CHAPTER – III

JOB SATISFACTION

Concept, Terminology & Theories

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3.1 INTRODUCTION

Job satisfaction refers to a general attitude resulting from various specific attitudes to job factors, social factors, monetary factors, group relationships, etc. Thus the job satisfaction is the result of various attitudes of the employee which he holds towards his job and related factors. The job satisfaction significantly contributes to employee productivity and morale. The organizations who take care of developing individual attitudes among the employees which contribute to job satisfaction will be benefitted substantially.

Hence several authors have concentrated on this aspect and developed a number of theories. During the course of time numerous meanings and concepts were also developed on this topic. A few of them are described in this chapter.

3.2 CONCEPT AND TERMINOLOGY

The term Job Satisfaction is a combination of two words: Job and Satisfaction. 'Job' means a piece of work to be done. 'Work', 'Occupation', 'Job' and 'Positions' have been used interchangeably. Shartle\(^1\) has given the following definitions for these terms.
"An occupation is a group of similar jobs found in several establishments".

"A Job is a group of similar positions in a single plant, business establishment, institution or other work place".

"A Position is a set of tasks performed by a person. There are as many positions as there are workers, but there may be one or many persons employed in the same job".

Miller and Form define work as a "general activity centering around subsistence and the specific routines of this activity as occupations".

Vroom refers to job as 'Work roles'. Though they have quite different meanings, in fact they are commonly used. For our study purpose it may refer to worker's immediate work task and work role or to his employment in a particular work organization.

The other term 'Satisfaction' is related to fulfilment of needs. Needs are fulfilled by attainment of incentives. Fulfilment is a state of feeling known as satisfaction. Drever states "Satisfaction is the end state in feeling accompanying the attainment by an impulse of its objective".

Thus the expression 'Job Satisfaction' means the satisfaction derived by performing a piece of work in which the
person is engaged. It is essentially related to human needs and their fulfilment through his work.

Terms like "morale", "motivation" and "job satisfaction" have been used interchangeably in several studies.

Some more similarly used terms available in the literature are job attitudes, job attraction. Sinha writes job satisfaction and job attitudes are used interchangeably. Both refer to affective orientations on the part of individual towards work roles, which they are presently occupying. An attitude is not job satisfaction, although it may constitute to it, since the latter comprises a number of attitudes. Job satisfaction is the result of various attitudes the employee holds towards his job, toward related factors and toward life in general.

In the same way, job satisfaction and job attraction has certain difference. Job satisfaction applies only to outcome already possessed or experienced by an individual. In other words, satisfaction is primarily a "hedonism of the past" whereas attraction or valence is primarily "a hedonism of future".

Many of the social scientists used job satisfaction and morale sinanimously, and some of them distinguished each other.
Mann and Pelz\textsuperscript{6} viewed the morale as the employees' satisfactions and dissatisfactions with the work situation. Ganguli\textsuperscript{7} proposed to use the term morale in the sense of employee satisfaction with the total job situation. Some more studies carried out for determining the factors of morale have clearly indicates that Job Satisfaction is an important constituent factor or dimension of morale. But Khan\textsuperscript{8}, Katz\textsuperscript{9}, Schooler\textsuperscript{10} says although Job satisfaction is closely associated with morale, both are not the same.

Blum and Naylor\textsuperscript{11} views the Job satisfaction as the resultant factor of the various attitudes the individual holds towards his job and morale as the composite expression of the attitude of the various individuals employed by the industry. It is a by-product of a group and generated by the group.

Crites\textsuperscript{12} distinguishes these terms along with two more terms: job attitudes and Vocational satisfaction as follows:

Job attitudes denotes some specific aspects of job such as duties and tasks or working conditions,

Job satisfaction denotes the overall job in which the individual is presently employed,
Vocational satisfaction denotes to the type of work in which the individual has been trained and/or gained experience in several jobs.

Morale includes the work group and/or employing organisation as well as job or vocational satisfaction.

Strong while discussing the two concepts of Job satisfaction and Morale states that they are two attitudes towards one's job. He gives preference for using Job satisfaction with reference to the individual and morale with reference to the group.

Motivation and job satisfaction are closely related terms though there are theoretical and practical differences between these two. Wernimont and others point out that analysis of the procedures used in work motivation are similar to those used in studies of job satisfaction. Dahama and Bhatnagar write on motivation that it is the process of initiating a conscious and purposeful action. Motive means an urge, or combinations of urges, to include conscious or purposeful action. It is ordinarily a compound of feelings, appetites, inclinations and instructive impulses. It is goal directed and need satisfying behaviour. Maslow's hierarchy of needs theory is the most widely known theory related to motivation and job satisfaction.
Hence all the terms are used interchangeably for our study purpose since they pertain to the individual/groups work and his/their complex reactions and feelings towards job.

