CHAPTER-4
THEORETICAL BACKGROUND OF JOB SATISFACTION

4.1 Introduction:

Management is a skilful process, as it includes the skill of getting things done through others. In other words, management is a social and technical process that uses the available resources, creates an impact on human actions and caters to the changes in order to achieve the organisation’s goals. Now a day’s management has become a complex function. The business environment is undergoing a change because of the rapid changes in the socioeconomic and technological fields. Due to the expansion of the business units, new problems are getting introduced. Global markets have led to the fast disappearing national boundaries. According to the new policies introduced by the government, companies are facing competition in their domestic markets. Entrepreneurs are burdened with the pressure of greater productivity and the expansion of export sales as the national economy is so closely linked with industrial performance. Therefore it can be concluded that the Management plays the role of entrepreneur, producer and employer of labour, and proves to be the economic spearhead of the society. Hence its task is to co-ordinate the factors of production efficiently, with particular regard to labour relations, which probably present the greatest challenge. In the modern industrial world, Human Resource Management is an important branch of management. Human Resources have taken a vital position and are regarded as the most valuable assets in any organization. To understand the Human Resources properly, we can summarise them as inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employees who perform the roles of executives, supervisors, and the rank and file employees. In order to achieve individual and organizational goals, utilisation of Human Resources needs to be done to the maximum possible extent. Thus the employee’s performance has a direct influence on the achievement of goals of an organisation. However, the employee performance is to a large extent, influenced by motivation and job satisfaction.

---

1 Aswathappa K.(2003),“Organisational Behaviour” Himalaya Publishing House, Mumbai, Pg. 2-3
High job satisfaction leads to good productivity, enhanced turnover, willing attendance, reduction of accidents, minimal job stress and less possibility of unionisation. All these situations underline the responsibility of management to empathise with this basic fact and create appropriate opportunities and environments for people at work in order to satisfy their needs.  

4.2 Concept and Definitions of Job Satisfaction:

Before quoting popular definitions on job satisfaction, it is necessary to understand and to highlight all its important aspects. The three important dimensions to job satisfaction are;

1. Job satisfaction is only reflected. It cannot be seen thus it can be called as one’s feelings towards one’s job.

2. Job satisfaction can be determined through the outcomes. If the outcomes meet or exceed expectations, reflect one’s job satisfaction. This would lead to increased commitment in the fulfilment of formal requirement. This will further lead to willingness in investment of personal energy and time.

3. The terms job-satisfaction and job attitudes are interdependent. Both refer to individuals’ effective orientations towards their work roles. Positive attitude towards the job is indicative of job satisfaction.

Though the terms job-satisfaction and attitudes are used as substitutions, there are differences between the two. Attitude is one’s predisposition to respond. In contrast to this, Job-satisfaction is related to performance factors. Attitudes reflect one’s feelings towards individuals, organizations, and objectives. But satisfaction reflects an attitude towards the job. Thus Job satisfaction is a specific division of attitudes. Job satisfaction is dynamic but attitudes are long-lasting. There is a possibility of its decline which can be even faster than its development. Therefore it is a constant challenge for the Managers to establish the conditions leading to high satisfaction as needs of an employee may change suddenly. Thus Managers need to pay attention to job satisfaction constantly.

Basically, Job satisfaction is nothing but a relative feeling of pleasure or pain. It is a typical reference to suddenly the attitudes of an individual employee. So, Job satisfaction is a relative feeling of pleasure or pain. It is a typical reference to suddenly the attitudes of an individual employee.

---

satisfaction can be considered as the overall attitude, which applies to the different parts of an individual’s job. Similar to an attitude, job satisfaction also is generally acquired over a period of time and is relative to the gains. Satisfaction is a dynamic concept which declines faster than its development. Hence, Managers are required to be on a constant vigil as the establishment of conditions leading to high satisfaction can be a huge challenge. Most importantly, it should be noted that employee needs can change all of a sudden. Thus Managers are forced to pay attention to employee attitudes, making it a perennial task.

Job satisfaction is an integral part of life satisfaction. The nature of one’s environment off the job has a direct influence on one’s feelings on the job. Similarly, a job being an important part of life, job satisfaction has a direct influence on one’s general life satisfaction.\(^5\)

Some of the definitions of Job Satisfaction are as follows:

1. According Anderson (2001), “Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience.”\(^6\)

2. Saiyadain (2007) defines Job Satisfaction as “The end state of feeling, the feeling that is experienced after a task is accomplished. This feeling could be negative or positive which depends upon the outcome of the task undertaken.”\(^7\)

3. As defined by Feldman and Arnold, “Job satisfaction is the amount of overall positive effect (or feelings) that individuals have towards their jobs.”

4. Andrew stated that “job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job dissatisfaction.”\(^8\)

---

5. According to P.K. Agarwal, “Job Satisfaction is a set of favourable or unfavourable feelings with which the employees view their work.”

On the consideration of the above definitions, it may be concluded that job satisfaction is a very broad subject, have a wide scope. Till date, there is no general agreement regarding the concept of job satisfaction. But it is agreed upon that, Job satisfaction is an important variable. It is important to understand that satisfied employees represent public relation between assets for the organization. Thus it is inevitable for managers to monitor not only the job and immediate work environment but also their employees’ attitudes toward other parts of life.

**Dimensions of Job Satisfaction:**
The important dimensions to job satisfaction are:

1. Determination of job satisfaction depends upon how well the outcomes meet or exceed expectations. For example, if organisational participants develop a feeling less privileged or rewarded than others in spite of working much harder than others in the department, they will automatically have a negative attitude towards their work. (The boss and the co-workers). They will be dissatisfied. On the other hand, if they are happy about the treatment they receive along with an equal payment, they are likely to have a positive attitude towards their job.

