CHAPTER IX

SUMMARY AND CONCLUSIONS

The present study was concerned mainly with the problem of satisfaction which an individual derives from work. The question as to why men work was considered rather irrelevant as men have been working in every society throughout the ages. Whatever may be the reasons for working, men have continued to work. The urge to work seems to be deep rooted in most men, and work is viewed much more than a means of seeking economic gratifications.

It can be stated that work forms an essential part of human activity. Work occupies so much of a man's life span, that the satisfaction or dissatisfaction with it could affect the individual considerably in all walks of life. Besides this, a man's job satisfies so many of his needs, that it becomes extremely important to enquire about the factors that are associated with satisfaction or dissatisfaction with the job. The impact of work on men can not be denied. It operates as a great stabilising, integrating, ego satisfying, central influence in the pattern of each person's life. If a job fails to satisfy these needs of the individual, it is problematic whether man can find adequate substitutes to provide a sense
of significance and achievement, purpose and justification for his life. Pascual goes to the extent of stating that "The idea of hating work *in general* is a disease which has never afflicted mankind, not even in our own times when to ask a person whether he or she likes work or not is taken as an insult."\(^1\)

The role that work plays in the life of many may easily be seen in the case of unemployment, not merely because it means loss of money, but mostly because of loss of face. To find oneself without function in society, without the social connections and hopes rooted in work, is like experiencing the withering away of one's very life. Loss of work is acknowledged by modern psychologists as a toxic condition demanding for its rehabilitation special remedies social as well as well as psychological. Even retirement is dreaded by many individuals who are about to retire.

As an individual's work means so much to him and since its impact on the individual is considerable, social scientists, the world over started focusing their attention on the problem of satisfaction or dissatisfaction with work.

The present study was also concerned with the same problem. It tried to:

(1) Find out the attitudes, people hold towards their jobs.

(2) The factors that could be associated with the formation of such attitudes in individuals towards their jobs.

The problem of satisfaction or dissatisfaction with work has been dealt in different manner by different workers in the field. The earliest researches on job satisfaction were primarily production oriented rather than employee oriented. The idea was to isolate those factors on the job which were generally considered desirable by employees. It was hoped that the knowledge so gained could be utilised to spur individuals to put the extra effort so much required for higher productivity. This approach to the study of work and the accompanying satisfaction or dissatisfaction with it was termed as the incentive approach in the literature on vocational motivation. However, the researches utilising the incentive approach to the study of job satisfaction have given contradictory results. (In some researches material conditions such as, wages, bonus, good working conditions have been emphasised, while others consider intangible and
su十月 relations as more important motivating factors in a job. Yet other studies emphasise social and other aspects of job as significant contributory variable in work satisfaction.  

The incentive approach thus, was considered insufficient to explain the phenomenon of job satisfaction.

Similarly, the human relations approach to the study of job satisfaction was also considered inadequate to explain the phenomenon. Contradictory research findings of the followers of this school lend support to the argument that at best the human relations approach is only a partial explanation to the problem of job satisfaction. It failed to explain those situations where in spite of the best human relations, the workers craved and demanded more and more physical benefits.

The two factor theory, proposed by Herzberg to explain the phenomenon of job satisfaction has received considerable attention in the literature on vocational motivation recently. His motivators and maintenance factors

---


approach to the study of job satisfaction is a novel one. However, research findings utilising this approach go more to negate his explanation of job satisfaction rather than confirm it. In view of such contradictory findings his conceptualisation of job satisfaction, it was thought necessary to look for some other explanation to the phenomenon of job satisfaction.

A rather useful approach to the study of job satisfaction was proposed by certain psychologists. They advocated that there is very little difference between general adjustment and occupational adjustment. However, even in this case research findings gave contradictory results. Many researchers confirmed the hypothesis that general adjustment and occupational adjustment are related with each other significantly, while others failed to establish any significant relationship between the two variables.*

* The contradictory evidences have been given in chapter one of this thesis.

the phenomenon of job satisfaction, the present study has utilised the concept of human needs as the basic analytical tool. The theory of human needs states that man has several needs to satisfy. Some of these needs have been called primary and others as secondary needs of human beings. The theory states that whenever any of these (or all of these) needs are activated, they create a sort of dissonance in the individual, who is thus motivated to take such action as may be necessary to reduce this tension.

Analysing the job situation in the context of the need theory, it is apparent that when an individual comes to work, he brings with him certain needs. He is constantly seeking the gratification of his physical, security, social and egoistic needs on the job situation. He expects to satisfy these needs on the job and in return achieve organisational goals. In this process of seeking adjustment with the various physical, social and psychological aspects of the work environment, if the individual feels he is able to satisfy those needs which are of significant importance to him, he is likely to be positively oriented towards his job.

