CHAPTER – III

JOB SATISFACTION - AN OVERVIEW

3.1 INTRODUCTION

Every human being has his own needs and desires of them, some are conscious and some are unconscious. These needs become strong in the individual and create tension, which stimulate a behavior towards fulfilling those needs. But all needs never completely or permanently satisfied entertains extraordinary high hope and needs which are beyond his capacity to fulfill. The job satisfaction depends upon the individual mind. A source, which provides satisfaction to some employees, may not give satisfaction to others. But in general the above-mentioned factors are having correlation with the job satisfaction. There are so many definitions regarding job satisfaction\(^1\). It is also a fact that job satisfaction is nothing but the favorable attitude or high industrial morale. But “job satisfaction” is an elaborate composite concept including individual’s mental disposition, interpersonal relations that exists in the industry.” It may be defined as “The satisfaction where in one derives from doing his which is the composite product of favourable attitude, high level morale and the positive job related and even social factors.” Job satisfaction is an important factor in industrial environment. The satisfied workers produce more; if the industrial climate is relatively smooth and conductive. The satisfied workers are creative and innovative.

Job Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviors such as organizational citizenship, absenteeism and turnover. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviors. One common research finding is that job satisfaction is correlated with

life satisfaction. This correlation is reciprocal, meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as no work satisfaction and core self-evaluations are taken into account an important finding for organizations to note is that job satisfaction has rather tenuous correlation to productivity on the job.

This is a vital piece of information to researchers and businesses, as the idea that satisfaction and job performance are directly related to one another is often cited in the media and in some non-academic management literature. In absence of introduction of appropriate corrective measures the dissatisfied workers contribute to: High labour turn over, Indiscipline, Low quality and quantity of production, Industrial conflicts and violence like strikes, lockouts etc; Break down of communication system, Disrespect of superiors, No scope for good interpersonal and industrial relations, So all the precautionary measures and care to be taken, in case the study shows negative results.

To begin with, job satisfaction refers to “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values” (Locke, 1969, p. 316). Similar with this, Brief (1998) defined job satisfaction as a personal state that is demonstrated by effectively and cognitively evaluating an encountered job with some extent of like or dislike (Whitman, Rooy, and Viswesvaran, 2010). Based on these definitions, there are four key elements attached to job satisfaction, those are: it is a subjective circumstance based on evaluation using subjective values over the objective job condition.

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In addition, the experienced job can be a positive, a negative or a neutral experience, or mostly, the combination between those three types of experience. Take for example, when an employee attended a workplace-related training, she will put this experience in to her mind and will decide whether she is satisfied or disappointed with the given training, or alternatively, she decide that the training didn’t have any impact to her satisfaction. This particular decision, along with other events evaluation, is the basis to her overall job satisfaction. Since everyone has a different set of values from others, the values use to evaluate workplace experience is a subjective matter, while the job experience itself is a part of objective working condition.

**Definition of Employee Job Satisfaction:** Employee Job satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Employee satisfaction, while generally a positive in your organization, can also be a downer if mediocre employees stay because they are satisfied with your work environment.

*Porter, Lawler and Hackman (1975)* define job satisfaction as a feeling about a job that “is determined by the difference between all those things a person feels he should receive from his job and all those things he actually does received.” Basically, job satisfaction is about liking your job and finding fulfillment in what you do. It combines an individuals feelings and emotions about their and how their job affects their personal lives. But it is only psychological expression. Our concern is job satisfaction from administrative, socio-economic and organizational context.
Job satisfaction – An overview

Paul Spector’s (1985) define job satisfaction as a cluster of evaluative feelings about the job. He identified 9 facets of job satisfaction.

1. Pay - amount and fairness or equity of salary.
2. Promotion - opportunities and fairness of promotion.
3. Supervision - fairness and competence at managerial tasks by one’s supervisor.
5. Contingent procedures - sense of respect, recognition, and appreciation.
6. Operating procedure - policies, procedures, rules, perceived red tape.
7. Coworkers - perceived competence and pleasantness of one’s colleagues.
8. Nature of work - enjoyment of the actual tasks themselves.
9. Communication - sharing information within the organization (verbally or in writing).

According to the Oxford dictionary, “Job satisfaction is an application of effort to a purpose, for inaction, doing of something a task or materials to be operated on doings or experience of specified kind, employment especially as a means of earning money, a thing done or made a product or manifestation.

History: One of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924-1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers’ productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided

strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction. Scientific management (aka Taylorism) also had a significant impact on the study of job satisfaction⁵.

