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INTRODUCTION

1.1 INTRODUCTION:

Peoples' life style and standard of living have changed due to developments in science and technology. Due to spread of education which has parallel development, women are now working in various field. Notions about personal role have also changed. Life in the present age has become person-centered and economy-centered. Nature and extent of occupational and family related needs have changed. As a result, problems of work satisfaction and family adjustment arise. That affects the mental health of the person. Due to current increase in female education, women's social economic and occupational self-reliance has increased. But to the extremely rapid development in science and technology, it is becoming very difficult to adjust to the new possibilities and new hardships arising at each instant.

Mental health, family adjustment and job satisfaction depend on many factors. e.g. number of family members, family type, attitudes, values, needs, readiness to modify one's habit, age, socio-cultural customs, children, income,, conflict, co-operation, socio-cultural controls, sexual satisfaction adjustment with one's spouse. job satisfaction is affected by type of job safety and security, co-worker's co-operation, type of leadership, autonomy, pressures on the job, control and physical amenities. All these factors affect mental health of the person.

Occupation is an important aspect of life. A satisfactory work situation affects the person's feeling of personal importance. Job satisfaction also helps personal development. If an employee is not satisfied with his job, outcomes are adverse. e.g. obstructions arise in his personal, familial, social occupational adjustment. Dissatisfaction in job makes an employee frustrated, and that adversely affects his efficiency. Job dissatisfaction also increase employee turnover. Dissatisfied employee leaves his job. So training given to
him by the company becomes meaningless, so the company has to bear additional expense for training a new employee.

Managers assign more importance to productivity. So they are directly connected with importance to productivity. So they are directly connected with job performance. So their job and ways of satisfying these expectations. We can get solution to this problem by understanding factors affecting job satisfaction, traits of satisfied employee and theories of job satisfaction.

Stress in contemporary life, arising from increase in daily work and complexity of modern living has become a major problem. Work-related stress can lead to a variety of illnesses, like mental tension, headache, backache, high blood pressure, disturbance in functioning of artery and mental illness. That can lead to addiction to alcohol and drugs. These effects are spreading like contagious diseases, it can lead to absenteeism, low productivity etc.

Many situations or happenings in organizations are latently stressful. This has been reported by Bogg and Coper (1995), Gmelch (1993), Dang & Gupta (1994), Chandrashekhar (1995) and Thakar and Mishra [1999].

Indian researchers have studied in various managerial groups, role stress, mental tension in job relation between job satisfaction and job level, length of service etc. (Singh, 1990).

In various schools and colleges work environment is not similar studies done so far include those on personal variables of teachers, work environment and its effect on the students. But research on the effects of current teaching activities on the mind of teachers has been ignored. It has been accepted that teachers do not work in a constant work environment according to demands of society, and that class room situations are not similar. This is responsible for stress, and strongly affect teacher’s life. (Upadhyay and Singh, 1999)
Physical and mental traits of teacher are closely related to vocational stress. But there are very few studies of the level of stress among various groups of teachers.

1.2 STRESS:

Stress is a common human emotion. We all experience it at various times. The term stress has been used in various disciplines. Stress in engineering is known as “the ratio of the internal force brought into play when a substance is distorted to the area over which the force act.” In medicine, stress is equated with the general sense of hardship.

In fact, stress can be used to refer to the following approaches:

1. **External Force**: As an external force, stress focuses on circumstances which people experience as stressful. According to Weitz the stressful stimuli may be as perceived threat, isolation and confinement, blocking, group pressures, frustration, etc.

2. **Psychological function**: Stress is also considered as a response to a situation which demands that the individual adapt to a change physically or psychologically. Response to stress may be in the form of frustration or anxiety.

3. **Interactive approach**: According to this approach stress is the interaction of external demand (stimulus) and internal responses. Thus, stress is a complex interaction of environmental, organizational and personal feelings and responses.

Giving psychological emphasis Hammer and Dennis Organ defines stress as “a set of circumstances under which an individual cannot respond adequately or instrumentally to environmental stimuli, or can so respond only at the cost of excessive wear and tear on the organism-for example, chronic fatigue, tension, worry, physical damage, nervous breakdown, or loss of self-esteem.

In the words of Szilagyi and Wallace, “Stress is an internal experience that creates psychological or physiological imbalance within an individual and
results from factors in the external environment, the organizations, or the individual.”

### 1.2.1 The Nature of Stress:

1. Stress is a natural part of human functioning. It is pervasive in the work environment. A zero stress condition is impossible.
2. It is the reaction of individuals to characteristics of the environment that pose a threat.
3. Stress is associated with constraints and demands.
4. All people do not react in the same way to stressful situations, even in the same occupation. Some individuals (high achievers) may thrive on a certain amount of job-related tension, whereas others may worry about their inability to cope with the situation.
5. Stress is not necessarily bad in and of itself. While highly stressful situations invariably have dysfunctional consequences, stress also has positive value.
6. Two conditions are required for potential stress to become actual stress. There must be uncertainty over the outcome and the outcome must be important.
7. Stress is an additive phenomenon. It builds up. Each new and persistent stressor adds to an individual’s stress level.
8. Stress creates real costs to organizations.

### 1.2.2 Model of Organizational Stress:

It's very easy to experience stress-provoking situations in organizations. Even apparently routine jobs can create stress when the minor change in the routine is implemented. There are three keys stages in stress as under:

1. Stressor: Stressors are environmental events or conditions that have potential to induce stress. For example, an employee may assume a new position which may be incompatible with his personality.
2. Stress reactions: There may be two types of reactions after experiencing stress. A person may try to reduce anxiety of this reactions may be in the form of direct confrontation with stressor. For example, a person may blame others for his problem and set out to find a situation that may be compatible with his personality.

