CHAPTER - II

REVIEW OF LITERATURE
Studies in the area of job satisfaction as an important and popular research topic started decades ago. Following the rise of the human relations movement in industry in the thirties and forties, job satisfaction has become a major focus of research. Many researchers have focussed on job satisfaction ever since the revelations made by Hawthorne highlighting its importance in effective human relations leading to organisational effectiveness.

Several studies have been made on job satisfaction and its managerial implications of industrial workers. But such studies regarding the service organisations like universities are few and far-between. Very little research has been done in India on the university system. On educational management there are some studies, the latest being the Report of the U.G.C. committee on New Educational Management (1990). But such studies did not relate job satisfaction of personnel in universities to management of these organisations.

Some educationists like prof. Amrik Singh have been dealing with the problems of higher education. A few others have worked on university finances. But such individual efforts are too meagre. Prof. Amrik Singh\(^1\) exhorts the university staff (and college staff) to engage themselves in studying problems of higher education and to do research in them. He expected that atleast one per cent of those in the profession will do so. Our effort is a modest attempt to fill the void to a limited extent.

As a backdrop to the study, this chapter is devoted to the examination of some of the available studies on job satisfaction. Such examination not only
highlights the historically significant studies, but also suggests the trends in the theoretical progress as well as in methodology and techniques used in these studies.

Hoppock (1935)\(^2\) conducted three surveys -

(i) In a community-wide survey, about 88 per cent of the 351 employed adults filled out the questionnaire. The findings revealed that about 15 per cent of the sample had negative attitudes or job dissatisfaction.

(ii) In the second survey, he asked 36 nationally prominent personnel officers to estimate percentages of workers who were dissatisfied. The answers ranged from 0 to 80 per cent, the average being 49 per cent. This survey indicated that there is considerably more job satisfaction than dissatisfaction when all the persons who are gainfully employed are included in the survey.

(iii) He also conducted a single-profession survey on 500 teachers. Of this group, 100 most satisfied and 100 least satisfied were selected and were interviewed. This survey did not find any statistically significant difference between the average salaries of the two categories. A revealing finding of the survey was that job satisfaction and vocational interest are not identical.

Roethlisberger and Dickinson (1939)\(^3\) gave an account of Hawthorne studies carried at the Hawthorne works of the western electric company by Prof. Elton Mayo. The most significant finding of the studies is the fact that workers are affected by factors outside the job to an even greater extent than by those on the job itself. The Hawthorne studies, for the first time, experimentally established that the relationship between the worker and the supervisor leads to a more potent
influence on output than any manipulation of environmental conditions and that the informal associations of a group of men at work act as a potent stabilizer on the level of reference in industry.

Seidman and Watson (1940)\textsuperscript{4} conducted a study among a sampling of men and women. They were asked to report on the job previously held which was most satisfactory to them and to give the reasons for their selection. The results revealed that recognition, friendly associations, work fitted to vocational level, and variety of duties are more important contributing factors to job satisfaction than salary.

Pelz (1949)\textsuperscript{5} observed that the attitude towards management and supervisors exercised significant influence on job attitudes. He conducted a study among 8000 non-supervisory employees and 750 of their immediate supervisors. In his study, he found significant relationship between employees satisfaction and supervisory variables such as degree to which supervisor is concerned with employees as individuals, type of recognition given by the supervisor for good work, decision-making etc.

Morse (1953)\textsuperscript{6} carried out an investigation based on the interviewing of 742 clerical workers in a large insurance company and 73 first-and second-line supervisors. As a result of the study, the hypothesis was advanced that satisfaction depends basically upon what an individual wants from the world and what he gets. One of the underlying generalisations is that level of satisfaction is a combination of both level of aspiration or need-tension level and amount of return from environment. Satisfaction exists when these two are in line, and job dissatisfaction
exists when the return from the environment is much less than the need level of the individual.