Frederick Winslow Taylor’s 1911 book, Principles of Scientific Management, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labour and piecework towards the more modern approach of assembly lines and hourly wages. The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a faster pace. However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction. It should also be noted that the work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor’s work. Some argue that Maslow’s hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. This model served as a good basis from which early researchers could develop job satisfaction theories.

3.2 MODELS OF JOB SATISFACTION:

1. Affect Theory: Edwin A. Locke’s Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren’t met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn’t value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction among the worker.

2. Dispositional Theory: Another well-known job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one’s job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction. A significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model, proposed by Timothy A. Judge in 1998. Judge argued that there are four Core Self-evaluations that determine one’s disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his/her
self) and general self-efficacy (the belief in one’s own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her/his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

3. Two-Factor Theory (Motivator-Hygiene Theory): Frederick Herzberg’s Two factor theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee’s motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organization goals (Hoskinson, Porter, & Wrench, p.133). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions. While Hertzberg's model has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman & Oldham suggesting that Hertzberg's original formulation of the model may have been a methodological artifact. Furthermore, the theory does not consider individual differences, conversely predicting all employees will react in an identical manner to change in motivating/hygiene factors. Finally, the model has been criticized in that it does not specify how motivating/hygiene factors are to be measured Motivators.

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4. **Job Characteristics Model**: Hackman & Oldham proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.)

5. **Communication Overload and Communication Underload**: One of the most important aspects of an individual’s work in a modern organization concerns the management of communication demands that he or she encounters on the job (Krayer, K. J., & Westbrook, L., p. 85). Demands can be characterized as a communication load, which refers to “the rate and complexity of communication inputs an individual must process in a particular time frame (Faraca, Monge, & Russel, 1977).” Individuals in an organization can experience communication over-load and communication under-load which can affect their level of job satisfaction. Communication overload can occur when “an individual receives too many messages in a short period of time which can result in unprocessed information or when an individual faces more complex messages that are more difficult to process (Farace, Monge, & Russel, 1997).” Due to this process, “given an individual’s style of work and motivation to complete a task, when more inputs exist than outputs, the individual perceives a condition of overload (Krayer, K. J., & Westbrook, L., p. 86) which can be positively or negatively related to job satisfaction. In comparison, communication under load can occur when messages or inputs are sent below the individual’s ability to process them (Farace, Monge, & Russel, 1997).” According to the ideas of communication over-load and under-load, if an individual does not receive enough input on the
job or is unsuccessful in processing these inputs, the individual is more likely to become
dissatisfied, aggravated, and unhappy with their work which leads to a low level of job
satisfaction.

3.3 THEORIES OF JOB SATISFACTION

➢ MASLOWS’ THEORY: According to this theory, there is hierarchy of five needs they
are. Physiological: Includes security and Protection from physical and emotional needs.

Safety: Includes security and Protection from physical and emotional harm.

Social: Includes affection, belongingness, acceptance and friendship.

Esteem: Includes internal esteem factors such as self-respect autonomy and achievement and
external factors such as status, recognition and attention.

Self-Actualisation: The drive to become hat one is capable of becoming includes growth,
achieving one’s potential and self-fulfillment.

➢ HERZBERG’S TWO FACTOR THEORY

In 1950, Herzberg conducted a study with 200 engineers and accountants employed in a firm. He
asked people to describe, in detail, situations in which they felt exceptionally good or bad about
their jobs. This response were then tabulated and categorized. From the categorized responses,
Herzberg concluded a theory. In this theory, Herzberg divides the factor contributing to job
satisfaction in to two sets, one called intrinsic factors and other called as extrinsic factor.

Intrinsic factors are related to job satisfaction, while extrinsic factors are associated with job
dissatisfaction. Intrinsic factors such as the work itself, responsibility and the achievement seem
to be related to job satisfaction. Extrinsic factors such as supervision, pay, company policies and

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working conditions, seem to be related to job dissatisfaction. According to Herzberg, the factors leading to job satisfactions are separate and distinct from those that lead to job dissatisfaction. As a result, conditions surrounding the job such as quality of supervision, pay, company policies, physical working condition, relationship with others and job security were characterized by Herzberg as “Hygiene Factors”\textsuperscript{10}. When these factors are adequate, people will not be dissatisfied. Those factors, which are contributing to job satisfaction, are also called as “Motivation Factors”. Finally, Herzberg suggested that the opposite of “Satisfaction” is “No satisfaction”, and opposite of “Dissatisfaction” is “No dissatisfaction”.

