CHAPTER III

CONCEPTUAL FRAMEWORK OF 
JOB SATISFACTION
CHAPTER-III

Abstract

This chapter deals with the theories of job satisfaction. An attempt is also made to explain the process of job analysis, measurement of job satisfaction, and relation with various aspects of work behavior, methods to improve job satisfaction in general and relationship with the present study.
Job satisfaction is the favorableness or unfavourableness with which the employee views his work. It expresses the amount of agreement between one’s expectation of the job and the rewards that the job provides. Job satisfaction is a life satisfaction. The nature of one’s environment of a job is an important part of life as job satisfaction influences one’s satisfaction in general life also.

Job satisfaction has been an interesting variable for managers and academics for many years. Job satisfaction as a job reaction remains an important area of study. Job satisfaction influences the efficiency of employees and thus determines organizational effectiveness. It is an intangible and qualitative variable. It relates to feelings, emotions, and expressions. So, unless it is expressed it cannot be known. However, over a period of time researchers were able to find certain quantitative measurement of this variable in order to help the managers to understand it and direct the energy of subordinates in a proper manner. Job satisfaction has a positive influence on the functioning of organization as well as personnel. Similarly it is influenced by number of variables. They were identified as organizational and personal.
Job satisfaction plays a great role in defining the employee’s efficiency and productivity. An employee who is satisfied and happy with his/her job will have high productivity than an employee who considers his/her job only as a means of monetary benefits.

This is because the job satisfaction provides a person with inner motivation and self-encouragement to give ones best to the job.

**Theories of Job Satisfaction**

We are all basically working to live and not living to work. All of us are working incessantly, sometimes even stretching our limits to realize our goals and desires. Here is the ‘invisible force’ that is propelling us to put our best efforts towards achieving our personal and professional goals. It is nothing but ‘Motivation’ which gives us the required ignition and enables us to unlock our inner potential. It can be defined as ‘an ability to influence somebody’s or ones behavior towards specific desired goals’. What is normally considered very difficult or impossible to achieve can be achieved through motivation and high level of motivation making the ‘impossible’, to ‘possible.’ It is the boundless curiosity and motivation that has led to many inventions and discoveries. Motivation is the mantra of success in any sphere of human activity. It acts as a driving force and gives us the required fillip and stimulus to act and realize our goals, whether they may be either personal or professional.¹

“Internal and external factors that stimulate desire and energy in people to be continually interested in and committed to a job, role or subject and to exert persistent effort in attaining a goal. Motivation results from interactions among conscious and unconscious factors.”²

Job Satisfaction and Motivation are two closely related concepts. Although there are certain theoretical and practical differences between the two concepts, it must be noted that the two are closely related. Job satisfaction is associated with job behavior as work motivation. Most theories of motivation have an underlying assumption that individual are motivated to seek that which is pleasant for them. As a result, many theories of
motivation are also considered at least in part as the theories of Job Satisfaction. In this context, some important theories of motivation which are capable of explaining sources of satisfaction and dissatisfaction of job from specific view points and which will help in understanding the dynamics of job satisfaction are stated hereunder.

1. Abraham Maslow’s Hierarchy Needs Theory:

One of the most widely mentioned theories of motivation is the Hierarchy of needs theory put forth by Psychologist Abraham Maslow. Maslow saw human needs in the form of a hierarchy, ascending from the lowest to the highest and he concluded that when one set of needs is satisfied, this kind of need ceases to be a motivator. A need hierarchy of five levels by Maslow is depicted in the figure.

![Maslow's Hierarchy of Needs](image)

**Figure: 3.1 Maslow’s Hierarchy of Needs**

As per his theory the needs are:

1. **Physiological needs**: These needs are basic to human life and hence, include food, clothing, shelter, air, water and other necessities of life. These needs relate to survival and maintenance of human life. They exert tremendous influence on human behavior. These
needs are to be met first at least partly before higher level needs emerge. Once physiological needs are satisfied, they no longer motivate the man.

2. Security and Safety needs: The individual’s safety needs take precedence and dominate behavior when their physical needs are relatively satisfied. These needs find expression in such desires as economic security and protection from physical dangers. Meeting these needs requires more money and hence, the individual is prompted to work more. Like physiological needs, these become inactive once they are satisfied.

3. Social needs: Since people are social beings, they need to feel a sense of belonging and acceptance. People try to satisfy their need for affection, acceptance and friendship with each other. It appears after physiological and safety needs are fulfilled.

4. Esteem needs: According to Maslow, once people begin to satisfy their need to belong, they tend to want to be held in esteem both by themselves and by others. This kind of need produces such satisfaction as power, prestige, status and self-confidence. It includes both internal esteem factors like self-respect, autonomy and achievement and external esteem factors such as status, recognition and attention.