Schaffer (1953)\(^7\) investigated 12 needs, using 72 employed men as his sample, most of whom were in the professional and semi-professional occupational groups. Two clusters were found - one contained needs which were passive in nature; the other contained the assertive, aggressive needs. A high correlation existed between the person's two strongest needs and overall satisfaction. Among the strongest needs reported in the sample were creativity and challenge, mastery and achievement, and helping others.

Herzberg \textit{et al.} (1959)\(^8\) conducted a study connected with worker's satisfaction among 200 accountants and engineers of nine steel and engineering companies, belonging to the general category of 'middle management'. The study aimed at studying job attitudes 'in toto'. A semi-structured interview was used for collecting data and a five-fold analysis procedure was adopted. The results of the investigation substantiated the hypothesis that there are different sets of factors which act as 'satisfiers' and 'dis-satisfiers'. An important finding of the study was that people in general do not allow the tensions of their job life to affect their family life.

Talaachi (1960)\(^9\) discussed the theory underlying the assumption concerning the relationship between organisational size and job satisfaction. He highlighted that, larger the size of the organisation, lower will be the job satisfaction. According to him, as the size of the organisation increases, the
personal interaction decreases, which increases the scope for group conflict leading to low job satisfaction. He found a correlation of -0.67 between size of the organisation and a measure of general job satisfaction.

Porter and Lawler (1964)\textsuperscript{10} made an attempt to determine if perceived need satisfactions of managers were greater in flat or in tall organisations. The sample of managers, over 1900, was a nation wide sample representing all levels of management in all sizes and types of companies, both manufacturing and non-manufacturing. The findings showed no over-all superiority of flat over tall organisations in producing greater need satisfaction for managers. However organisation size seemed to have some effect on the relative effectiveness of flat Vs tall structures and the effects of organisation structure on satisfaction appear to vary with the type of psychological need being considered.

House and Wigdor (1967)\textsuperscript{11} reviewed Herzberg's dual factor theory, the criticisms and the empiric investigations reported to date, in an effort to assess the validity of the theory. According to the theory, the satisfiers are related to job content whereas the dissatisfiers are related to job context, and the satisfiers are effective in motivating the individual to superior performance, but the dissatisfiers are not. The theory has been criticized on several grounds and on the basis of review of previous studies, it was concluded that - a given factor can cause job satisfaction for one person and job dissatisfaction for another person and vice-versa, intrinsic job factors are more important to both satisfying and dissatisfying job events and the two-factor theory is an over-simplification of the relationship
between motivation and satisfaction and the sources of job satisfaction and dissatisfaction.

Bachman (1968)\textsuperscript{12} made an endeavour to provide some tentative, but useful guidelines for college administrators and to explore the parallels between administrative processes in higher education and those in other kinds of organisations, especially industrial ones. The respondents selected for the study consisted of all full-time faculty members at each of 12 liberal arts colleges belonging to a regional association of colleges. A few tentative implications of the study in terms of what constitutes an effective dean are - so far as faculty are concerned, the effective dean appears to have a good deal of influence in determining the policies and practices of the college. The faculty see the dean as a colleague or 'first among equals' rather than as a hierarchical superior. The effective dean is influential through personal qualities such as expertise and respect, rather than basing his influence upon legitimate authority and the use of punishments or rewards.

Hulin (1969)\textsuperscript{13}, in order to test the generality of the relationships between community characteristics and job satisfaction, conducted research in two company towns in British Columbia, Canada. The sample for the study consisted of the salaried workers in both communities. The data in the study demonstrated that differences between communities result in predictable differences in the worker's satisfaction with these communities. The study concluded that workers satisfaction with community characteristics and satisfaction with job
characteristics considered jointly had significant effects on the satisfaction with their job and the satisfaction with their life in general.

Pestonjee (1973)\textsuperscript{14} examined levels of employee's morale and job satisfaction prevailing under democratic and autocratic organisational structures among the employees of two departments of a textile mill. The nature of organisational structure was assessed with the help of a 30-item interview schedule and a 14-item forced choice supervisory practices inventory. On the other hand, job morale and satisfaction were measured through questionnaires administered to 401 employees - 246 under the democratic and the remaining under the autocratic organisational structure. He found that the democratic work group had the lowest number of dissatisfied employees whereas the autocratic work group had the lowest number of highly satisfied employees. The study revealed that a democratic organisational structure is conducive to higher morale and job satisfaction.