**3.4 FACTORS CONTRIBUTE TO THE HIGHER LEVEL OF JOB SATISFACTION**

The factors that contribute to the positive morale and attitude also result in higher degree of job satisfaction. The important factors contribute to the higher level of job satisfaction. Challenging and responsible job, Numerous promotional opportunities, Impartial treatment by the management, Creativity and innovative ideas of job security, Attractive salary and perks, Freedom in work situation, Participative management, Welfare facilities like medical, uniform, canteen etc, Spontaneous “TOP TO BOTTOM” and “BOTTOM TO TOP” Communication pattern. There are three types of job factors which includes: Personal factors, Factors inherent in the job, Factors controllable by management.\textsuperscript{11}


Personal Factors

Age: There is some evidence indicating increases job satisfaction with increased employees age. From the consensus of Indian studies, job satisfaction tends to increase with age but in some job, the trend may be different. This relationship has been attributed to a combination of factors including the termination of employment by dissatisfied older personnel and a kind of conservation are resignation with advancing age to the realities of life and job.

Education: There is a great deal of conflicting evidence on the relationship between education and job satisfaction. One study indicated that those who had not completed high school were more satisfied. But the education and intelligence is connected with age in giving satisfaction to workers. Indian studies have generally shown that there is only less job satisfaction for a more educated worker.

Factors Inherent in the Job:

Type of Work: The type of work is most important factor inherent in the job. Some studies have shown that people will be more satisfied with the job involving changes than involving routine monotonous work. Although the type of work must be consider as an important determinant of job satisfaction, in Indian organization.

Skill: Skill is one or the major determinants of job satisfaction. As a determinant it cannot be operated alone. It can be operated together with the kind of work, occupational status, responsible, personal characteristics, and opportunities to use the skill.

Occupational Status: Occupational status is usually found to arrange themselves in hierarchy according to their relative status, prestige or values to the particular society. Occupational status and job satisfaction are related together but not identical with each other.
Size of the Plant: Size of the organization does not independently affect the employees. It affects their along with the management practices and various other factors. Thus, a small organization cannot attain effectiveness by being small one\textsuperscript{12}.

Factors Controllable by Management:

Security: Security can be provided by the organization to the employee. It is the steadiness of the employment. It is positive when the employee feels that he has reasonable chances of working under the condition of company stability.

Security on job gives him opportunity to feel that he has satisfaction over his job.

Production Incentives: Incentive is to increase production and to serve the economic needs of the employees. To get the incentives, the employee must be a skilled person. Higher the productive skills, higher the incentives. Simply saying, an incentive is a difference between the extra efforts they put in and extra benefit they get it.

Work Environment: The condition under which a person works is considered as the working conditions. For an employee, the working condition must be safe and secure and pleasant.

Salary: Salary is defined as the wages given to the employees for their work. It is common to all the people in the organization. People expect the salary for their work. Salary plays an important role in job satisfaction.

Personnel Policy: Personnel policies refer to what the management wants to accomplish in a management or personnel. A policy is predetermined and accepted course of thought and action that is defined and established as a guide towards accepted goals and objectives.

Communication: Communication is defined as the “the Transference and understanding of meaning”. It is a tool to express the ideas, opinion, messages etc. It acts as a bridge between the communicator and listener. The communication will be effective and perfect only if the listener understood the message communicated by the speaker exactly. By using this bridge a person can safely cross the river of misunderstanding that separates the peoples.\footnote{Bishay A (1996) \textit{Teacher motivation and job satisfaction: a study employing the experience sampling method. Journal of Undergraduate Sciences, 3}, 147-154.}

Grievance Procedure: According to Prof.R.P.Calhoon, “A grievance is defined as anything that an employee thinks or feels is wrong generally accompanied by a actively disturbing feeling. It does not have to be justified’. Prof.M.J.Jucius defines that” a grievance can be a discontent or dissatisfaction, whether expressed or not, whether valid or not arising out of anything connected with the company that an employee thinks, beliefs or even feels as unfair, unjust or in equalitable. Grievance can be caused due to difference of opinion; status of union, working condition, doubts and fears etc., grievance procedure is the formal method of dealing with grievance. There are two types of grievance procedure viz, open door type and stepladder type. In an open door policy the management asserts that no employee is prevented from going to it directly with his grievance, and even meets the head of the concern in an effort to have his grievance properly attended to. Open door policy may be useful in the case of small units.

