CHAPTER 2 - REVIEW OF LITERATURE

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2.3 Summary

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CHAPTER 2 - REVIEW OF LITERATURE

2.1 Introduction

The purpose of this chapter is to review the past literature regarding workers’ job satisfaction. Also being looked at is the influence of the organizational factors on the job satisfaction. The literature discussed in this chapter will provide a base from which hypotheses are made. The sections in the chapter include discussion on job satisfaction and its determinants according to theorists and management consultants. The review has been taken to focus on the relationship between Job Satisfaction and Organizational Factors.

2.2 Review of Job Satisfaction Literature and Previous Researches:

2.2.1 Elton Mayo's Hawthorne Studies, 1927 to 1932, The Hawthorne Studies (also known as the Hawthorne Experiments) were conducted from 1927 to 1932 at the Western Electric Hawthorne Works in Cicero, Illinois (a suburb of Chicago). This is where Professor Elton Mayo examined the impact of work conditions in employee productivity.

Elton Mayo selected two women, and had those two select an additional four from the assembly line, segregated them from the rest of the factory and put them under the eye of a supervisor who was more a friendly observer than disciplinarian. Mayo made frequent changes in their working conditions, always discussing and explaining the changes in advance. Throughout the series of experiments, an observer sat with the girls in the workshop noting all that went on, keeping the girls informed about the experiment, asking for advice or information, and listening to their complaints. The experiment began
by introducing various changes, each of which was continued for a test period of four to twelve weeks. The results of these changes are as follows:

Work Conditions and Productivity Results showed that under normal conditions with a forty-eight hour week, including Saturdays, and no rest pauses, the girls produced 2,400 relays a week each.

1. They were then put on piecework for eight weeks. (Output increased)
2. They were given two five-minute breaks, one in the morning, and one in the afternoon, for a period of five weeks. (Output increased, yet again)
3. The breaks were each lengthened to ten minutes. (Output rose sharply)
4. Six five-minute breaks were introduced. (The girls complained that their work rhythm was broken by the frequent pauses and Output fell only slightly)
5. The original two breaks were reinstated, this time, with a complimentary hot meal provided during the morning break. (Output increased further still)
6. The workday was shortened to end at 4.30 p.m. instead of 5.00 p.m. (Output increased)
7. The workday was shortened to end at 4.00 p.m. (Output leveled off)
8. Finally, all the improvements were taken away, and the original conditions before the experiment were reinstated. They were monitored in this state for 12 more weeks. (Output was the highest ever recorded - averaging 3000 relays a week)

The Hawthorne Effect, In essence, the Hawthorne Effect, as it applies to the workplace, can be summarized as "Employees are more productive because the employees know they are being studied." Elton Mayo's experiments
showed an increase in worker productivity was produced by the psychological stimulus of being singled out, involved, and made to feel important.¹

2.2.2 Stephen L. Fink, 1992, As basis of his research he makes an interactive model that proposes good management practices result in an effective reward system and employee commitment, an effective reward system results in enhanced employee commitment and employee performance, employee commitment results in enhanced employee performance.

As a result of the research of 418 and 430 employees, in two companies respectively, he found that there was significant correlation between employee performance ratings and commitment score in all categories, and also the correlation between performance and commitment for managers and operational employees grouped separately were significant in all categories. The higher the level of employee commitment to work, the higher the level of performance.²

2.2.3 Rebecca Abraham, 1999, The study's sample was made up of 108 employees from the telecommunications, entertainment, food service, and clothing retail industries located in the Southeastern, United States. 41 (38%) of the participants were men, and 60 (55.6%) were women. Seven participants did not report their gender. The participants' ages ranged from 19 to 50 years old with a median of 30 years. Also, 78 of the participants were first-line managers and 24 were clerical workers (6 participants did not report their job titles). The average of their organizational tenure was 3 years

This study was an examination of differential inequity or under reward in working conditions, originating from the discrepancy between individual working conditions and those of comparative referents. The study, involving more than one occupational group, investigated the relationship between
differential inequity, job satisfaction, intention to turn over, and self-esteem. Pertaining to self-esteem, Rebecca Abraham hypothesized that self-esteem moderates the under equity-job satisfaction and under equity-intention to turn over relationships; more simply, individuals with low self-esteem experience greater job dissatisfaction and propensity to turn-over than those with high self-esteem. Significant relationships between system and age inequity and job satisfaction and between company inequity and intention to turnover were found. Self esteem significantly moderated the global inequity -- job satisfaction and global inequity -- intention to turnover relationships.3

2.2.4 The first HIMSS/Hersher Associates, Ltd. Survey 2002, which includes responses from over 360 individuals, suggests that salary and career growth are top considerations used to evaluate satisfaction. Work/life issues are mixed and benefits are the least important among considerations.

**Salary:** Respondents most frequently identified salary as an item they evaluate regarding satisfaction level with their current position. It also tops their list as the factor most likely to be used to evaluate whether or not they will accept a future position. Forty percent of respondents believed they were not paid market value; this is the same percentage that indicated an increase in compensation would increase their job satisfaction.

**Career Growth:** Respondents most frequently cited career growth as the reason they left their last position. Just over half indicated they were offered career growth in their current position. Fifty-four percent indicated future career growth opportunities would improve their satisfaction with their current position. This is also a top consideration when making a decision to accept a new position.
Work/life balance: Almost half of the respondents indicated the ability to balance their career and family obligations was important in evaluating their job satisfaction and 41% said it was an important consideration for accepting a new position. Few respondents identified either more time off or a flexible work schedule as being necessary to improve satisfaction in their current position.

Benefits: Benefits and perks do not seem to be as important as career growth, salary, and involvement in decision making when individuals are evaluating satisfaction in their current position or evaluating a new position. Insurance and financial benefits make up two of the three bottom factors used to evaluate current job satisfaction.

Other notable findings are as under:

1. Respondents who rate their superiors as good coaches/mentors are more likely to be satisfied in their jobs than are individuals who feel that their superiors make poor coaches/mentors.