Rao (1973)\textsuperscript{15} carried out an empirical investigation with 124 engineers as subjects, to test the validity and the generality of the two-factor theory of job satisfaction. A job attitude questionnaire consisting of two unipolar satisfaction and dissatisfaction scales and an overall satisfaction scale, was administered to the subjects. The analysis indicated that the two-factor theory could find only partial support. Satisfaction and dissatisfaction were found to be independent feelings. Motivators contributed to both satisfied and dissatisfied feelings. Motivators and hygienes were found not to be mutually exclusive in the factor analytic sense.
Rao and Rao (1973)\(^{16}\) attempted to study two-factor theory of job satisfaction. A questionnaire containing items related to satisfaction, importance of various aspects, and overall satisfaction was administered to 113 supervisors, 137 clerks and 250 skilled workers. Multivariate analysis revealed that motivators and hygienes were not mutually exclusive variables and their effects were not unidirectional. Both motivators and hygienes contributed to overall satisfaction and both the variables were considered important in their relationship to the dependant variables.

Saiyadain (1973)\(^{17}\), in order to test the under manned - over manned hypothesis, selected groups of two, four and eight persons and they were asked to solve a 12-item cross word puzzle in the fixed time period of ten minutes. The results showed a significant difference in the number of correct puzzles solved by the three groups. But it was not the case with the satisfaction score. Although the means were not significantly different from each other, there was a trend of greater satisfaction in smaller size groups.

Singhal (1973)\(^{18}\) argued that job satisfaction is a composite measure which can be obtained by a meaningful combination of the indices of personal, organisational and situational factors. To provide empirical support to the arguments, data were collected from 88 workers, selected by the method of random sampling, in a medium-sized Indian factory. Data obtained related to a) personal factors - income, education, length of service, dependants b) Organisational factors - job incentives, inter-personal communication c) Situational factors - unionization, group cohesiveness etc. The results revealed that
the three types of factors interacted and influenced each other, and did exercise a significant influence on job satisfaction index.

Sinha (1973)\(^1\) conducted a study at General Electric Company, Naini (Allahabad). "Self-concept" inventory and "how do you like your job" questionnaires were administered to 100 workers from various departments of the company. Social-self average was found to be higher than private-self which revealed that the total sample was high on social esteem. Those who were found to have highly stable self-concept were also found to be high on job satisfaction.

Porter \textit{et al.} (1975)\(^2\) pointed out that increase in size of an organisation develops a series of inter-related symptoms and problems which may be called 'behemoth syndrome'. Larger size is associated with employee's lower satisfaction which tends to increase absenteeism. Absenteeism in turn complicates coordination which increases job frustration and probably reduces productivity. The result is syndrome of inter-related depressing variables dependant on organisational size.

Udai Pareek and Keshote (1981)\(^3\) attempted to study the perceived importance of the needs of the different levels of Malaysian bank managers and to compare them with a mixed group of Indian managers. Data were obtained through ranking of 14 job factors by the Indian and the Malaysian managers and these factors were analysed under two categories - motivators and hygienes. The study, after a detailed examination of various job factors, concluded that the need perceptions do not vary with the levels of management and that the Malaysian
bank departmental heads and the Indian middle managers showed higher preference for the motivators in comparison to the Malaysian top managers, middle managers and the management trainees.

Sushila Singhal and Chitra Srivastava (1982)\textsuperscript{22} evaluated the theoretical relevance of assumptions about society, organisations and people, which underlie job satisfaction in the context of Indian economy and tested empirically the relevance of the major assumptions in three different settings - academic, business and bureaucratic at various levels. The results revealed that more people in all settings expressed negative or mixed feelings on job than positive feelings. Misconceptualizations of job satisfaction had arisen from mis-understanding of job as organisation bound concept. The study suggested that, job needs to be conceptualized as a broad based activity and psychological consequences of it known as job satisfaction by bringing into its framework quality of life indicators.