5. Self-actualization needs --- Maslow regards this as the highest need in his hierarchy. It is the drive to become what one is capable of becoming. It includes growth, achieving one’s potential and self-fulfillment. It is to maximize one’s potential and to accomplish something.

The important point about these need levels is that they usually have a definite sequence of domination. Second level needs do not dominate until first level needs are reasonably satisfied. Third level needs do not dominate until first and second level needs have been reasonably achieved and so on. As the more basic needs are satisfied, a person seeks to fulfill the higher level needs. If one’s basic needs are not met, they claim priority and efforts to satisfy the higher level needs will be postponed.

Jobs which are able to satisfy more of the Maslow needs would be jobs which would result in greater satisfaction on the part of the employee.

The hierarchy concepts critical to Maslow, since his basic premises are that;
1. The behavior of any person is dominated and determined by the most basic groups of needs which are unfulfilled.

2. The individual will systematically satisfy his needs, starting with the most basic and moving up the hierarchy.

3. More basic needs groups are said to be potent in that they will take precedence over all those higher in the hierarchy.

2. Victor Vroom’s Expectancy Theory:

   The Expectancy theory was proposed by Victor Vroom of Yale School of Management in 1964. Vroom stresses and focuses on outcomes and not on needs of Maslow and Herzberg. The theory states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the appeal of the outcome to the individual.4

   Four concepts are important in examining the expectancy theory. They are Expectancy, Instrumentality, Valence and Force.

**Expectancy:** It refers to the probability that performance will lead to certain outcome.

**Instrumentality:** It refers to the degree to which a first level outcome will lead to desired second level outcome.

**Valence:** It means attraction (or repulsion) of an outcome to the individual.

**Force:** Force is the actual effort expended by the individual on the job, i.e. motivational level.

In summary, the strength of the motivation to perform a certain act will depend on the algebraic sum of the products of valences for the outcomes (which include
instrumentality) times the expectancies. The theory can be expressed in the form of an equation-

Valence X Expectancy → Motivation → Action → Outcome → Satisfaction.

The products of Valence and Expectancy are Motivation. It is defined as the strength of the driver towards an action. The action of efforts leads to a series of outcomes. When outcomes are favorable, the employee will be more satisfied and more likely to be motivated again.

The theory focuses on three things:

a. Efforts and Performance relationship

b. Performance and Reward relationship.

c. Rewards and Personal goal relationship

Critical appraisal of Vroom’s model:

The expectancy model developed by Vroom attempts only to mirror the complex motivational process it does not attempt to describe how motivational decisions are actually made or to solve actual motivational problems facing a manager. Besides the application problem, the model also assumes that people are rational and logically calculating. Such an assumption may be unrealistic.

3. Herzberg’s Two Factor Theory:

The Two Factor Theory or the Motivation-Hygiene theory developed by Frederick Herzberg and his associates in the late 1950s. Their study was concerned with an investigation into the causes of job satisfaction and dissatisfaction of engineers and accountants.
Herzberg modified Maslow’s need theory and consolidated to two areas of needs that motivated employees. 1. Hygienes, 2. Motivators.⁵

Hygienes: These were characterized as lower level motivators and included company policies and administration, supervision, interpersonal relationships, working conditions, salary, status and security. These are also called as extrinsic factors.

Motivators: These emphasized higher level factors and focused on aspects of work, such as achievement, recognition for achievement, the work itself, responsibility and growth or advancement. These are also known as intrinsic factors.

**Critical analysis of Herzberg’s Theory:**

1. The implicit assumption in the study is that the people being interviewed had both the ability and the desire to report accurately on the conditions which make them satisfied or dissatisfied with their jobs. If this is not so, then their results may be only an artifact of the “set” people carried into the interview situation. For this reason, the study has been severely criticized. The major objection is that, people may be more likely to attribute the cause of satisfaction to their own achievements and accomplishments on the job. On the other hand, they may be more likely to attribute their dissatisfaction not to personal inadequacies, but to factors in the work environment.

2. Critics of the model state that factors involved in feelings of satisfaction and dissatisfaction do not appear to divide as neatly as was the case with Herzberg’s study.

3. Other critics say that the model does not give enough emphasis to the motivating qualities of pay, status, and relations with others, which the model identifies as maintenance factors.

**4. Theory X and Theory Y of Douglas McGregor:**

McGregor (1960) makes two sets of assumptions underlying Theory X and Theory Y. He sees them as opposing each other. The two assumptions reflect the basic
contradiction in human nature. Theory X suggests that the role of managers and organizations is to control human behavior to attain organizational goals. On the other hand, Theory Y indicates that the goals of the organization could be attained if it provides opportunities for self-actualisation.⁶

Theory ‘X’ was enunciated by Prof. McGregor in 1957 and later elaborated in his *The Human side of Enterprise* in 1960. Theory ‘X’ represents the conventional concept and is based on the following assumptions.

