CHAPTER II

REVIEW OF LITERATURE

2.1 INTRODUCTION

Research is a continuous process. A researcher has to be up to date in his information about the studies related to his own problem already made by others. For any worthwhile study in my field of knowledge, the researcher needs all adequate familiarity with library and its many resources. Then only there will be an effective research for specialized knowledge. This chapter will helps to identify the research gap and shows the specialty of this study

2.2 REVIEWS OF RELATED STUDIES

- John M. Larsen Jr & W.A. Owens Jr (1965)\(^1\) discusses the variation in both the attitudes and effectiveness of employee groups as a function of the quality of supervision, tenure, education, the ages of the group members, the dynamic interplay of individual personalities and the emerging social aspects of the job. The requirement of anonymity usually dictates that only group criteria can be obtained and the outcome is a heavy preponderance of group studies. Thus, in providing an individual criterion of satisfaction, it might then be possible to investigate both between-group and within-group satisfaction in an interesting and current theoretical frame. Development demonstrated a moderating influence on the goal setting-satisfaction relationships. An unexpected finding was that there was a significant decrease in perceived managerial behavior on the Goal Clarity and Planning factor over the 21 months. However, a significant increase occurred on the Feedback and Evaluation factor.

---

Edward E. Lawler III & Richard J. Hackman (1971)\(^2\) did research on “corporate profits and employee satisfaction”. The authors examined the notion that executives would rather maximize their profits rather than invest in their employee’s job satisfaction. They discuss how the simplification of many work processes, while intended to improve an organization's profits, often result in a lack of satisfaction on the employee's end. The breaking down of work into small tasks makes the worker's job repetitive and easily replaceable. While this process is designed to improve quality it also results in a decrease in morale. The authors examined how it is actually not profitable for companies to continue to use these practices because of the costs related to turnover, absenteeism and the eventual drop in product quality.

Kahn (1972)\(^3\) mentioned that job content, supervision, physical work conditions and possibly organisation structure are amongst the highly probable causes of satisfaction and satisfaction in the workplace. In the automotive industry, jobs are standardised and have a narrow range, as designed according to scientific management principles. Scientific management, as by Frederick Taylor, uses research and experimentation to determine the most efficient way to perform jobs and organizes workers into specialised and standardized jobs.

GopaBasu (1973)\(^4\) observes in her research study that ‘Motivation in Industry’ is concerned not with the task of getting workers to do assigned jobs but with the task of enlisting their co-operation and loyalty when they have already identified themselves with the organization.

---

\(^2\) Edward E. Lawler III & Richard J. Hackman (1971) did research on “corporate profits and employee satisfaction”.

\(^3\) Qingbin Wang, Tao Sun, Minghao Li, Wen Li, Yang Zou Source: Journal of Chinese Economic and Foreign Trade Studies Volume: 6 Issue: 1 2013

\(^4\) Hye-Shin Kim, Mary Lynn Damhorst Source: Journal of Fashion Marketing and Management Volume: 3 Issue: 1 1999
Review of Literature

- **Donald P. Schwab & Marc J. Wallace Jr. (1974)** examined many aspects of job satisfaction investigated in recent years; satisfaction with pay appears to be most deserving of additional study. Employee satisfaction with pay should be of particular importance to organizations if for no other reason than that pay constitutes a substantial --often the major--cost of doing business. Despite its importance, however, considerable controversy has surrounded discussions of satisfaction with pay, and only recently have we begun to learn something about the personal and organizational factors associated with pay satisfaction. This study examines six personal and organizational correlates of pay satisfaction of both male and female nonexempt employees in a large firm manufacturing durable consumer goods. In general, the results indicate that although satisfaction with pay is related to several variables, the vast majority of the variance in pay satisfaction is not explained with the variables used in this study.