Singh and Sudha Shrivastava (1983)\textsuperscript{23} made an attempt to examine the potential effects of need for achievement on the relationship between employee's performance and job satisfaction. The sample for the study consisted of 150 blue collar workers of Diesel Locomotive Works, Varanasi. Employee's inventory was used to assess the levels of satisfaction of workers which covered four areas namely job, management, personal adjustment and social relations. The findings showed that the correlation between performance and satisfaction for high need achievement group is +0.46 which is significant at 0.05 level, whereas the correlation between performance and satisfaction in case of low need for achievement group is +0.29 which is not significant. This indicated that the
relationship between performance and job satisfaction was significantly better only in case of high need for achievement group.

Arya (1984)²⁴ analysed worker's satisfaction from seven facets of his job, namely, the satisfaction from supervisory behaviour, welfare facilities, working of the bipartite committees, wages, promotion policy, job content and identification with the company. For the purpose of study, a random sample of 375 workers was drawn from two large sized public sector plants. Workers were interviewed on a structured interview schedule and both parametric (multiple regression analysis) and non-parametric (chi-square and median) tests were used for the purpose of analysis. The study revealed that education, training, worker's participation in the bipartite committees had a positive influence over work satisfaction whereas militancy had a negative influence over work satisfaction.

Khaleque and Nilima Choudhury (1984)²⁵ made an endeavour to measure the overall job satisfaction of the top and bottom managers and to determine the influence of some of the personal and specific job factors on the overall job satisfaction of managers. The subjects for the study consisted of 35 top managers and 51 bottom managers, selected randomly from two tobacco companies. The results highlighted that the top managers had considered nature of the work as the most important factor and fringe benefit as the least important factor for job satisfaction. On the other hand, the bottom managers had considered job security as the most important factor and wage as the least important factor for job satisfaction. It was found that the mean scores of overall job satisfaction were
higher for both the top and bottom managers who were satisfied with six or more job facets than of those who were satisfied with five or less job facets.

Pradip Khandwalla and Gautam Raj Jain (1984)\textsuperscript{26} conducted an exploratory study of the way top management goals affect lower management job satisfaction, based on data from 47 Indian enterprises. In the study, the unit of analysis was the organisation. The effect of 12 operational top management goals on 14 items of lower management job satisfaction was studied. The findings of the study revealed that not only goals differed on the kind and magnitude of impact they had on lower management job satisfaction but each goal also had a differentiated impact on the different facets of lower management job satisfaction.

Pritpal Kaur (1984)\textsuperscript{27} carried out an investigation in a university situated on the fringe of class-1 city in North India with a view to bring to the surface some of the conditions which ensure job satisfaction and place the conditions in content or context of the job categorically. The sample for the study which consisted of 106 employees from different teaching and administrative departments was drawn on simple random method. Data were collected personally with the help of interview schedule and chi-square test of independence was used for analysis. In the study, of the 15 associated factors, 10 factors came under the context of job and the remaining five factors under content of job. The study rejected the overall importance of content factors and stressed more on context factors.
Ashok Kumar Pandey and Prakash (1986) investigated the differential need structures of supervisors and workers, and related them to their satisfaction levels; and examined the role of different motives in employee's satisfaction. The investigation was carried at N.E. Railway workshop, Gorakhpur, (U.P) India and a total of 100 employees served as subjects of which 50 were supervisors and 50 were workers. The A.A.P.A.S. motive test was used to measure five motives namely Achievement, Affiliation, Power, Aggression and Security and satisfaction-dissatisfaction employee's inventory was used to obtain indices of satisfaction of the employee. The results revealed that supervisors scored very low on aggression and security needs when compared to the higher needs. Whereas, the workers scored the highest on security and low on other needs. It was found that the need for achievement, affiliation and power had a high positive correlation with the total satisfaction score. On the other hand, aggression motivation had a low and positive correlation with the satisfaction and security motivation had a negative but almost negligible correlation.