The phenomenon of satisfaction with work, however, can only be understood in its totality. An individual is an organised whole and his behaviour has to be understood
in its totality. Not only does he seek satisfaction of his needs on the job, but outside it as well. It is necessary to satisfy his needs, both, at work situation and outside it. The satisfaction or dissatisfaction of these needs leads to the development of certain attitudes to life and work. These attitudes are carried over from life to work and vice versa. The main contention of the present study is that the whole person comes to work and it is impossible to separate his purely economic self from other aspects of his life.

An attempt was, therefore, made to measure the extent of physical, security, social and ego need satisfaction (as well as the total need satisfaction of the individuals) both at work and outside it, through a structured schedule. Since, the purpose of the study was to see the association between need satisfaction and job satisfaction, the second part of the schedule (called the Index Of Job Satisfaction) measured job satisfaction of the respondents.

The investigations in the present study were confined to manufacturing units situated in the industrial area of Chandigarh.

There were 174 manufacturing units located in the industrial area of Chandigarh. Considering the nature of the problem, it was decided that only those units which
were employing more than 150 personnel were to form the universe of the study.

There were eleven units in total which were employing more than 150 personnel. Five of these units did not permit the investigator to interview their personnel. Thus, only 6 manufacturing units formed the universe of the present study.

All permanent, married male employees of these six units were the respondents in the study. In total, there were 62 managers, 73 supervisors and 1,129 workers who were to be the universe in the present investigation. Eight managers did not wish to be interviewed.

The hypotheses generated suggested that a stratified sample may be drawn from three levels of organisational hierarchy. All the managers and supervisors were included as respondents. In the case of the workers a random sample was taken. The number of workers selected randomly was 173, making the total number of respondents as 300.

Since, it was not possible to have an experimental design due to certain limitations*, a correlational study was done between need satisfaction of the respondents and their job satisfaction, to find out whether the two variables were associated with each other or not.

* These have been mentioned in Chapter two of the present study.
The major hypotheses generated were tested at two different levels. Firstly, by showing the association between need satisfaction and job satisfaction with the occupational level. Secondly, the hypotheses were tested by keeping the occupational level constant. In other words by showing the association between need satisfaction and job satisfaction within each occupational level. In this way, an attempt was made to control, although in a course fashion, the effects of factors other than the hypothesised ones as well.

Main findings:

(1) The findings of the study reveal that the occupational level of the individual is significantly associated with need satisfaction. The higher the occupational status the greater is the need satisfaction. Thus, managers as a group have the maximum total need satisfaction (taking all the needs together to start with) followed by foremen and workers who have the lowest need satisfaction.

(2) There is a high and positive correlation between the total need satisfaction of the individual and the satisfaction he derives from his job. The results of the present study validate the same not only when inter-group comparison is made but even when occupational level is kept constant.
An important finding is that job satisfaction varies with the level of jobs one holds. The higher the occupational level, the greater is the job satisfaction. In other words job satisfaction declines with occupational level.

This is not surprising and is in line with the conceptual framework adopted for the present study. Persons differently situated in the organisational hierarchy, have different opportunities to satisfy various needs. Hierarchy is a basic organisational characteristic, but it has the most profound psychological implications for the individual members. In organisations persons work together but are rewarded differently. Those at higher levels are not only paid more, they are awarded greater psychological rewards as well. Those at higher occupational levels are thus able to satisfy their needs to a greater extent than those at lower levels. Organisational interests become compatible more or less with the self interests of individuals, depending at least partly on where they are in the organisational hierarchy. Thus, those serving at higher occupational levels seem to develop a more positive attitude towards their jobs as compared to those working at lower levels.

Job dissatisfaction occurs whenever conditions of work and life are such that they block the gratification of strongly desired human needs. It appears that this
phenomenon is more likely to occur at lower occupational levels than at higher levels. The nature of the job and the rewards (both physical and psychological) it offers are hardly adequate to gratify these needs (physical, security, social and egoistic) to a desired extent at lower occupational levels. This may lead to a feeling of deprivation. Since, a job is very much instrumental in the satisfaction of these needs, an individual may displace these feelings to the job.

In short, it appears that irrespective of their occupational level in the organisation, individuals seem to share the satisfaction of fundamentally similar human needs, but are confronted with dissimilar opportunities for satisfying these needs. Since, the opportunities available to persons at higher occupational level, to satisfy these needs are greater as compared to those working at lower levels, they may develop a more positive attitude towards their jobs.