3.5 COMPONENTS OF JOB SATISFACTION

According to Abraham A. Korhan, there are two types of variables that determine the job satisfaction of an individual. They are: Organizational Variables and Personal Variables

The individual variables are occupational level, job contents, considerate leadership, pay, promotional opportunities. Interaction and work group. The personal variables are age, educational level, sex, and family size and service with the company. The following are some of
Job satisfaction – An overview

the job factor that is taken into consideration in developing job satisfaction scales. Job satisfaction is directly linked with some organizational phenomena, like hierarchy, supervision. Workers prefer decentralized administration. Participation in decision making can bring job satisfaction\(^\text{14}\). According to A. Abraham Korman, there are two types of variables which determine the job satisfaction of an individual. They are as follows:

**Organizational Variables:**

a. **Occupational Level:** When the level of the job is higher then satisfaction of an individual is greater. Because higher level jobs carry greater prestige and self control. This relates his between occupational level and job satisfaction stems from social reference group theory and need fulfillment theory. Our society valued jobs are more satisfied than people in non valued jobs. According to need fulfillment theory, people in higher level jobs find most of their needs satisfied than when they are in lower level jobs.

b. **Job Content:** When the job is net of repetitive nature and when it is interesting and when there is greater variation in job content, then the satisfaction of an individual will be much more higher and vice versa.

c. **Considerable Leadership:** People like to work under a leader who understands and who treats people with consideration. Hence, considerate leadership higher job satisfaction than any other leadership styles.

d. **Pay and promotional opportunities:** When the pay is high, job satisfaction is also high. Similarly, when promotional avenues are more, people work hard to go up higher in the hierarchical ladder, hence satisfaction is more.

e. **Interaction in the Work Group:** Interaction is most satisfying when,

a. Other person’s attitudes are similar to one’s own.

b. It results in acceptance by others and

c. It facilitates the achievements of goals.

When interaction in the work group is satisfying then job satisfaction is more and vice versa.

**Personal Variables:** Some people, irrespective of their organizational conditions involved, feel dissatisfied with most of the jobs whereas for some other people, most of the jobs will be satisfying. This difference is due to personal variables like age, education level, Gender etc.

a. **Age:** The relationship between age and job satisfaction, holding other factors like occupational level constant, there is a positive relationship between the two variables upto the pre retirement years and then, there is a sharp decrease in satisfaction. This is because in later years of his life, people aspire for better and more prestigious jobs. If they don’t find any advancement, his satisfaction declines.

b. **Educational Level:** The higher the education, the higher the reference group which the individual looks guidance to evaluate his job that is, when the education level of individual is higher, he prefers himself with that level reference group and if the job rewards is not equivalent, he gets dissatisfied and vice versa.

c. **Role Perception:** It means the kind of activities an individual should perform and the manner in which he should behave, in order to perform his job successfully. Different individuals hold different perceptions about their role. The higher the accuracy of the role perception of an individual, the greater is his satisfaction.
d. **Gender:** There is as yet no consistent as to whether women are more satisfied with their jobs than men assuming that other factors like occupational level are constant.

e. **Time on the Job:** Several investigations have indicated that job satisfaction is relatively high at start, drop slowly in the fifth or eighth year, and then rises again with more time on the job. The highest is reached after the twentieth year.

f. **Intelligence:** There is a positive relationship of intelligence to job satisfaction. The satisfactions depend on the level and range of intelligence and the challenge of the job.

g. **Number of Dependents:** The more dependents one has, the less satisfaction he has with job perhaps the stress of greater financial need brings about greater dissatisfaction with one’s job. The difference in satisfaction among employees with different numbers of dependents is, however small.

h. **Skills Required:** Skill in relation to job satisfaction has a bearing on other factors, kinds of work such as occupational status, responsibility etc. Skills required is the first source of satisfaction to the workman. Satisfaction in condition of work or in wages becomes predominant only where satisfaction in skill has materially decreased.

i. **Geography:** The place where a person lives has a slight bearing on whether he wants to change job. Workers in large cities are less satisfied with their jobs than in small cities and towns. Size of city is the most important factor to job satisfaction. The greater job satisfaction in small towns in due, no doubt, to the difference is psychological environment rather than to size as such. Everyone in a small town knows better what his place is in the scheme of things.

j. **Size of the Plant:** The people in a small plant were more satisfied as compared to a bigger one.
k. **Security:** Security is a positive factor which contributes to job satisfaction. The importance of security differs with the material status and number of dependents. It is logical that a person who has others depending on him for support would feel the need for security more strongly than a single man. Security is less important to a better educated person, because there is no much fear for him about the job. Security is a job attitude factor, which slightly increases in an importance with an increase in age.

l. **Fringe Benefits:** Fringe benefits are those payments or benefits which a worker enjoys in addition to the wages or salary he receives. Fringe benefits are holiday pay, medical insurance etc. It also includes services that are workers’ medical examination, legal aid, housing, transport, education etc. These benefits are considered as non-inflationary means of improving the economic conditions of employees.