Khaleque and Afreen Jahan (1986) assessed job satisfaction, mental health and life attitudes of working women and examined relationship between job satisfaction and mental health. The sample for the study consisted of 100 randomly selected female workers drawn from two garment factories. In the study, the Pearson's product moment correlation between job satisfaction and mental health scores of the subjects showed that there is a significant positive correlation between job satisfaction scores and mental health scores of the subjects. The results of the study supported the compensatory hypothesis that a person
compensates for his or her life dissatisfaction by finding more satisfaction in his or her job and vice-versa.

Balaji (1988) tested the relative powers of organisational commitment and satisfaction in explaining intention to quit using different measures of organisational commitment. For collecting data, questionnaires were distributed among 249 managerial level employees in nine co-operative organisations. In the study, he found that intention to quit was most strongly related to organisational commitment negatively. The findings also highlighted that intention to quit was negatively related to satisfaction with hygiene but not significantly related to motivators satisfaction. Greater satisfaction with motivators indicated that people had greater opportunities to develop themselves and they might intend to quit. The findings of the study cautioned against excessive use of motivators to retain their employees.

Glisson and Durick (1988) analysed the effects of multiple predictors from three categories of job characteristics, organisation characteristics and worker characteristics. The study was conducted on 319 human service workers in 22 human service organisations. The results revealed that, of job characteristics - skill variety and role ambiguity are the best predictors of satisfaction, while two organisation characteristics - leadership and the organisation's age are the best predictors of commitment. Regarding workers characteristics, education was found to be a significant predictor of commitment.
Shanthamani (1988) conducted a study among 100 production workers of a Government organisation manufacturing soap. The main objective was to study the general level of job satisfaction among the workers with respect to their attitude about their organisation, condition of service, authority, their job and other work related factors. For the purpose of collection of data, both questionnaire and interview techniques were used. The results showed that 76 per cent of the respondents were satisfied with most of the aspects studied and 24 per cent were dissatisfied. The study revealed that a high percentage of respondents were satisfied in respect of the 'work itself' and 'working conditions' compared to other dimensions.

Singh and Patiraj Kumari (1988), inorder to explore the relationships of need strength, motivation and job involvement with job satisfaction, performance and absenteeism, conducted a study in Diesel Locomotive Works, Varanasi, India. The study established that need strength was positively associated with job satisfaction and performance. The results indicated that intrinsic motivation had a positive relationship with job satisfaction. But intrinsic motivation and job involvement did not affect performance and absenteeism.

Sinha (1988) hypothesised that employees of private sector banks would be more satisfied with their jobs than their counterparts in the public sector banks. In order to test the hypothesis, the job satisfaction of 341 employees in different categories of six public sector and five private sector banks was measured. The results revealed that the mean job satisfaction score of private sector bank employees was 107.9 which was much higher as compared to the mean job
satisfaction score of public sector bank employees which was 97.24. The findings confirmed the hypothesis that private sector employees display greater satisfaction than the public sector employees.

Madanpal and Promila Vasudeva (1989)\textsuperscript{35} discussed the interacting effect of supervisory style and situational favourableness on job satisfaction of industrial workers. The sample for the study which consisted of 12 supervisors and 150 workers was drawn from the production department of a private concern i.e. Modi Rubber Ltd, Modipuram, Meerut. The findings showed that the mean score on job satisfaction under relationship-oriented supervisors was higher than under task-oriented supervisors, implying that workers under relationship-oriented supervisors were more satisfied than under task-oriented supervisors. The results also pointed out that the workers were more satisfied in highly favourable situations than in highly unfavourable situations.

Shore and Martin (1989)\textsuperscript{36} examined the differential associations that job satisfaction and organisational commitment have with job performance and turnover intentions. The study was conducted among a sample of bank tellers and hospital professionals. The findings of the study revealed that organisational commitment is more strongly related than job satisfaction with turnover intentions for the bank tellers, but not for the professionals.