Brown and others\textsuperscript{17} says job satisfaction is a favourable feeling or psychological condition of a person towards his job situation.

According to Tiffin and McCromick\textsuperscript{18} job satisfaction is influenced both by the extent to which the work of person does, is intrinsically interesting to him, and by his attitude towards total work situation, including the company, his supervisor and his fellow workers.

Vroom has defined it as the positive orientation of an individual towards the work role which he is presently occupying.

Mumford\textsuperscript{19} says 'a more realistic approach to job satisfaction may be to look at the individual's needs in work but to examine also the needs of the firm and the demands which it has to make of its employees because of pressure exerted by the environment in which it operated. This leads us to consider job satisfaction in terms of the degree of 'fit' between what an organisation requires of its employees and what the employees are seeking of the firm'.
Job satisfaction is defined as an employee's affective response to his job environment. D'Elia's\textsuperscript{20} traditional notion about job satisfaction is that a happy worker is productive worker or a productive worker is a happy worker have an appealing face validity.

Job satisfaction refers to an individual's complex reaction towards his job. The credit for coining this term into use goes to hoppock's classic work on job satisfaction. For him job satisfaction is any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say, "I am satisfied with my job". Hoppock\textsuperscript{21} enumerates the following six major dimensions of job satisfaction.

1) The way individual reacts to unpleasant situation.

2) The facility with which he adjusts himself to other persons.

3) His relative status in the social and economic group with which he identifies himself.

4) The nature of work in relation to his abilities, interests and preparations.

5) Security.

6) Loyalty.
3.3 THEORIES

Several authors have tried to explain job satisfaction differently since it has been treated as a complex set of variables. A brief note on some important theories related to job satisfaction will be presented here.

The earliest researches on job satisfaction were carried out in individual companies. The study of job satisfaction, can be traced to have begun in 1920s with the famous Hawthorne studies conducted by Eltan Mayo at the Western Electric Company. Their study investigations revealed that factors of social nature were affecting job satisfaction and productivity. The human relations school started with them and their assumption was that a satisfied worker produces more.

Later Hoppock\textsuperscript{22} conducted a pioneering research work on vocational satisfaction in the early 1930s.

In addition to these studies within a particular company a number of community wide surveys of job satisfaction have also been carried out. The earliest study of such type was conducted in 1935 by Hoppock\textsuperscript{23} in the town of New Hope, Pennsylvania.

Later Maslow\textsuperscript{24} had advocated the concept of need satisfaction. According to him the needs may be classified into five groups.
1) The physiological needs: these are the basic needs of the organism such as food, water, shelter, clothing, etc.

2) The safety needs: After meeting the physiological needs a new set of needs emerges which are related to protection against danger, threat, etc.

3) Social needs: they are for affectionate relations with other individuals - like need of association, peer relations, for love, etc.

4) The esteem needs or ego needs: next in hierarchy are the needs of stable self-reputation, status and recognition.

5) The self-actualisation needs: These needs are for self-fulfilment - the need to achieve one's full capacity for doing.

The first two types of needs are lower order needs and the last three are higher order needs. According to Maslow the individuals satisfy their needs systematically starting with the basic needs and moves up towards higher level. It means, the human beings would like to satisfy first their basic needs such as hunger, thirst, shelter etc., and then begins sociogenic and psychogenic needs like status, prestige, recognition, etc. Thus, the jobs which are able to satisfy more needs of Maslow would result in greater satisfaction on the part of the employee.
Frederick Herzberg of Case-western Reserve University provided an interesting extension of Maslow's need hierarchy theory and developed a dual factor theory Motivation-Hygiene theory. No theory of job satisfaction has been received as much attention and has been subject to criticism as this theory. This two factor theory was initially proposed by Herzberg Mausner and Synderman in 1959. Later it was amplified and extended by Herzberg.

The original study was concerned with an investigation into 203 engineers and accountants in nine different companies in Pittsburgh area, USA. Herzberg and his associates interviewed each person and asked them to describe what they felt exceptionally good or bad or liked or disliked about their job. The results indicated that when people talked about feeling good or satisfied (satisfiers) they mentioned features intrinsic to the job and when people talked about feeling dissatisfied with the job they mentioned about factors extrinsic to the job. Herzberg called these as motivation and maintenance factors respectively.

