CHAPTER II

REVIEW OF LITERATURE

This chapter reviews the relevant studies on job satisfaction carried out to find out the research gap. Reviewing the previous literature not only highlights the historical works in the area, but also helps to identify the niche in the area. Further, reviewing helps to study the methodology and techniques used in these studies so that the present study can be set up in a new dimension.

Taffo and Helsham (2001)\(^1\) in study titled “Using job satisfaction indicators to improve work performance: A case study at the American Samoa Community College” concluded that job satisfaction indicators found with the American Samoa Community College employees improve performance when they are kept aware of job related decisions, planning more participation and the opportunity for work related expression of feelings and ideas.

Bagali (2001)\(^2\) in this study on developing and managing human resource forms the major component of organizational development and growth. There are many ways by which HR is developed and managed. The present buzzword is empowerment. The study highlights how it was possible for an organisation and thus creates a place to work where each one is proud and happy to be associated with the organization. The study has found many strategies for managing HR which were unique to the Indian context. The study pleads for a

\(^1\) Taffo and Helsham, “Using job satisfaction indicators to improve work performance: A case study at the American Samoa Community College”. Golden Gate University, United States, California, CDROM, Indian Institute of Management, Bangalore. (2001).

shift from all the theories of the management towards a culture of empowerment and employee ownership.

**Miller and Lee (2001)** in their work argued that a well designed decision-making process will have its most positive impact on company performance when it is carried out by a capable, motivated and dedicated work force. They have also confirmed that such a work force can be developed via an organizations commitment to its employees (OEE) in the form of simple training and compensation, fairness and meaningful personal consideration.

**Shampa Chakraberty (2001)** in his study titled “Human Performance Improvement and the Role of the Analyst” has found that organisations of today need to achieve positive results in a specific time and to achieve the same Human Performance Improvement (HPI) can be used to help build intellectual capital.

**Gedaliahu H.Harel et.al (2003)** reviewed the literature of three streams of management studies–Human resource Management (HRM), women in management and organizational effectiveness- a model was developed, bringing these perspectives together in to a single comprehensive framework. The model suggests positive association between HRM practices, fairness in promotion and organizational effectiveness. The findings indicate a significant and positive association between high quality HRM and fairness in the promotion of women

---


in organizations. Fairness in the promotion of women into managerial ranks was also found to be associated with higher organizational effectiveness.

**Umadevi’s (2004)**⁶ in this study on welfare measures extended by NLC with reference to women Employees” revealed that through women employees were satisfied with the existing welfare measures wanted the organisation to provide necessary medical facilities with specialists wherever necessary.

**Jayamohan’s (2004)**⁷ “A study on Employees Attitude towards Labour Welfare in Neyveli Lignite Corporation Ltd.” concluded with the suggestion that the organisation should improve and provide the facilities such as housing, medical and ambulance service, and educational facilities for children and other monetary benefits.

**Statt (2004)**⁸, in this study on job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation.

**Abraham Carmeli (2005)**⁹, in this study on proposes and tests a model that attempts to explain the role of situational and personal related factors

---


relating to why top executives become involved in their jobs. The results indicate that both situational and personal related factors predict job involvement. The findings show that the relationship between perceived external prestige and job involvement is mediated by affective commitment, and that the relationship between protestant work ethic and job involvement is mediated by normative commitment.

Mullis (2005)\textsuperscript{10}, in this study on Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative.

Percy Bose (2005)\textsuperscript{11} in her study entitled, “A Study on Employee’s Job Satisfaction in Neyveli Lignite Corporation Ltd, Neyveli”, stated that there is a significant relationship between the variables category, level of experience, monthly income with job satisfaction.

Wolnaik \textit{et al.} (2005)\textsuperscript{12} in their study entitled; “The Effects of College Major and Job Field Congruence and Job Satisfaction” revealed that there is a significant relationship between fringe benefits and job satisfaction.