The findings as stated above relate to total need satisfaction and its association with the satisfaction derived from work. It is consonant with the theoretical framework adopted in the present study. An individual has certain needs to satisfy. He seems to be constantly seeking the gratification of these needs both at the work situation and outside it. Gratification of these needs

* Evidence for displacement has been quoted earlier.
leads to satisfaction, while non-gratification leads to dissatisfaction. Thus, satisfaction and dissatisfaction would depend upon the extent to which an individual is able to gratify his needs. Since for most men who are working, their job is an important source for gratifying these needs, it is logical to suggest that, the greater is the satisfaction of individual needs, the greater the likelihood of his feeling contented with his job. An individual likes to find a tangible source for identifying his failure or success. It may be stated, that the job may not be responsible for the non-satisfaction of many human needs. True, but one cannot deny as well, that for a working man his job is not responsible for satisfying many of his needs. Other factors may also influence his need satisfaction, but the job is the most important source of need gratification for a working man. As a matter of fact this is the basic promise of the present study, which attempted to study the extent of need gratification of the individual both within and outside the plant situation. Thus, given the social, cultural, and economic constraints, a working man is likely to associate his job with the satisfaction or dissatisfaction of his need patterns. Should he be able to gratify his needs to a large extent he is likely to feel satisfied and may attribute the satisfaction to his job. Should he be unsuccessful in gratifying his needs to the desired extent, he is likely to feel dissatisfied and may attribute it to
the job. This is consonant with the theory of displacement as referred by Stagner.5

The very structure of the industry is such that the conflict between individual needs and organisational requirements goes on increasing as one goes down in the hierarchy. An individual occupying a low position in the organisation hierarchy is not able to satisfy his needs to the desired extent as compared to those at higher occupational level. Not only this, the same situation appears to prevail outside the organisation. The satisfaction of physical, security, social and egoistic needs seem to be very closely intertwined with the occupational status of an individual. There seems to be a cumulative effect. Those at the higher occupational level are not only in a better position to gratify many of their needs to a greater extent within the organisation, but even outside the organisation. These are "carried" over from one situation to the other. Exactly the same phenomenon occurs in the case of those who are working at lower level of the organisational hierarchy. Not only are their needs satisfied to a lesser extent within the organisation but outside as well. In short those who are working at higher

levels of the organisational hierarchy derive 'Cumulative advantages' while those working at lower levels appear to suffer from 'cumulative disadvantages'. This being the case, people working at higher levels of the organisational hierarchy tend to develop a more positive attitude towards their jobs and reveal greater satisfaction with it than those working at lower levels.

The association between the satisfaction of human needs and job satisfaction is further reinforced when occupational level is kept constant. In each case job satisfaction goes on increasing as need satisfaction goes on increasing. When an intra-group comparison is made it is found that the correlation between the total need satisfaction and job satisfaction for managers is .83, for foremen it is .87 and for the workers it is .83, which is positive and high indeed for each group of respondents.

Similar findings emerge when each of the four needs is studied separately in relation to job satisfaction. These findings are:-

1. Physical need satisfaction goes on decreasing with the decline in occupational level.

2. Physical need satisfaction shows a significant and positive correlation with job satisfaction in each of the three groups of respondents. This is true even when occupational level is kept constant.
Although, the correlation between physical need satisfaction and job satisfaction goes on increasing slightly, with the decline in occupational level, the difference between these r's is not significant. In other words physical need satisfaction is associated with job satisfaction to the same extent in all the three groups of respondents.

Similarly, it was found that certain contributory variables to physical need satisfaction were also associated with job satisfaction. These were as follows:

1. Income was found to have high and positive association with job satisfaction in each of the three categories of respondents. This was true even when occupational level was kept constant.

It may be noted here that money is important only outside the place of work as a means of need satisfaction. Yet, it has a high and positive correlation with job satisfaction in all the three groups of respondents. The greater is the money earnings, the greater are the chances of physical need satisfaction. Since, an important reason for working is the satisfaction of physical needs, the individual whose physical needs are satisfied to a greater extent, seems to attribute it to his job (which was the constant and direct
source of money). Such an individual tends to feel more contented with his job.

(2) Distance commuted to the place of work had some sort of association with job satisfaction. It had a negative correlation with job satisfaction in the case of foremen and workers. The r's being -.33 and -.29 for foremen and workers respectively, both significant at .01 level. The correlation between the two variables is .107 in the case of managers, which is not significant.

Similarly, the study reveals that:

(1) Security need satisfaction goes on decreasing with the decline in occupational level.