1.2.3 Sources or Causes of Stress:

Some important causes that generate stressful situations can be discussed under three headings:

(a) Environmental Causes:

The environment, which include the state of the economy and predicted trends, can have multiple and complex effects on stress. Environmental causes may include the following:

1. Economic Uncertainties: Changes in the business cycle create economic uncertainties that increase anxieties for people about job security.
2. Political uncertainties: Unstable political system, political threats and changes can be stress-inducing.
3. New innovations: Computers, robotics, automation, and other forms of technological innovation may cause stress for employees. These innovations can make an employee’s skills and knowledge obsolete in a very short period of time.
4. Role ambiguity: It results when a worker has unclear expectations regarding what he should do or how he is going to be evaluated.
5. Job boredom: People with less challenging jobs have more depression and tension.
6. Interpersonal demands: Lack of social support and poor interpersonal relations can cause considerable stress.
8. Organizational leadership: It denotes the managerial style. Some managers believe in work culture of tension, fear and anxiety.

9. Organization’s life state: Organizations grow, become mature, and at last decline. These life stages create different problems and pressures for employees.

In addition to these factors, poor physical conditions, inadequate authority, responsibility relationships, poor channels of communication, underutilization, poor job design can also induce stress.

(c) Personal Causes:

1. Type A personality: Some people are more stress-prone than others. Type A Petersons are often susceptible. They tend to be impatient, competitive and they constantly remain under time pressure.

2. Change in one's life: Changes can have a strong impact on a person's health. Some life changes such as getting fired or the death of a spouse are especially stressful.

3. Locus of control: Locus of control can influence experienced stress by affecting perceived ability to cope with stressful environment. Internals (Personals who feel that surrounding events are largely under their own control) are more likely to be upset by threats to the control of surrounding events.

4. Cognitive appraisal: This means that stress occurs only to the degree that the persons involved in a situation perceive it to be harmful, threatening, or challenging. Stress is largely where we perceive it.

1.2.4 Consequences of stress:

Reactions to stress and its symptoms can be seen in a number of ways. These can be divided into behavioral, psychological and physiological responses:

1. Physiological consequences: Research work suggests that a strong link exists between stress and physical disorders. Excessive level to stress
can create problems like increased heart and breathing rates, high blood pressure, headaches, heart attacks, high cholesterol and changes in metabolism. These physical problems can threaten the health and well being of man.

2. Psychological consequences: Job dissatisfaction is “the simplest and most obvious psychological states induced by stress are tention, anxiety, irritability, boredom and procrastination. In addition to these, the most common psychological reaction to stress is the use of defense mechanisms, which include rationalization, projection, displacement, reaction formation, repression, compensation, etc. These are psychological attempts to reduce the anxiety associated with stress.

3. Behavioural consequences: There has been a significant amount of research showing that stress is a prime cause of many organizational problems, particularly poor performance, high turnover and absenteeism. Some behaviourally related stress symptoms include changes in eating habits, use of alcoholism, drug abuse, withdrawal, aggression and sabotage, rapid speech, fidgeting and sleep disorders.

1.2.5 Stress Management Strategies or Coping with Stress:

People at job cannot remain in a continuous state of stress and tensions. There are many ways of dealing with stress. But a deliberate and conscious strategy should be adopted to cope with stress. Strategies of dealing with stress can be classified into two categories:

(a) Individual Strategies:

An employee may be conscious to reduce his stress level. He may use some stress reduction devices as a personal responsibility. These are as follows:

1. Physical check up: Awareness of one’s physical problems and disorders can help in understanding the causes and potential effects to stress. Thus, a physical check up is a prime device to cope with stress.
2. Physical exercise: Noncompetitive physical exercise is a popular way to relieve built-up stress. This includes aerobics, race, walking, jogging, swimming and riding a bicycle. These forms of exercise offer a means to "let of steam".

3. Time management: Time management principles can help individuals better cope with job stress. A few principles are: (a) making daily list of activities to be performed; (b) prioritizing activities by their urgency; (c) scheduling activities; and (d) knowing your daily cycle.

4. Relaxation training: Persons can learn to relax through techniques such as meditation, hypnosis and biofeedback. These create a state of calmness by allowing mind to transcend.

5. Social support: By expanding social support network (having friends, family or work colleagues to talk to), stress can be reduced. Social support moderates the stress-burnout relationship.

6. Outside interests: Individual can develop outside interest to take their minds off work. They can adopt a hobby or participate in other enjoyable activities.

7. Self-awareness activity: It includes carefully analyzing our skills, seeking feedback and information from people around us and developing a programme to improve our deficient skill.

8. Flight or Fight: Flight, or leaving a distressing situation, is better way to deal with stress if it is possible. A person may leave the firm and seek alternative employment. On the other hand, Fight or confronting a threat or stressor can also be an effective measure.

(b) Organizational Strategies:

Since, managers usually have more control over the working climate than employees, they can easily adopt some strategies to reduce work-related stress.
1. Selection and placement: Managers should pay more attention in the selection and placement process to the fit between performers, the job and the work environment.

2. Skills training: Stress can be reduced by improving the job skills of employees to do their jobs more effectively with less stress and strain. Employees can be trained in human relations skills and interpersonal abilities.

3. Goal setting: The use of specific, challenging and attainable goals can reduce stress as well as provide motivation.

4. Job redesign: Jobs can be redesigned to give employees more responsibility, more autonomy, more meaningful work and more initiative. This minimizes the creation of stress.

5. Participative decision making: By giving employees a voice in decisions affecting their job performances, management can increase employee control and reduce role stress.

6. Counseling programmes: By being more supportive with employees, managers can provide the necessary tools and guidance for people to cope with stress.

7. Prepare employees for stress: Employees can be prepared to understand work stress by providing them with “realistic job previews” which can specify the nature of the work to be encountered. Managers can also motivate workers to develop a new philosophy of organizational life which can be more tolerant and broader.