- **Gene Milbourn Jr. & J. D Dunn (1976)** article presents a study which aims to assist operating managers of small organizations in determining the need for conducting audits of employee attitudes, selecting an appropriate questionnaire to gather attitudinal data, and interpreting and using the information collected to improve managerial practices and organizational functioning. Job satisfaction is a feeling an employee has about his work, pay, promotional opportunities, supervisor, and co-workers. More specifically, it is the "pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Managerial policies and practices determine the level of worker satisfaction/dissatisfaction toward each of the five component dimensions. The

---


6 Geoffrey A. Shires Source: Aslib Proceedings Volume: 2 Issue: 1 1950
abbreviated scheme above shows that managers are responsible for designing or creating a work environment where employees are able to be satisfied and productive. A managerial policy on promotion, for example, is seen to effect both job satisfactions with promotion and employee performance.

Richard D. Arvey, H. Dudley Dewhirst & Edward M. Brown (1978) examined two hundred and forty five working level scientists and engineers participated in a longitudinal study in which their managers had been trained in a Management by Objectives program. Subjects completed two questionnaires, the latter being completed 21 months after the first designed to assess perceptions of their managers' goal setting behavior along four dimensions derived using factor analytic procedures (Goal Clarity and Planning, Subordinate Freedom, Feedback and Evaluation, Participation in Goal Setting) and their reported intrinsic, extrinsic and total satisfaction. Dynamic correlations (Vroom, 1966) were computed between changes in the goal setting factors and changes in the satisfaction variables and significant positive relationships were observed. In addition, results indicated that job task (research vs. development) demonstrated a moderating influence on the goal setting-satisfaction relationships. An unexpected finding was that there was a significant decrease in perceived managerial behavior on the Goal Clarity and Planning factor over the 21 months. However, a significant increase occurred on the Feedback and Evaluation factor.

7 Jane Sixsmith, C. Cecily Kelleher, Emer Crangle Source: Health Education Volume: 100 Issue: 1 2000
Philip (1979)\(^8\) has pointed out that to increase an employee’s motivation; the management must get the employees to perceive that he will achieve higher satisfaction at a higher effort level.

Hemavathi (1990)\(^9\) has in her doctoral research found that job security is the chief motivator of employees in the Govt. and public sector.

Sinha (1991)\(^10\) in his study on Employee Recognition specifies recognition as a positive public acknowledgement of person’s abilities and efforts. He thinks it as a powerful achievement motivator through the enhancement of the self worth of employees.

Unnikrishnan (1992)\(^11\) has observed that qualified employees should be properly motivated by giving them higher grade promotion and increment.

Pushpa (1993)\(^12\) observes that most of the industrial atmosphere dominated by male, most of them are middle aged and above. This indicates lack of initiative and vitality. Proper motivation from the part of the management will be a remedy to this.

Jitschandran (1994)\(^13\) found that motivated people are in a constant state of tension. This tension is relieved by drives towards an activity and outcome that is meant to reduce or relive such tension. The greater the tension, the more activity will be needed to bring about relief and hence higher the motivation.

---


\(^9\) Hemavathi (1990) Source: European Journal of Marketing


Anil Kumar (1995)\textsuperscript{14} indicates that in order to motivate the workers to increase their efficiency the management should adopt measures to evaluate the merit of the workers and make them feel that their merit is appreciated by the management.

Rama Devi (1996)\textsuperscript{15} has suggested that motivate by rewards and recognition is essential for increasing staff productivity.

Biswajeet Pattanayak (1997)\textsuperscript{16} explains that motivation is will-to-do and is individual oriented. If the individual does not feel inclined to engage himself in the work behavior he will not put in adequate efforts to perform well.

Davar (1998)\textsuperscript{17} reports that motivational factors are fruitful only if practiced with a sincere attitude of helpfulness and not as a gimmicks for getting the subordinates to perform better. Sincerity of purpose alone can ultimately succeed.

Michael (1999)\textsuperscript{18} pointed that a work culture that provides adequate job satisfaction to the employees, opportunities for their career advancement, an organizational climate that provides a sense of belonging may provide motivation to the employees in the days to come.