2. Job satisfaction represents several other attitudes that are associated with it.

3. Job satisfaction is an emotional response to a job situation. It cannot be physically visible. It is only inferred.

**Smith, Kendall and Hulin** have suggested four job dimensions that represent the most important characteristics of a job. People have shown effective responses to the same. These are:

a) Promotion opportunities: The opportunities for growth within the organisation.

b) Co-workers: Technical proficiency and social support amongst the workers of the organisation.

c) The work itself: the extent to which the job provides the individual the opportunities for learning, the interesting tasks and the opportunity to accept the new responsibility.

---

d) Pay: The degree to which the remuneration matches with that of other organisations.

4.3 Importance of Job Satisfaction:

The study of job satisfaction enriches management by providing huge information related to the job, the employee, the environment etc. which facilitated the management in taking decisions, formulating and redressing the organizational policies and behaviour. Increased attention towards job satisfaction of employees is justified by several reasons.

1. Satisfied employees are always on the lookout of improved ways to do a particular job. This statement can be universally applicable to every employee. When new ways of doing things are actively sought for, they are usually found. Management is responsible to motivate the employees for searching better ways of doing their jobs.

2. Usually, satisfied employees are found to be more quality oriented. This is true with respect to both a top manager who spends extra time in analysing as well as gathering of data for a particular report and a clerk who takes extra care while filing important documents. In either of the cases, the organisation draws benefits, because individuals inside and outside the organisation look upon the enterprise to be quality conscious. A Manager requires having a clear understanding of the way motivation works in helping a manager make his employees to become quality oriented.

3. High productivity is drawn out of motivated and satisfied workers as compared to apathetic workers. A lot of literature was found with respect to the high productivity of Japanese workers with comparatively less manpower requirement in production of automobiles. Motivation proves to be the main factor for high productivity of Japanese workers.

4. Human Resources are a requirement of every organisation, along with financial and physical requirements for its smooth functioning. Three important behavioural dimensions of human resources are necessary from the organisational point of view; i) people must be attracted not only to join the organisation but also to remain in it. ii) People must perform their assigned tasks and must do so in a responsible manner iii) people must go beyond this role and engage themselves in some form of creative, natural and pioneering
behaviour at work. In other words, for the successful organisation, it must be able to grip the motivational problems of stimulating both; taking an initiative in participation and improvement in production at work.

5. A comprehensive understanding of the way in which an organisation functions requires an increased attention towards the question of why people behave as they do at their jobs. An understanding of the topic of motivation is thus essential in order to understand the effects of variations in other reactions such as leadership, salary system etc. as they relate to performance of employees.

6. Yet another reason because of which increasing attention is paid towards job satisfaction can be found in the present and future technology requirements for production. As technology increases in complexity, machines tend to become necessary yet they are insufficient vehicles of effective and efficient operations. The secret behind the success of the very famous organisation in India i.e. Indian Space Research Organisation (ISRO) is its employees who are both capable of using and are willing to use the advanced technology to achieve the goals.

7. Job satisfaction helps in improving the attitudes of employees towards their jobs and helps in integration of the employees with the organization. It strengthens a sense of belongingness and sense of participation in them leading to the overall increase in the productivity of the organization.\(^\text{10}\)

### 4.4 Importance of Job Satisfaction Study:

The study of the job satisfaction level is very important for the executives. The importance of job satisfaction study can be understood as they answer the following questions;

1. Is there any room for improvement?
2. Who is relatively more dissatisfied?
3. Which factors contribute to the employee satisfaction?
4. What are the effects of negative attitudes of employee?

4.5 Benefits of Job Satisfaction Study:

Surveys on Job satisfaction may produce positive, neutral or negative results. With proper planning, and administration, usually a number of important benefits can be drawn. These benefits are as follows:-

1. The company management is given an indication of the general level of satisfaction of its employees. Surveys also indicate specific areas of satisfaction or dissatisfaction (as compared to the employee services) and particular group of employees (The tool department or among these over the age of forty). In other words, surveys conveys the attitude of the employees towards their jobs, what the employees feel about their jobs, the focus of their feelings towards their jobs, the particular departments that are affected, and whose feelings are involved (for example, supervisor, employees, or staff specialists). Thus, a survey is the most powerful diagnostic instrument for assessing employee problems.

2. Job satisfaction survey brings about a valuable communication which flows in all directions because of the way people plan the survey, take it forward and discuss the results. The communication proves to be effective when employees are open about their opinions as well as communicative about their jobs.

3. Improved attitudes are another unexpected benefit of a job satisfaction survey. As a survey is not only a safety valve, but it is also an emotional release, and a chance to vent out their opinions. Thus the survey proves to play an important role in improving the relationship between the management and the employees.

4. The job satisfaction survey proves to be an eye opener to locate the indirect causes of productivity problems, such as absenteeism and employee turnover and poor quality of work as they are very closely related and directly influence job satisfaction. Job satisfaction surveys are looked upon to diagnose the cause of dissatisfaction (if there has been any). A few of these causes could be low pay, lack of promotional opportunities, unchallenging jobs, and unjust treatment. These surveys help the management in detecting the problem and deciding on a proper solution for them.

5. Job satisfaction surveys help in taking decisions about the kind of training that may be required for middle management, like supervisors. By giving
employees a chance to report about their supervisors it helps the management to understand the areas of improvement for the same.

6. A job satisfaction survey helps to probe into the effectiveness of the organizational reward system and developing a positive relationship between performance and satisfaction. When rewards are distributed equitably contingent upon performance, this relationship will be strong. They help managers judge whether rewards are being given to people who rightly deserve them. If not rewarded employees remain dissatisfied and can even quit the job.

7. Changes that come in the employee attitude, proves to be another benefit of job satisfaction surveys, as it helps in the evaluation of the impact on the organisation. For example, when the management of an organisation redesigns the job, they are curious to know whether implementation of the recent redesigned has resulted in increased satisfaction to the employees. The survey helps in comparing the pre-change and post change data facilitating the determination of the impact. These surveys are useful for finding problems that can be noticed when comparison of responses of different alternatives is made. This encourages managers to change or modify the plans according to requirements. Follow up surveys allow management to analyse the success or failure of the changes that were incorporated.