In addition to these strategies, managers can also use wellness programmes, effective communication channels, promotions from within, stress management programmes, sabbaticals (time off for good behavior), Work group cohesiveness, job enlargement, good reward systems, and other human relations techniques to reduce work-related stress in organizations.
1.3 MENTAL HEALTH:

According to W.H.O. experts committee on mental health “Mental health implies the capacity in an individual to form harmonious relations with others, to participate in or contribute constructively to change in his social and physical environment and fully realize his potentialities”

According to Sullivan a healthy person is one who has syntaxes (non-parataxis) relationship with others and who repeat to people as they really are, not as symbols of past relationships. Thus emphasis is on interpersonal relationships. Alder defined a healthy personality as one which experiences a sense of identification or one-nests with mankind pathology involves neurotic striving for power as a compensation against feelings of inferiority and helplessness.

Six salient features for a sound healthy personality are as under
1. Extension of the sense of self
2. Capable of intimacy, respect and compassion when relating to others.
3. Emotional security (self-acceptance)
4. Realistic perception and skills
5. Self-objectification, i.e. insight and humor
6. A unifying philosophy of life a sense of direction and purpose in life.

Many definition of mental health, gave the following as criteria of positive mental health.
1. Attitude towards the self-it includes acceptance by the individual of his own self.
2. Growth, development and self-actualization-the extent to which the individual utilizes his abilities.
3. Integration the extent to which the psychic forces are balanced.
4. Autonomy person is self reliant and is able to decide what suits his own needs best.
5. Perception of ability freedom from need distortion and existence of empathy.
6. Environment mastery adequacy in interpersonal relationships adoption and adjustment and efficiency in problem solving.

1.3.1 Traits of Mental Health:

mental health like physical health is also a condition. And this condition can be recognized by its characteristics features. Roughly speaking a mentally healthy individual would exhibit the following symptoms.

Adjustability:

It has been painted out earlier also that one special characteristics of a mentally healthy individual is that he adjusts to a new situation with least delay and disturbance. He makes the fullest possible use of existing opportunities and adjusts to every new situation that presents itself. This does not mean that he is a rolling stone that gathers no moss, but has his own ideas, notions, opinions, is a col individual who deals coolly and patiently with every novel circumstance, without fear, disturbance, anxiety, complaint or desire to avoid them. He is aware of the fact that change is the principle of life, he is ever prepared for change and always finds some suitable mode of adjustment

Self-Evaluation:

A mentally healthy individual evaluating himself properly is aware of his limitation. He easily accepts his faults and makes efforts to get rid himself of them. He introspects so that the may analyze his problems, prejudices, difficulties etc and reduces them to a minimum.

Maturity:

Intellectual and emotional maturity is another peculiar sign of mentally healthy individual. The mature mind is constantly engaged in increasing his fund of knowledge, behaves responsibly, expresses his thoughts and feelings with clarity and is prepared to sympathize with others feeling and view
points. The healthy individual behaves like a balanced, cultured and sensible adult in all matters.

**Absence of Extremism:**

Aristotle believed that the ideal man lacks excess in any and every direction and the principle that excess of anything is bad is a golden rule as far as mental health is concerned. Whatever the instinct, if it is allowed to dominate an individual, it will bring him to harm and endanger his mental health. Hence, in order to maintain mental health, one’s life should be integrated, interests should be wide and the personality balanced extremism is no well wishes of mental health.

**Regular Life:**

Habits are an important element in maintaining mental health forming proper habits in matters of food, clothing and the normal routine of daily life leads to their becoming systematic and regulated, which in the long run, economizes upon energy and time healthy persons performs most of the common function of life with quick assurance and show of neutrality, without any bother and fuss. Their life is a model or regularity, balance and measured calculation.

**Satisfactory Social Adjustment:**

A healthy individual maintains good adjustment with social situations, and is engaged in some or the other project intended to benefit society. And this is because in modern society the proper development of everyone’s personality can take place only if there is mutual cooperation. The greater the balance of these social relationships and the greater simplicity the better will be the individual’s mental health.

**Satisfaction From Chief Occupation:**

For mental health it is essential that everyone should find satisfaction from his chief occupation, his vocation. Money is the result of work but if one
works only for it, that much time is obviously a waste. If the work interests an individual, it will yield more money, but the same time, a proper illustration of time will bring an increase in his pleasure and happiness. In fact, if one works for interest and maintains it even in the event of a loss in trade or at least the pain of loss is considerably lessened. Health is always, in a given context, dependent upon existing condition, which are themselves related to the changes taking place in the environment.

There are two schools of thoughts concerning mental health. The first largely represented by the medical profession, thinks about mental health as the absence of mental disease, the second school is represented by psychologists, the teaching profession and the psychoanalysts, who have a more positive approach and regard mental health as the presence of certain psychological characteristics and their effective use. However, broadly three major ideas have been suggested as criteria’s for a healthy when he understand himself and his own motivations, drives, wishes and desires. This leads a person to accept himself and recognize his liabilities and assets, his past and present behavior in a socio-culturally approved way. The second criteria about a healthy self, views the person from a long time perspective, embracing his entire life span. It has to do with what a person makes of himself, and is often described as self actualization, growth or acquiring his self the third idea is concerned with the process called integration of personality.

A world health organization (W.H.O.) Expert committee on mental health had its first meeting in 1949 to formulate the principles that should govern the activities of W.H.O. in the mental health field. In view of the tremendous needs and the shortage of psychiatric personnel and facilities throughout the world, the committee considered that it would be impossible to provide therapeutic facilities for all the needy people of the world with in the foreseeable future. As a consequence the committee placed great emphasis upon the promotion of the general welfare and physical health of
people as well as upon the development and application of mental health resources as rapidly as conditions would permit.

The committee has conducted studies and issued expert committee reports on such topics as alcoholism, drug addiction, maternal deprivation, mental hospital organization, the psychiatric aspects of delinquency and crime, and the development of community health facilities. W.H.O. has assisted with the development of psychiatric facilities in member states by making consultants available, providing training grants, and sponsoring conferences, both world-wide and local in scope since its inception. W.H.O. has made and is continuing to make many significant contributions to world mental health.