Long, Anthea (2005)\textsuperscript{13} the present paper investigates issues of job satisfaction and gender. In particular, the finding that women are significantly happier in work than their male counterparts is examined. To shed light on this issue, smaller subgroups of the total sample are analysed and more subjective variables (in addition to more traditional objective variables) are incorporated. It is found that differences in reported job satisfaction are more pronounced when looking at individuals with lower levels of education in lower skilled jobs. The determinants of job satisfaction for men and women in this group are significantly different; this was not found to be the case when looking at higher skilled, higher educated individuals. Women in this latter group exhibit similar (i.e. lower) levels of satisfaction to their male counterparts. It is conjectured that this result is due to differences in expectations of work among men and women and also among women themselves.

Armstrong (2006)\textsuperscript{14} the term job satisfactions refer to the attitude and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction.

Whiteacre, Kevin W (2006)\textsuperscript{15} in this study on administrators in community corrections are increasingly expected to provide concrete and meaningful outcome measures to a host of stakeholders. However, extensive research shows that job satisfaction and stress consistently remain important factors to a number of workplace outcomes such as turnover, absenteeism and


\textsuperscript{15} Whiteacre, Kevin W, "Measuring Job Satisfaction and Stress at a Community Corrections Center: An Evidence-Based Study" Corrections Today (2006).
dependability. Fortunately, standardized surveys of staff perceptions of the workplace are reliable and can fulfill several administrative needs, particularly the implementation of a tangible evidence-based practice. Studies have found that satisfied employees live longer, healthier lives and are happier, more cooperative, more dependable, less critical and less likely to quit their jobs.

(1) In an early study of attitudinal and physical variables associated with longevity the best predictor of longevity was work satisfaction. (2) Overall happiness was the second best predictor of longevity. Both variables predicted longevity better than physical health or abstaining from tobacco use. These findings are important to the corrections field because they add more information to previous research that shows correctional employees have a higher than average risk for heart attacks, high blood pressure and ulcers, and that correctional officers have shorter life spans, higher divorce rates and higher rates of alcoholism than the general public.

Sharbrough et al., (2006)\textsuperscript{16} in this article on a study of the use of motivating language (ML) by employees of the southeast regional division of a Fortune 500 company. The relationship between the supervisory use of ML, communication competence, communication satisfaction (CS), employees' job satisfaction, and perceived supervisory effectiveness was explored. The identification of the specific relationship between the use of language and communication competence, CS, job satisfaction, and leaders' perceived effectiveness establishes a direct link between communication, leadership, and job satisfaction.

Beam, Randal A (2006)\textsuperscript{17} in their article on data from a survey of 1,149 U.S. journalists suggest news workers' job satisfaction is associated with perceptions about employers' business and professional (journalistic) goals and priorities. Journalists tend to be less satisfied if they work for organizations that they perceive to be strongly profit-oriented and more satisfied with their jobs if they perceive that their employers value good journalism. These relationships, however, vary by job role. News supervisors and rank-and-file journalists not only have different perceptions of their organizations' goals and priorities, but those perceptions have somewhat different effects on job satisfaction in each group.

Kaliski (2007)\textsuperscript{18} Job satisfaction is a worker’s sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one’s efforts. Job satisfaction further implies enthusiasm and happiness with one’s work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment.

Chughtai, Aamir Ali (2008)\textsuperscript{19} examined the impact of job involvement on the self report measures of in role job performance and organizational citizenship behaviour. The results of this study revealed that the job involvement was positively correlated with both in role job performance and organizational

\textsuperscript{17} Beam, Randal A "organizational goals and priorities and the job satisfaction of US journalists" *Journalism and Mass Communication*. (2006): 45-49
citizenship behaviour. In addition to this, it was found that organizational commitment partially mediated the job involvement performance relationship. Furthermore, the findings of this research uncovered that job involvement exerted a stronger impact on organizational citizenship behaviour than on in role performance.

**Buhai et al., (2008)** Work has been done to understand the relationship between work environment and job satisfaction all around the world in different contexts over the years. The study is gaining more and more importance with the passage of time because of its nature and impact on the society. The findings of a Danish study suggest that a firm can increase its productivity through the improvement of physical dimensions of work environment (internal climate) and may have a positive impact on firms’ productivity.

**George et al., (2008)** Job satisfaction is the collection of feeling and beliefs that people have about their current job. People’s levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay.