8. Job satisfaction surveys are useful for identifying problems that may arise, comparing the response to several alternatives and encouraging managers to modify their original plans. Follow up surveys allow management to evaluate the actual response to change and study its success or failure.\textsuperscript{11}

9. Job satisfaction surveys benefit both, management as well as unions. Often, they are found to be arguing about the situation. At such times such types of surveys prove to be of help in disguise. It is for this reasons that unions support surveys.

But the benefits discussed above would be realised and are subject to certain prerequisites. Following are the conditions.

i. Active support to the survey from the top management.

ii. Involvement of employees in planning of the survey.

iii. Existence of a clear objective for conducting the survey.
iv. The study is designed and administered in consistency with the standards of sound research.
v. Management is capable and willing to take follow up action.
vi. Both the results and action plans are communicated to employees.\(^\text{12}\)

### 4.6 Factors Affecting Job Satisfaction:

Relatively the most important factors of Job Satisfaction are: Personal factors, Factors inherent in the job, Factors under the control of the management.

#### 1. Personal factors:

The individual employee’s personality, age, sex, number of dependents, education, intelligence, time on the job etc. are the factors included here. These traits have been viewed as important causes of job dissatisfaction. Neurotic behaviour or personality maladjustment has been found to be the causes of job dissatisfaction. Some studies indicate that this situation takes place only when the job itself is highly strenuous. There is no clear research evidence about the relationship between education of an individual and his job satisfaction.

With respect to the relationship between the intelligence of an individual and his job satisfaction depend upon the level and the range of intelligence and the challenge of his job.

A study by Nancy, C.A. Morse on the satisfaction in the white collar job, in Institute of Social Research, University of Michigan 1953 has noted the following findings:

- a) Higher intrinsic job satisfaction but lower financial and status satisfaction is the position of older white collar employees.
- b) Women posses low ambitions and easy to be satisfied financially as compared to men.
- c) More the number of dependents, less the job satisfaction. This is probably because of his larger financial needs.

With respect to the relation between age and job satisfaction studies have shown that there is very little relation but, in some situation it has been found to be important.

---

\(^{12}\) Ibid, Pp.146-148
With respect to time factor and job satisfaction, it is found that generally, job satisfaction is relatively high in the beginning and then drops slowly after a couple of years but rises again with experience.

2. Factors inherent in the job:

These factors involve the type of work which is performed in the organisation, various skills and competencies which are required for perform the work, occupational position involved in the job and the difference in various work situations etc.

According to Robert Hoppock Study, the job satisfaction varies from almost zero to 100% depending upon the nature of the job. The type of work inherent in the job is very important. Many researchers have shown that variety of work gives more job satisfaction than routine work.

With respect to the relation between occupational status and job satisfaction, it has been observed that, though the occupational status is related to job satisfaction, it is not identified with it. Such status does not depend entirely upon the job itself but it depends on the way the employee regards the status of his job. It also depends upon how it is considered by others whose opinions or views are important to him. Research evidences have shown that low social status in a job is directly related to job dissatisfaction.

Place of work plays an important role in job satisfaction. Employees in large cities are found less satisfied in their jobs than those who are working in small towns or cities.

3. Factors under the control of the management:

Security (economic as well as social), wages & salaries or pay, fringe benefits, opportunities for advancement, working conditions, type and quality of supervision etc. are the factors that come directly under the control of management. Industrial employees want steady work and security for age. Job satisfaction varies with the marital status and the number of dependents on him as it influences his economic and social security. The job security is a factor of less importance with highly educated employees as they have the confidence of getting another job.

With respect to the relation between wages, salaries or pay and job satisfaction, it has been observed that its importance is generally overemphasized by the management who tend to believe that a pay rise can make anyone in the organisation happy. Although the pay factor holds an important position, research
evidences indicate that pay often ranks below security, type of work and opportunity for promotions. It is suggested that the relation between the importance of pay and job satisfaction will change with the labour market, economic condition and the employee’s belief about the job satisfaction. Fringe benefits are generally considered important to job satisfaction both by management as well as by the unions but research evidence indicates that it is often ranked below factors like security, payment and promotions.

With respect to the relation between opportunity for advancement and job satisfaction, it has been found that this factor is most important to sales and clerical departments. Older employees are relatively less interested in promotions than the younger ones as career wise growth takes place at a relatively younger age. Favourable conditions at work are also important for job satisfaction. White collar occupations are found to be more desirable.

An effective flow of communication and transparency in the organisational matters like its plans, policies etc. are important factors for job satisfaction. Employees today are keen to know more about the progress of the company and its areas of improvement, they also seek information from management about the areas of improvement and progress, if necessary.13

4.7 Theories of Job Satisfaction:

There are several theories that have been used for the determination of individuals’ job satisfaction with respect to particular situations:

1. Discrepancy theory:

Expectations of employees are highly influential on job satisfaction. Discrepancy theory claims that job satisfaction is an outcome of a comparison drawn between what ought to be and what is. A favourable comparison creates high job satisfaction when an employees receive more than what they expect. However, an unfavourable comparison is a result of short falls which lead to dissatisfaction. For example, an announcement of five hundred rupees as bonus would not necessarily create satisfaction if the employees expected a considerably larger bonus, while examining job satisfaction.

---

Implication of theory from teacher’s point of view:

The theory points out that teacher should be provided benefits according to their expectations. Thus teachers who receive far less than their expectations would definitely be completely dissatisfied. This can be the consequence of their habit of comparison.

2. **Need Fulfilment Theory**

According to this theory, job satisfaction is one of the functions of satisfying needs. It is indicated by the degree of correspondence between an individual’s needs and the extent to which the needs are satisfied.

Although this explanation seems plausible, it is not a useful theory in predicting job satisfaction. The term needs references of internal deficiencies, both physiological & psychological in nature. They cannot be observed directly. Needs are usually derived from the explanation for behaviour. Therefore, it is difficult to predict before hands whether there would be a favourable or unfavourable response to a particular situation without knowing whether a need actually exists.