The twelfth and thirteenth annual meetings of the World Federation for Mental Health both of which fell within the world mental health year 1959-60 were devoted to planning for mental health and action papers presented at these conference cover a wide range of topics and plans in the mental health field. They have been published in one volume, planning and action for mental health.

Health and illness are seen to exist along a continuum; health is equated with an optimum stable balance and illness is seen as a degree of departure from the satisfactory homeostatic functioning of the system. Human health and diseases are a continuum of psychobiological states, determined to a varying extent by biophysical and social variables. There is no sharp boundary between health and disease. Normal and abnormal before we go on to defining mental health we need to study the different approaches by different schools of thought to mental health and pathology. These different approaches have led to the emergence of different models of mental health which provide a better focus on the dynamics of mental health problems in the present context.
1.3.2 Characteristic of Mental Health

It has always been easier to define mental illnesses than to define mental health. In the United States the American Psychiatric Association has traditionally been the organization to define mental disorders (beginning as early as 1917 when it was known as The Association of Medical Superintendents of American Institutions of the Insane). More recently many have recognized that mental health is more than the absence of mental illness. Even though many of us don’t suffer from a diagnosable mental disorder, it is clear that some of us are mentally healthier than others. Here are a few ideas that have been put forward as characteristics of mental health:

- **The ability to enjoy life** - The ability to enjoy life is essential to good mental health. James Taylor wrote that "The secret of life is enjoying the passing of time. Any fool can do it. There ain't nothing to it." The practice of mindfulness meditation is one way to cultivate the ability to enjoy the present. We, of course, need to plan for the future at times; and we also need to learn from the past. Too often we make ourselves miserable in the present by worrying about the future. Our life metaphors are an important factors that allow us to enjoy life.

- **Resilience** - The ability to bounce back from adversity has been referred to as "resilience." It has been long known that some people handle stress better than others. Why are some Vietnam combat veterans handicapped for life, while others become United States senators? Why do some adults raised in alcoholic families do well, while others have repeated problems in life? The characteristic of "resilience" is shared by those who cope well with stress.

- **Balance** - Balance in life seems to result in greater mental health. We all need to balance time spent socially with time spent alone, for example. Those who spend all of their time alone may get labeled as "loners," and they may lose many of their social skills. Extreme social isolation may even result in a split with reality. Those who ignore the
need for some solitary times also risk such a split. Balancing these two needs seems to be the key - although we all balance these differently. Other areas where balance seems to be important include the balance between work and play, the balance between sleep and wakefulness, the balance between rest and exercise, and even the balance between time spent indoors and time spent outdoors.

- **Flexibility** - We all know people who hold very rigid opinions. No amount of discussion can change their views. Such people often set themselves up for added stress by the rigid expectations that they hold. Working on making our expectations more flexible can improve our mental health. Emotional flexibility may be just as important as cognitive flexibility. Mental healthy people experience a range of emotions and allow themselves to express these feelings. Some people shut of certain feelings, finding them to be unacceptable. This emotional rigidity may result in other mental health problems.

- **Self-actualization** - What have we made of the gifts that we have been given? We all know people who have surpassed their potential and others who seem to have squandered their gifts. We first need to recognize our gifts, of course, and the process of recognition is part of the path toward self-actualization. Mentally healthy persons are in the process of actualizing their potential. In order to do this we must first feel secure.

These are just a few of the concepts that are important in attempting to define mental health. The ability to form healthy relationships with others is also important. Adult and adolescent mental health also includes the concepts of self-esteem and healthy sexuality. How we deal with loss and death is also an important element of mental health. Please consider sharing your own ideas about mental health in the Forum.
1.3.3 Types of Mental Health Assessments

Mental health assessments are used to determine whether or not a person has a mental illness. Mental health assessments usually work by exclusion, arriving at the conclusion of mental health after ruling out the possibility of mental illness. There are several types of mental health assessments, including personality disorder tests, mental illness tests and cognitive assessments.

- **Personality**
  
  Personality tests can be used to assess mental health and determine personality disorders, such as avoidant personality disorder and antisocial personality disorder. A personality disorder is a highly persistent and continuous mental health issue that affects a person's ability to interact normally with others. Many people who have personality disorders fail to seek out medical help, thinking that their behavior is normal and that other people are wrong.

- **Disability**
  
  Mental disabilities are not the same as mental illnesses, but are assessed using mental health instruments. Many patients with Asperger's syndrome are initially screened for schizophrenia, as the two conditions have some symptoms in common. Patients who show certain symptoms, such as paranoia, excitability and social withdrawal, are tested using medical history reviews, IQ tests and personality tests, and are categorized as disabled or mentally ill, depending on the results.

- **Neuropsychological**
  
  Mental health can be tested using neurological assessment tools, such as brain scans, electric brain imaging and MRIs. Certain mental illnesses, such as schizophrenia and depression, have strong physiological correlation in the patient's brain, such as under or overactive dopamine receptor site activity.
comprehensive brain scan, using various imaging technologies, can add considerable weight to a diagnosis of schizophrenia or depression.

- **Cognitive**

  Cognitive assessments are sometimes used to assess mental health. In most cases, cognitive assessments, such as IQ tests and aptitude tests, are used to rule out physiological conditions, such as brain damage, before a diagnosis of mental illness is given. Certain conditions, including schizoid personality disorder, correlate reasonably well with average to above average IQ. Cognitive assessments can be useful in distinguishing between mental impairment and mental illness, and thus are essential tools in thorough mental health testing.

- **Situational Problems**

  Some mental health problems are temporary or situational in nature. Conditions such as trauma and post-traumatic stress disorder are often assessed by reviewing events in the patient’s life, as they can only be diagnosed with reference to an external cause. Other tools, such as personality testing and cognitive testing, are used in addition to the case history approach. Thus, the assessment process for situational problems is very much holistic in nature.