2. While almost half of the respondents have been in the healthcare IT industry for at least 15 years, the majority of the respondents have been in their current position for four years or less. Salary and career growth are two key areas respondents identified as critical for achieving job satisfaction and are areas employers should consider both when hiring new employees and when making decisions about retaining current employees. Employers need to evaluate salaries carefully to ensure their employees are paid competitively, especially in an industry where funding and resources greatly impact job satisfaction.
Employees also want the opportunity to grow. Based on the responses, programs that assist employees in obtaining Master’s degrees, MBAs, or technical skills would be well received. Additionally, organizations may want to emphasize coaching/mentoring programs for individuals who are in a supervisory role.4

2.2.5 Babette Raabe, 2003, explains the mentor-mentee relation between supervisor and worker. In Formal mentoring programs in two companies, Sixty-one (61) pairs of mentors and mentees were examined regarding (1) the extent to which mentees and mentors agreed on the nature of the mentoring relationships and (2) the extent to which dimensions of mentoring relationships were related to outcomes for the mentees, compared with the extent to which dimensions of supervisory and coworker relationships were related to the same outcomes: job satisfaction, organizational commitment, and turnover intentions. Mentors were at least two hierarchical levels above the mentee, and both were part of the companies’ formal mentoring program. Sixty-one (61) pairs of mentors and mentees participated. Overall, there was little agreement between mentees and mentors regarding the nature of the mentoring relationship. Furthermore, the mentoring relationship was not related to mentee outcomes, while supervisory and coworker relationships were.

It is suggested that, if one desires to affect job satisfaction, turnover intentions, and organizational commitment, mentoring functions may be best performed by supervisors and coworkers rather than assigned formal mentors from higher up in the organizational hierarchy.5

2.2.6 Vicki Bell 2003, When reviewing the present article the following serious effects of worker dissatisfaction are found.
The results were as under: 33 % of the respondents to the survey question rated their overall job satisfaction for 2002 as 5- very satisfied. 33 % selected 4, satisfied; 10 percent, 3, neither satisfied nor dissatisfied; 10 percent, 2, dissatisfied; and 14 percent, 1, very dissatisfied.

The most serious side effects of job dissatisfaction are stress-induced risks to the worker's emotional and physical well-being- which may in fact lead to poor performance-and the spread of negativism to other workers. These factors alone are reasons enough to pay attention to job satisfaction.

Tracking job satisfaction is an elusive endeavor. Workers experience different levels of satisfaction throughout each workday. And job satisfaction is subjective. Just as siblings born to and raised by the same parents can look on their upbringings as being totally different, workers who hold identical jobs in the same company, receive the same compensation, and report to the same management can have very different levels of job satisfaction. These differences are due in part to the individual worker's personality and perspective and to a multitude of personal factors that are not directly related to, but can have an overwhelming influence on, job satisfaction.6

2.2.7 J. F. Kinzl and others, 2004, in their Research Paper at Oxford Journals, ‘Influence of working conditions on job satisfaction in anesthetists’ studied job satisfaction, physical health, emotional well-being and working conditions in 125 Austrian and Swiss anesthetists. Responses to self-reporting questionnaires were evaluated. Dependent variables included job satisfaction, emotional well-being and physical health. Independent variables included age, sex, marital status, position and working conditions as assessed by the Instrument for Stress-related Job Analysis.
Results show that control over work shows a strong effect on job satisfaction in anesthetists, for example influence on handling tasks (P=0.001), time control (P=0.002) and participation (P=0.001), whereas task demands and task-related problems did not have any effect. Anesthetists in leading positions and specialists reported lower job satisfaction (P=0.012) than did anesthetists in non-leading positions. Job satisfaction was associated with better physical health (P=0.001) and better emotional well-being (P=0.005).

They conclude in the study that a high level of job satisfaction in anesthetists correlates with interesting work demands and the opportunity to contribute skills and ideas.

To improve job satisfaction, more attention should be paid to improving working conditions, including control over decision-making, and allowing anesthetists to have more influence on their own work pace and work schedule.7

2.2.8 Society for Human Resource Management Survey (SHRM), 2003, released the results of three recent surveys June 22 at a press conference held during the SHRM 55th Annual Conference and Exposition. The 2003 Benefits Survey revealed what benefits are being offered by organizations, including health care, family-friendly benefits housing and personal service benefits, financial benefits, and travel and leave benefits. This year's survey showed that, as a result of the weak economy and rising health care costs, employers are reducing some benefits. For example, HMO coverage dropped to 54 percent from 59 percent, and employer-funded health reimbursement accounts dropped to 20 percent from 28 percent. The SHRM Job Security Survey showed that employees feel more satisfied and secure in their jobs than surveyed HR professionals believed them to be. Specifically, 75 percent of
employees indicated they were satisfied with their current level of job security compared with 68 percent of HR professionals. Interestingly, HR professionals also reported that 26 percent of employees were not satisfied with their current level of job security--double the share of employees (13 percent) who actually reported being dissatisfied. For employees, the most important factors providing the greatest sense of job security centered more on their Own Skills and abilities (58 percent), the importance of their jobs to the organization's success (41 percent) and their length of service (34 percent). By contrast, HR professionals said the most pertinent factors influencing employees' sense of security were tied to organizational factors, such as the importance of employees' jobs to the organization's success.8

2.2.9 Travis G. Worrell 2004, states in his PhD thesis at Virginia Polytechnic Institute and State University that this study was designed to replicate nationwide surveys completed in 1982 and 1992. The purpose was to examine and describe the levels of job satisfaction and the relationship between the variables in a national sample of school psychologists belonging to the National Association of School Psychologists (NASP). The sample for this study consisted of respondents who reported being full-time school practitioners. Data were collected through mailed survey packets including a data form and a modified version of the 1977 Minnesota Satisfaction Questionnaire (MSQ). Packets were mailed to 500 randomly selected members of the National Association of School Psychologists. Of the 308 packets returned, 234 were full-time school practitioners and were included in the analysis. Results indicated that 90% of school psychologists were satisfied or very satisfied with their jobs. The findings showed a gradual increase in overall job satisfaction when compared to the 85.7% in 1982 and the 86% in 1992 who reported being satisfied or very satisfied with their jobs.
Participants in the current sample were more satisfied with their job security, independence, and creativity. The only variables demonstrating a significant relationship with job satisfaction were the intent to remain in current position and supervisor certification.