1. Employees inherently do not like work and whenever possible, will attempt to avoid it.

2. Because employees dislike work, they have to be forced, coerced or threatened with punishment to achieve goals.

3. Most people are not ambitious, have little desire for responsibility and prefer to be directed.

4. Most people place a greater importance on security over all other factors and display little ambition.

5. Most people have little creativity in solving organizational problems.

In contrast under the assumptions of Theory- Y:

1. Physical and mental effort at work is as natural as rest or play.

2. People do exercise self-control and self-direction and if they are committed to those goals.

3. Average human beings are willing to take responsibility and exercise imagination, ingenuity and creativity in solving the problems of the organization.

4. Motivation occurs at the social, esteem, and self-actualization levels as well as physiological and security levels.
Managers who believe in Theory ‘X’, put emphasis on discipline, incentive programs, welfare measures, close supervision, pension and other benefit programs. They feel that external control is clearly appropriate for dealing with irresponsible, unreliable and immature people, if work is got from them. In other words, they take a somewhat pessimistic view of humanity.

In the Indian context it may be stated that even now theory “X” is accepted widely because majority of industrial employees are low paid and have only subsistence level earnings and even supervisors are hard up, unemployment for unskilled, semi-skilled and skilled workers is rampant, and a large number of trade unions are weak and feebly led. Experience bears out that strict supervision, and financial incentives would force the worker to work hard.

McGroger, drawing heavily on Maslow’s hierarchy of needs, concluded that the theory ‘X’ assumptions about human nature, when universally applied, are often inaccurate and that the management approaches that develop from these assumptions may fall to motivate many individuals to work towards organizational goals. He said “Management by direction and control may not succeed because it is questionable method for motivating people whose physiological and safety needs are reasonably satisfied and whose higher level needs are becoming predominant”

Briefly, Theory-X assumes that people, in general dislike work and need to be constantly coerced and controlled to make sure that they put adequate efforts to achieve the organizational goals. With this assumption of human nature conventional methods of management have evolved. McGregor feels that it is not inherent in man to dislike work. It is rather a symptom of illness, of deprivation of his social ego needs. Thus, for managing people McGregor developed an alternate theory of human behavior called Theory ‘Y’. This theory represents the democratic approach and gives to the employee’s scope for creativity and responsibility. Theory ‘Y’ assumes that people are not by nature lazy and unreliable. They enjoy work, show initiative and imagination in self-direction and self-control in the services of the objectives to which they are committed, if they are properly motivated. If employees are lazy, indifferent, unwilling to take responsibility intransigent, uncreative and un-co-operative, the theory ‘Y’ implies that the cause lies in
the management’s method of organization and control. Therefore it is an essential task of the management to unleash the potential individuals. The properly motivated people can achieve their own goals by directing their own efforts towards accomplishing organizational goals. The broad dimensions of the Theory are as follows.

1. Management is responsible for organizing the elements of productive enterprise in the interest of economic ends.

2. People are not by nature passive. They become so as result of experience in organization.

3. The motivation, the potential for development, the capacity for assuming responsibility are present in people. It is responsibility of management to make it possible for people to recognize and develop these characteristics.

4. The essential task of management is to arrange organizational conditions and methods of operation so that people can achieve their goals by directing their own efforts towards organizational objectives.

But, McGregor says that though its application would be slow, it would bring about progress in both personal performance and improvement in the effectiveness of industrial organization. Participative management to a large extent is based on McGregor’s Theory Y.

The essence of the theory ‘Y’ is that “workers will do far more than is expected of them if treated like human beings and permitted to experience personal satisfaction on the job.” Theory places the programs squarely in the lap of management. If employees are lazy, indifferent, unwilling to take responsibility, intransigent, uncreative, uncooperative the causes lie in the management’s methods of organization and control. The managers who believe in this theory put emphasis on consultation, participation, motivation communication, opportunities in formulating managerial and personal policies.

5. The Porter and Lawler Model:
Lyman W Porter and Edward E Lawler developed a more complete version of motivation depending upon Expectancy Theory. It stated the relationship between performance and satisfaction. Motivation, satisfaction and performance are separate variables and relate in a different ways from what was traditionally assumed. Figure 3.2 represents the multivariable model used to explain the complex relationship exist between motivation, performance and satisfaction.

![Porter-Lawler Model](figure.png)

Figure: 3.2 Porter-Lawler Model

As in Vroom’s model, value of reward and perceived effort-reward probability will determine the level of effort to be undertaken. However, Porter and Lawler point out that the effort does not directly lead to performance. It is mediated by abilities or traits and role perceptions. More important in this model is what happens after the performance, the rewards that follow and how these are perceived will determine satisfaction. It was concluded that performance and satisfaction will be more strongly related when rewards are made contingent upon performance than when they are not.