Implication of theory from teacher’s point of view:

This theory can be applied on teacher’s salaries. Teachers become dissatisfied with their employer when they feel that their salaries or benefits are lower than their colleagues working in other colleges.

3. **Equity Theory**:

Equity theory describes how individuals compare their personal inputs and outcomes with those of others. When their ratios prove to be favourable, in comparison with others, they are satisfied. But when they are equal, they will feel dissatisfied. For e.g. in a group of employees, an individual might feel extremely happy about receiving a Rs. 500 as an increment, until he hears that a certain person has received Rs.1000 as an increment for the same effort and performance.

Implication of theory from teacher’s point of view:

This theory implies that the benefits provided to teachers should be standardised with respect to other organisations. Various monetary benefits such as fringe benefits, pay, rewards etc should be ensured by the management.

4. **Reward Theory**:

Reward theory is probably the most useful theory to understand the concept of Job satisfaction. This theory suggests that job satisfaction is a function of the rewards an individual receives. Satisfaction level is influenced by both, timing and the amount
of the reward. Higher the reward, greater the feeling of satisfaction, is the general rule.

Reward theory lays an emphasis on the role played by values in order to determine the level of satisfaction. In other words, when an individual receives a reward that may be high in value, the level of satisfaction is also found to be high. Similarly, when extent there is a punishment meted out, there is dissatisfaction. The drawback of this theory is whether a particular event will be rewarding or punishing to an individual how and individual will perceive a specific situation is known in advance.\(^\text{14}\)

**Implication of theory from teacher’s point of view:**

This theory is most appropriately applicable to teachers. There is more amount of satisfaction found in a teacher who is rewarded for her good work as compared to a teacher who is not rewarded inspite of doing good work. Therefore the theory suggests that there should be continuous motivation to the teacher in the form of rewards.

5. **Herzberg’s Motivation/ Hygiene Theory (Two factors theory)**

Fredric Herzberg and his associates interviewed 200 engineers and accountants form U.S.A. who worked in eleven different firms. The findings showed that satisfaction and dissatisfaction can be classified into two set of factors. In case of absence from the job, there are certain conditions that operate only to dissatisfy employees. But when they are present the conditions that prevail do not motivate them in a strong way. These dissatisfiers or hygiene factors are expected to support the mental health of the employees. They are also known as maintenance factors as they are necessary to maintain a reasonable level of satisfaction among the employees.

The study shows that there is another set of job conditions which operate towards building strong motivation and high job satisfaction, but their absence does not create strong dissatisfaction among employees. They are called as motivational factors or satisfiers. Therefore Herzberg theory is also known as two factor theory.

A. **Hygiene or Maintenance Factors:** These factors are generally related to the job and operate externally by relating to the job environment. These factors include:

i. Company policy and administration
ii. Interpersonal relations with supervisor
iii. Interpersonal relations with subordinates
iv. Salary
v. Job Security
vi. Technical Supervision
vii. Personal life
viii. Work Conditions
ix. Status

**B. Motivational Factors:** These are job centric and externally related to the job.

They include:

i. Achievement
ii. Recognition
iii. Advancement
iv. The work itself
v. The possibility of personal growth
vi. Responsibility

To summarize, the maintenance factors that are related to dissatisfiers, much dissatisfaction is created when they are not present, but do not provide strong inspiration or motivation when they are present. Whereas factors relating to motivators group lead to strong motivation and satisfaction when they are present do not cause much dissatisfaction when they are absent.

Herzberg’s two factor theory is being criticized on the following grounds;

i. The conclusions of the theory are drawn from a small sample which cannot be a true representation of human nature.

ii. There is an absence of rigidity while distinguishing between motivational and maintenance factors. .

iii. There is over simplicity in the theory while specifying the relationship between satisfaction and motivation.

iv. Factors such as payment, status and interpersonal relationships are given enough importance and are considered to be very important in terms of satisfaction.

In spite of the above criticism Herzberg theory has added some important aspects in the concept of job satisfaction. The theory suggests that the managers
should make use of the motivators as tools to improve employee performance, because it is the only motivators which can make the employers to give their maximum efforts to achieve more productivity. Herzberg’s model adds to the needs of the hierarchy model draws a distinction between the two groups (motivational and maintenance factors) and points out that the motivational factors are often derived from the job itself.  

**Implication of theory from teacher’s point of view:**

Intrinsic needs like professional growth and career advancement; which proved to be motivators for teachers should be encouraged. The theory states that if adequate opportunities are provided it would lead to job satisfaction. Good work should be recognised and rewarded in a proper way by the principal of the college. Implementation of proper administration policies with monetary benefit will definitely increase the job satisfaction of teacher.

6. **Maslow’s Hierarchy of Needs Theory**

Theory of human motivation, developed by Abraham Maslow has received a great deal of exposure in the past. Unless the basic needs are adequately fulfilled, a person will not strive to meet higher needs. In this theory Maslow made the classification human needs into five categories that follow the ascending order which is as follows:

1) **Physiological needs:**

Physical needs such as food, water, shelter and sex are also known as the primary needs of a human body. If these needs remain unsatisfied all other needs will be dominated. In such case, no other need would serve as a base for motivation.

2) **Safety and security needs:**

These needs come after the physiological needs. Safety needs include protection from physical harm, ill health, economic disaster and avoidance of the unexpected. From the managerial point of view, safety needs manifest themselves in attempts to move towards greater financial support.

3) **Social needs:**

Man is a social animal and he needs companionship. Non-satisfaction of needs of this level may affect the mental health of the individual.

---

4) **Esteem needs:**

These needs consist both of the need for self esteem respect from others. Esteem from others must also be felt as warranted and deserved. Self confidence and prestige are the outcomes of good self esteem.

5) **Self- actualization needs:**

Every individual has his own potential and capabilities. Realisation of one’s talent derived is known as self actualisation need. Maslow manifested that defined this need as the desire to become what one really is, leads to one’s becoming everything that he is capable of. This means that individual will fully realise the potentialities of talent and capabilities.