Kreitner, Kinicki and Buelens, (1999).\textsuperscript{19} Thus, people are fitted into jobs and are expected to adjust accordingly, which doesn’t allow room for self-expression and results in alienation and frustration in the workplace. There is no independence and freedom allowed in doing the job, therefore the employees’ need for self-esteem is not satisfied, as outlined in Maslow’s hierarchy of needs theory (Kreitner, et al, 1999). This diminishes the sense of achievement as the job is limited to a particular repetitive operation, depriving the person of the opportunity to see a job through to its final

\textsuperscript{14} Anil Kumar(1995) Source: Journal of Fashion Marketing and Management Volume: 3 Issue: 1
\textsuperscript{15} Rama Devi(1996) Source: International Journal of Pervasive Computing and Communications
\textsuperscript{17} Davar (1998)source : journal employees satisfaction
\textsuperscript{18} Michael (1999)souce : journal marketing employees satisfaction volume :7
\textsuperscript{19} Kreitner, Kinicki and Buelens, (1999)source: need of job satisfaction
completion. As a result, the individual experiences a basic frustration that manifests itself in different efforts to achieve adjustment Gardell (1976). These could be high dissatisfaction, turnover and absenteeism (Schultz and Schultz, 1986). The official unemployment rate in South Africa in 2005 was 26.7% (Statistics South Africa, 2005:xiv), which made turnover the least desirable option from an employees’ point of view, leaving high dissatisfaction and absenteeism as the more likely avenues. It is an accepted fact that a certain amount of turnover is desirable for a company to ensure rejuvenation and infusion of new ideas whilst balancing the desired culture. A measurement of employee satisfaction would help the company understand the current situation in order to introduce appropriate interventions to improve employee satisfaction. It is also in the company’s interest to increase employee satisfaction if necessary, as the company’s vision singles out customer enthusiasm as the strategy that the company will use in the quest to be the world leader in automotive products and related services. In order to generate customer enthusiasm in customers, employees have first to be enthusiastic. There are a number of ways for a company to address this alienation, viz. job rotation, job enlargement and job enrichment (Kreitner, et al, 1999). All these interventions are aimed at addressing job dissatisfaction by introducing variety into a worker’s job. The measure of whether these and any other measures have been introduced and are effective or not will not fall within the scope of this research of goals.
SubbaRao & VSP Rao (2000)\textsuperscript{20} has opined that organization and individual should develop and progress simultaneously for their survival and attainment. As stated by Doughty (2000), today, within the HR software market there are a myriad of HR systems, payroll, training administration, 360 degree feedback, psychological testing and competency software tools operating in their own software features. Evidence suggests that most organisations fail to recognize that nearly all software on the market today is at the foundation level of e-HR. In the views of McMahan, Snell, Gerhard and Wright (2001), HR functions can become critical partners in driving success, but to do so requires HR changes its focus, its role and its delivery systems. E-HRM (electronic human resource management) refers to the processing and transmission of digitized information used in HRM, including text, sound and visual images, from one computer to another electronic device. E-HRM has the potential to change all traditional human resource management functions the human resource management function has changed dramatically over time evolving.

Walker (2001)\textsuperscript{21} states that if HR technology is to be considered successful, it must change the work performed by the Human Resources Personnel by dramatically improving their level of service, allowing more time for work of higher value and reducing their costs. Many systems have been implemented by cutting HR staff, outsourcing and imposing new technology. Globetronics Multimedia Technology stated that the leading solution for e-HRM is System Manager, HR Manager, Time Manager, Payroll Manager, and Report Manager. According to Prasad (2003), the concept of computerized HRIS is derived as an organized method of providing

\textsuperscript{20}SubbaRao&VSPRao (2000) has opined that organization and individual should develop and progress simultaneously for their survival and attainment

\textsuperscript{21}Walker (2001) states that if HR technology is to be considered successful, it must change the work performed by the Human Resources Personnel
information about human resources, their functioning, external factors relevant to managing human resources. Large organisations generally install e-HR because it enables them to collect, store, process and manipulate large amount of data inputs, reduce costs of maintaining human resource data and provide accurate information about human resources anytime and anywhere.