6. Clayton Alderfer’s ERG Theory:

Clayton Alderfer (1972) reformulated Maslow’s Needs Hierarchy theory. He modified and reduced Maslow’s five levels needs to three levels and labeled them as
needs for Existence, Relatedness, and Growth. The name ERG theory is derived from the first letters of each of these three levels of needs. Alderfer’s Existence needs comprise Maslow’s physiological needs as well as the needs for security and safety. His relatedness needs refers to the needs of people for affection, love and friendship in their social environment and would thus include Maslow’s social needs. Alderfer’s Growth needs encompass the ideas of Maslow as he had conceptualized self-esteem and self-actualization needs. That is, in the process of enhancing their self-esteem and self-actualization, people tend to satisfy their needs to develop and grow on their jobs. The existence group is concerned mainly with providing basic material existence. The second group is the individuals need to maintain interpersonal relationship with other members in the group. The final group is the intrinsic desire to grow and develop personally.

All three needs may be operative at the same time unlike Maslow’s needs are sequentially arranged. ERG theory, thus makes two important points. 1. The more the lower level needs are satisfied, the greater will be desired to satisfy higher order needs and 2. The less the higher order needs are satisfied, the greater would be the demand to satisfy lower order needs.8

7. Stacy Adam’s Equity Theory:

Equity theory is a theory that attempts to explain relational satisfaction in terms of perceptions of fair or unfair distribution of resources within interpersonal relationship. It is considered as one of the justice theories, equity theory was first developed by John Stacy Adam.

Stacy Adam’s (1965) defined inequity as an injustice perceived by a person when he compares the ratio of his outcomes (rewards) to his inputs (efforts), with the ratio of another comparable person’s outcomes to inputs and find that that they are not equal. Inequity can exist under two conditions: 1. when the person feels that in comparison, he suffers a negative inequity that is he has been rewarded less for his efforts than another and 2. When he experiences a positive inequity, that is, in comparing, he finds himself rewarded more than another for a similar degree of effort. Both kinds of inequities
produce cognitive dissonance or internal tensions and people to action in order to reduce the dissonance. The positive and negative inequities can be denoted as follows:

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<thead>
<tr>
<th>Positive Inequity</th>
<th>Outcomes for person</th>
<th>&gt;</th>
<th>Outcomes for other</th>
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<tr>
<td></td>
<td>Inputs of person</td>
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<table>
<thead>
<tr>
<th>Negative Inequity</th>
<th>Outcomes for person</th>
<th>&lt;</th>
<th>Outcomes for other</th>
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</tr>
<tr>
<td></td>
<td>Inputs of person</td>
<td></td>
<td>Inputs of other</td>
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In Essence, Equity Theory presupposes that in putting forth future effort an individual asks the question, “Am I being rewarded fairly for my efforts, especially when I compare myself with another in a similar position in the organization?”

**Consequences of Inequity:**

At least six different consequences are possible as a result of felt Inequity. Adams (1965) suggests that people tend to resolve inequity through the following ways:

1. The person can alter inputs (efforts). That is, people who feel they are underpaid for their efforts may tend to reduce their efforts and people who feel they are overpaid might want to increase their effort.

2. The person can try to alter outcomes or rewards. A Union’s effort to increase wages when the Company’s wage level falls short of Industry levels is a case in point.

3. The person can cognitively distort inputs and outcomes.

4. The person might quit the job.
5. The person could try to influence the other individual to reduce inputs.

6. The person might change the level of comparison.⁹

8. Reference Group Theory:
   Reference group for the individual define the way in which he should look at the world and evaluate various phenomena in the environment including him to a great extent. According to this theory, if a job meets the interest, desires and requirements of a person’s reference group, he will like it and if it does not, he will not like it.

   Reference group acts as frame of reference to which people always refer to evaluate their achievements, their role performance, aspirations and ambitions.

   Reference groups provide the benchmarks and contrast needed for comparison and evaluation of group and individual characteristics.¹⁰

9. Theory ‘Z’:
   Theory ‘Z’¹¹ is an approach to management based upon a combination of American and Japanese management philosophies and characteristics. This theory is rooted in the idea that employees who are involved in and committed to an organization will be motivated to increase productivity.

   Theory ‘Z’ breaks away from McGregor’s Theory ‘Y’ which is largely psychological perspective focusing on individual dyads of employer-employee relationships, while theory ‘Z’ changes the level of analysis to the entire organization, after the propositions of the theories X and Y, the three theorists Urwick, Rangnekar and Ouchi propounded the Theory ‘Z’. The two propositions in Urwick theory are that

   1. Each individual should know the organizational goals precisely and the amount of contribution through his efforts towards these goals.
   2. Each individual should also know that the realization of organizational goal is going to satisfy his/her needs positively.¹²
In Urwick’s view, the above two make people ready to behave positively to accomplish both organizational and individual goals. However, William Ouchi’s theory ‘Z’ has attracted the lot of attention of management practitioners as well as researchers. Theory ‘Z’ is based on the following four postulates:

1. Strong Bond between Organization and Employees,
2. Employee participation and Involvement,
3. No formal Organizational Structure,

All these theories are helpful in understanding management and motivation from a conceptual perspective and it is important to recognize that most managers draw upon a combination of needs, extrinsic factors and intrinsic factors in an effort to help motivate employees, to help employees meet their own personal needs and goals and ultimately to achieve effectiveness and balance within the organization.