Several recommendations and implications were drawn from the study. Trends in the field relating to gender, psychologist-to-student ratio, salary, degree status, and numerous other factors were discussed along with recommendations for future research.9

2.2.10 Thomas K. Bauer 2004, Across the 15 EU member countries the available sample sizes range from 286 individuals for Luxembourg to 915 observations for the Netherlands. All descriptive statistics and regressions have been weighted using the weights provided by the data producer. Using individual data from the European Survey on Working Conditions (ESWC) covering all EU member states, this study aimed at contributing to our understanding of the effects of High Performance Workplace Organizations (HPWOs) on worker's job satisfaction.

The estimation results show that a higher involvement of workers in HPWOs is associated with higher job satisfaction. This positive effect is dominated by the involvement of workers in flexible work systems, indicating that workers particularly value the opportunities associated with these systems, such as an increased autonomy over how to perform their tasks, and increased communication with co-workers. Being involved in team work and job rotations as well as supporting human resource practices appear to contribute relatively little to the increased job satisfaction from being involved in HPWOs.10
2.2.11 Lise M. Saari and Timothy A. Judge 2004, in the article ‘Employee attitudes and job satisfaction’ identifies three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular—job satisfaction. The field of industrial/organizational psychology has a long, rich, and, at times, controversial history related to the study and understanding of employee attitudes and job satisfaction. Some of this research is very specific and aimed primarily at other researchers, while other publications provide practical guidance on understanding, measuring, and improving employee attitudes (e.g., Edwards & Fisher, 2004; Kraut, 1996).

One likely future direction of employee attitude research will be to better understand the interplay between the person and the situation and the various internal and external factors that influence employee attitudes. In particular, a better understanding of the role of emotion, as well as broader environmental impacts, is needed and has been largely overlooked in past research.

In addition, ongoing research will provide more in-depth understanding of the effects of employee attitudes and job satisfaction on organizational measures, such as customer satisfaction and financial measures. Greater insights on the relationship between employee attitudes and business performance will assist HR professionals as they strive to enhance the essential people side of the business in a highly competitive, global arena.11

2.2.12 Keith A. Bender 2004, According to Keith in his research titled ‘Job Satisfaction of the Highly Educated’, the Role of Gender, Academic Tenure, and Comparison Income, the determinants of job satisfaction are estimated for Ph.D. level scientists in the United States across academic and nonacademic
sectors. They selected all currently employed scientists for which full information was available yielding a sample of 31,845.

Female scientists report lower job satisfaction than males in academia but higher job satisfaction than males in the nonacademic sector. Academic scientists with tenure have substantially greater job satisfaction than non-academic scientists but academic scientists without tenure report similar levels of satisfaction as non-academic scientists.

Finally, in each sector, job satisfaction is greater when comparison income is greater in their own sector, while comparisons across sectors generally do not affect job satisfaction.\textsuperscript{12}

\textbf{2.2.13 Dr. John O. Okpara, 2004,} has proved in his research paper, \textit{The Impact of Salary on Job Satisfaction}, that one of the most notable changes in the banking sector in Nigeria has been the increasing number of women who have entered the banking profession in recent years. Throughout the country, men have typically dominated the position of bank manager. In recent years, however, there has been a substantial increase in the number of women who are bank managers in Nigeria. This trend has generated considerable interest in the study of gender related issues in the banking sector. This study investigated the impact of salary differential on job satisfaction of male and female bank managers in Nigeria.

Data was collected from 340 bank managers who were members of the Chartered Institute of Bankers of Nigeria (CIBN).

The results show that there was a significant gap in salary between male and female bank managers in Nigeria and that female bank managers were less
satisfied with their salary than their male counterparts. Implications for management education and practice are discussed.\textsuperscript{13}

2.2.14 Dr. John O. Okpara, 2004, This study compares job satisfaction and organizational commitment levels of American and Nigerian managers in employed in the oil companies in Nigeria. Data were collected from 222 managers selected from USMNCs and their subsidiaries. An extensive review of the literature on cross-cultural studies and work attitudes of expatriates and local managers revealed that the vast majority of these studies have been undertaken primarily in Asia and South America. Unfortunately, very few empirical studies have specifically compared levels of commitment and job satisfaction between American and Nigerian managers employed the United States multinational corporations (USMNCs) in Nigeria.

The results show that the American managers have higher levels of job satisfaction and commitment than their Nigerian counterparts. Implications of these findings are examined. This study concluded that American managers are more satisfied and are committed to their organizations than their Nigerian counterparts. It also concluded that job satisfaction is positively and significantly related organizational commitment. The usual methodological limitations regarding survey research are applicable to the results presented in this study.\textsuperscript{14}

2.2.15 Nezaam Luddy, 2005, in his Mini-thesis has mentioned the work itself as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results.” Job satisfaction among public sector employees within South Africa, specifically the health environment is becoming an area of major concern as highlighted by recent research studies
and media reports. An exodus of professional staff and a lack of resources have exacerbated the current problem impeding on effective and efficient service delivery. Literature validates that factors such as poor working conditions, staff shortages, below competitive salaries, a lack of promotional opportunities are some of the major factors contributing to employee dissatisfaction within the sector.