m. **Working Condition:** Working condition is the most important factor to job satisfaction. Good atmosphere, pleasing surroundings, cleanliness etc are good working condition. These facilities are used to improve the employee’s job satisfaction. Because most of the man’s life is spent in the work place. So the employees want good working condition.

n. **Employees Attitude:** This is a social factor in job satisfaction. Every worker would like to express his problems to be solved by the management. Understanding of employees attitudes is an important factor in job satisfaction. This gives him a feeling that he is being looked after by the organization and at least his interests are being looked after. This gives him a feeling as if he is a member of that organization.

o. **Responsibility:** Responsibility is usually enmeshed with several other important determinants of job satisfaction in a way that makes it difficult to determine the relative
contribution of each to job satisfaction. Responsibility usually goes with time on the job, age, salary, type of work and participation and it may have some relation to interest.

3.6 THE EFFECT OF JOB SATISFACTION

Performance: The following are the effect of job satisfaction on employee performance. They are- High Productivity, Turn Over, and Less Absenteeism

Satisfaction and Productivity: Historically, the concept of human relations assumed that high job satisfaction leads to high productivity but later research indicated that it was an incorrect perception. The question that has been often raised is whether job satisfaction leads to performance or performance leads to job’ satisfaction.

Cornell: in his studies said,”A satisfied worker is a productive worker”. Out of this study, he concludes that if the needs of the worker like pay, promotion etc, are satisfied in the above said job, he will be a productive worker. He will be motivated to work out of his needs are satisfied and production would be increased. Lawrence and Porter have developed a model suggesting that “Productivity leads to job satisfaction”.

Satisfaction and Absenteeism and Turnover: The study conducted by C.Rost and Alwin F.Aander explains that satisfied worker will stay in the same job for a long time. The worker will satisfied when his needs are satisfied. Satisfying the needs of the worker can reduce the labour turnover and absenteeism. 

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3.7 MEASURING JOB SATISFACTION

Job satisfaction can be measured through, 1. Interviews - Closed interviews and Open ended interviews 2. Discussions, seminars 3. Surveys with proper questionnaires 4. Data collection through self appraisal 5. Expert approach 6. Industrial Spy etc; whenever the survey and research are conducted on job satisfaction area, appropriate steps are to be taken to reinforce the existing job satisfaction in certain areas. In such cases immediate corrective measures are to be introduced after implementation of such measures for further reforms and modifications.

There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert scale (named after Rensis Likert). Other less common methods of for gauging job satisfaction include: Yes/No questions, True/False questions, point systems, checklists, and forced choice answers. This data is typically collected using an Enterprise Feedback Management (EFM) system.

**Job Descriptive Index (JDI)**: created by Smith, Kendall, & Hulin (1969), is a specific questionnaire of job satisfaction that has been widely used. It measures one’s satisfaction in five facets: pay, promotions and promotion opportunities, co-workers, supervision, and the work itself. The scale is simple, participants answer either yes, no, or can’t decide (indicated by ‘?’) in response to whether given statements accurately describe one’s job.

**Job in General Index**: is an overall measurement of job satisfaction. It is an improvement to the Job Descriptive Index because the JDI focuses too much on individual facets and not enough on work satisfaction in general. Other job satisfaction questionnaires include: the Minnesota Satisfaction Questionnaire (MSQ), the Job Satisfaction Survey (JSS), and the

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Faces Scale. The MSQ measures job satisfaction in 20 facets and has a long form with 100 questions (five items from each facet) and a short form with 20 questions (one item from each facet).

**Superior-Subordinate Communication**\(^{18}\): Superior-subordinate communication is an important influence on job satisfaction in the workplace. The way in which subordinate’s perceive a supervisor’s behavior can positively or negatively influence job satisfaction. Communication behavior such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship. Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence, and emotional expression. Nonverbal immediacy from the supervisor helps to increase interpersonal involvement with their subordinates impacting job satisfaction. The manner in which supervisors communicate their subordinates may be more important than the verbal content. Individuals who dislike and think negatively about their supervisor are less willing to communicate or have motivation to work where as individuals who like and think positively of their supervisor are more likely to communicate and are satisfied with their job and work environment\(^{19}\).