To sum up, the theories of Job Satisfaction emphasize the need to identify and study its constituent factors for they may not be universally true to every job situations.

**Job Analysis:**

Job analysis is the systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization.¹³

Job analysis is a formal and detailed examination of Job. It is a systematic process as determining the tasks, duties and responsibilities required for performing jobs in an organization. A Task is an identifiable work activity carried out for a specific purpose. A duty is a larger work segment consisting of several tasks that are performed by an individual. Job responsibilities are obligation to m certain tasks and duties.

It is an essential and pervasive human resource technique and starting point for other human resource activities. In today’s rapidly changing work environment, the need for a sound job analysis system is critical. New jobs are being created, and old jobs are being redesigned or eliminated.
It is major input to forecasting future human resource requirement, job modifications, job evaluation, determination of proper compensation and the writing of job evaluation, determination of proper compensation and the writing of job descriptions. It is a fundamental importance to man power management programs because of the wider applicability of its results. The information provided by job analysis is useful, if not essential in almost every phase of employee relation.

**ADVANTAGES OF JOB ANALYSIS:**

1. Job analysis provides first hand job-related information.
2. It helps in establishing effective hiring practices.
3. It helps managers evaluating the performance of employee by comparing the standard output with delivered or actual output.
4. It helps in analyzing training and development needs.
5. It helps in deciding compensation packages for a specific job.

Job requirements keep changing with time. Technological advances may demand a new approach to handle job operations. Union agreements may give a greater say in handling certain other responsibilities. The employees’ attitude might change. Organizations realized the importance of carrying out frequent job analysis and tune the jobs in-line with the mental make-up of people who handle them for achieving greater efficiency and higher productivity.

**Job Analysis Methods:**

Job analysis has traditionally been conducted in a number of different ways because organizational needs and resources for conducting job analysis differ. Selection of a specific method should be based on the purpose for which the information is to be used (job evaluation, pay increases, development, and so on) and the approach that is most feasible for a particular organization. The most common methods of job analysis are Questionnaires, Personal Observation, interviews, Employee Recording, Critical incidents and Diary Method. In actual process, therefore, a combination of several methods is used for obtaining Job analysis data.
Job description:

Job description is a written description of a job and the types of duties it includes. Since there is no standard format for Job Descriptions, they tend to vary in appearance and content from one organization to another. However, most job descriptions will contain at least three parts; the job title, a job identification section, and job duties section.

The items included in a job description are: Major duties performed, percentage of time devoted to each duty, performance standards to be achieved, working conditions and possible hazards, number of employees performing the job, and to whom they report, and the machines and equipment used on the job.

Job Description: Public Library Professional

Librarians in Public Library have duties ranging from selecting and ordering materials to assisting library patrons with research. Large library systems are generally administered by sizable staffs made up of specialists. Smaller libraries are staffed by two or three people who do all the specialists jobs. Library administrators are responsible for the operation and continued funding of their libraries. The typical duties and work activities are as follows:

- Selecting, cataloguing and classifying library resources
- Answering enquiries
- Ensuring that library services meet the needs of particular groups of users e.g. children, adult learners and schools.
- Making improvements to accessibility of library resources.
- Maintaining statistical and financial records.
- Using library systems and specialist computer applications.
- Developing IT facilities and assisting with the use of computer equipment.
- Keeping up to date with newly released publications in order to select library resources.
- Managing budgets
• Organizing resources in an accessible way.
• Stock maintenance, including the weeding out of old resources.
• Promoting the use of the library through displays, talks and community events which may involve work in the library or going out into the community.
• Providing reader, advisory and information services to the public.
• Providing services to socially excluded groups.
• Strategic development of the services.

Job Specifications:

Job specification summarizes the human characteristics needed for satisfactory job completion. It tries to describe the key qualifications someone needs to perform the job successfully. It spells out the important attributes of a person in terms of education, experience, skills, knowledge and abilities to perform a particular job. The job specification is a logical outgrowth of a job description. For each job description, it is desirable to have a job specification. This helps the organization to determine what kinds of persons are needed to take up specific jobs. The personal attributes that are described through a job specification may be classified into three categories: essential attribute: skills, knowledge and abilities a person must possess.

Job Specification is useful in the selection process because it offers a clear set of qualifications for an individual to be hired for a specific job. Likewise, a well written job specification offers a clear picture to new recruits of what they will be doing in the organization.