1.4 **JOB SATISFACTION**

  Job satisfaction refers to the positive and negative feelings and attitudes we hold about our job. It depends on many work-related factors, ranging from our assigned parking space to the sense of fulfillment we get from our daily tasks. Personal factors can also influence job satisfaction. These factors include age, health, length of job experience, emotional stability, social status, leisure activities, and family and other social relationships. Our motivations and aspirations, and how well these are satisfied by our work, also affect our attitudes towards our jobs.
For some employees, job satisfaction is a stable, enduring characteristic, independent of the features of the job. Changes in job status, pay, working conditions, and goals have little effect on the job satisfaction of these people. Their personal tendency towards happiness (satisfaction) or unhappiness (dissatisfaction) varies little over time and circumstances.

I-O Psychologist have suggested, based on research conducted with twins, that attitudes toward work and the satisfactions we expect from it may have a hereditary component. In other words, these feelings may be influenced more by our genetic endowment than by features of the work environment. Nevertheless, it is clear that some people are generally more satisfied with life and, thus, with their work, people who have positive attitudes towards their work are likely to have positive feelings about their personal and family life.

So, it is generally accepted that job satisfaction and life satisfaction are positively related, but which one causes the other? Or are both influenced by some third factor? To explore this relationship, a sample of 804 employees, selected to be representative of the U.S. workforce, was interviewed and given questionnaires to assess job and job satisfaction. The result showed a positive and reciprocal relationship between job and life satisfaction in the short term; that is, each one influenced the other. Over time, however, the impact of life satisfaction on job satisfaction was significantly stronger, indicating that general life satisfaction may be the more influential of the two factors. This conclusion was supported in a study of 479 police officers. For them, life satisfaction was influenced more by non-work factors than by satisfaction with their jobs (Hart, 1999). However, it does not follow that attempts to improve job satisfaction are useless. Remember that the two are interrelated. Job satisfaction still has an effect on life satisfaction.

1.4.1 Measuring Job Satisfaction:

The approach used most often to measure employee attitudes is the anonymous questionnaire, typically distributed to employees through the
company’s e-mail network. Because participation is voluntary, not all workers will complete a questionnaire. There is no way of knowing which employees responded and which did not, or how those who failed to respond differ from those who did respond. It might make a difference if more good workers than poor workers completed the questionnaires.

Two popular attitude surveys are the Job Descriptive Index (JDI) and the Minnesota Satisfaction Questionnaire (MSQ). The JDI contains scales to measure five job factors: pay, promotion, supervision, the nature of the work, and the characteristics of one’s co-workers. It can be completed in 15 minutes and has been published and dissatisfaction, ranging from very satisfied to very dissatisfied. It covers 20 job facets including advancement, independence, recognition, social status, and working conditions. The MSQ takes 30 minutes to complete; a 10 minute form is also available. These questionnaires have high construct validity.

1.4.2 Impact of Personal Characteristics:

Many characteristics of the job and the workplace affect job satisfaction. By redesigning job and work environments, it is possible for management to increase job satisfaction and productivity. Jobs can be redesigned to maximize opportunities to satisfy the needs for achievement, self-actualization, and personal growth. Jobs can be enriched to enhance the motivator needs and the core job characteristics. Personal characteristics linked with job satisfaction include, among others, age, gender, race, cognitive ability, job experience, use of skills, job congruence, organizational justice, personality, and occupational level. Some of these factors can be used to predict satisfaction among various groups of workers.

Age:

In general, job satisfaction increases with age; the lowest job satisfaction is reported by the youngest workers. This relationship holds for blue-collar and white-collar employees and for men and women employees. Many young people are disappointed with their first jobs because they fail to
find sufficient challenge and responsibility. Why does job satisfaction tend to increase with age when the typical reaction to our first job is often disappointment? Three possible explanations have been suggested:

1) The most strongly dissatisfied young workers may drop out of the work force or change jobs so frequently in their search for satisfaction that they are no longer counted in surveys. This means that the older the sample of employees studied, the fewer dissatisfied people are likely to be included.

2) A sense of resignation may develop as workers grow older. Older employees may give up looking for fulfillment and challenge in their work and seek these satisfactions elsewhere. Therefore, they tend to report less dissatisfaction with their jobs.

3) Many older workers have greater opportunities to find fulfillment and self-actualization on the job. Age and experience usually bring increased confidence, competence, esteem, and responsibility. In turn, these feelings lead to a greater sense of accomplishment. In other words, older workers are more likely to have better jobs than are younger workers.

- **Gender**:

  The research evidence about possible differences in job satisfaction between men and women employees is inconsistent and contradictory. Psychologists have found no clear pattern of differences in job satisfaction. It may not be gender, as such, that relates to job satisfaction as much as the group of factors that vary with gender. For example, women are typically paid less than men for the same work, and their opportunities for promotion are fewer. Most women employees believe that they have to work harder and be more outstanding on the job than men employees before they receive comparable rewards. Obviously, these factors influence a person’s satisfaction.
• **Race:**

In general, more white than nonwhite employees report satisfaction with their jobs. However, before a person can be concerned with job satisfaction, he or she must have a job. Although there is a large, thriving middle class among black and ethnic minority employees, large numbers of people who want to work are unemployed, are employed irregularly, or are too discouraged to seek employment. Many who have full-time work are confined to low-level jobs that offer marginal pay and little opportunity for advancement or fulfillment. Thus, the primary concern for many workers is not satisfaction but finding a job that pays a decent wage.

• **Cognitive Ability:**

Cognitive ability does not appear to be a significant determinant of job satisfaction, but it may be important when related to the type of work a person chooses. For many jobs, there is a range of intelligence associated with high performance and satisfaction. People who are too intelligent for their work may find insufficient challenge, which leads to boredom and dissatisfaction. A survey of 12,686 U.S. workers, a majority of whom were African American or Hispanic, showed that the more intelligent people held jobs with high interest and challenge. People whose jobs were not sufficiently challenging for their level of intelligence reported great dissatisfaction with their work.