**Galup et al., (2008)** James J The use of temporary employees in the information systems field continues at a high rate. In order to maintain a quality work environment, an organization must effectively manage both the temporary.

---


and permanent work force. A model of satisfaction is constructed based on previous literature and focus groups in three organizations that proposes links to satisfaction from the job characteristics of dependence, autonomy, task interdependence, and management support. A survey of employees in public sector and non-profit organizations revealed that both permanent and temporary employees related management support to satisfaction, temporary employees related task interdependence to satisfaction, and permanent employees related job involvement to satisfaction. Follow-up interviews revealed satisfaction of the permanent employees to be negatively impacted by perceived workload imbalances.

**Thamarai Kannan et al. (2008)** in their study entitled “Job Satisfaction of Employees of Sakthi Sugar Mills” have concluded that the employee’s job satisfaction is influenced not only by the factors related to the job but also by the various facilities provided by the company.

**Laxmisha (2010)** in her study entitled, “Employee Motivation and Job Satisfaction in Commercial Banks”, stated that the employees are motivated by internal and external factors.

**Damodaran K (2011)** has stated and concluded in his paper that Job satisfaction plays a major role in increasing the productivity and achieving the goal in an efficient manner. At present, job satisfaction is a topic of considerable interest to employers since it is likely to influence the workers on their

---


performance, and the firm’s, performance. The concept of job satisfaction has numerous definitions where the researcher has considered job security, relationship with peers and administrators, working conditions, salary, rewards and allowances, infrastructure and personal development for analyzing job satisfaction among the employees of Neyveli thermal power station I. From the survey, it is found that the job satisfaction is determined by the employment status and economic factors. Of the employees, job satisfaction of executives and supervisors has registered at higher level while the same is low for society and permanent employees. Thus, the study suggests the organization to take care of the well being of the society and permanent employees for availing uninterrupted electricity for the nation.

Mucahit Çelik (2011)\textsuperscript{26} has concluded in his study that the biggest milestone of work satisfaction is attitudes that are emotional stations coming out of bio-psycho-social actions. These attitudes change into behaviour in work field and give important clues to find out and increase work power. The workers who have positive attitudes against their job are much more successful. And the Job satisfaction is an emotion which comes out of climate, culture, and identification of managements which is bound to manager’s fair behaviours. In the birth of this emotion, not only the quantitative but also the qualitative as mentioned in this paper has a big and important role.

Baah and Amoako (2011)\textsuperscript{27} described that the motivational factors (the nature of work, the sense of achievement from their work, the recognition, the


responsibility that is granted to them, and opportunities for personal growth and advancement) helps employees to find their worth with respect to value given to them by organization. Further, this can increase motivational level of employees which will ultimately raise internal happiness of employees and that the internal happiness will cause satisfaction. Hygiene factor can only cause external happiness but they are not powerful enough to convert dissatisfaction into satisfaction but still its presence is too much important. According to them the Herzberg Two Factor Theory, both Hygiene and Motivation factors are linked with each other, as Hygiene factors move employee from Job dissatisfaction to No Job dissatisfaction, whereas motivation factors moves employees from no job dissatisfaction to job satisfaction.

Sell and Cleal (2011)\(^{28}\) developed a model on job satisfaction by integrating economic variables and work environment variables to study the reaction of employees in hazardous work environment with high monetary benefits and non-hazardous work environment and low monetary benefits. The study showed that different psychosocial and work environment variables like work place, social support has direct impact on job satisfaction and that increase in rewards does not improve the dissatisfaction level among employees.

Chandrasekar (2011)\(^{29}\) argue that an organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive in order to increase profits for organization. He also argued that Human to human interactions and relations are playing more dominant role in the


overall job satisfaction rather than money whereas management skills, time and energy, all are needed for improving the overall performance of the organization in current era.