✓ (2) Security need satisfaction has a high, positive and significant correlation with job satisfaction in all the three categories of respondents. This is true even when occupational level is kept constant.

(3) The correlation between security need satisfaction and job satisfaction though positive and high in all the three categories of respondents, goes on increasing slightly with the decline in occupational level. The difference between the r's of Managers and foremen and foremen and workers is not significant. However, this difference between the r's of managers and workers was found to be significant. In other words the satisfaction of security needs was relatively more important for workers as
compared to managers, and it is associated with their job satisfaction to a greater extent than is the case with managers.

The findings as mentioned above, are again in line with the conceptual framework of the study. It is evident that as one goes up in the hierarchy, his security needs are satisfied to a greater extent than those who are working at lower levels of the hierarchy. Managers' security needs are satisfied to a greater extent than those of workers. Naturally for managers security would become relatively less important as a factor contributing to job satisfaction, as compared to workers.

Maslow states that man runs after that which he seems to possess the least. A satisfied need according to him is not a motivator of actions.

The relevant findings in relation to social need satisfaction and job satisfaction are as follows:

(1) Social need satisfaction tends to decrease with the decline in occupational level.

(2) Social need satisfaction has a significant and positive association with job satisfaction in all the three categories of respondents. This is true even when occupational level is kept constant.

(3) The correlation between social need satisfaction and job satisfaction though positive and significant in all the three categories of respondents, goes on increasing slightly with the decline in occupational level. The difference between the r's of managers and foremen, and managers and workers was found to be significant at .05 level. The difference between the r's of foremen and workers was not significant.

These findings are again in line with the concept of satisfaction of human needs and can be interpreted in the same manner as has been done in the case of physical and security needs earlier.

The findings regarding the contributory variables that may or may not obstruct satisfaction of the social needs were as follows:

(1) The number of friends an individual has, tend to decrease with the decline in occupational level.

(2) Get togethers with friends are found to decrease with the decline in occupational level.

(3) The number of intimate friends tend to decrease with the decline in occupational level.

(4) Membership of voluntary association is found to be decreasing with the decline in occupational level.
Those individuals who are members of unions reveal greater dissatisfaction with their jobs than those who are not members of the union.

Similarly, the findings regarding ego need satisfaction are as follows:

1. There is a tendency in the ego need satisfaction to decrease with the decline in occupational level.

2. Ego need satisfaction has a high and positive correlation with job satisfaction in all the three groups of respondents. This is true even when occupational level is kept constant. The r's for the two variables are found to be .76, .80 and .81 for managers, foremen and workers respectively. These differences in the r's of managers, foremen and workers are not significant. In other words, ego need satisfaction appears to be associated with job satisfaction of the three groups of respondents to the same extent.

Three other variables were taken as involving the ego of a person. These were as follows:

1. Occupational mobility of the respondents.

2. Efforts made by the individual to go up in the hierarchy.

3. Individual's perception of success in achieving his ambitions.
The findings regarding the relationship between these variables and job satisfaction are as follows:

(1) Individuals who have been mobile upwards are more satisfied with their jobs than those who have not been mobile upwards. This holds good even when occupational level is kept constant.

(2) Those individuals who put efforts to realise their job ambitions, seem to be more satisfied with their jobs than those who have not put any such efforts (or have ceased to put any efforts). This is true even when occupational level is kept constant.

(3) Those individuals who feel that they have been able to achieve their ambitions tend to be more satisfied with their jobs than those who do not feel so. This was found to be true even when occupational level was kept constant.

Since the satisfaction of human needs was the basic concept used in the present study to understand the motivational aspect of human behaviour, an attempt was also made to study the hierarchy of these needs among the three different groups of respondents.

The findings regarding the status of hierarchy of needs are as follows:
(1) A hierarchy of needs does exist among the respondents. This is suggested by the fact that certain needs are satisfied easily as compared to other needs which are difficult to satisfy. Social needs are the easiest to satisfy in all the three groups of respondents.

(2) This hierarchy of need is different in different groups of respondents. The rank order of needs for managers is as follows:

<table>
<thead>
<tr>
<th>Need Category</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security needs</td>
<td>1</td>
</tr>
<tr>
<td>Ego needs</td>
<td>2.5</td>
</tr>
<tr>
<td>Physical needs</td>
<td>2.5</td>
</tr>
<tr>
<td>Social needs</td>
<td>4.0</td>
</tr>
</tbody>
</table>

The need hierarchy for foremen and workers is exactly the same. The arrangement of needs in a rank order both for foremen and workers is as follows:

<table>
<thead>
<tr>
<th>Need Category</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical needs</td>
<td>1</td>
</tr>
<tr>
<td>Security needs</td>
<td>2</td>
</tr>
<tr>
<td>Ego needs</td>
<td>3</td>
</tr>
<tr>
<td>Social needs</td>
<td>4</td>
</tr>
</tbody>
</table>

Thus, the major findings are as follows:

(1) There is a relationship between the satisfaction of human needs and job satisfaction.
Each of these needs has a high and positive association with job satisfaction in all the three categories of respondents.