Future research of this nature may assist personnel managers and operational managers on all levels to be aware of the status of job satisfaction and allow them to pro-actively put mechanisms in place to enhance job satisfaction of employees and ultimately, improve service delivery. Schneider and Vaught (1993) contend that being aware of the job satisfaction of employees afford personnel managers the opportunity to be proactive and decide on interventions that will ensure commitment and involvement from employees.15

2.2.16 Josse Delfgaauw, 2005, Using survey data of public sector employees in the Netherlands, this paper shows that workers satisfaction with various job domains affects where workers search for another job. An intuitive pattern emerges.

Workers try to leave their current employer when their job search is instigated by dissatisfaction with an organization-specific job domain, like management. Conversely, more job-specific problems, like a lack of autonomy, lead workers to opt for another position within their current organization. Dissatisfaction with job domains which may have an industry-specific component, such as job duties, drives workers out of their industry.

These findings suggest that on-the-job experience provides workers with information about the quality of their own job as well as of other jobs in their organization and industry.16
2.2.17 Philip Andrew Stevens 2005, This paper considers the job satisfaction of academics using a detailed dataset of over 2000 academics from ten English higher education institutions.

The results of the analysis suggest that one would be wrong to consider one single measure of job-satisfaction. Academics appear to be considering three separate sets of elements of their jobs, namely the pecuniary factors (both the salary and the ability to earn money from additional work. We also consider the influence of these elements of job satisfaction on their intentions to leave the sector. Accidents commonly occur in organizational operations, particularly in many manufacturing companies. There are certain recognized factors which affect the occurrence of accidents. Robert Cooke of the University of Illinois at Chicago and The Reliability Group, a Miami, FL-based consulting firm, revealed that some 80 variables have a significant statistical effect upon accident rates (Personnel, 1991). The factors most consistently associated with job related injuries include: environment, mood among workers, employee selection practice, types of work procedures, role clarity, and job satisfaction & stress (Personnel, 1991). In a similar study, Sherry (1992) identified five major factors related to potential causes of accidents, i.e. psychological, environmental, ergonomic, physical, and stress. The consensus among safety professionals is that upwards of ninety percent (90%) of all accidents occurring in the workplace may be attributed to behavioral factors. The importance of understanding how behavior influences safety performance cannot be underestimated. A more important notion is that by increasing concentration and effort placed on the influence of human behavior, accidents and injuries can be significantly reduced in the workplace. While some managers may wonder: what comes first, job satisfaction or safe work environment? Most safety researchers agree, job satisfaction most often
occurs first – satisfied workers are more frequently safe workers, but safe workers are not necessarily satisfied workers (Blair, 1999). Recently, research (Bigos, 1986; Greenwood & Wolf, 1987; Holmstrom, 1992) concentrated on employee attitudes and their job-related stress, which are significantly related to the occurrence of accidents, health and job safety. According to these studies increasing employee job satisfaction is as important as eliminating physical hazards in the workplace. They consistently found that job satisfaction was more predictive of lower accident rates than such factors as: demographic, health, psychological, and stress. A recent study (Grice, 1995) concluded that the search for the true cause of workers compensation claims would never end, but the role of job satisfaction has been one of the most important factors to date in his research. Ineffective leadership practice – such as lack of caring and supportive supervisors, not considering workers opinions, and employees feeling that their jobs are not important – was a critical employee safety performance factor (Kniest, 1997). Researchers in cognitive psychology generally agree that attitudes can be changed, and that significant behavior change can follow an attitude change. Studies conducted by Kim and Hunter (1993) showed a strong relationship existed between attitude and behavior. Eagly’s study (1992) found that attitudes should predict behavior but, more important, that they should cause behavior. Furthermore, these studies suggest that one of the most effective ways to create attitude change is to involve participants in decision making and activities surrounding the targeted attitude. The high safety performance variability may stem from inconsistent job satisfaction in various job-related organizational factors. From this literature, it becomes evident that managers who provide favorable motivators and hygiene factors (Herzberg, 1966), will affect employees positive job satisfaction. Effective management and positive job satisfaction,
in turn, will motivate positive employee behavior including improved safety performance.

The purpose of this study is to demonstrate that employee job satisfaction can significantly impact employee safety performance. This belief is based upon an observation and questionnaire analysis conducted at one manufacturing firm. This finding will provide important information to managers in improving employees’ safety performance.\(^{17}\)

2.2.18 Beverley Ann Josias, 2005, has stated in his article about the importance of Job Satisfaction as below: Absenteeism - employees not showing up for work when scheduled - can be a major problem for organizations. As pressures increase on the budgets and competitiveness of companies, more attention is being given to reduce workplace absenteeism and its cost. Most research has concluded that absence is a complex variable and that it is influenced by multiple causes, both personal and organizational. Job satisfaction has been noted as one of the factors influencing an employee’s motivation to attend. Studies on the relationship between absenteeism and job satisfaction seem to be inconsistent. Some research has found no correlation between these two variables whereas other studies indicate a weak to moderate relationship between these two variables.

There is limited research on the job satisfaction-absenteeism relationship within South African organizations. The aim of this study was therefore to determine whether there is a relationship between job satisfaction and absenteeism in a selected department within an Electricity Utility in the Western Cape.

One hundred and twenty one (121) respondents completed a biographical questionnaire as well as a Job Satisfaction Survey (JSS) to identify their levels
of job satisfaction. To ascertain the extent of absenteeism, respondents were asked to report on their number of days absent and their absence frequency within a six month period.

Results indicate that there is a weak, inverse relationship between both the number and frequency of sick leave days and the job satisfaction levels of the sampled employees.

The relationship between biographical variables and absenteeism was also investigated. The results indicate a significant relationship between respondents' biographical characteristics (gender, age, number of dependents, tenure, marital status and job level) and absenteeism. There was no statistically significant correlation between job level of respondents and absenteeism.