- **In the views of Armstrong (2003),**22 e-HR provides the information required to manage HR processes. These may be core employee database and payroll systems but can be extended to include such systems as recruitment, e-learning, performance management and reward. The system may be web-based, enabling access to remote or online and at any time. The information provided by the e-HR process can be communicated across organisations. Kettley and Reiley (2003) states that a computerized human resource information system consists of "a fully integrated, organisation wide-network of HR-related data, information, services, databases, tools and transactions. Technology has only recently developed in a way that enables e-HR to make its mark, especially the introduction of corporate intranets and web-enabled HRIS. The nature of the development path, however, varies considerably from organisation to organisation

- **Foster, Hawking and Stein (2004)23** describe that the application of the internet to the Human Resource function (e-HR) combines two elements: one is the use of electronic media while the other is the active participation of employees in the process. These two elements drive the technology that helps organisations lower administration costs improve employee communication and satisfaction, provide real.

---

22 *In the views of Armstrong (2003), e-HR provides the information required to manage HR processes*

23 *Foster, Hawking and Stein (2004) describe that the application of the internet to the Human Resource function (e-HR)*
Gankar (2004) pointed out that the level of performance of an employee is a function of his abilities and motivation. The first determines what he can do and the second determines what he will do. Where there is a strong positive motivation the employee’s output will increase.

Varshney (2005) indicates that motivation is a psychological process which is related to human side and through which the desires, needs or tensions of the employees are understood and they are inspired in such a way that they proceed in a desired direction, provide maximum help in the achievement of specified goals.

Ashraf Shikdar & Biman Das (2006) concluded Worker satisfaction improved significantly as a consequence of the provision of the assigned and participative standards with performance feedback in a repetitive industrial production task. The maximum improvement in worker satisfaction was found for the participative standard and feedback condition. Only this condition had a significant positive effect on worker job attitudes. Monetary incentive, when provided with an assigned or participative standard with feedback, added no incremental worker satisfaction or job attitudes gain. The participative standard with feedback condition emerges as the optimum strategy for improving worker satisfaction and job attitudes in a repetitive industrial production task.
√ **Angelia Herrin (2007)**

states that the management literature is full of advice for executives who want to deliver effective performance reviews of employees, however, employees are not using review sessions to talk about what they want and need. In this article, the author discusses the need for employee satisfaction in their workplace. To carry out the employees' concerns with regards to their job, they must have the skills to voice it out during performance reviews. They must understand that workplace satisfaction is a two-way street in this article, the author also stresses out the role of managers in making the employees understand that declaration of dissatisfaction will not get much reaction rather proposals to help solve a problem will get an immediate response. To do such, the author listed some of the best approaches in carrying out the employees' concerns during meetings.

√ **Narayana (2008)**

suggested that some people perform better than others. The same person can act differently at different times. Human behavior is the result of motivating process. Motivation is an inspirational process which impels the members of the team, to pull their weight effectively to give their loyalty to the group to carry out properly the task that they have accepted and generally to play an effective part in the job that the groups has undertaken.

√ **Chris Silva (2010)**

focuses on a decrease in the satisfaction of workers towards their benefit levels. In the 2006 Rewards of Work survey of Segal Co., there is a decrease in employee satisfaction with all types of benefits which include retirement benefits, health care, benefit administration satisfaction and benefit level satisfaction.

---

27 **Angelia Herrin (2007)** states that the management literature is full of advice for executives
28 **Narayana (2008)** suggested that some people perform better than others
29 **Chris Silva (2010)** focuses on a decrease in the satisfaction of workers towards their benefit levels
Review of Literature

- **Kurt Matzler & Birgit Renzl (2010)** states that employee satisfaction is considered as one of the most important drivers of quality, customer satisfaction and productivity. In this study we investigate an important driver of employee satisfaction. We argue that interpersonal trust (trust in management and trust in peers) strongly influences employee satisfaction and, as a consequence, employee loyalty. To test the relationships between these constructs measured trust in management and trust in peers, satisfaction and loyalty of employees of an Austrian company in the energy sector.

- **Prasad (2010)** opined that motivation causes goal decided behavior. Need is the base for motivation which is a kind of mental feeling in an individual that he needs something. This something creates tension. In order to overcome this tension employees engaged in a behavior through which he satisfies his needs.