Measurement of Job Satisfaction:

Although People have many different attitudes towards various aspects of their jobs, these are not particularly easy to assess. Job satisfaction is a qualitative aspect. It cannot be understood strictly in quantitative terms. Therefore, Job satisfaction should be measured by a survey of employee’s attitudes. Some techniques employed to measure Job satisfaction are discussed below.
1. Questionnaires: The most commonly used approach to measuring Job satisfaction involves the use of questionnaires in which highly specialized rating scales are completed. Using this method, people answer questions allowing them to report their reactions to their jobs. Several different scales have been developed for this purpose.

One of the most popular instruments is the Job Descriptive Index (JDI) created by Smith, Kendall & Hulin (1969) and is a specific questionnaire of Job Satisfaction that has been widely used. It measures one’s satisfaction in facets: pay, promotions and promotional opportunities, co-workers, supervision and work itself. The scale is simple, participants answer either yes or no or can’t decide.

The Job in General Index is an overall measurement of Job Satisfaction. It is an improvement to the Job Descriptive Index because the JDI focuses too much on individual facets and not enough on work satisfaction in general.

Another widely used measure, the Minnesota Satisfaction Questionnaire (MSQ) uses a different approach, People completing this scale rate the extent to which they are satisfied or dissatisfied with various aspects of their job. Higher scores reflect higher degree of Job Satisfaction.

Although the JDI and the MSQ measure many different aspects of Job Satisfaction, other scales focus more narrowly on specific facets of satisfaction. For example, as its name suggests, the Pay Satisfaction Questionnaire (PSG) is concerned with attitudes toward various aspects of pay. The PSQ provides valid measures of such critical aspects as satisfaction with pay level, pay raises, fringe benefits, and the structure and administration of the pay system.

2. Single Global Rating: As implied from the terms, under single global rating, the employees are asked to respond to one question. An example of single question may be: “considering all dimensions of the job, how satisfied are you with your job?” Employees need to respond by reporting ‘a figure’ based on rating scale. Rating scales are from 1 to 5 as follows: 1. Highly dissatisfied, 2. Dissatisfied, 3. No comment, 4. Satisfied, 5. Highly satisfied. Thus the rating, based on above scale, to a question given by the
employee is a reflection of magnitude or measurement of employee’s job attitude towards his/her job.

3. **Summation Score:** The summation score considers employee’s attitude towards the various aspects of the job. The important aspects of the job that would be included for rating score are the nature of the work itself, supervision, pay, promotion opportunities, and relationship with co-workers. The scores given to each of these aspects are then added up to create an overall job satisfaction score of an individual employee. Summation score is likely to give a more accurate evaluation of Job Satisfaction because it covers all important aspects of the job.

4. **Critical Incidents:** Herzberg developed this approach to measure Job Satisfaction. In this method, employees are asked to describe incidents on the job when they were particularly satisfied or dissatisfied. These incidents were analyzed to determine the positive and negative attitudes of employees.

5. **Personal Interviews:** Another important method of measuring job Satisfaction is conducting personal interviews with the employees in which they are asked questions related to job satisfaction. Their responses are analysed to determine their level of Job satisfaction. However, this method may reflect the personal bias of the interviewer.

6. **Action Tendencies:** Under this method, information is gathered about how the employees were inclined to avoid or join certain relating to their jobs. This reflects their job satisfaction or dissatisfaction. The advantages of this method are: It provides employees more opportunity to express their in depth feeling and because of actual readymade situations, self- bias is minimized.

**JOB SATISFACTION AND JOB BEHAVIOR:**

Generally the level of Job Satisfaction seems to have some relation with various aspects of Work behavior like performance, absenteeism, productivity, etc.

**Job satisfaction and Performance:**
Job satisfaction is an important indicator of organizational performance. A satisfied worker contributes to productivity and organizational effectiveness and is an asset to the organization.

When people perform well, they are likely to develop more satisfaction with their work. Better performance typically leads to higher rewards. If these rewards are seen as fair and equitable, then employees feel satisfied. On the other hand, if rewards are seen as inadequate for one’s level of performance, dissatisfaction tends to occur. In either case, one’s level of satisfaction becomes feedback that affects future performance, so the result is a continuously operating performance-satisfaction feedback loop as presented in figure 3.4

![PERFORMANCE-SATISFACTION FEEDBACK LOOP](image)

**Figure: 3.3:**

PERFORMANCE-SATISFACTION FEEDBACK LOOP

Better Performance → Rewards → Perception of Rewards → Greater satisfaction

Feed Back

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**Job Satisfaction and Absenteeism:**

There is an inverse relationship between satisfaction and absenteeism. When satisfaction is high, absenteeism tends to be low and vice versa. Job dissatisfaction leads to a ‘lack of will to work’. This alienates employees from their work. As in productivity, absenteeism is subject to modification by certain factors like the degree to which people feel that their jobs are important. Employees who believe that their work is important than do those who do not feel this way. It is also worth mentioning that a high degree of Job satisfaction will not necessarily result in low absenteeism, while a low level of Job satisfaction is likely to bring about high absenteeism.