The relationship between biographical variables and job satisfaction was also investigated. The study found that the six biographical characteristics significantly explain the variance in job satisfaction. The variance accounted for by these six variables is however, relatively small. Furthermore, the results indicate that job level and tenure are the best predictors of job satisfaction in the selected sample. ¹⁸

2.2.19 Nezaam Luddy, 2005, States in his mini thesis about the organizational factors of job satisfaction as under:

Organizational factors: The organizational factors impacting on job satisfaction include the work itself, remuneration/pay, supervision, promotion opportunities, co-workers, job status and job level.

The work itself: Locke (1995) postulates that employee job satisfaction is dependant on satisfaction with the job components, such as the work itself.
Remuneration/pay: Research appears to be equivocal regarding the influence of pay on job satisfaction. According to Bassett (1994), a lack of empirical evidence exists to indicate that pay alone improves worker satisfaction or reduces dissatisfaction.

Supervision: Research demonstrates that a positive relationship exists between job satisfaction and supervision (Koustelios, 2001; Peterson, Puia & Suess, 2003; Smucker, Whisenant, & Pederson, 2003). Supervision forms a pivotal role relating to job satisfaction in terms of the ability of the supervisor to provide emotional and technical support and guidance with work related tasks (Robbins et al., 2003).

Promotion opportunities: A number of researchers are of the opinion that job satisfaction is strongly related to opportunities for promotion (Pergamit & Veum, 1999; Peterson et al., 2003; Sclafane, 1999). This view is supported in a study conducted by Ellickson and Logsdon (2002) with municipal government workers where satisfaction with promotional opportunities was found to be positively and significantly related to job satisfaction.

Co-workers: A number of authors maintain that having friendly and supportive colleagues contribute to increased job satisfaction (Johns, 1996; Kreitner & Kinicki, 2001; Luthans, 1989). Findings of a survey conducted by Madison (2000) on more than 21000 women occupying the most demanding jobs indicated that those participants, who lacked support from co-workers, were more likely to suffer from job dissatisfaction. Another survey conducted amongst 1250 Food Brand employees found that positive relationships with co-workers enhance job satisfaction (Berta, 2005). Empirical evidence indicates that relationships with colleagues have consistently yielded significant effects on job satisfaction of federal government workers in the United States (Ting, 1997). A study conducted by Viswesvaran, Deshpande
and Joseph (1998) further corroborated previous findings that there is a positive correlation between job satisfaction and co-workers.

**The Consequences of Job Satisfaction:** Numerous authors have highlighted that job satisfaction impacts on employee productivity, turnover, absenteeism, physical and psychological health (Johns, 1996; Luthans, 1989; Mullins, 1996).

**Productivity:** Research findings indicate that the relationship between satisfaction and productivity is positive, but very low and inconsistent (Johns, 1996). At an individual level the evidence is often inconsistent in terms of the relationship between satisfaction and productivity, but at an organizational level a strong relationship exists between satisfaction and productivity (Robbins et al., 2003).

**Physical and psychological health:** Spector (1997) states that individuals who dislike their jobs could experience negative health effects that are either psychological or physical. On the other hand, Luthans (2002) mentions that employees with high levels of job satisfaction tend to experience better mental and physical health.

**Turnover:** A number of studies strongly support the view that turnover is inversely related to job satisfaction (Griffon, Hand, Meglino & Mobley (1979) and Price (1977) cited in Robbins et al., 2003). According to French (2003), a high employee turnover rate is often prevalent in an environment where employees are highly dissatisfied. The researchers posit that high job satisfaction will not necessarily contribute to a low turnover rate, but will inadvertently assist in maintaining a low turnover rate.

**Absenteeism:** Research indicates that job satisfaction levels are related to absenteeism (Hellriegel, Slocum & Woodman, 1989). Nel et al. (2004, p. 548) mention that “absenteeism is regarded as withdrawal behavior when it is used
as a way to escape an undesirable working environment.” According to Luthans (1989), various studies conducted on the relationship between satisfaction and absenteeism indicates an inverse relationship between the two variables. Thus, when satisfaction is high, absenteeism tends to be low. The converse indicates that when satisfaction is low, absenteeism tends to be high.19

2.2.20 Measuring job satisfaction in surveys, 2006, The main objective of this comparative analytical report is to assess whether and how the job satisfaction issue is addressed in national surveys, and to examine some data and trends on job satisfaction. This report will reveal how national surveys produce data on job satisfaction, focusing on the methodologies used, and will present available data on job satisfaction.

This objective comprises four main goals:

1. To highlight policy at European level on the job satisfaction issue, and to consider it in an international context. After a brief analysis of the European policy context, the report will discuss the concept of job satisfaction and the presentation of recent comparable data and trends on the subject at international and EU levels;

2. To understand how job satisfaction is assessed in the countries of 16 national correspondents reporting to the European Working Conditions Observatory (EWCO) : Austria, Bulgaria, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Hungary, Italy, the Netherlands, Portugal, Romania, Spain, Sweden and the United Kingdom (UK). To achieve this understanding, a mapping exercise will be carried out, i.e. the focus will be to report information about the availability of data and the way national working conditions surveys or other data sources address the job satisfaction issue,
including the identification of major data sources and the wording of survey questions used;

3. To outline the main trends and correlations regarding job satisfaction in the 16 countries, identifying both key differences and also common characteristics. Furthermore, this report explores the possible correlation between job satisfaction and some other work-related issues, namely job autonomy, working time and work-life balance, worker participation, work-related stress and salary;

4. To examine some of the main research findings in the participating countries. In this regard, the report briefly explores recent conceptual approaches to job satisfaction, methodological approaches in relation to measuring job satisfaction and the correlations related to job satisfaction, including possible explanatory factors and effects of job satisfaction on other work-related variables.

In the context of the European effort to become the most competitive and dynamic knowledge-based economy in the world and with the strong emphasis on the creation of ‘better jobs’ throughout Europe, job satisfaction was indicated as one of several indicators in the measurement framework for quality in work proposed by the European Commission. In fact, job satisfaction has been directly or indirectly addressed in national surveys of all the countries covered in this comparative analytical report, in some cases since 1990. However, the diversity of methods used to gauge job satisfaction clearly indicates that there is no common understanding of the term between the various countries.