The relationship of a subordinate with their supervisor is a very important aspect in the workplace. Therefore, a supervisor who uses nonverbal immediacy, friendliness, and open communication lines are more willing to receive positive feedback and high job satisfaction from a subordinate where as a supervisor who is antisocial, unfriendly, and unwilling to communicate

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will naturally receive negative feedback and very low job satisfaction from their subordinate’s in
the workplace.. Motions == Mood and emotions while working are the raw materials which
cumulate to form the effective element of job satisfaction. (Weiss and Cropanzano, 1996).Moods
tend to be long lasting but often weaker states of uncertain origin, while emotions are often more
intense, short-lived and have a clear object or cause. There is some evidence in the literature that
state moods are related to overall job satisfaction\textsuperscript{20}.
Positive and negative emotions were also found to be significantly related to overall job
satisfaction. Frequency of experiencing net positive emotion will be a better predictor of overall
job satisfaction than will intensity of positive emotion when it is experienced. Emotion
regulation and emotion labour are also related to job satisfaction.

Emotion work (or emotion management) refers to various efforts to manage emotional states
and displays. Emotion regulation includes all of the conscious and unconscious efforts to
increase, maintain, or decrease one or more components of an emotion. Although early studies of
the consequences of emotional labor emphasized its harmful effects on workers, studies of
workers in a variety of occupations suggest that the consequences of emotional labor are not
uniformly negative. It was found that suppression of unpleasant emotions decreases job
satisfaction and the amplification of pleasant emotions increases job satisfaction. The
understanding of how emotion regulation relates to job satisfaction concerns two models: \textsuperscript{21}

\textsuperscript{20} Moorhead G and Griffin RW (2004) Organizational Behaviour: managing people and organizations. (Boston:
Houghton Mifflin Co.).
\textsuperscript{21} Oplatka I and Mimon R (2008) Women principals’ conceptions of job satisfaction and dissatisfaction: an
**Emotional dissonance.** Emotional dissonance is a state of discrepancy between public displays of emotions and internal experiences of emotions that often follows the process of emotion regulation. Emotional dissonance is associated with high emotional exhaustion, low organizational commitment, and low job satisfaction.

1. **Social interaction model.** Taking the social interaction perspective, workers’ emotion regulation might beget responses from others during interpersonal encounters that subsequently impact their own job satisfaction. For example: The accumulation of favorable responses to display of pleasant emotions might positively affect job satisfaction performance of emotional labor that produces desired outcomes could increase job satisfaction.

### 3.8 DIMENSIONS OF JOB SATISFACTION

**Specific job Dimensions:** The concept of job satisfaction is very complex. It has many factors, such as the nature of the work, the supervisor, the company, pay or promotional opportunities. The job itself rarely serves as a unitary attitude object. Some efforts have been devoted to discovering the dimensions of job satisfaction. The best conclusion from these effort is that although they are many very specific and diverse job dimension, there is a set of dimension which are common. Job dimension generally depend upon the nature of the job and purpose for which satisfaction is being investigated\(^\text{22}\).

**Single or Multiple Job Dimension:** If job satisfaction measures are used to diagnose potential problem areas in the job setting, then separate dimensions, are more valuable than an overall measures. The individual job factors can be considered in order to learn which ones seem to be produced positive and which ones produce negative feelings on the part of employees. If on

the other hand, the interest is in the relationship between general responses to the job such as quitting a measure of overall job satisfaction may be more appropriate\textsuperscript{23}.

**Combining Dimension of Job Satisfaction:** It seems intuitively obvious that all of a job’s dimensions are not equally important to all people in determining overall satisfaction with their jobs. Some people may consider their pay very important and working conditions less, for others it may be the reverse. Therefore when combining measures of satisfaction with several dimension of the job, it is tempting to weigh the dimension by their relative importance to the individual. These job dimensions that have been found to apply to most jobs and then simply to weigh each dimension score to calculate overall satisfaction\textsuperscript{24}.

**Other Dimensions:** Smith, Kendall, and Hullin have suggested that there are five job dimensions that represent the most important characteristics of a job about which people have affective response.

1. **The work itself:** the extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility.

2. **Pay:** The amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization.

3. **Promotion opportunities:** the chances for advancement in the hierarchy.

4. **Supervision:** the abilities of the supervisor to provide technical assistance and behaviour support.


5. **Co-workers**: the degree to which fellow workers are technically proficient and socially supportive.25

### 3.9 TEACHER’S JOB SATISFACTION

Evans identified the levels of job satisfaction which indicate some factors of job satisfaction for teacher.

**Level I**: Policy and condition of service. Pay structure. A well pay structure brings more satisfaction.

**Level II**: Leadership style. (Of head teachers or the senior teachers) Organizational climate. It includes the pattern of management of the schools, method of accountability of the teachers, level of local people interference, freedom of teachers etc.

**Level III**: This level suggested determinants of job satisfaction are, typically, individual needs fulfillment, expectations fulfillment or values congruence. Individual’s attitude, norms, values, personality and emotion reflects in this level. Job satisfaction differs from gender perspective.