**Job Satisfaction and Turnover:**
Satisfaction is also negatively related to turnover. However, there are other moderating factors as well influencing the employee’s turnover rates. High Job Satisfaction helps to keep the turnover low whereas high Job dissatisfaction can result in high turnover. As job tenure increases, employees are less likely to leave the organization and tenure reduces the effect of dissatisfaction.

At times feelings of commitment forces employees not to think of changing jobs and thus continue to remain with the organization irrespective of the level of their dissatisfaction. There are also people who leave the jobs on finding better opportunities elsewhere irrespective of the level of satisfaction. Thus to a certain extent Job Satisfaction affects employee’s turnover and organizations can gain from lower turnover in terms of lower training costs and inexperienced personnel.

**Job Satisfaction and Mental Health:**

Job Satisfaction can lead to disturbed mental health. Many unresolved personality problems and maladjustments arise out of a person’s inability to find satisfaction in his work. This can affect his personal and family life. Job Satisfaction is important for the psychological adjustment and happiness of an individual. In fact, Job Satisfaction is inextricably related to a person’s overall satisfaction.

**Job Satisfaction and Physical Health:**

Job satisfaction has a positive correlation with the physical health of employees. People who like to work are likely to live longer. The logic behind this is that people with greater satisfaction tend to have higher incomes and more education and thus enjoy greater benefit which promotes longevity. Chronic dissatisfaction with work leads to stress, which in turn takes its toll on the individual and the organization. It is a known medical fact that emotional stress acts as a contributory factor in hypertension, coronary artery disease, digestive ailments and even cancer. Therefore, Job Satisfaction is essential to maintain physical health.

**Other effects of Job Satisfaction:**
There are number of other positive effects of high Job Satisfaction like: Enthusiasm to learn new job related tasks, fewer on-the-job accidents and grievances. The satisfied employees are likely to engage in pro-social behavior, try to help colleagues and customers and will be more co-operative.

Like Job Satisfaction, Job dissatisfaction also produces certain responses to be exhibited by the employees. The most important of them are 1. Quit: the culmination of the employee’s Job Satisfaction to a certain level pressurizes them to quit the job and search for a new job. 2. Voice: Dissatisfied employees starts raising their voices to improve the conditions that cause dissatisfaction to them. 3. Loyalty: They wait for the conditions to improve. 4. Neglect: In case the conditions seem not likely to improve, they allow conditions to worsen in the form of increasing shirking of responsibilities, absenteeism, lateness, mistakes, errors, etc.

The common consequence of Job dissatisfaction is ‘bad mouthing’ the organization. The disgruntled employee expresses his discontent with negative comments. This sometimes acts as negative publicity and makes the organization unpopular. Such negative publicity leads to difficulty in recruiting new employees, loss of confidence, poor organizational climate and misapprehension in the public.

The Influence of Job satisfaction on Life satisfaction:

The individuals who are happy with their job would tend to be happy with life in general. Alternatively, the people who dislike their jobs also tend to dislike important things in their life. One study did find that unhappy workers were also unhappy with life in general. More importantly the study concluded that Job Satisfaction influences life satisfaction more than life satisfaction influences Job Satisfaction.

In organization, employees develop certain impressions about the nature of job, working conditions, peer, superiors and subordinates, climate and culture of organization and their willingness to work in the organization. Attitude is developed with continuous feeling relating these variables. Interestingly attitudes are expressed in the name of satisfaction and dissatisfaction. Job satisfaction is an intangible, qualitative and psychological variable. Its direct measurement is not possible. It is measured indirectly.
Certain popularly used methods are Rating Scale Methods, Personal Interviews, and Critical Incident methods. Job Satisfaction has a positive influence on productivity and performance and reduces absenteeism. It shows the negative impact on personal and societal health. Dissatisfied employees often involve in negative publicity, ignorance of safety, experience work stress, and develop unionization and adverse mental and physical health.

Methods to improve Job Satisfaction:

The promotion and maintenance of high morale are possible when certain positive measures are taken to bring Job Satisfaction to the employees and reconcile individual interests with the interests of the organization. The positive measures are:

1. Creation of Whole Jobs: Under this procedure, complete jobs are assigned to the workers. Jobs should be enlarged, that is, the complexity of a job should be increased so that it may appeal to their higher needs. On an assembly line, for example an employee may be allowed to perform more than one specialized function.

2. Job Enrichment: Job enrichment adds new source of Job Satisfaction by increasing the level of responsibility of the employee. It is vertical restructuring method in that it gives the employee additional authority, autonomy, and control over the way the job is accomplished. It is also called job enhancement or vertical job expansion.