It follows from above that individuals seem to be concerned with the satisfaction of all their needs. The importance they might attach to a particular need varies from situation to situation and group to group. He seeks the satisfaction of all the needs in a manner peculiar to him alone. If his ego needs are satisfied, it does not follow that he will not bother about the satisfaction of his physical, security and social needs, and vice versa. The high and positive correlation between the satisfaction of each of these needs (and total need satisfaction as well) and job satisfaction, it appears confirms the above assumption.

Some Implications

The satisfaction that one derives from work (or the problem of motivation at work) has received considerable attention from social scientists all the world over. Many explanations have been given to illustrate the phenomenon of job satisfaction. Most of the earlier studies on job satisfaction focused their attention to "on the job" variables in explaining the phenomenon of job satisfaction. Yet, others have tried to explain the phenomenon without resorting to any conceptual framework.
The theory of human needs seems to be a useful tool in understanding the phenomenon of job satisfaction. As far as is known to the present investigator, only two studies have tried to associate job satisfaction with human need satisfaction. However, a lot of research work has been done all over the world utilising Herzberg's concept of Motivators and Hygienic factors at work.

The present study, utilized the concept of needs to understand work behaviour. Human behaviour is directed by a striving for the satisfaction of needs. Life itself is a struggle for satisfying many needs that every one has, and it seems to be a never ending process, because we are built in such a way that as soon as we are partially able to satisfy one or two needs, several others emerge and demand attention.

An individual seeks the satisfaction of these needs at work as well. Human behaviour, however, can only be understood in its totality. Satisfaction of these needs is sought both at work and outside it. The behaviour of human beings at work is also affected by what happens outside the work. A comprehensive approach which tries to study the satisfaction of human need at work and outside it, is thus a practical way of understanding behaviour at work. This was the main contention of the present study.

Raymond C. Kuhlen, op.cit., pp.56-64.
8 F. Herzberg and others, op.cit., pp.113-119.
The findings may have some interesting implications. The evidence in the present research suggests that irrespective of occupational level, job satisfaction has a high and positive correlation with the satisfaction of human needs. Persistent failure and frustration of these needs may create dissatisfaction with self and life and this may be displaced to the job. It would thus be necessary to provide for the satisfaction of these needs at work and outside it.

The foregoing interpretation may be extended in several directions. Firstly, there seems to be variations in the arrangement of these needs. However, there is a certain consistency as well, in as much as every individual appears to be seeking the satisfaction of all these needs. There are decidedly dissimilar opportunities for satisfying these needs. As such more attention ought to be given for providing opportunities at the lower levels of the organisational hierarchy for satisfying these needs.

The arrangement of needs in the present study does suggest a hierarchy of needs among the respondents. This conclusion is, however, not based on the concept of potency of needs as advocated by Maslow. The study suggests that certain needs are relatively easily satisfied as compared to others and to that extent they can be

arranged in a rank order. It does not mean that certain needs occupying a certain rank are more important than others. The data in the study does not support the idea of classifying needs into ego needs and non-ego needs with the latter relegated to a secondary position. It would be better to recognize that some degree of ego involvement is there in all these needs. Economic goals for example satisfy both the physical and ego involved needs of the individual.

The data also does not support the contention that needs are arranged in a fixed hierarchical order of potency. According to this concept lower order needs have to be satisfied first before higher order needs will emerge. It appears (according to the data of the present study) that different needs become dominant depending upon many factors such as social and cultural influences, the changing conditions and degree of thwarting experienced and the perceived opportunities to satisfy these needs.

In brief, the present study suggests that irrespective of the occupational level, working men seek the satisfaction of all their needs. The satisfaction of these needs is a common goal. The present study suggests that satisfaction of all these needs is important for providing job satisfaction to the individuals. The contention that ego charged needs are more important for providing job satisfaction
to executives, and non ego charged needs are more important for providing satisfaction to workers (and those working at lower levels of the organisational hierarchy) has not been substantiated by the data. The relative importance of different needs for different groups of employees and their relative contribution to satisfaction derived from work was not the intention of the present study, and probably could be the subject of future research in India.