Johnstin (1990)\textsuperscript{37} focussed on how changes in three key antecedents - leadership behaviour, role stress and job satisfaction influence the development of commitment which in turn affect turnover intentions and behaviour. The study
suggested that role ambiguity and job satisfaction (but not leadership behaviour) are significant contributors to the development of organisational commitment during early employment.

Mira Singh and Pestonjee (1990) hypothesised that job satisfaction is influenced by the levels of occupation, job involvement and participation. The sample for the study consisted of 250 officers and 250 clerical cadre belonging to a nationalised bank in Western India. The study confirmed the hypothesis and it was found that job satisfaction of bank employees was positively affected by occupational level, job involvement and participation.

Balgir (1991) attempted to understand hygiene - motivational factors as postulated by Herzberg based on their need priorities that dominate the minds of Indian managers while continuing service in their respective organisations. The results revealed that job satisfaction, salary, job security, better chances of promotion, happy personal life, high position and friendly social circle are some of the motivating factors in that order which strongly influence Indian managers.

Mathiew (1991) tested the relationship between satisfaction and organisational commitment with a nonrecursive model that permitted the simultaneous examination of the influence of satisfaction on commitment and the influence of commitment on satisfaction. The study highlighted that the two variables were reciprocally related but that the influence of satisfaction on commitment was stronger.
Mehra and Mishra (1991)\(^1\) explored the potential moderator effect of mental health on the intrinsic job satisfaction - occupational stress relationship. The study was conducted on 250 blue collar industrial workers of UPTRON India Ltd. The findings of the study showed that mental health has a moderating effect on the intrinsic job satisfaction - occupational stress relationship.

Rice (1991)\(^2\) examined the role of facet importance in determining satisfaction. The results revealed that the relationship between facet satisfaction and overall job satisfaction did not change significantly as a function of facet importance. The study discussed the relative usefulness of seven self-report procedures for measuring facet importance.

Sharma and Bhaskar (1991)\(^3\) collected primary data from 30 organisations and used job satisfaction as a measure of motivation to ascertain the level of motivation and morale of junior and middle level managers working in 30 public sector organisations. The study highlighted the strengths and weaknesses of the organisations studied and suggested certain determinants of job satisfaction on the basis of multivariate analysis of data.

Dhar and Jain (1992)\(^4\) carried out an investigation amongst academicians. The investigation explored the nature of relationship between job satisfaction, job involvement, age and length of service. An important revealing finding of the study was that job involvement and job satisfaction are positive correlates which implies that involvement in job increases with job satisfaction and vice-versa.
Omir Bin Sayeed (1992) made an endeavour to determine the relationship between employee job satisfaction and organisational effectiveness. The sample for the study consisted of 44 supervisors of a public sector undertaking which was randomly drawn from a single unit of the company. The main objective of the study was to relate satisfaction with organisational effectiveness along with personal attributes such as age, education, pay, length of service etc. The study revealed that job satisfaction facets had more explanatory power than the personal attributes of respondents. It was clear from the study that the organisation through its human resource development policies and practices created better environment for employees, resulting in greater satisfaction which in turn enhanced organisational effectiveness.

Ostrofee (1992) investigated the relationship between employee satisfaction, job related attitudes - viz., commitment, adjustment and psychological stress - and organisational performance. The study was based on the data collected from 13,808 teachers in 298 schools. Correlation and regression analyses supported the expected relationship between employee satisfaction, attitudes and organisational performance.

Witt and Nye (1992) tested the hypotheses that a) gender would moderate the relationship between job satisfaction and the perceived fairness of pay and promotion, b) the levels of positive perceptions of fairness and expressions of job satisfaction would be higher for men. The results revealed that fairness satisfaction relationship was not higher for men and there were no practical differences in fairness perceptions and job satisfaction between men and women.
The review reveals that, identification of the underlying sources of job satisfaction has been the subject-matter of a good number of studies. A large number of research studies have established that job satisfaction is derived from and caused by a number of inter-related factors.