A factor sometimes related to intelligence is level of education. Some studies have shown that education has a slight negative relationship to job satisfaction. The higher the level of formal education, the more likely a person is to be dissatisfied with the job. One explanation is that better-educated persons have higher expectations and believe that their work should provide greater responsibility and fulfillment. Many jobs do not satisfy these expectations. Employees with college degrees are somewhat more satisfied with their jobs than employees who attended college but did not graduate.
This finding may be related to the fact that many higher-level positions are open only to college graduates.

- **Job Experience:**
  During the initial stage of employment, new workers tend to be satisfied with their jobs. This period involves the stimulation and challenge of developing skills and abilities, and the work may seem attractive just because it is new. This early satisfaction wanes unless employees receive feedback on their progress and tangible evidence of their achievements. After a few years on the job, discouragement is common, often being brought on by the feeling that advancement in the company is too slow.

  Job satisfaction appears to increase after a number of years of experience and to improve steadily thereafter. The relationship between job satisfaction and length of work experience parallels the relationship with age. They may be the same phenomenon under different labels.

- **Use of Skills:**
  A common complaint, particularly among college graduates in engineering and science, is that their jobs do not allow them to exercise their skills or apply the knowledge acquired during their college training. Surveys of engineers show high dissatisfaction with job facets such as pay, working conditions, supervisors, and opportunities for promotion. Other studies show that people are happier at work if they have the chance to use their abilities. Interviews with workers on an automobile assembly line in Sweden revealed that a major factor in their job satisfaction was the opportunity to perform their work at a high level of quality (Eklund, 1995). When working conditions or the actions of co-workers interfered with work quality, job satisfaction declined.
Job Congruence:

Job congruence refers to the match between the demands of a job and the abilities of the employee. The higher the congruence - the closer the fit between a person’s skills and attributes and the job’s requirements - the greater the job satisfaction. Conversely, a poor fit between job demands and personal skills reduces the potential for job satisfaction.

Organizational Justice:

Organizational justice refers to how fairly employees perceive themselves to be treated by their company. When workers believe they are being treated unfairly (a perceived lack of organizational justice), their job performance, job satisfaction, and organizational commitment are likely to decline. Under these circumstances, employees also report higher levels of stress, and they are more likely to file grievances or seek other jobs. Employees who work for large organizations or for companies with an authoritarian culture are likely to have a low opinion of the level of organizational justice in their workplace. Participation in decision making can contribute to an increase in organizational justice.

Personality:

Research suggests that employees who are more satisfied in their work are better adjusted and more emotionally stable. Although the relationship seems clear, the cause-and-effect sequence is not. Which comes first, emotional stability or job satisfaction? Emotional instability or job dissatisfaction? Emotional instability can cause discontent in every sphere of life, and prolonged dissatisfaction can lead to poor emotional adjustment.

Two personality factors related to job satisfaction are alienation and locus of control. Employees who feel less alienated and who have an internal locus of control are more likely to be high in job satisfaction, job involvement, and organizational commitment. Two dimensions of the Type A personality are also related to job satisfaction. Achievement striving (the extent to which
people work hard and take the work seriously) is positively related to job satisfaction and job performance. Impatience /irritability (intolerance, anger, hostility, and a sense of time urgency) is negatively related to job satisfaction. The higher the impatience score, the lower the job satisfaction.

Job satisfaction appears to be highest among employees with a high degree of social and institutional trust; that is, those who believe that people and organizations are basically fair and helpful and can be trusted.

An unusual research programme studied the self-evaluations of 384 employed adults, including psychological measures of self-esteem, self-efficacy, locus of control, and neuroticism. This long-term study assessed these factors in childhood and again in adulthood. People who scored high in esteem and efficacy and low in neuroticism, and showed an internal locus of control, showed significantly higher job satisfaction in their middle adult years than did people who scored in the opposite direction. Thus, personality factors measured in childhood showed a direct relationship to job satisfaction measured some 30 years later.

• **Occupational Level:**

The higher the occupational or status level of a job, the higher the job satisfaction. Executives express more positive job attitudes and feelings than do first-line supervisors, who, in turn, are usually more satisfied than their subordinates are. The higher the job level, the greater is the opportunity for satisfying motivator needs. Also, high-level jobs offer greater autonomy, challenge, and responsibility. Satisfaction of Maslow's esteem and self-actualization needs also increases with each level in the organizational hierarchy.

Job Satisfaction varies with job category. High job satisfaction is more likely to be reported by entrepreneurs (self-employed persons) and by people in technical, professional, and managerial jobs. The least satisfied employees are in manufacturing and service industries and in whole sale and retail businesses.
1.4.3 Job satisfaction and On-the-Job Behavior:

We have described several factors that influence job satisfaction. Now let us consider those aspects of our behavior at work that can be affected by our level of satisfaction.

**Productivity:** Research suggests a positive, though weak, relationship between satisfaction and productivity. However, it has not been demonstrated consistently in the laboratory or in studies conducted on the job. Part of the problem is that some jobs lend themselves more readily than others to objective assessments of performance. In other words, different measures of productivity are appropriate for different jobs. Also, the direction of the relationship is an issue. Instead of assuming that job satisfaction leads to improved performance, the converse may be true. Improved performance may cause job satisfaction. (Recall that this idea was formalized as the high performance cycle.) Satisfaction derives from the fulfillment of our needs. If our work meets those needs, then we can, in effect, administer our own rewards by improving our job performance.

This notion may be more applicable to managers than to lower-level employees. Managers have more opportunities on the job to express and fulfill their needs for self-actualization, achievement, and personal growth. Workers in clerical or assembly-line jobs have little control or opportunity to fulfill these higher-order needs.

But research suggests that job satisfaction test scores may not be the most appropriate measure of job performance. In two studies of human service workers and juvenile probation officers, psychological well-being (broadly defined as happiness”) showed a significant positive relationship to job performance. Wellbeing was more predictive of the level of job performance than was job satisfaction.