- **Saxena (2011)** observed that motivation is the productivity factor in industry. It is the sum total of managerial science. The most important task of management is to get the work done by the subordinates and active results. Getting the work done depends mainly on, whether a person has been motivated to do it. Motivating a worker, it create a need and a desire on the part of a worker to better is present performance.

- **Matt Wagenheim & Stephen Anderson (2012)** states that the purpose of the study was to explore the relationship between front-line employee job satisfaction and customer orientation. Data for this study were collected through the use of a survey instrument completed by 146 front-line employees of a regional theme park in the southeast United States. Simple Linear Regression analysis was used to test the relationship between the constructs.

---

30 Kurt Matzler & Birgit Renzl (2010) states that employee satisfaction is considered as one of the most important drivers of quality, customer satisfaction and productivity.
31 Prasad (2010) opined that motivation causes goal decided behavior.
32 Saxena (2011) observed that motivation is the productivity factor in industry.
33 Matt Wagenheim & Stephen Anderson (2012) states that the purpose of the study was to explore the relationship between front-line employee job satisfaction.
relationships under review. Results of this study showed that employees who are more satisfied with the relationship they enjoy with co-workers have a higher customer orientation. Significant relationships were not found between any other dimension of job satisfaction (including overall job satisfaction) and employee customer orientation. In addition, no significant relationship was found between any demographic characteristics reviewed and customer orientation. The results of this study suggest that employees of recreation-related organizations respond differently to job satisfactions as they relate to customer orientation rather than employees of other business types. Results of this study may help theme park managers better facilitate customer orientation through improved relationships between front-line employees.

Paul E. Madlock (2012) examined the influence of supervisor communicator competence and leadership style on employee job and communication satisfaction. Participants were 220 individuals (116 men and 104 women) working full-time for a variety of companies in the Midwest. The findings indicated a strong relationship between supervisors' communicator competence and their task and relational leadership styles, with supervisor communicator competence being a stronger predictor of employee job and communication satisfaction. More specifically, the findings indicated that supervisor communicator competence accounted for 68% of the variance in subordinate communication satisfaction and nearly 18% of the variance in subordinate job satisfaction. More important, these findings provide an association between communication, leadership, and employee job and communication satisfaction.

Paul E. Madlock (2012) examined the influence of supervisor communicator competence and leadership style on employee job and communication satisfaction.
 McBride (1992)\textsuperscript{35} examined the effects of ten job satisfaction factors, role ambiguity, and role conflict on community college faculty's propensity to leave. They discovered that as satisfaction levels of growth opportunities, salary, work, policy and administration, and supervision decreased, turnover intent, an attitude not widely represented, increased. Propensity to leave increased as role conflict increased. Work itself reflected the highest satisfaction level and salary the lowest. The generally satisfied faculty appeared to experience a moderate amount of role conflict and a very low level of role ambiguity. Age was the only demographic variable that significantly influenced propensity to leave.

 Konicek's (1992)\textsuperscript{36} random sample included 204 faculty members from 37 community colleges in Texas. The relationship between diversity of workload and job satisfaction was assessed and identified as being not significant. Significant differences were discovered with respect to faculty perceptions of industrial training assignments. An increase in the number of negative statements concerning industry training assignments was accompanied by a decreasing satisfaction level with overall working environment.

 Phan Thi Luyen (2009)\textsuperscript{37} studied on factors affecting job satisfaction of the staff in Cantho University of medicine and pharmacy- Vietnam. The population of the study were the staff of medicine and pharmacy department of Cantho university of Vietnam and found out that, the staff with different age, commitment level and work settings was found to have statistically significant differences with the level of job satisfaction while gender, marital status, educational level, year of experience and

\textsuperscript{35} McBride (1992) examined the effects of ten job satisfaction factors
\textsuperscript{36} Konicek's (1992) The relationship between diversity of workload and job satisfaction
\textsuperscript{37} Phan Thi Luyen (2009) studied on factors affecting job satisfaction of the staff in Cantho University of medicine and pharmacy- Vietnam
Review of Literature

rank were not found to be statistically significant on the level of job satisfaction.