3. Building Responsibility into a Job: Employees should be encouraged to take risk decision. This can be ensured by delegating authority to them.

4. Modifying the Work Environment: This involves the use of teams of work groups, developing the social contacts of the employees, the use of music and regular rest breaks.

5. Flexing Working Hours: Introducing flexible working hours, so that an employee may have enough time to look after his/her children and family as well as his/her personal affairs. In this manner, the rate of absenteeism can be reduced.
6. **Job Sharing or Twining:** Under this system, two employees divide a full-time job between themselves, splitting not only the hours of work but also the salary.

7. **Rotation of Job:** It is a job design technique in which employees are moved between two or more jobs in a planned manner. The objective is to expose the employees to different experiences and wider variety of skills to enhance Job Satisfaction. This is the surest way of keeping employee away from complacency and boredom of routine. A well planned job rotation programme in an organization has immense potential of positive impact on Job Satisfaction, engagement of people, and finally on retention of people.

**Relationship with present study:**

The values towards work have radically changed in recent years. The value systems of even a few decades ago do not reflect the values of modern employees. Today’s employees are looking for more humanized jobs, better work environment. They are after not only challenging jobs, but also satisfaction of higher order needs such as autonomy, participation and corporate status. Through his two factor theory of motivation, Frederick Herzberg advocated that organizations should pay increasing attention to job content factors such as achievement, recognition, responsibility and work itself as key motivators for employees. If a job contains these enriching elements, Herzberg believed, it would improve the Job satisfaction in particular and the quality of work life in general for the individual employee.

There are two things that are important to keep in mind. First, the focus of Job Satisfaction efforts is not only on how people can do work better, but on how work may cause people to be better. It is concern that it is different from other productivity or organizational enhancement efforts because of its focus on the outcomes for the individual.

We have to keep in mind three images while dealing with Job Satisfaction (1) An image of man, (2) An image of organization and (3) Image of society. The image of man represents personnel i.e. employees views. The image of the organization represents the
objectives of organization. The image of the society represents the norms, values and expectations prevailing in the society at a particular point of time.

**TQM and Public libraries:**

Total Quality management has become influential concept in recent years. It involves focusing the efforts of all employees on day-to-day basis towards improving and maintaining the quality of libraries’ products and services and its aim is to ensure complete customer satisfaction.

TQM is a way of managing to improve the effectiveness, efficiency, flexibility and competitiveness of an organization as a whole. In other words it involves whole organization getting organized and committed to quality in each department, each activity and each person at each level. TQM is broader concept than Job Satisfaction. TQM is a holistic and systems approach. It concentrates on the total gamut of activities in an organization. Job Satisfaction is the application of TQM technique to one aspect of work life of the people. In order to achieve optimum results in terms of user satisfaction, congenial environment and conducive work force, the libraries also took advantage of application of TQM principles.

It is realized that TQM is a suitable management philosophy to guide the libraries in meeting the challenges of the time. The public libraries are still adopting age-old methods of library management. TQM calls for strategic planning based on vision, mission, goals and objectives of public libraries. It calls for every employee to be skilled and knowledgeable. While Job Satisfaction is the corner stone for the improvement of library services of the workforce, TQM enable us to have a wider perspective about the entire library management. TQM lays emphasis on customer requirements. Several user studies have been conducted and much research has been done to improve the services of
libraries in a scientific way. If public libraries are to survive in the present environment adopting TQM as the base, then it has to enhance its community oriented services. The acquisition, organization and dissemination of information must be co-existence with the requirements of users, the various strata of clientele of the library. In the light of TQM, another imperative on the part of library is to improve the services on a continual basis with quality as important prerogative. Networking and globalization of information are the order of the day. Unless we adapt to the changing environment and renew of our services on a continual basis through computerization and networking the public libraries have to face hard time in future. TQM demands the information productive and services must be of high quality. The information products are catalogues, bibliographies, documentation lists and such other products. The important information services are current awareness services and selective dissemination of information which are very much user oriented. So, TQM calls for improving the quality with regard to information products and services. TQM also lays stress on motivating the employees to contribute their best for the realization of objectives of the total library system. Here the Job Satisfaction principles move hard in glove with TQM.

TQM and Job Satisfaction are very much interrelated. Understanding the principles of TQM makes us to realize seminal idea underlying the Job Satisfaction process. TQM is a whole, while Job Satisfaction is part. TQM is the hub of wheel from which the Job Satisfaction emanates. Both TQM and Job Satisfaction emphasize the importance of good personnel management. In the context of present research in order to improve the effectiveness of library services, it is necessary to understand TQM and Job Satisfaction in their proper context and the synergy between these two concepts which not only helps us to improve the Job satisfaction of employees but also to improve the total public library system in terms of quality.
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