**Prosocial and Counterproductive Behavior:** High job satisfaction has been related to prosocial behavior; that is, to helpful behavior directed at customers, co-workers, and supervisors to the benefit of employees and their
organization. Does it follow that low job satisfaction is related to antisocial actions or to counterproductive behavior that may thwart organizational goals? Negative employee behavior can interfere with production and lead to faulty products, poor service, destructive rumors, theft, and sabotaged equipment. Employees may view these behaviors as a way of striking back at an organization because of real or imagined grievances.

Studies have shown a positive relationship between job dissatisfaction and counterproductive behavior for workers over the age of 30. This does not mean that older workers engage in more negative behaviors than do younger workers; the frequency of negative behaviors is higher for employees under 30. What the research indicates is that only in older workers has counterproductive behavior been related to job dissatisfaction.

**Absenteeism:** Absenteeism is widespread and costly for organizations. On any given workday in the United States, up to 20% of employees do not show up for work. Absenteeism accounts for more time lost from work than do strikes and lockouts, and it costs businesses more than $30 billion a year.

Absenteeism has plagued industry since the invention of machines. In textile mills in Wales in the 1840s, the absenteeism rate was approximately 20%. During the 2-week period following each monthly payday, absenteeism often reached 35%. Throughout the 19th century in England, workers typically took off Mondays-Saint Monday," they called it-to recover from weekend drinking bouts. Factory owners levied stiff fines and dismissed many workers, but that had no impact on attendance.

Much of industry’s absenteeism data come from self-reports. Suppose you were filling out a questionnaire dealing with your job performance. One of the questions asked how many days of work you missed over the last year. Would you answer accurately? Or would you underreport the number of times you were absent? Would you be tempted to say that you missed only 2 days when the actual number was nearer to 10? Studies with diverse groups of workers consistently demonstrate the underreporting of absences by as
much as 4 days a year. Managers also tend to underreport the extent of absenteeism in their work groups. About 90% of employees claim to have above-average attendance records. Clearly, many of us are less than honest about admitting the amount of time we lose from work.

If self-report absenteeism data are sometimes inaccurate, then why not use a company's personnel records to get a true indication of the absenteeism situation? That’s a good idea in theory, but it does not work well in practice. Many companies do not compile attendance data in any systematic fashion. For managers and professional employees, such as engineers and scientists, such data are rarely collected at all. So when you read a study about absenteeism and learn that the data come from self-reports, you know that the actual number of absences is likely to be higher.

Not surprisingly, the more liberal an organization's sick-leave policy, the higher its absenteeism rate. Absenteeism is also high in companies that do not require proof of illness, such as a physician's note. High-paying manufacturing industries have higher absenteeism rates than do low-paying industries. The more money employees earn, the more likely they are to feel entitled to take time off. Workers in routine jobs often have a higher absence rate than workers in more interesting, challenging jobs.

Societal values may foster absenteeism, as is evident in variations in absentee rates for different countries. In Japan and Switzerland, where job attendance is considered to be a duty, absenteeism rates are low. In Italy, where societal attitudes toward work are more permissive, companies routinely hire 15% more workers than needed to make sure that enough people report to work each day to maintain operations.

A cross-cultural survey of more than 1,200 managers and employees in Canada and in China found that while Canadian employees considerably underreported their absenteeism rates, Chinese employees did not. When questioned about the reasons for missing work, the Chinese were more likely to cite domestic concerns, such as house maintenance or personal business, as
legitimate reasons for missing work, whereas the Canadians were more likely to consider medical causes as legitimate reasons for missing work. (Johns & Xie, 1998).

Management often contributes to an organizational climate that appears to condone absenteeism by failing to enforce company policy. If management is believed to be lenient and unconcerned about absences, some employees will take advantage of the situation. A study of 800 clothing factory workers and their 41 supervisors revealed a significant negative relationship between supervisory standards of acceptable absenteeism and actual absenteeism rates. Supervisors with high standards (who tolerated few absences in their work group) had lower absenteeism rates than did supervisors who had low standards. In other words, supervisors who were more tolerant of absences, and so created a climate that seemed to condone absenteeism, had-as you would expect-more absences among their workers. It is interesting to note that in this study the company kept accurate records so that self-reported absences could be verified.

Economic conditions can influence absenteeism rates. In general, when a company is in the process of laying off workers, absenteeism rates decline. Absenteeism increases when the overall employment rate is high, a time when workers feel more secure about their jobs. Also, younger workers are far more likely to take unauthorized time from work than are older workers.

A 70-month study of 419 U.S. government civil service employees found that job satisfaction was a valid predictor of absenteeism. The higher the job satisfaction, the lower the number of absences. Extent of job involvement was also a valid predictor of absenteeism. (Steel & Rentsch, 1995).

**Turnover:** Turnover is also costly for organizations. Every time someone quits, a replacement must be recruited, selected, and trained, and permitted time on the job to gain experience. Evidence relating high turnover to high job dissatisfaction is strong. Studies have shown that both intended
and actual turnover can be attributed to dissatisfaction with various aspects of the job.

Turnover is higher in times of low unemployment and expanding job opportunities than it is in times of high unemployment and limited opportunities. When people perceive that the economic climate is good and the economy is growing, they find it easier to consider changing jobs in the hope of increasing their job satisfaction.

There is a crucial difference between absenteeism and turnover. Whereas absenteeism is almost always harmful to the organization, turnover is not necessarily so. Sometimes it is the unsatisfactory employees who leave the company. Psychologists distinguish between functional turnover, when poor performers quit, and dysfunctional turnover, when good performers quit.