The review of work done on job satisfaction shows that there has been no significant effort to study job satisfaction among educational institutions. The present study seeks to fill up this need and is likely to open further venues of probe in this regard.

METHODOLOGY

Several studies have been made on job satisfaction of employees - mostly of industrial workers and others, and many methods have been used for measuring job satisfaction. Some of the most common include rating scales, critical incidents, interviews and action tendencies. Fred Luthans\(^{48}\) has presented a succinct account of these measures of job satisfaction in his book 'Organizational Behaviour'.

Rating Scales

The most common way of measuring job satisfaction is through rating scales. One of the most popular is the Minnesota Satisfaction Questionnaire (MSQ). The instrument provides a detailed picture of the specific satisfactions and dissatisfactions of employees on a five point scale, on several aspects of the job.
Another popular rating scale which has been widely used by researcher over the years is the Job Description Index (JDI). It provides a broad picture of the employee's attitude towards the major components of jobs like work on the job, present pay, opportunities for promotion, supervision and people on the job.

Still another popular instrument is the Porter Need Satisfaction Questionnaire (NSQ). On a seven-point scale from minimum to maximum, the employee is asked to encircle the number on the scale that represent the amount of characteristic being rated. The employees are required to mark the extent to which a characteristic is present and the extent to which they desire to have it. This tool is typically used for management personnel only.

Critical Incidents

The critical incidents approach to the measurement of satisfaction was popularized by Frederick Herzberg. Employees were asked to describe incidents on their job when they were particularly satisfied and dissatisfied. These incidents were then content analysed in determining which aspects were closely related to positive and negative attitudes.
Interviews

Another method of assessing job satisfaction is through the use of personal interviews. It allows for an in-depth exploration of job attitudes. But it is subject to interviewer bias and it is relatively more time-consuming.

Action Tendencies

The last measure that is used relate to action tendencies. Action tendencies are the inclinations people have to approach or to avoid certain things. By gathering information about how they feel like acting with respect to their jobs, the job satisfaction can be measured.

H.C. Ganguli has developed a few job satisfaction scales for effective management like - Master Employee Attitude Scale (MEA scale), Confidence in Company Scale ('C' scale) and Supervision Assessment Scales (Sp and So scales).

Master Employee Attitude Scale (MEA Scale)

Master Employee Attitude Scale consisting of 40 items was originally developed. However a 40-item scale is too long and time consuming for practical use. Therefore, a Short Employee Attitude Scale called the SEA Scale, consisting of 12 items has been derived from the original 40-item MEA Scale. Again a medium length scale i.e. a 26-item scale for measuring work satisfaction has been
drawn from the 40-item MEA Scale. This scale has norms for highly educated samples and has greater coverage of the satisfaction subareas.

**Confidence In Company Scale (C' scale)**

The 'C' scale assesses confidence of the employee in company, where by confidence is meant, the genuine emotional conviction that one will be able to satisfy one's needs reasonably through the employment relationship.

**Supervision Assessment Scales (Sp and So Scales)**

Sp and So scales refer to satisfaction with supervision. Scale Sp deals with the satisfaction derived from inter-personal relations with the supervisor as a person (i.e. personal aspects of supervision). Scale So refers to the satisfaction with the technical competence of the supervisor (i.e organisational aspects of supervision).

Another classification of the methods of attitude assessment are

a) Thurstone technique of scaled values.

b) Likert method of summated ratings.

c) Semantic differential.
a) Thurstone Technique of Scaled Values

Thurstone technique is the most logically developed method of attitude testing. Under this method, a number of statements, usually 20 or more, are gathered that express various points of view toward a group, institution, idea or practice. They are then submitted to a panel of judges, each of whom arranges them in 11 groups ranging from one extreme to another in position. This sorting by each judge yields a composite position for each of the items. When there has been marked disagreement between the judges in assigning a position to an item, that item is discarded. For items that are retained, each is given its median scale value between one and 11 as established by the panel.

b) Likert Method of Summated Ratings

The most popular method which is used extensively for eliciting opinions and attitudes in research is the Likert method of summated ratings. The first step in constructing a Likert-type scale is to collect a number of statements about a subject. After the statements have been gathered, a trial test should be administered to a number of subjects. Only those items that correlate with the total test should be retained. This testing for internal consistency will help to eliminate statements that are ambiguous or that are not of the same type as the rest of the scale.