**Importance of hierarchical model for Management use:**

The practising managers have widely accepted the need of hierarchical model. Characteristics of this model are, easy to comprehend, and great deal of common sense validity and motivates people in businesses and other type of organisations. Lower level needs have been greatly satisfied by most of the organisations in India. The physiological needs of themselves and their families are satisfied through the wages or salary they receive. Fringe benefit programmes and salary given by the organisations help in satisfying security or safety needs. Finally, allowing interaction and association with others on the job help in satisfying social needs also. Although Maslow’s hierarchy model is unsuccessful in a comprehensive understanding of human motivation, it definitely provides an excellent starting point for understanding the human behaviour.

Once the physiological, safety and belonging needs of the workers are satisfied, the needs for self-esteem, esteem of others, and then self-actualization are satisfied automatically. This is an assumption made by those using Maslow’s hierarchy model. Consequently, conditions to satisfy these needs should be present at work; the job itself should be meaningful and motivating.  

**Implication of theory from teacher’s point of view:**

This theory of job satisfaction deals with satisfying the endless needs of teachers by providing them appropriate monetary and non-monetary benefits. Factors which fail to achieve the needs result in job dissatisfaction.

---

7. Expectancy Theory

Expectancy theory concentrates on the expectations, which employees bring with them to work situation and the context and manner in which these expectations are satisfied. The underlying hypothesis is that “appropriate levels of effort, and hence productivity, will only be extended if employees “expectations are fulfilled”. The range of expectations common to all employees is not static but rather it leads to the possibility of different sets of expectations. Rewards tend to either fulfil expectations or non fulfilment of expectations. Through the expectancy theory, management is challenged to demonstrate to employees that extra efforts will give a commensurate reward. This link between effort and reward needs to include both the pay packet and a variety of other extrinsic or intrinsic rewards. It is expected from the reward schemes to create a positive link between the amount of salary and the effort taken for employees who are easily motivated by money. For others, links must be created between effort and rewards which include job satisfaction, praise and other forms of recognition.17

Implication of theory from teacher’s point of view:

The theory states that the teacher’s can be given job satisfaction by living up to their expectations to the maximum level. This can be done by rewards, praise and other forms of recognitions.

4.8 Techniques of Measuring Level of Job Satisfaction:

The level of job satisfaction is related to a number of variables but it is not constant across groups. Therefore, it is easy for managers to anticipate the problematic behaviour that could be exhibited by a group that is associated with dissatisfaction. The key variables are mostly related to age, occupational level, and organisational size. As workers mature over the time, they tend to be slightly more satisfied with their jobs. Apparently they become more realistic about their expectations levels and adjust themselves better to their work situations. Predictably, people occupying the higher levels of the hierarchical pattern of the occupations, they tend to be more satisfied with their jobs, they are better paid, have better working conditions, and hold jobs that make optimum use of their abilities. Evidently, it can be suggested that levels of job satisfaction are higher in smaller organisational units.

---

(such as a branch plant). That is because larger organisations tend to suppress people, disrupt supportive processes, and limit the amount of personal closeness, friendship, and in smaller unit team work that are important to the satisfaction of many people.

Following three techniques are used for job satisfaction studies:

1. **Projective Survey:**

   It is one of the survey techniques for interpreting job satisfaction. These devices which are developed by psychiatrists for studying mental health prove to be personality probes. The projective technique presents its idea as an abstract form which appears incomplete and meaningless. This abstract idea is projected as a complete scenario of the situation according his personal understanding. This technique projects new and creative thinking that employee and management may draw results out of such projections. Before conducting any formal satisfaction survey, managers need to examine two other methods of assessing employee feelings through daily contacts and the existing data. Mangers keep in touch with their employees through constant interaction and communication. This is a practical and timely method to determine the extent of job satisfaction. Besides, there are a number of indicators already available in the organisation, and their collection in the form of reports will throw much light on the degree of employees’ satisfaction or dissatisfaction. Some of the available data relates to turnover, absenteeism, performance, suggestions, accidents, grievances, and the like. Critical Incidents is one of the approaches to the measurement of job-satisfaction which was developed by Herzberg and his associates in their research on the two-factor theory of motivation. All the employees asked to describe incidents on their job when they were particularly satisfied or dissatisfied. These incidents were then content-analysed to determine which aspects were closely related to positive and negative attitudes.

   Action Tendency is another technique which represents the inclinations people have to avoid or approach certain things. The job satisfaction can be measured by gathering information about how they feel with respect to their jobs. Following are some examples of action tendencies.

   1. When you wake up in the morning, do you feel reluctant to go to work?
   2. Do you ever feel reluctant to go home from work at night because of the enjoyment you are getting from the job?

---

3. Do you often wish for the lunch break to happen sooner than the scheduled time?
4. Do you feel like taking a coffee break more often than you should?
5. Do you ever wish to continue with your work in the evenings or weekends?
6. Are you sometimes reluctant to leave your job to go on a vacation?
7. When you are on vacation, do you ever look forward to getting back to work?
8. Do you ever wake up at night with the urge to go to work right then and there?
9. Do you ever wish for holidays or weekends to get over so that you could go back to work?
10. If you were starting over in your working career, would you incline towards taking the same type of job you have now?
11. Would you be tempted to recommend your present job to a friend with the same interests and education as yours?

2. **Objective Survey:**

In objective survey, a questionnaire is prepared with questions having multiple choice answers. Out of the given choices the respondents mark the answers which are nearest to their feeling. They may either mark the answer or write the numeric value in the given space. These answers are always suggested by the management or surveyor. This type of technique is very easy to administer and analyse statistically, and is considered very useful. Computers may be used to analyse the data.\(^\text{19}\)

**Rating Scales:** The most common approach for measuring job satisfaction is the use of rating scales. These scales fall into two general categories. One is called tailor made scales, which are designed for a particular setting or a project and these are frequently used. The second set consists of standardised scales which have been developed to establish group norms on the scales and to ensure the reliability and validity of the measuring instrument.

