the less he would be satisfied with his present job. Females scored slightly higher than males, but the difference was trivial. Occupational level was found to be positively and education negatively related to job satisfaction. Hygiene factors were found to motivate employees in low level jobs more than the motivators and motivators were found to motivate employees in high level jobs more than hygiene factors. Also pay was found to be the only factors in hygiene factors which made them more

motivating for low level job workers than motivators. Individual’s job satisfaction or dissatisfaction would depend strongly on which group an individual identifies himself with.\textsuperscript{75}

Roy Lynn Godkin, (1981), in his study entitled ‘Anticipated Job Satisfaction : Attitudinal Bias Among University Female Business majors’, underlined that there was a positive correlation to the 0.05 level between the age of respondents and the level of expected satisfaction and their first job following graduation, with reward based on merit or productivity and opportunity for travel and recreation. Marital Status was associated with the expected level of satisfaction with their freedom in the work place and opportunity for travel and recreation. The expected level of satisfaction with freedom in the work place and being rewarded on the basis of merit or productivity was also related to cumulative full-time work experience of respondents.\textsuperscript{76}

P.P. Arya, (1984) in his study entitled ‘Work satisfaction and its correlates’ underlined that unionized workers tend to be more


\textsuperscript{76} Godkin, Roy Lynn, 1981, “Anticipated Job Satisfaction, attitudinal Bias among University Female Business Majors” North Texas State University.
satisfied whereas employees of disturbed organizations (poor industrial relation) were generally less satisfied.77

Anand Kumar Sinha (1988), in his study entitled ‘Job Satisfaction of bank employees' has concluded that job satisfaction of an employee is related to an individual’s expectation of different characteristics (work environment, income, security, prestige and promotion) of the job and perception of how much is attained.78

D. Sinha and K.C. Sharma (1992) in their study entitled ‘Union attitude and job satisfaction in Indian workers’ revealed that low absentee employees were more satisfied with their jobs.79

Carol Kleiman, (2002) in his study entitled ‘Chicago Tribune Carol Kleiman Column' says that job satisfaction isn’t just money and recognition but also aware of personal needs. Employees want to feel as if their work actually has meaning beyond a place to work and a paycheck.80

---

P. Madhusudana Rao et.al. (2002), in their survey on ‘Job Satisfaction of LIC employees’ have concluded that most of the employees are happy and satisfied with the place of their work in the LIC which is an important indication of job satisfaction.81

Shah Jalal Sarkar (2003), in their study entitled ‘The Relationships of age and length of service with job satisfaction’ have identified that employee age is not significantly associated with overall job satisfaction but that tenure is. There is also significant relationship between tenure and facets of satisfaction (job, pay and fringe benefits), but the effect of tenure on satisfaction is significantly modified by age.82

Chong M. Lau and Sharon L.C.Tan, (2003) in their study entitled ‘The effects of participation and job relevant information’ have revealed that a reduction in the extent of reliance on accounting based performance indicators may be associated with less job-relevant information in the organisations and consequently, a decrease in managers’ job satisfaction.83

Hamid Reza Alavi and Mohammad Reza Askaripur (2003), in their study entitled 'The relationship between self-esteem and job satisfaction', have identified that the most important way to increase job satisfaction of an organisation's personnel is to increase their self-esteem, and one of the best methods for increasing self-esteem in personnel is to increase their job satisfaction in all of its dimensions.84

Titus Oshagbemi (2003), in his study entitled 'Personal Correlates of job satisfaction', has revealed that higher rank workers, whether male or female appear to be able to cope better with the changes and therefore experience greater overall satisfaction. Age does not appear to affect the satisfaction or dissatisfaction of university teacher in any way. However, length of service was found to be negatively and significantly related to the overall job satisfaction.85

Cynthia D. Fisher, (2003), in her study entitled 'Why do lay people believe that satisfaction and performance are correlated?' suggested that individuals believe that satisfied employees are

---


good performers because of their own highly accessible experience of being more satisfied at moments that they are performing work tasks more effectively and less satisfied when they are performing less well.\textsuperscript{86}

Stefan Stern (2003), in his study entitled ‘Is job satisfaction a good measure of staff effectiveness?’ suggested that whether people are ambitious or not depends on their individual values and personal make-up. ‘Happiness at work’, however, will probably depend on the basic levels of satisfaction that a person has in what they are doing.\textsuperscript{87}

Evert Van De Vliert Xu Huang (2003) in his study entitled ‘Where intrinsic job satisfaction fails to work’, underlined that the link between intrinsic job characteristics and job satisfaction is stronger in richer countries, countries with better governmental social welfare programs, more individualists countries, and smaller power distance countries. By contrast, extrinsic job


\textsuperscript{87} Stern, Stefan, 2003, “Is Job Satisfaction a good measure of Staff Effectiveness?”, Human Resources. June, P.7 (London).
characteristics are strongly and positively related to job satisfaction in all countries.\textsuperscript{88}

D.M. Pestonjee and A.P. Singh in their study entitled ‘Job satisfaction and accidents’ conclude that the relationship between job satisfaction and accidents generally shows that satisfied employees cause fewer accidents.\textsuperscript{89}

Douglas K. Peterson et.al. (2003) in their study entitled ‘An exploration of job satisfaction and commitment among workers in Mexico’, pointed that work satisfaction, supervision, co-worker relationships, pay and promotion potential were predictive of overall job satisfaction. Also predictive of overall job satisfaction were supervisor conduct and perception of company financial and social status. Behavioural, affective and continuance commitment were predicted by sex, education directive conduct, organizational status and satisfaction with supervision.\textsuperscript{90}

Li Yuch Chen (2004) in his study entitled ‘Examining the effect of Organization Culture and Leadership behaviours on


organizational commitment, job satisfaction and job performance at small and middle size Firms of Taiwan’ has emphasized that the mediating effort of organizational commitment in the relationship between transformational leadership behaviours and job satisfaction is not influenced by the organizational culture.91

Naval Bajpai and Deepak Srivastava (2004) in their study entitled ‘Sectorial comparison of factors influencing job satisfaction in Indian Banking Sector’ have revealed that layoff threats, quick turnover, less welfare schemes and less scope for vertical growth increase job dissatisfaction. On the other hand, secure job environment, welfare policies and job stability increase the degree of job satisfaction.92

V. M. Selvaraj and M. Muthu Deivakani (2005) in their case study entitled ‘Human reasource development in cooperative milk supply society’ have revealed that healthy personality and education is a good sign of having high job satisfaction.93

---


2.14 SUMMARY

The review is in no way complete, nor was it intended to be. However, important studies relevant to the present study have been reviewed here. In summary, it can be said that the studies made to investigate the factors related to job satisfaction level tend to show that job satisfaction is the result of multiple factors working together.