Looking at the relationship between job satisfaction and some individual and some work-related variables provides certain significant clues regarding the
importance of the concept of job satisfaction within the working conditions domain.

The most recent data available from the countries contributing to this comparative analytical report reveal high levels of general or overall job satisfaction, except in Romania. Education and job security are the factors showing the strongest correlation with job satisfaction. People who are better educated and hold permanent job contracts are more satisfied than others. Conversely, a clear relation with the level of job satisfaction did not emerge in terms of employment, sex, age and marital status of respondents. For example, the so-called gender/job satisfaction paradox was confirmed by data from some countries but contradicted by data from others.

From the proposed independent work-related issues, job autonomy emerged as having a strong and clear correlation with job satisfaction: more autonomy in a job leads to higher job satisfaction among respondents. Workers’ participation or involvement in the organization where they work is also positively correlated with job satisfaction: more possibilities to participate in working decisions imply greater job satisfaction among workers.

There is an unclear relationship between working time and job satisfaction. Job satisfaction is, however, positively related to working time flexibility. It is also evident that work-life balance has a similarly positive relation with job satisfaction. Workers with more flexibility in their working time and with a better work-life balance are more satisfied with their jobs. On the other hand, working overtime is negatively related to job satisfaction.

Job satisfaction may seem to be an intuitive concept that is easily understood, but the diversity of recent research on job satisfaction, also indicated in the
national contributions to this comparative analytical report, still raises conceptual and methodological debates.

Although this may highlight the topical interest of this issue, it also calls for further and more in-depth research into job satisfaction. A common framework involving both job satisfaction conceptual approaches and measurement methodologies would be a step forward in improving working conditions surveys.20

2.2.21 Ms. Gurpreet Randhawa, 2007, The present study attempts to examine the relationship between job satisfaction and turnover intentions. The data was collected from 300 scientists (150 from National Dairy Research Institute, Kamal and 150 from Agriculture Extension Centers in Haryana).

The scientists were surveyed by questionnaire. The sample was drawn by using the simple random sampling technique. The results showed a significant negative correlation between job satisfaction and turnover intentions. This signifies that higher the job satisfaction, lower is the intent of a person to quit the job. Further, comparative analysis was also done in order to measure the significance of difference between the mean scores of two groups of scientists.

The results revealed that the two groups of scientists do not differ significantly on the measures of job satisfaction and turnover intentions.

To conclude, the present study found a significant negative relationship between job satisfaction and turnover intentions suggesting thereby that higher the job satisfaction, lower is the individual's intention to quit the job. This shows that job satisfaction or dissatisfaction plays a significant role in influencing the turnover intentions of employees. People satisfied from their jobs, do their work with full interest and loyalty and have low intent to quit the
organization and vice versa. In today's changing contours of work and employment where one organization career is becoming rarer, employers should keep their employees satisfied so that they rarely think to leave.\textsuperscript{21}

\textbf{2.2.22 Kirk Swortzel 2007}, the purpose of this study was to describe the relationship between personality type, demographic characteristics, and job satisfaction of extension agents in the Mississippi State University Extension Service. The Job Satisfaction Index developed by Brayfield and Rothe (1951) was sent to 180 extension agents. Demographic data was also collected from these agents and MBTI profiles that were already on file in the personnel office were used in the study. Based on 143 usable responses to the job satisfaction survey, agents were found to be very satisfied with jobs regardless of position, gender, age, race, or length of service. Only a small percentage of agents were dissatisfied with their jobs. This study also found the best predictor for job satisfaction to be the age of the agent.

With only a small percentage of variance in job satisfaction scores found, additional research needs to be conducted to identify other variables that might influence job satisfaction of extension agents.

1. Extension administration should implement an annual evaluation of employee job satisfaction.

2. Additional studies should be conducted to determine individual demographic characteristics that could relate to job satisfaction that this study did not address.

3. Further studies using different variables should be used in an effort to determine the best predictive indicator for job satisfaction.
Agents within this study indicated high levels of job satisfaction with their current job positions. However, this study discovered that county directors seemed the most satisfied with their jobs, while agents were the least satisfied. Perhaps this is because some agents may regard their current job position as a means to simply advance to an area agent or county director position where they will be more satisfied in a job in which they feel more qualified. These results are contrary to the findings of Scott (2004) who stated that county directors were the least satisfied within their position. Perhaps since reorganization, county directors now have a better understanding of their job responsibilities and this in turn allowed greater satisfaction in their areas of work than in previous years.

The highest levels of job satisfaction in this study were measured in those agents who had only been employed with the extension service less than five years, while dissatisfaction was least observed in the older agents. Those agents who have been employed with the extension service for an extended period of time may be less willing to express dissatisfaction as they are nearing retirement age.22

2.2.23 Salary.com, 2007, At the end of 2007, Salary.com conducted its third annual survey of employee job satisfaction and the factors that contribute to satisfaction and retention. Salary.com invited a cross-section of individual employees and business representatives from across America to participate in its 2007/2008 Employee Satisfaction and Retention Survey. Prospective participants received an email containing the survey questionnaire. Participants completed as many sections of the survey as they desired, and then submitted their results to Salary.com electronically.
Salary.com compensation professionals reviewed the data for consistency and accuracy and excluded data that appeared to be invalid. A total of 7,482 individuals and 245 human resource or other company representatives responded to the survey. Among the individual employee respondents, 7,101 were employed and provided valid responses to the survey questions—the remaining 381 were excluded from all analysis.