**IMPORTANCE OF JOB SATISFACTION**

The study of job satisfaction enriches management with a range of information pertaining to job, employee, environment etc. which facilitated it in decision making and correcting the path of organizational policies and behavior. It indicates the general level of satisfaction in the organization about its programmers, policies etc. Secondly, it is a diagnostic instrument for knowing employees" problems, effecting changes and correcting with least resistance. Thirdly, it strengthens the communication system of the organization and management can discuss the result for shaping the future course of action. Fourthly, it helps in improving the attitudes of employees towards the job and facilitates integration of employee with the organization. It inspires sense of belongingness and sense of participation leading to the overall increase in the productivity of the organization. Fifthly, it helps unions to know exactly what employees want and what management is doing. Thus, it facilitates mutual settlement of grievances and other unwanted situations. Lastly, it facilitates in determining the training and development needs of the
both, employees and the organization. If we can improve job satisfaction and morale, we can improve job performance as well. Soon the management set about to take advantage of this newly found insight and they took action on two fronts. *First*, they initiated attempts to measure the state of employee-feeling in order to know where to concentrate their efforts in improving employee-satisfaction. *Secondly*, they set about to train their managers, especially first-level supervisors, to pay attention to the attitudes and feelings of their subordinates so that performance could thereby be improved. The topic of job satisfaction at work is getting wider attention at this time. Job satisfaction is the satisfaction one feels while doing the job. Job satisfaction is one of the important factors, which affect not only the efficiency of the laborers but also such job behavior as absenteeism, accidents, etc. Job satisfaction is the result of employee perception of how well the job provides those things that are viewed important. For the success of any organization, job satisfaction has vital importance. The employees who are satisfied are the biggest assets to an organization whereas the dissatisfied employees are the biggest liabilities.

In fact no organization can successfully achieve its goal and mission unless and until those who constitute the organization are satisfied in their jobs. Dissatisfaction leads to frustration and frustration leads to aggression. It is believed that employees dissatisfied with their job may be militant in their attitude towards the management. Dissatisfaction is infectious and quickly spreads to other employees and is likely to affect the morale and working of other employees and image of organization. A dissatisfied worker may seriously cause damage to the reputation and property of the organization and harm its business interest. Job satisfaction/dissatisfaction is the result of various factors which are related to the present job situations. These various factors are opportunities for career advancement, amount of tension at work, work involvement, relations with colleagues and supervisors, due recognition of merit, sufficient emoluments and good working conditions, grievances
removal, feeling of fatigue and loneliness and prestige of the organization.  

Job satisfaction is a complex and important concept for human resource managers to understand most employees do not believe their work is being properly rewarded. Nor do they believe that their companies are doing enough to attract high quality performers, train them, or manage them effectively. Since Herzberg’s 1959 work on satisfiers and dissatisfiers in the work place, job satisfaction has frequently been held up as means of improving employee motivation. With the improvement come increasing individual productivity, job longevity and organizational efficiency. The salience of the concept of job satisfaction has become so ingrained in thinking about jobs and employees that its importance is now taken for granted, as though it is a tenant of managerial faith. Today human resource managers want to know how to have satisfied employees, not why employees should be satisfied. In truth, employees and managers may have different reasons for wanting organizational conditions that foster job satisfaction. Employees spend most working hours at work, thinking about work, resting up for work, or preparing for work, because work provides “daily meaning as well as daily bread.” Yet work is not always a place where workers feel satisfied.

Human resource manager may be concerned about employees job satisfaction for different reasons than their employees. Altruistic managers want satisfied employees because they care about their employees. Result-oriented managers want satisfied employees because satisfied employees may perform better and have less absenteeism and greater longevity. Satisfied employees also tend to produce higher-quality work than their dissatisfied cohorts. In fact, studies on humanizing the workplace indicate that satisfied employees are more productive and that organizations with satisfied employees are more efficient. Satisfied employees are more likely to experience high internal work motivation, to give high quality work performance and to have less absenteeism and turnover.

**STRATEGIES TO INCREASE JOB SATISFACTION:**
1. **Know Thyself:**

   One way to increase job satisfaction is to know yourself. What are things that motivate you? Sure the company can do things and implement programs to increase staff motivation especially the companies that knows the importance of job satisfaction. But motivation is also from within. It is inside you, only you know what keeps you awake at night and makes you jump out of bed in the morning. When you know yourself, it is easy to increase your own job satisfaction as you will know what works for you.

2. **Keep Challenging Yourself**

   Work has to be challenging enough but not so overwhelming that you find it insurmountable. Challenges at an optimum level keep you going. Perhaps you find that your work is not challenging anymore. In that case, learn to get more projects that are challenging now since you know the importance of job satisfaction in your life.

3. **Cross Learn**

   Make cross learning and increasing your competency at work a culture you adopt. That means learn other skills that are only expected from people in other departments. If you are a sales person, learn to read financial statements. Cross learning can keep you challenged and will also open doors previously not an option to you. By knowing that options are open you become more relaxed and feel better about yourself. That can increase job satisfaction.

4. **Improve Other Areas of Your Lives**

   I have mentioned that the importance of job satisfaction is its contribution to a significant part of your happiness because you spend one third of your day at work. Interestingly, when you are unhappy with other parts of your life you will also bring it to work. It is usually easy to blame other parts of your life on the low level of job satisfaction you have. But the reverse is also true, if you are unhappy with some parts of your life, you may
just blame it on your job. Analyze yourself, are there other parts of your life you can improve?

5. Stay Positive

Where have you not heard this before, right? Stay positive. It’s so easy to dish our advice to stay positive. And it is worth mentioning again. Whenever you feel you aren't very satisfied with your job, learn to stay positive. There are many things to be thankful for when you have a job. Remain positive that things can change for the better. Look forward to good things like a possible promotion or salary increase or completion of a project. You may just see your job satisfaction level increase.

6. Know the Role of Work in Your Life

Work means different things to different people. Know the role of your job in your life. What does it allow you to do? Pay for the bills? Serve people in the community? Allows you time to pursue your hobby? Know what is the role of your job in your life and you will put it in the right context. That may just raise your job satisfaction level.

7. Work Allows for the Search of Purpose

I like to think that work allows me to search for my sense of purpose. Not many people are mindful enough to know what their purpose in this world is. Why not let work become a medium to allow you to search for that purpose? Imagine having eight hours a day just doing an exercise that slowly reveals what you are here in this world to do?

The importance of job satisfaction in contributing to your happiness in life is obvious. These are some steps you can deploy if you want to increase your job satisfaction and indirectly to the happiness in your life.