One of the most popular standardised scales is the Job Descriptive Index (JDI). It was developed by Smith, Kendall and Hulin in 1969. The JDI has separate scales for measuring satisfaction with payment, promotion, supervision, working condition and relation with co-workers.

It has been used for large sample and has a provision of norms like age, sex, education, income, and type of community. JDI has been used exclusively by

---

researchers over the years and gave a broad picture of employees’ attitudes towards the major components of jobs. The questionnaire requires only 10-15 minutes for its administration.

Another standardised scale is the Minnesota Satisfaction Questionnaire (MSQ). This scale involves long form and has 100 questions. There are five items for each of the following 20 factors:

1. Ability utilisation
2. Achievement
3. Activity
4. Advancement
5. Authority
6. Company policies and practices
7. Compensation
8. Co-workers
9. Creativity
10. Independence
11. Moral values
12. Recognition
13. Responsibility
14. Security
15. Social service
16. Social status
17. Supervision-human relatively
18. Supervision-technical
19. Variety
20. Working conditions

This type of survey can be considered as defective because in such cases the management provides them answers and the workers have to select or mark only one of the options out of those given. It is not a true expression of their feeling.\(^{20}\)

3. **Descriptive survey:**

Contrary to the objective survey, employees are given an opportunity to express their opinions in detail about the questions set by the management in

---

descriptive type of surveys. The questions may be related to their job or the organisation, e.g. “What do you think about pension schemes of the company?” These questions may be directed or undirected. Directed questions are questions which concentrate only on a section of the entire entity of the job and the surveyor asks questions only about that specific part. Undirected questions give employees the liberty to express their feeling about the job as a whole. e.g. “what do you think about your job?”

The descriptive survey may be written or oral, with an application of interview techniques. Sometimes it may be a combination of the two techniques – written followed by an interview. Added question may be asked during the interview where sufficient is given for the explanation of one’s view point.

The main advantage of this type of survey is that management gets the exact feedback of the employees regarding their jobs in a descriptive manner. Necessary changes can be done by the management according to the requirement. But the consumption of time and money prove to be the main defects of this survey. Interviewers are especially trained for this purpose in order to ensure that the same material has been covered in a consistent manner with each employee.21

4.9 Effects of Low Job Satisfaction:

When there is job dissatisfaction amongst employees, these feelings are both strong and persistent. It is necessary to understand the impact this may have on their subsequent behaviours. The outcomes of the effects on the low job satisfaction have been discussed below.

1. High turnover of employees:

Low job satisfaction is associated with high employee turnover. It means that a certain proportion of employees leaving the organisation. Most satisfied employees very rarely think about leaving their jobs and searching for a new job. In addition to that, they don’t think of announcing their intention to quit and thus are more likely to stay with their employer longer.

High employee turnover has several negative consequences. These are:

(a) Difficulty to replace the deserted employees.

(b) Direct and indirect costs of replacing workers in the organisation are high.

(c) The feeling of demoralization because of the loss of valued co-workers.

(d) Both working condition and social atmosphere may be disrupted until replacement is found.

(e) The reputation of the organisation in the community may suffer.

But some functional aspects of high turnover are:

(a) High turnover will increase the opportunities for internal promotion.

(b) Infusion of expertise from newly hired employees.

2. **High absenteeism:**

   Genuine reasons of absenteeism like medical reasons, urgent work etc could be because of low job satisfaction. But as a whole the low job satisfaction leads to higher absenteeism. It is conclusively proved that there is a correlation between job satisfaction and absenteeism. Job dissatisfaction could lead to absenteeism as mental health is a contributive factor. To put it in simple words, absenteeism is high when satisfaction is low. With respect to turnover, absenteeism can be modified by certain factors. The degree of importance of their jobs has a moderating influence on absenteeism. Employees having the importance of their jobs will be regular in attendance. It must be remembered that while high job-satisfaction will not necessarily results in low absenteeism, similarly, low satisfaction is not likely to bring about high absenteeism.

3. **Tardiness:**

   Tardiness is another impact of low job satisfaction, which leads to an employees’ late arrival at work. Thus tardiness is considered as short period of absenteeism which may take a few minute or several hours for each event. It may result in employee’s withdrawal from active involvement in the organisation. It may affect the timely completion of work and disturb the productive relationship with co-workers. Managerial attention is required to correct this type of negative attitude.

4. **Low employee performance:**

   Though employee performance and job satisfaction may not be directly related, an accurate portrait of high performance contributes to high job satisfaction. The next step is that better performance typically leads to higher economic, sociological and psychological rewards. If these rewards are considered to be satisfactory, employees feel that they are getting proper compensation for their performance. In contrast to this, if they consider rewards are inadequate, it leads to dissatisfaction. This in turn affects level of commitment, which is in proportion to the
level of satisfaction and eventually performance. The implication is to devote its efforts to aiding employee performance which will likely produce satisfaction as a by-product.  

5. **Satisfaction and Safety:**

Poor safety practices are negative consequences of low satisfaction level. When employees receive discouraging feedbacks about their jobs through company and supervisors, they get vulnerable and face accidents. The discouragement may take away one’s attention from the task at hand and may cause accidents. For example, many hand injuries occur because of casual nature of operator and not because of power tools.

6. **Satisfaction and Job Stress:**

Any job-related factor that threatens to disturb the person’s equilibriums between body and mind is considered as a job stress. It is regarded as a body’s response to the situation. Inner stress leads to internal changes. Prolonged stress leads to chronic ailments like heart diseases, ulcer, blurred vision, lower back pain, dermatitis, and muscle aches.

Long term job-dissatisfaction can cause a high degree of job stress. In such situations, the employee is unable to find solution to escape from this type of stress. This may lead to high absenteeism and tardiness or the employee may quit.