The survey asked questions of both employees and employers and yielded surprising and often conflicting results. Employers continue to underestimate employees’ interest in actively searching for new employment within the near future. Compensation is the most important factor for employees when choosing to leave a job; it is less of a factor for why they stay in a job. When broken down by gender, attractive compensation is the top reason for staying in a job for men, while women focus more on working relationships and desirable working hours. A gender breakdown does not alter the results for why employees leave a job. Although employers recognize the rising costs of replacing employees due to turnover, they will only offer, on average, a 7% increase to attract a valued employee to stay.23

2.2.24 Richard J. Harmer, 2007, the focus of this study was to explore what role one’s relationships at work had in the facilitation of greater job satisfaction. Further, the focus of the present study was to explore the effect these workplace relationships have on the holistic well-being of Australia’s younger workers. The results suggest that the quality of co-worker and direct supervisor relationships significantly positively impact on overall job satisfaction. Indeed, more than half of the variability in overall job satisfaction in the present study was accounted for by the quality of one’s co-worker and direct supervisor relationships. Work and job satisfaction has been shown to impact upon an individual’s mental and physical health and overall
satisfaction with life. Previous research into employee job satisfaction has explored workers’ relationships to their work tasks and their organization. Less research has been conducted into the impact an individual’s workplace relationships has on their level of job satisfaction, with even less research in this area focusing on younger workers. The aim of the present study was to determine the role an employee’s co-worker and direct supervisor relationships had in predicting their level of job satisfaction. Sixty Nine 69 individuals participated in the study, 35 males (Age: M=31.8, SD=6.0) and 34 females (Age: M=29.5, SD=5.0). Fifty-three participants indicated that they were employed full time; twelve indicated that they were employed part time; and the remaining participants indicated that they were employed casual or ‘other’. Work and job satisfaction was measured using the Job Descriptive Index (JDI) and Job in General (JIG) scales.

Results indicate that 52.1% of an employee’s job satisfaction can be predicted by the quality of their workplace relationships, with an individual’s relationship with their co-workers the strongest predictor. Results indicate that the quality of an employee’s co-worker and immediate supervisor relationships does not significantly predict their level of well-being.24

2.2.25 Paul Eder, 2008, The author has discussed the issue when employees' coworkers exhibit higher levels of withdrawal; individual employees are more likely to withdraw from their own work. The authors explored whether this relation would be curbed by a positive exchange relationship with one's organization. He has applied random mailings of questionnaires to employees in Ohio, Bennett and Robinson (2000) reported that throughout the previous year, 31% had intentionally worked slowly, 33% had come to work late without permission, and 52% had taken a longer work break than acceptable.
Among 23 work groups in a manufacturing organization (Study 1), high perceived organizational support (POS) eliminated the relation between work group and individual tardiness. Among 94 work groups in a retail sales organization (Study 2), POS reduced the relation between work group withdrawal and individual withdrawal.\textsuperscript{25}

### 2.2.26 Dr. Hulusi Dogan, 2009

This study was composed of a conceptual analysis of job satisfaction and an empirical research for the relationships between job satisfaction and a set of variables; pay, promotion, positive affectivity/encouragement, job involvement, potential of rest-day/off-day, relations with co-workers, health facilities, relations with supervisor, training and education facilities, autonomy, physical facilities, reconciliation role of supervisor, procedural justice, tangible aids, office tools, level of role clearness, participation in decisions, management style of supervisor.

The results, based on a sample of 220 employees from Aydın Municipality and Nazilli Municipality, indicated that 59\% of the variance in job satisfaction was explained by the variables included in the regression test. The variable of management/democratic style of supervisor had the greatest effect on job satisfaction, followed by the variables of “level of role clearness”, “health facilities”, “autonomy”, “and participation in decision”, “job involvement”, and “training and educational facilities”. The study found that satisfaction level for “tangible aids” and “potential of rest-day” was significantly higher for employees working in Aydın Municipality than those working in Nazilli Municipality. But, satisfaction level for “health facilities”, “physical facilities” and “relations with supervisor” was significantly higher for employees working in Nazilli Municipality than those working in Aydın Municipality. So, it is suggested that managers should apply additional/further researches in
their organizations to investigate the underpinning variables of job satisfaction and commitment of employees.

This study makes a contribution to the understanding of job satisfaction and its key determinants. The results of the study indicates that “management/democratic style of supervisor”, “level of role cleanness”, “health facilities”, “autonomy”, “participation in decision-making”, “job involvement”, “training and educational facilities”, and “relationship with co-workers” are the main determinants of job satisfaction. In particular, “management style of supervisor” has the greatest effect on job satisfaction. But one of the outstanding results of the research is organizational/structural variables such as “training and educational facilities”, “health facilities”, “physical facilities” (heating, cooling, lighting, noisy etc), “office tools” (work equipment, material, instrument etc.) are also as important as personal traits such as “job involvement” and “positive affectivity” to increase job satisfaction level of employees in organizations.

On the other hand, one of the interesting results of the study is that no relation exists between job satisfaction and “promotion”. This finding is not consistent with some previous researches (for example, Chu et al., 2003; Lu et al., 2005). It is possible that employees may not see a promotion chance due to bureaucratic/political structure of these organizations. Another possible explanation of this finding may be low reliabilities of items related to promotion variable.

One of the major findings of this study is that determinants/variables may have a different effect rate on job satisfaction; even the organizations have similar characteristics. Or conversely, if similar organizations have the same level of employee job satisfaction, the effect rate of determinants on job
satisfaction can change. Thus, satisfaction values for Nazilli and Aydın Municipality are equal, but the determinants of “rest-day/day-off potential”, “health facilities”, “physical facilities”, “tangible aids”, and “relationship with supervisors” are perceived / evaluated in a different effect rate by employees of these two organizations.

On the other hand, research results show that there is a significant difference between the satisfaction levels of employees, working in Aydın Municipality and Nazilli Municipality, for only five research variables. According to the research results, satisfaction level for “tangible aids” and “potential of rest-day” is significantly higher for employees working in Aydın Municipality than those working in Nazilli Municipality. But, satisfaction level for “health facilities”, “physical facilities” and “relations with supervisor” is significantly higher for employees working in Nazilli Municipality than those working in Aydın Municipality. Moreover, research results show that employees of both Municipalities are dissatisfied with “pay”, “promotion” and “autonomy”. So, we suggest that both Municipalities should emphasize the value of job satisfaction for employees and organization, and try to investigate and terminate the underpinning elements of dissatisfaction, particularly with “promotion”, “pay” and “autonomy”.