The content analysis indicated that the factors associated with high satisfaction (satisfiers) were somewhat different from the factors associated with low satisfaction (dissatisfiers).
These satisfiers and dissatisfiers are also referred as 'Motivators and Hygiene' factors respectively.

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<th>Motivators/Intrinsic</th>
<th>Hygiene/Extrinsic/Maintenance/Context</th>
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<td>Achievement</td>
<td>Company policy and Administration</td>
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<td>Recognition</td>
<td>Relationship with supervisor</td>
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<td>Advancement</td>
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The theory suggests there are two groups of factors that act differently in producing satisfaction and dissatisfaction. Hence, it is called two factor theory. Herzberg reports that the factors giving rise to job satisfaction are separate and distinct from those which lead to dissatisfaction. Job Satisfaction and job dissatisfaction are not the obverse to each
other. Therefore, the opposite of job satisfaction would not be 'job dissatisfaction', but 'no job satisfaction'.

A skeleton view of the theory:

1) Hygiene factors: When absent, increase dissatisfaction with the job. When present, help in preventing dissatisfaction but do not increase satisfaction or motivation.

2) Motivators: When absent, prevent both satisfaction and motivation. When present, lead to satisfaction and motivation.

The Hygiene factors are not intrinsic part of a job, but they are related to the conditions under which a job is performed. They are associated with negative feelings. They are environment related factors, hygienes. They must be viewed as preventive measures that remove sources of dissatisfaction from the environment. Like physical hygiene they do not lead to growth but only prevent deterioration. Maintaining a hygienic work environment will not improve motivators or produce growth in worker output but they prevent loss in performance.

Motivators are intrinsic to the job and are associated with positive feelings of employees about the job. They are related to the content of the job. They make people satisfied with their
Motivators are necessary to keep job satisfaction and job performance high. On the other hand, if they are not present they do not prove highly satisfying.\(^\text{27}\)

The major criticism of the theory is that when a person is asked to tell about something good, he is apt to attribute the causes of these to his own accomplishment and achievements (content of items). Similarly, when some one is asked to tell about an unpleasant or dissatisfying work experience, he is more apt to blame others for this (context items) than he is to blame himself.\(^\text{28}\)

Herzberg's theory seems to be more true of jobs which are not monotonous says Agrawal.\(^\text{29}\) In semi-skilled and unskilled jobs, motivators cannot play any significant role. In such jobs monetary incentives are more important. The question of motivators is more applicable to creative jobs in which the position of hygiene cases to be crucial.

McGregor\(^\text{30}\) has set out two alternate views of man which can be broadly coincided with management viz., traditional management and human relations management. His first theory is 'X' in which he seems man as a competitive, lazy and irresponsible animal who has to be pushed, directed and controlled if he is to be made to
produce anything at all. This approach has been common in industry until recent years and has been found to produce results. His second theory 'Y' in which he sees man as co-operative, industrious and responsible, with an urge to maximise his own talents, to grow and mature. This approach has led to policies of job enlargement and enrichment, to the provision of opportunities for participation in decision-taking and for self-discipline rather than supervisory, monitoring and control performance.

Likert has also done considerable research on this subject by conducting a number of studies at University of Michigan. On the basis of studies, Rensis Likert identified the following four types of management systems.

System 1: Exploitative - Authoritative
System 2: Benevolent - Authoritative
System 3: Consultative
System 4: Participative

System 1 is similar to that of McGregor's theory 'X' type organization and supports performance through punishment and reward. In his view this type lead to low productivity. System
2 is more benevolent and still authoritarianism. System 3 is consultative. System 4 is participative similar to McGregor's theory 'Y'. Likert's believes that this type leads to high productivity. He further suggests that a shift towards system 4 can be a method for reducing costs and improving earnings. For Liker, meeting employee needs is not just a method for increasing job satisfaction but also a method for improving profitability.

Victor Vroom presented a widely accepted model of motivation called Expectancy during 1964 when the managers were confronting with a number of different approaches to motivation. It is based on conscious thoughts about the situation. Individuals are viewed as thinking, reasoning human beings who have beliefs and anticipations concerning future events in their lives. It accommodates a number of motivational determinants in its theoretical framework. Vroom explains that the motivational relationship may be expressed in the form of a formula.

\[ \text{Motivation} = V \times E \times I \] (Valence, Expectancy, Instrumentality). The theory assumes that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of the outcome to the individual. It means, since the individuals are largely autonomous beings independently determine expectancies, instrumentalities and
valences for various types of behaviour. Thus the expectancy theory built around three concepts; valence, expectancy and instrumentality.