Employees may resort to consumption of alcohol, tobacco and drugs. These employees are costly to the organisation in terms of time lost. This is because of their frequent absence on the job and increased payments, which the organisation has to bear towards medical reimbursements.

7. **Unionisation:**

Unionisation is another effect of job dissatisfaction. Wages, job security, fringe benefits, chances for promotion and treatment by supervisors are reasons which make employees join unions. Another dimension is that job-dissatisfaction can have an impact on the tendency to take action within the union, such as filing grievances or striking.

---

8. Functional and Dysfunctional consequences:

Employee health is another dimension which is often overlooked. Dissatisfied employees are prone to face health setbacks which range headaches to heart diseases. From the managerial point of view, maintenance of health of employees would lead to less medical expenditure and premature loss of valued employees. The effect of job satisfaction goes beyond organisational goals. This will have positive effect on both the situation, on the job and away from the job. On the contrary, a dissatisfied employee will always carry a negative attitude. Satisfied employees are more likely to be satisfied citizens. Such citizens will create a completely healthy society. Thus job satisfaction helps in maintaining a healthy atmosphere at the work place as well as the society as a whole because satisfied employees are happy and better citizens. However, there is an overemphasis on job satisfaction. Its benefits to the management are dependent upon fulfilment of several other variables like turnover and job satisfaction may not directly lead to reduced turnover. Other factors like age, financial position, number of dependents and the like will have their own say.

9. Other Effects of Job-satisfaction:

In addition to the above, job satisfaction leads to better grasping of new tasks. On consideration of all factors, managers and organisational behaviour researchers would agree to the importance of job satisfaction for the organisation. Critics however, say that this is a pure surmise. Low job satisfaction leading to negative effects on the organisation has been a documented fact. Thus it can be concluded that Job Satisfaction is of value to the organisation’s overall health and effectiveness and deserves to be studied and applied in the field of organisational behaviour.

Increasing Job Satisfaction:

Job satisfaction is an important contributor to the employee’s productivity and morale. An industrial organisation is benefitted substantially if the organisation gives importance to the development of individual’s personality and attitude which in turn to job satisfaction.

Management is expected to appreciate the role played by job satisfaction and thus take care of the personal factors that contribute to job satisfaction. Similarly, management is expected to explore the job inherent factors and monitor them to the advantage of the employee. Security, opportunity for advancement including appropriate policies for promotions and transfers, working conditions etc. are the
factors which are significantly related to job satisfaction. These factors can be controlled skilfully in order to develop a satisfied group of employees. It is of utmost importance to impart training to the supervisors in order to build democratic leaders. Above all, while keeping in view the factors related to job satisfaction, the organization must identify the importance of the stable attitude of employee which may lead to high morale and thereby increase in production.24

4.10 Job Satisfaction as a predictor variable:

1. Satisfaction and Absenteeism:
   
   We find that satisfaction and absenteeism are negatively correlated. This relation is consistent and moderate. Although it is true that dissatisfied employees are more likely to avoid work, other factors have an impact on the relationship and reduce this correlation coefficient. For example, an organisation providing a liberal sick leave benefit, indirectly encourage all the employees to take days off (including highly satisfied employees). Assuming the variation in interests, we may find the work satisfied and yet take offs, if those days come free with no penalties. Also, with respect to productivity, these outside factors can add to reduce the correlation.

2. Satisfaction and Turnover:
   
   There is a negative correlation between satisfaction and turnover and is stronger than the correlation between satisfaction and absenteeism. Yet again, other factors such as labour, market condition, expectations etc. have an impact on the actual decision to leave one’s present job.

   Evidence indicates that the employee’s level of performance is an important moderating variable in terms of the satisfaction – turnover relationship. Specifically, the level of satisfaction is less important in predicting the turnover for excellent performers because the organisation normally takes efforts to keep such people happy by giving them pay raises, praise recognition, increased promotional opportunities and so forth. And it is exactly the opposite with respect to poor performers. Few attempts are made by the organisation to retain such employees. Management may even exert subtle pressures to encourage them to quit. Therefore it might be an expectation that job satisfaction plays a vital role in influencing poor performers to hold on to their jobs as compared to the superior performers. Regardless of level of satisfaction, the

---

superior performers are more likely to hold on to their jobs and remain with the
organisation as they receive the timely recognition, praise and other rewards which
give them more reasons to stay.

3. **Satisfaction and Productivity:**

   The large number of reviews that were made in 1950s and 1960s covered
dozens of studies that tried to establish the relationship between satisfaction and
productivity. But these reviews were unsuccessful in finding a consistent relationship.

   The early views on the satisfaction–performance relationship are essentially
summarised in the statement “a happy worker is a productive worker”, but the trust in
this thesis was based more on wishful thinking than hard evidence. A careful review
of research shows that if there is a positive relationship between satisfaction and
productivity, the correlations are consistently low. But, an improvement in the
relationship can be observed by the introduction of moderating variables. For
example, when the behaviour of employees is free and not controlled by outside
factors, the relationship is stronger. An employee’s productivity on machine jobs is
going to be to be much more influenced by the speed of the machine than the
individual’s level of satisfaction. The satisfaction–performance correlation is stronger
for higher level employees. Thus, we might expect the relationship to be more
relevant for individuals in professional, supervisory and managerial positions.

4. **Frustration:**

   It is commonly seen out of the large number of motives that a man has, he
does not have the potential to satisfy all of them. Every motive comes to an end when
its goal is achieved or satisfied. For example, a man is hungry. His goal is to get food.
As soon as this goal is satisfied, his motive comes to an end and therefore he will not
look for food anymore. If he fails in achieving the goal his motive remains unsatisfied
and it results in frustration.

   Thus, frustration is an outcome of an unsatisfied motive. When an individual
is prevented from reaching his desired goal, it leads to frustration. For example, if one
sets a goal to finish job by the end of the day but because of many unexpected
obstacles, he was unable to complete his task within the stipulated time. This will lead
to his frustration.