K. Damodaran (2011)\(^{30}\), in the article “job satisfaction of the employees of Thermal Power Station I of Neyveli Lignite Corporation (NLC)” have examined the Job satisfaction parts a major role in increasing the productivity and achieving the goal in an efficient manner. At present, job satisfaction is a topic of considerable interest to employers since it is likely to influence the workers on their performance, and the firm’s, performance. The concept of job satisfaction has numerous definitions where the researcher has considered job security, relationship with peers and administrators, working conditions, salary, rewards and allowances, infrastructure and personal development for analyzing job satisfaction among the employees of Neyveli thermal power station I. The employees engage in Thermal Power Station I are executives, supervisors, permanent and society employees are surveyed for the study. From the survey, it is found that the job satisfaction is determined by the employment status and economic factors. Of the employees, job satisfaction of executives and supervisors has registered at higher level while the same is low for society and permanent employees. Thus, the study suggests the organization to take care of the well being of the society and permanent employees for availing uninterrupted electricity for the nation.

Bakotic & Babic (2013)\textsuperscript{31} found that for the workers who work under difficult working conditions, working condition is an important factor for job satisfaction, so workers under difficult working conditions are dissatisfied through this factor. To improve satisfaction of employees working under difficult working conditions, it is necessary for the management to improve the working conditions. This will make them equally satisfied with those who work under normal working condition and in return overall performance will increase.

Tariq et al (2013)\textsuperscript{32} revealed that there are different variables like workload, salary, stress at work place and conflicts with family due to job leads an employee towards dissatisfaction that further results in turnover. At final stage these independent factors impacts negatively on organizational performance which is negatively influenced by these factors.

Jitendra Kumar Singh and Mini Jain (2013)\textsuperscript{33} in this article on “A study of employees’ job satisfaction and its Impact on their performance” he has studied on Happy workers are productive workers and productive workers are likely to be happy. Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the management. This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates


\textsuperscript{33} Jitendra Kumar Singh and Mini Jain.”A study of employees’ job satisfaction and its Impact on their performance”. Journal of Indian Research.1.4 (2013):105-111
people towards exceptional performance at the workplace achieving work-life balance. This paper outlines the broad contours of various variables responsible for employee satisfaction and various ways by which one can maximize employee satisfaction.

**Sharma and Baskar (2013)**\(^{34}\) in their study on “Determinants of Job Satisfaction among Engineers in a Public Sector Undertaking”, have concluded that only three factors viz. objectivity, liberality and experience had significant relationship with job satisfaction.

**Sinha and Sharma (2013)**\(^ {35}\) in their study entitled, “Union Attitude and Job Satisfaction in Indian Workers”, underlined that employees who are seldom absent were more satisfied with their jobs.

**Prabhaharan et.al (2014)**\(^ {36}\) has concluded in their article that the employer and employee relationship is main factor for maintaining harmony and industrial relationship. The health relationship is main solution for industrial disputes and employees grievances. Grievances are expressed in working condition, management policy, alleged violation and personal adjustment. These grievances are arising from employees. The management tries to solve the workers complaints and grievances for maintaining industrial peace and improve efficiency and productivity of workers.

---


Shanmugam. A (2015)\textsuperscript{37} has concluded in his study that, the commitment of any organizations and firms is to achieve the higher productivity whereby the employees as functioning organizational system. The idea that motivated and committed workers are the essential condition for accomplishing the organizational goal. The human resource management practices or HRM practices have to be addressed in this position, in order to examine the behaviour and performance of the employees. This paper proposes that the certain human resource management practices create the favourable approach on the job satisfaction which will be explicated reversely on the turnover. Three main variables of HRM practices namely job satisfaction, job involvement, work ethics and pay practices have play a crucial role to enhance job satisfaction of employee. The strongly positive relationship between HRM practice and job satisfaction provide a wisdom way on how an organization can motivate an employee to work efficiently. In addition, the negative relationship of HRM practice and turnover is clearly enlightened the important of providing a good supervision, and pay practice in order to reduce turnover rates of engineers. Besides, job satisfaction is directly effect on turnover with negative relationship. In other words, job satisfaction can reduce turnover of engineers when there is high job satisfaction, vice versa. Thus, the organization needs to take a consideration about job satisfaction and apply HRM practice in the workplace in order to reduce turnover and gain the organization goals.