Valence: Valence refers to the strength of a person's preference for outcome people have preference (valences) for various outcomes or incentives that are potentially available to them. It is the importance that the individual places on the potential outcome or reward that can be achieved on the job.

Hunt and Hill\textsuperscript{33} states that valence is the strength of an individual's desire for a particular outcome. It is the subjective value attached to an incentive or reward.

Expectancy: People will have expectancies about the likelihood of an action or effort which leads to the intended performance. Expectancy refers to the perceived relationship between a given level of effort and a given level of performance people attach various expectancies to an outcome. Competent and optimistic individuals tend to perceive expectancy more positively than incompetent and pessimistic individuals.

Instrumentality: It refers to the relationship between performance and reward. People perceive some reward for their well performance. If people perceive that their performance is
adequately rewarded the perceived instrumentality will be positive. On the other hand, if they perceive that performance does not make any difference to their rewards, the instrumentality will be low. Expectancy theory emphasizes expected behaviours, concerned with expectations. It makes a strong argument in favour of having rewards contingent upon successful performance.

Later this model has been expanded and refined by Porter and Lawler\textsuperscript{34} in 1968. They tried to explore the complex relationship between motivation, satisfaction and performance and points out that effort does not directly lead to performance. According to them, performance in organization appears to be a function of three important factors i.e., Motivation, Abilities or Traits, and Role perceptions.

1) Motivation (the desire of the employee to do the assigned jobs)
2) Abilities or Traits (one must have necessary abilities or traits)
3) Role Perceptions (one must have accurate knowledge of the requirements of the job if he is expected to devote his energies fully on the assigned tasks)
Another theory which has received a greater attention of many management experts is Theory Z originated from the Japanese management philosophy. It is a new way of viewing the essential nature of man and exceptionally good when compared to the American firms. The rate of productivity is two to three times more since past 3 decades, absenteeism is low, organizational commitment is high. Though the secret to the success behind it seems to be their technology, culture and management system, the last one can be given more weightage. In fact their management system is such that it integrates the individual into the organization to produce efficiency. The theory Z combines several factors. It obtains the individual cultural values combining with the collective approach to decision-making. Explains formalised controls are retained but are combined with implicit, informal social measurements; career paths are moderately specialised; slow evaluations, slow promoters and long term employment are associated with a comprehensive for employees including their families.

The recent trends in management theories describe that the industries are becoming very much aware of the importance of relations between employer and his employees. The management
to identify the need to provide opportunities for work and to ensure that work situations provide opportunities for individuals to meet their personal needs. Efficiency and motivation are very important factors with service oriented institutions like libraries.

The literature on job satisfaction can be grouped into a number of different schools of thought.

Lynch and Verdin while reviewing the literature on job satisfaction refers to three schools of thought. One school, the Physical-economic school, has its base in the works of Taylor and others working in the 1920s who considered the influence of the physical arrangement of work, fatigue and lay on job satisfaction. Another, the human-relations school, shaped by the Hawthorne studies and the later studies at the Universities of Michigan and Ohio state, emphasizes the relationships of good supervision, informal work groups, and friendly employer-employee relationships on satisfaction. The third, the work itself school, investigates the effects of challenging work on the attainment of job satisfaction.

Mumford while reviewing the literature on job satisfaction refers to a number of schools of thought. Psychological needs school exemplified by the psychologists like Maslow, Herzberg, and others concentrate on the needs of
individuals which leads to motivation and the motivation is the central factor in the job satisfaction.

The other school attributes to Leadership as an important factor in job satisfaction in which the behaviour of supervisors plays an important role on employees attitudes. The psychologists like Blake and Mouton\textsuperscript{40}, and Fielder\textsuperscript{41} direct their observations at leadership style and response of subordinates.

Another school, strongly represented at the Manchester Business school by Lupton\textsuperscript{42}, Gowler and Legge\textsuperscript{43}, approach job satisfaction from a quite different angle and examine the effort-reward bargain as an important variable. Some psychologists maintain that people have a subjective perceptions of what is a fair day's pay for a fair day's work and if they do not receive this their job satisfaction will not be high.

Basing on the theories developed by the social scientists, quite a few number of studies appeared recently on the job satisfaction of Librarians some of them are described in the forthcoming chapter.
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22 Hoppock Op.Cit. 3

23 Hoppock Op.Cit.3

24 Maslow Op.Cit. 16