Consequently, for managers it is very important to use determinants above as a strategic tool to increase job satisfaction and commitment of employees in their organizations. Especially, managers may have to investigate key determinants of job satisfaction for their own organization. Because research results show that key determinants and their effect rates on job satisfaction may change from organization to organization.
Thus, this type of researches may give a chance for managers to investigate their own weaknesses in not only personal related, but also job related determinants of job satisfaction, such as “health facilities”, “physical facilities”, “tangible aids” etc. So, these researches may supply important clues for decision-makers to develop organizational strategies or policies to increase their employees’ job satisfaction and commitment.

Additionally, there is a need to apply these types of researches in all organizations frequently to investigate general atmosphere and take precautions for possible problems that can occur about human resources. And a final recommendation is that further researches are compulsory for academicians to analyze the relationship between job satisfaction and other variables in order to obtain higher/satisfactory results.

2.2.27 Muhammad Masroor Alam, 2009, This study in Business Intelligence Journal, investigates the level of job satisfaction and intent to leave among Malaysian nurses. The objectives of the study were to examine the level of perceived job satisfaction and intention to leave. Based on the literature reviews an instrument of six facets of job satisfaction and intention to leave was developed to find the level of perceived job satisfaction and intention to leave. For this purpose, data from 153 nurses in one of the public sector hospital in Perlis, were used. Findings of this study suggested that the nursing staffs were moderately satisfied with their job in all the six facets of job satisfaction i.e. satisfaction with supervisor, job variety, closure, compensation, co-workers and HRM/management polices and therefore exhibits a perceived lower level of their intention to leave the hospital and the job. Based on the findings recommendation and suggestions for health managers and health policy makers are presented.
2.2.28 E.O Olorunsola, 2010, The author mentioned in his conference paper the importance of job satisfaction as investigated by several disciplines such as psychology, sociology, economics and management sciences, job satisfaction is a frequently studied subject in work and organizational literature. This is mainly due to the fact that many experts believe that job satisfaction trends can affect labor market behavior and influence work productivity, work effort, worker absenteeism and staff turnover.28

2.2.29 Ritu Narang, 2010, In the context of managing knowledge workers, the present study strives to develop a reliable and valid scale to measure the job satisfaction of knowledge workers. The data collected from a sample of 511 knowledge workers, on analysis, results in a 30-item scale with Cronbach alpha value 0.93 and the reliability of subscales ranging from 0.93 to 0.54. The validated instrument comprises of five dimensions: Organizational support, competitive excellence, repressive management practices, fair and transparent management, and supervision and guidance. Regression analysis shows the relative significance of various dimensions. Lastly, the paper discusses the issues of applicability of the scale.

The present study strives to develop a reliable and valid scale to measure the job satisfaction of knowledge workers and thus is quite relevant in the present knowledge economy.

Although the paper works on linearity assumption, which is important for using the regression model, further research can be done which takes into consideration the linearity or otherwise of the data set. This paper also discusses and elaborates the factors which the management can pay attention to, in order to manage the job satisfaction of employees engaged in knowledge work.
The results show that for enhanced job satisfaction, the management, on the one hand, has to progressively develop the employees in their field of work, both by giving them challenging tasks and creating a learning environment and on the other hand avoiding their micromanagement.29

2.3 Summary:

The level of job satisfaction is one of the reasons of lower or higher productivity. Lower level of job satisfaction results in absenteeism, carelessness, wrong attitude towards job, inefficiency and finally in lower productivity. Conversely, higher level of job satisfaction can remove all these obstacles. Based on this thought it becomes necessary to measure the strength of the above organizational factors [Ref. Chart.1.1] for building a job satisfaction among the workers. It is very necessary to find out the percent contribution of the factors of job satisfaction in the overall job satisfaction of the workers. That would be based on the facts collected through questionnaire answered by workers from different industries, from different sectors. Most of the research work in this area i.e. job satisfaction, focuses on the relationship of job satisfaction and productivity. No study was undertaken to establish the percentage contribution of organizational factors in workers’ job satisfaction. In order to fill up this gap this topic has been selected for the study. Thus this is the first study of such kind in the selected industries in Pimpri-Chinchwad.

The body of literature reviewed in this chapter has concentrated on those theories and factors associated with job satisfaction and organizational factors which are also known as determinants of job satisfaction. This chapter also explained the nature and meaning of all the organizational factors. Throughout the chapter, emphasis was placed on showing how each of the dimensions being studied (job satisfaction and its organizational factors) is related. All the
above discussion has made it very clear the there is a strong relation between the job satisfaction and productivity. Apart from the organizational factors considered in this thesis [Ref. Chart.1.1] there are many different factors affecting workers’ job satisfaction, which are discussed in the review of literature included in this chapter. They are: workers’ participation in management, employee attitude, stress, work-life balance, level of autonomy, job accidents, training and education, etc. However as the researcher aims at finding out the percentage contribution of purely organizational factors in workers’ job satisfaction. So these other factors are not considered for the purpose this research. Now the next chapters will focus mainly on the issue which has not been discussed by any of the researchers before i.e. the contribution of the organizational factors (determinants) of job satisfaction. Once we know the structural composition of the factors of job satisfaction we can easily find out the ways to improve the level of it.

**Conclusions:**

1. The literature reviewed in this topic provides valuable information about the important role of job satisfaction in the overall productivity of any organization.

2. This literature study also focuses on the impact of organizational factors (Pay and Perks, Promotion and Benefits, Working Conditions, Job Security, Relations with Superiors and Relations with Coworkers) with Job Satisfaction.

3. However it is found that the contribution of the above factors of Job Satisfaction has not been studied before.
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