There is clear distinction between the nature of male defining job satisfaction and female define job satisfaction. The factors affecting the female job satisfaction is in working environment, interpersonal relation, and supervision of boss (by the head teacher). For men salary and security of the job is most important. Men more concerned with extrinsic rewards (most notably pay) women focusing more on intrinsic rewards i.e. the satisfaction of teaching children. A large number of female teachers come into this profession willingly. But men often saw teaching as an alternative rather than as the main focus of their career aspiration. Job

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satisfaction differs a lot on gender perspective because of social culture. In masculine culture women are modest in nature and teach younger children\(^26\).

They are playing the role of ‘substitute mothers’ in school as a teacher. On the other hand in masculine country male are assertive in nature and prefer the challenging job. Even they are dominating symbol in management which affects on female job satisfaction. Everyone define job satisfaction as their fulfillment of their expectation. It differs from person to person and organization to organization even in context of male and female. So job satisfaction is such phenomenon which comes from not only the job, but also from one’s personal, social organizational, administrative and economical condition.

**Independent Variables:** This study has tried to determine female teachers’ job satisfaction. It is dependent upon some factors those are termed as independent variables like, career prospects, academic records, payment/salary, supervision, environment and culture.

**Career prospect:** In very simple term career prospect means how far a job can ensure ones career in job. It means whether the job is supporting the employee to be established or give scope to develop ones career. Career has some phases. It starts with Recruitment and selection. The other phases are: promotion, training and transfer as well as placement. All these phases cover in the teaching in primary schools in Bangladesh. Their satisfaction and dissatisfaction depends upon these factors through which a teacher can reach to the ultimate goals of the job. Fairness of recruitment process and on time promotion to the higher position bring satisfaction to the female teachers. So, the recruitment and promotion process of the female teachers cause effect to their profession. If anyone gets positive support from their job it will create job satisfaction. If there is no fairness of recruitment, training and promotion system overall limited

career prospect it will bring dissatisfaction to everyone. Thus career prospect of a job is highly interlinked with job satisfaction\(^{27}\).

**Academic qualification:** Academic qualification is the standard of one's academic background. Such qualification is asked for applying any job. Getting job as per one’s academic qualification will satisfy him or her on the other hand if someone’s job is inferior to his or her academic qualification brings dissatisfaction to him or her. Academic qualification is the prime factor of being qualified to be recruited as teachers in government primary schools of Bangladesh. Entry qualification for women is SSC and HSC for men. When a candidate with Master degree joined this profession, it’s very natural that they will dissatisfy. So there is a direct relationship between job satisfaction and academic qualification.

**Salary:** One of the most important purposes to do a job is getting salary. If one gets a handsome salary by which one can afford the living may cause job satisfaction. But if the salary cannot bear one’s expenditure one should not be satisfied with the salary. The salary structure is poor to the primary school teachers in Bangladesh. It is approximately 48 USD per month (as of data up to December 2004). Such low salary structure is not satisfactory at all. This pay structure may make them unhappy as well as dissatisfied. Thus salary directly impacts on job satisfaction\(^{28}\).

**Supervision:** Dogmatism of the head teacher (specially the male head teachers) or harassment in the name of supervision by the senior teachers many times cause dissatisfaction to the female subordinates. This is linked to environment and the culture of the organization. The females in Bangladesh have had so many responsibilities in families like cooking, rearing and


caring the kids, taking care as well as nursing their husbands and other members of the family. All these activities of the female teachers are barrier to their professional sincerity, punctuality and devotion. While they are supervised these are noted and they are humiliated. Its prolong ness bring the female teachers dissatisfied to their profession.

**Working Environment:** There are two types of working environment which can affects on job satisfaction. One is physical environment. Physical environment covers infrastructure of the school building, class rooms, furniture and other interior, teachers room, toilets; specially, female teachers toilets, play ground of the students, computer facilities, telephone, fax, communication and location of the schools etc. Physical environment is directly linked with job satisfaction. If one get’s favorable physical environment he or she may be satisfied with the job. Opposite is true that unfavorable working environment creates dissatisfaction.

In most village schools the female teachers have hardly rest room, wash room and other facilities. The location of the schools is not always within a convenient distance or there are no transportation facilities available in that locality. Second type environment is social environment. The social environment covers family support to the teachers (specially the female teachers), teacher – student relationship, interpersonal relationship among the colleagues, head teacher – assistant teachers’ relationship, and teachers’ - guardian relationship attitudes of the school managing committee as well as the local elites. If such relation is good someone can be satisfied with the job, but because of antagonistic relation one may be dissatisfied with their job. Thus environment plays a vital role in context of job satisfaction.