Vijayarani .K (2015)\textsuperscript{38} has stated in her article that the welfare measures are having positive and significant effect on productivity at the Neyveli Lignite Corporation. The intramural welfare facilities will directly influence employee productivity. Once this relationship is established, high employee productivity may lead to high satisfaction. The discussions with employees of different places of working in the corporation we have found that intramural facilities in addition to providing the improved medical facilities, colleges education facility should be improved. The present study identified the employees working in the mines and thermal power station is more affected with the health facilities, and safety measurements for the workers provided by the corporation. The female employees are less satisfied with the recreational facility and the crèches in the provided by the corporation. The extramural like facilities of medical, township administration, education, and vocational training are also important factors among the employee productivity. The employees are to be continuously encouraged and be able to contribute to the overall effectiveness of the corporation.

Madhankumar S and Udayachandran K. (2015)\textsuperscript{39} in this article “Employee Job Satisfaction Through Motivation Of Kitex Ltd, Kizzhakkambalam”. The study has been conducted the employee satisfaction is to find out the satisfaction level of the employees and objective tell about the necessity of the study. The study main suggestions were given which may help the company to improve employee job satisfaction.


Vijayarani K and G. Suresh (2015) In their article “Productivity Measurement Towards Neyveli Lignite Corporation Limited - An Analysis”. The studied that to identified the employees working in the mines and thermal power station is more affected with the health facilities, and safety measurements for the workers provided by the corporation. The female employees are less satisfied with the recreational facility and the crèches in the provided by the corporation. The extramural like facilities of medical, township administration, education, and vocational training are also important factors among the employee productivity. This article highlights productivity measurement towards Neyveli Lignite Corporation Limited- an analysis.

Shanmugam A and Sathru Sangara Velsam.R (2015) in their article “A Study On The Job Satisfaction, Job Involvement And Work Ethics of The Engineers Of The Neyveli Lignite Corporation Limited” the study focuses on certain human resource management practices create the favourable approach on the job satisfaction which will be explicated reversely on the turnover. Three main variables of HRM practices namely supervision, job training and pay practices have play a crucial role to enhance job satisfaction of employee. The strongly positive relationship between HRM practice and job satisfaction provide a wisdom way on how an organization can motivate an employee to work efficiently. This article highlights a study on the job satisfaction, job involvement and work ethics of the engineers of the Neyveli Lignite Corporation Limited.

---


Vadivukarasi S and K. Sabarirajan. (2015)\(^{42}\) in their article “Consequences of Employee Engagement in Neyveli Lignite Corporation Limited, Neyveli” he has studied on Employee engagement has rarely been studied in the academic literature and fairly little is known about its consequences. Employee engagement has emerged as an important driver of organizational success. The purpose of this study is to identify the consequences of employee engagement and to check the relationship between employee engagement and its consequences in Neyveli Lignite Corporation Limited, Neyveli. The data were collected through a standardized questionnaire, among 356 executive employees in NLC. In this study, correlation among employee engagement and consequences of employee engagement is measured. Results of this study indicate that there is a positive relationship among employee engagement and its consequences.

Chetna pandey and Rajni Khare (2016) \(^{43}\) in their study entitled “impact of job satisfaction and organizational Commitment on employee loyalty” have reported that study was to find the impact of job satisfaction and organizational commitment on employee loyalty. This study also finds out the relationship between job satisfaction and organizational Commitment. Further the study will also find the comparison of employee loyalty in manufacturing and service industry. At last the factors affecting employee loyalty was also determined. To achieve the aim of the study questionnaire survey was used. The results show that there is an impact of job satisfaction and organizational commitment on employee loyalty.


Jitendra Kumar Singh and Mini Jain (2016)\textsuperscript{44} in their article “a study of employees’ job satisfaction and its Impact on their performance” has studied that employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the management. This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work-life balance. This paper outlines the broad contours of various variables responsible for employee satisfaction and various ways by which one can maximize employee satisfaction.

Kesavan. N (2016)\textsuperscript{45} has concluded in his paper that the contractor and contract labours act said facilities have not been given to the labours of the study. And also the labours have not been known about the act and policies and facilities have to provide by the contractor and the organization. Thus it shows that the labours have not been aware of the lien of them.

\textsuperscript{44} Jitendra Kumar Singh and Mini Jain. “A study of employees’ job satisfaction and its Impact on their performance” \textit{Journal of Indian Research}. 1.4(2013):105-111