The Likert scaling technique assigns a scale value to each of the responses. Thus, the instrument yields a total score for each respondent, and a discussion of each individual item is also possible.
c) Semantic Differential

The Semantic differential is similar to the Likert method in that, the respondent indicates an attitude or opinion between two extreme choices. This method usually provides the individual with a seven-point scale with two adjectives at either end of the scale, such as good-bad, unhealthy-healthy etc. The respondent is asked to rate a group, individual, or object on each of these bipolar scales.

SAMPLING DESIGN

Having convinced of the need to study job satisfaction among employees of a university, a State university and a Central university located in Andhra Pradesh have been selected for the purpose of the study. There are 16 universities in Andhra Pradesh of which one is a Central university and the remaining 15 are State universities. The teaching faculty of a State university - Sri Krishnadevaraya University, Anantapur and a Central university - University of Hyderabad, constitute universe for the study. The reason for selecting Sri Krishnadevaraya University among several State universities is due to convenience and obligation towards Almamater. Due to constraints regarding time and money, it was decided to select a representative sample. The sample consists of 200 teaching faculty - 100 teaching staff working in Sri Krishnadeveraya University, Anantapur and 100 teaching staff working in University of Hyderabad. The sample was drawn on random basis using Fisher and Yates random numbers.
COLLECTION OF DATA

The required information and data were collected from the sample respondents with the aid of questionnaires designed for the purpose and through personal interviews. The questionnaire used in the study covered various aspects like socio-economic and job-related particulars, importance of different needs and the extent of their satisfaction by their present job, attitudes of employees towards various factors of job satisfaction and opinions of employees towards certain managerial aspects related to job satisfaction like participation in academic matters, management styles, model of governance prevailing in the university and representation of faculty in management bodies.

A five point scale based on Likerts summated rating scale was constructed to measure the opinions of the respondents towards various factors of job satisfaction. Of the 26 items included in the rating scale, two items with least discriminating power have been eliminated and 24 items have been retained for the purpose of study.

The data were also collected through secondary sources such as annual reports and calendars of the universities etc. and through in-depth discussions with faculty members to supplement the primary data. All the questionnaires have been scrutinised so as to appraise the qualitative and quantitative aspects of the data before each questionnaire was passed for tabulation.
DATA ANALYSIS

The data collected were analysed using various statistical measures like ANOVA, correlation, regression analysis, co-efficient of reliability, t - test, chi-square test, arithmetic mean, median and simple measures like percentages and averages. Wherever necessary and according to the demand of the study, descriptive analysis is also made.
REFERENCES


The chapter is divided into two sections. Section A presents profiles of the universities selected for the study i.e., Sri Krishnadevaraya University, Anantapur and University of Hyderabad. Section B gives a profile of the employees of the universities chosen on random basis.

A. 1. PROFILE OF SRI KRISHNADEVARAYA UNIVERSITY

HISTORICAL BACKGROUND OF THE UNIVERSITY

With the objectives to disseminate and advance knowledge by providing instructional and research facilities in such branches of learning as it may deem fit; to pay special attention to the improvement of the social and economic conditions and welfare of the people of Rayalaseema, Sri Krishnadevaraya University was established under the Sri Krishnadevaraya University Act, 1981 with headquarters at Anantapur. It was named after the celebrated Vijayanagara emperor, Sri Krishnadevaraya. Starting as a post graduate centre with just five departments in 1967-68, it became an autonomous post graduate centre during 1976-77. Sri Krishnadevaraya University came into being on 25th July, 1981 as a unitary university fulfilling a long cherished dream of the people of Rayalaseema. It became a full-fledged affiliating university in 1987-88.