**Culture:** Culture is mental software of the mind. It is learned, not innate. It derives from one’s social environment rather than from one’s genes. Culture should be distinguished from human nature on one side and from an individual’s personality on the other. There are two types
of culture which affects on job satisfaction. First one is organizational culture here it means school culture. Organizational culture is the social glue that binds members of the organization together (Kreitner 1995).

The relationship between superior and subordinate, decision making, delegation and authority, types of leadership, and bureaucratic power are part of organizational culture. Job satisfaction is related to these criteria. Like if decision making process is participative everyone should be satisfied on the other hand under undemocratic decision making process creates dissatisfaction. Second one is social culture. Hofstede (2005) identified these two cultural dimensions in society. He defined “a society as masculine when emotional gender roles are clearly distinct. Men are supposed to be assertive, tough and focused on material success, whereas women are supposed to be more modest tender and concerned with the quality of life” and “a society is feminine when emotional gender roles overlap: both men and women are supposed to be modest, tender, and concerned with quality of life”.

3.10 IMPORTANCE OF JOB SATISFACTION

Investigated by several disciplines such as psychology, sociology, economics and management sciences, job satisfaction is a frequently studied subject in work and organisational literature. This is mainly due to the fact that many experts believe that job satisfaction trends can affect labour market behaviour and influence work productivity, work effort, employee absenteeism and staff turnover. Moreover, job satisfaction is considered a strong predictor of overall individual well-being (Diaz-Serrano and Cabral Vieira, 2005), as well as a good predictor of intentions or decisions of employees to leave a job (Gazioglu and Tansel, 2002). Beyond the research literature and studies, job satisfaction is also important in everyday life. Organisations have significant effects on the people who work for them and some of those effects are reflected
in how people feel about their work. This makes job satisfaction an issue of substantial importance for both employers and employees. As many studies suggest, employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. However, employees should also ‘be happy in their work, given the amount of time they have to devote to it throughout their working lives’ (Nguyen, Taylor and Bradley, 2003)²⁹.

The following passage summarises the importance of job satisfaction for both employers and their workers: Job satisfaction is important in its own right as a part of social welfare, and this (simple) taxonomy [of a good job] allows a start to be made on such questions as ‘In what respects are older workers’ jobs better than those of younger workers?’ (and vice versa), ‘Who has the good jobs?’ and ‘Are good jobs being replaced by bad jobs?’ In addition, measures of job quality seem to be useful predictors of future labour market behaviour. Workers’ decisions about whether to work or not, what kind of job to accept or stay in, and how hard to work are all likely to depend in part upon the worker’s subjective evaluation of their work, in other words on their job satisfaction. (Clark, 1998)³⁰

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3.11 CONCLUSION

Job satisfaction is one important aspect a company should look after for because it has a significant correlation with job performance. Specifically, this relationship appears stronger on collective basis, which has a greater effect to the units and organisational performance, including productivity, work process efficiency, and most importantly, profit. Then, personality traits and emotional states seem to have an important role in determining individual satisfaction. Concurrently, work environment and organisation strategy are more likely determinant to increase collective job satisfaction. Thus, company should consider implementing both personal and organisational approach to ensure greater level of employees’ satisfaction is achieved. Finally, this essay propose a few recommendations as follow: firstly, the importance of a well-structured intervention to generate positive personality traits and emotion states of individuals in the form of training and development, and facilitate employees with a positive workplace interaction by providing a set of fair policies and procedures.\(^{31}\)

Job satisfaction is the result of various attitudes proposed by an employer. In a narrow sense, these attitudes are related to the job and are concerned with such specific factors as wages, supervision, steadiness of employment, condition of work, social relation on the job, prompt settlement of grievance, fair treatment by employer other personal factors such are employers age, health, desires and level of aspiration, the employees family relationship, social status recreational outlets have also contribute towards job satisfaction. Job satisfaction is dynamic, as it can go as quickly as it comes\(^{32}\). It is a positive emotional state that he occurs when a person’s job seems to fulfill important values, provided these values are compatible with one’s needs. Job

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Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job experience. The term job satisfaction is vogue in 1935 with the publishing of a book “Job Satisfaction” by Hoppack. Since then, the number of investigators in this field has defined the term job satisfaction. Hoppack was the first industrial psychologist to provide the concept of job satisfaction. It is very difficult to define job satisfaction because it is an intangible unseen, unabsorbed variable and a complex assemblage of emotional feelings such as behavioural tendencies.