   Sometimes these obstacles are temporary. They can be overcome easily by
changing the behaviour. There is also a possibility that not being able to achieve the
set goal, could lead to him setting a new goal. He then, makes fresh efforts to achieve
that new goal. For example, a student makes wholehearted efforts to become a doctor and appears for the premedical test but he fails to get through. At this stage he changes his goal and appears for the B.Ed. examination to become a teacher instead of becoming a doctor.

The situation is all the more grave when there is no substitute for the original goal and the person has no other option. It is called long-term frustration. For example, if the promotion opportunities of a person are completely blocked, he will face irritation and he will have to live with that frustration. This situation will lead to emotional disorders and affect his ability to function effectively in the organisation or in the society. Failures or pressures are the factors which give birth to frustration cause emotional tension that causes wrong behaviour.

The obstacles in way of need satisfaction may be internal (in the man himself) or external which are beyond his control. Suppose, a student has a strong will to become a doctor but he is lacking ability, it is an internal obstacle. But if finance is the obstacle instead of his ability, then it is an external obstacle.

**Various reactions of frustrated behaviour:**

If a person is working under a motivated condition, automatically his behaviour is found to be goal directed. According to Maur, when the situation is frustrating, the behaviour of a man changes completely. An unemotional and reasonable man gets converted into an emotional and unreasonable man. Constructive behaviour is replaced by destructive behaviour. Man tries to control the situation out of frustration and may result in different behaviours like defence mechanism or defensive behaviour. The following are the various reactions or characteristics of frustrated behaviour have been discussed in the following Paragraphs:

i. **Regression:**

Regression is essentially not an action according to one’s age. Brown has explained that frustrated people give us productive attempts at solving their problems and move back to more childish behaviour. To exemplify this statement, person who does not know how to start a car, proceeds to kick. This is his regressive behaviour. People, who lose their temper, all of a sudden while talking, is another example of regression.

ii. **Resignation:**

Resignation or apathy occurs after prolonged frustration. A person ends up losing all his hope of accomplishing his goal in a particular situation. He wants to
withdraw from reality and that becomes the source of frustration. This phenomenon is characteristic of people who are in situations where there is very little hope for improvement within their environments.

**iii. Compromise:**

Compromise is a characteristic that includes sublimation, rationalisation and projection under sublimation. A person in this situation accepts a substitute goal. Generally this goal is of a high character and high social acceptability. Rationalisation simply means making an excuse. For example, an individual might blame someone else for his inability to accomplish a given goal. e.g. - “it was my boss’s fault that I did not get a raise.” Projection is the accusation of someone else for his own fault.

A manager should remember that the above characteristics or behaviours are all symptoms of frustration and may be indications that problems exist.

**iv. Aggression:**

Sometimes the degree of frustration rises to such a great extent that the individual engages himself in aggressive behaviour. He may even go to the level of physical attack on the person he thinks to be the cause of his frustration. Aggression can also be of another form like hostility. He may direct his hostility against that person or the object that he feels is the cause of frustration or he may underline his boss or job or his reputation through gossip and other malicious behaviour. Sometimes, people cannot attack the cause of their frustration directly. So they look for a scapegoat as a target of their hostility. For example, a worker may fear his boss because he may lose his job. Criticism of the management, complaints, non-cooperation, absence from work, accept membership of militant unions, mishandling of machines and tools etc. are some more indications of aggression.

**v. Fixation:**

Fixation occurs when a person continues to exhibit the same behavioural pattern over and over again, although that experience has proven to be futile. Brown has stated that frustration can freeze old and habitual responses and prevent the use of new and more effective ones. Fixation can be well visible in cases where habits bring no satisfaction or lead to punishment. When a person fails to adapt himself to the new improved situation, he gets himself fixed and gets unreasonable and tends to repeats his old behaviour.
Generally, the cause of the frustration is not what an individual tells. It may be something else. The duty of the management is to know what the actual source of his frustration is.

vi. **Withdrawal:**

Withdrawal is another reaction to frustration. In this case he tries to keep himself away from his work in order to divert his attention from the cause of frustration. In spite of his best efforts, a worker’s work goes unrecognised, he feels frustrated. He starts asking for a transfer to some another department so that he may keep himself away from his present assignment. Therefore, withdrawal is another form of defensive behaviour.

Job satisfaction is a feeling of pleasure which is resultant from his perception that one’s job fulfils or allows for the fulfilment of one’s important job values. This definition is a reflection of three important aspects of job satisfaction. Firstly, job satisfaction is a function of values. It is defined as something that a person, consciously or unconsciously desires to obtain. Secondly, this definition lays an emphasis on the fact that different employees have different views regarding the values that are important, and this is critical in determining the nature and degree of job satisfaction. For example, one person may value high pay above all else; another may value the opportunity to travel; further someone else may value staying within a specific geographic region. The third important aspect of job satisfaction is one’s perception. It is one’s perception of one’s present situation relative to one’s value that matters. An individual’s perception may not necessarily be an accurate reflection of reality, and different people may view the same situation differently. Thus, perceptions, importance and values, are the three components of job-satisfaction. People will be satisfied with their jobs as long as they perceive that their jobs meet their important values.

**4.11 Responses to Job Dissatisfaction:**

Employees’ dissatisfaction is expressed in various ways. There can be four responses based on constructiveness, destructiveness, activity and passivity.

a. **Exit:** Exit reflects behaviour that is directed towards leaving the organisation. It may also include the pursuit of a new position or resignation. Also includes looking for a new position as well as resigning.
b. **Voice:** This is mode that can make an attempt in actively and constructively improving the situation. Suggesting improvements, discussion of problems with superiors, and some healthy forms of union activities are included here.

c. **Loyalty:** This response reflects passive but optimistic waiting for conditions to improve. It also includes speaking up with the organisation in with an aim of healthy external criticism which involves trusting the management and the organisation to do the right thing.

d. **Neglect:** This response is a passive one. It allows conditions to worsen further including chronic absenteeism, reduced effort, and increased error rate.  

---