- **Federiuk, C.S. (1993)**\(^{38}\) in Oregon conducted a cohort analysis study on specific factors importance in paramedic job satisfaction and job performance. The population of the study was private and public agency paramedics with sample size of 194. The result indicated type of agency and gender affect job satisfaction. Male public paramedics are most satisfied, and female private agency paramedics and least satisfied with their jobs. Analysis of the attitudes toward paramedic job performance scale suggested that male paramedics are more likely to believe that female paramedics are not as capable of performing certain job functions. However age and length of time on job were not significant determinants of job satisfaction in the analysis of covariance.

- **Clements (1983)**\(^{39}\) had studied on relationship between motivational factors and maintenance factors with job satisfaction of student activity staff in the Community College of Massachusetts; it was found that critical factors drawing job satisfaction were work characteristics, wages, supervision, opportunity for advancement, relations with colleagues, work security. Motivational factors and maintenance factors had relationship with all levels of job satisfaction. However, maintenance factors against job satisfaction had higher degree than motivational factors concerning wages, opportunity for advancement. Female staff and male staff had no satisfaction concerning opportunity for advancement. However, female staff dissatisfied rather male staff.

\(^{38}\) Federiuk, C.S. (1993) in Oregon conducted a cohort analysis study on specific factors importance in paramedic job satisfaction and job performance.

\(^{39}\) Clements (1983) had studied on relationship between motivational factors and maintenance factors with job satisfaction of student activity staff in the Community College of Massachusetts.
Robert (1971) had studied on job satisfaction of teachers taking special class in lower state applying Herberg's Theory; was found that factors affecting job satisfaction of teachers were work advancement and acceptance. The factors affected the job dissatisfaction were supervision, work security, relationship, salary, work characteristics and working climates.

2.3 RESEARCH GAP

The reviews viewed have the following aspect such as “Corporate profits and employee satisfaction”. The authors examined the notion that executives would rather maximize their profits rather than invest in their employee’s job satisfaction. Job satisfaction investigated in recent years, satisfaction with pay appears to be most deserving of additional study. Employee satisfaction with pay should be of particular importance to organizations.

Management by Objectives program. Subjects completed two questionnaires, the latter being completed 21 months after the first designed to assess perceptions of their managers' goal setting. Job security is the chief motivator of employees in the Govt. and public sector. Employee Recognition specifies recognition as a positive public acknowledgement of person’s abilities and efforts. Worker satisfaction improved significantly as a consequence of the provision of the assigned and participative standards with performance feedback in a repetitive industrial production task management literature is full of advice for executives who want to deliver effective performance reviews of employees’ satisfaction of workers towards their benefit levels. In the 2006 Rewards of Work survey of Segal Co., there is a decrease in employee satisfaction with all types of benefits which include retirement benefits, health care, benefit administration satisfaction and benefit level satisfaction. Job satisfaction and customer orientation.

Robert (1971) had studied on job satisfaction of teachers taking special class in lower state applying Herberg's Theory.
Data for this study were collected through the use of a survey instrument completed by 146 front-line employees of a regional theme park in the southeast United States. The findings indicated a strong relationship between supervisors' communicator competence and their task and relational leadership styles, with supervisor communicator competence being a stronger predictor of employee job and communication satisfaction. A researcher has to be up to date in his information about the studies related to his own problem already made by others. For any worthwhile study in the field of knowledge, the researcher needs all adequate familiarity with library and its many resources.

2.4 CONCLUSION

The researcher after all the reviewing of reviews decided to study on the job satisfaction of female teachers, the reason was that there was no study conducted on this area that is it was found that in Tirunelveli compared to male teachers female teachers ration was more thus the researcher decided to study only female teachers job satisfaction, compared to primary schools the work load for teachers in higher secondary was high thus the researcher decided to study the job satisfaction of teachers in higher secondary schools. On the whole on this area no study was found thus this topic was selected for the study in Tirunelveli district.