CHAPTER III

CONCEPTUAL FRAMEWORK OF JOB SATISFACTION

3.1 INTRODUCTION

A major part of man’s life is spent in work which is a social reality and social expectation to which man seem to confirm. Even then only economic motive has never satisfied men. It is always of greater interest to know why men work and at which level and how he/she satisfied with the job.

Hoppock noted that job satisfaction depends upon the extent to which the job, we hold meets the needs that we feel it should meet. The degree of satisfaction is determined by the ratio between what we have and what we want. By law of nature as we have more, we want more, hence the level of satisfaction remains less.

Job satisfaction is dynamic, as it can go as quickly as it come. It is a positive emotional state that occurs when a person’s job seems to fulfill important values, provided this values are compatible with one’s needs. Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job experience.
In short, job satisfaction is a synchronization of what an organization requires of its employees and what the employees are seeking of the organization.

Job satisfaction is the most widely investigated job attitude, as well as one of the most extensively researched subjects in Industrial/Organizational Psychology (Judge & Church, 2000). Many work motivation theories have represented the implied role of job satisfaction. In addition, theories have tried to explain job satisfaction and its influence, such as: Maslow’s (1943) Hierarchy of Needs, Hertzberg’s (1968) Two-Factor (Motivator-Hygiene) Theory, Adam’s (1965) Equity Theory, Porter and Lawler’s (1968) modified version of Vroom’s (1964) VIE Model, Locke’s (1969) Discrepancy Theory, Hackman and Oldham’s (1976) Job Characteristics Model, Locke’s (1976) Range of Affect Theory, Bandura’s (1977) Social Learning Theory, and Landy’s (1978) Opponent Process Theory.

As a result of this expansive research, job satisfaction has been linked to productivity, motivation, absenteeism/tardiness, accidents, mental/physical health, and general life satisfaction (Landy, 1978). A common idea within the research has been that, to some extent, the emotional state of an individual is affected by interactions with their work environment. People identify themselves by their profession, such as a doctor, lawyer, or teacher. A person’s
individual well-being at work, therefore, is a very significant aspect of research (Judge & Klinger, 2007).

The most widely accepted explanation of job satisfaction was presented by Locke (1976), who defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Additionally, job satisfaction has emotional, cognitive and behavioral components (Bernstein & Nash, 2008). The emotional component refers to feelings regarding the job, such as boredom, anxiety, or excitement. The cognitive component of job satisfaction refers to beliefs regarding one's job, for example, feeling that one's job is mentally demanding and challenging. Finally, the behavioral component includes people's actions in relation to their work, which may include being tardy, staying late, or pretending to be ill in order to avoid work (Bernstein & Nash, 2008).

There are two types of job satisfaction based on the level of employees' feelings regarding their jobs. The first, and most studied, is global job satisfaction, which refers to employees' overall feelings about their jobs (Mueller & Kim, 2008). The second is job facet satisfaction, which refers to feelings about specific job aspects, such as salary, benefits, and the quality of relationships with one's co-workers (Mueller & Kim, 2008). According to Kerber and Campbell (1987), measurements of job facet satisfaction may be helpful in identifying which specific aspects of a job require improvements.
The results may aid organizations in improving overall job satisfaction or in explaining organizational issues such as high turnover (Kerber & Campbell, 1987).

There are several misleading notions that exist about job satisfaction. One such fallacy is that a happy employee is a productive employee (Syptak, Marsland, & Ulmer, 1999). Research has offered little support that a happy employee is productive; furthermore, some research has suggested that causality may flow in the opposite direction, from productivity to satisfaction (Bassett, 1994). Another fallacy is that pay is the most important factor in job satisfaction. In reality, employees are more satisfied when they enjoy the environment in which they work (Berry, 1997). An individual can have a high paying job and not be satisfied because it is boring and lacks sufficient stimulation. In fact, a low paying job can be seen as satisfying if it is adequately challenging or stimulating. There are numerous factors that must be taken into consideration when determining how satisfied an employee is with his or her job, and it is not always easy to determine which factors are most important to each employee. Job satisfaction is very circumstantial and subjective for each employee and situation being assessed.
3.2 CONCEPT OF JOB SATISFACTION

Job satisfaction is the end feeling of a person after performing a task. To the extent that a person’s job fulfills his dominant needs and in consistent with his expectations and values, the job will be satisfying. The feeling would be positive or negative depending upon whether need is satisfied or not. Job satisfaction is different from motivation and morale. Motivation refers to the willingness to work. Satisfaction on the other hand implies a positive emotional state. Morale implies a general attitude towards work and work environment. It is a group phenomenon whereas job satisfaction is an individual feeling. Job satisfaction may be considered a dimension of morale and morale could also be a source of satisfaction. Attitudes are predispositions that make the individual behave in a particular way. Job satisfaction, on the
contrary, is the end feeling which may influence subsequent behavior. Thus, job satisfaction is an employee’s general towards his job.

### 3.3 DEFINITIONS OF JOB SATISFACTION

Despite the wide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact there is no final definition on what job represents. Therefore, before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered.

Different authors have different approaches towards defining job satisfaction. Some of the most commonly cited definitions on job satisfaction are analyzed in the text that follows.

According to Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.¹

---

¹ Hoppock, R. “Job satisfaction”, Harper and Brothers, New York, 1935, p.47
Vroom (1964) in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as effective orientations on the part of individuals toward work roles which they are presently occupying.²

According to Davis and Nestrom (1985) job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinate expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual’s behavior in the work place.³

According to Spector (1997) job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. Hence, job satisfaction and job dissatisfaction can appear in any given work situation.⁴

### 3.4 DETERMINANTS OF JOB SATISFACTION

Job satisfaction is derived from and is caused by many inter-related factors. Although these factors can never be completely isolated from one

---

another for analysis, they can by the use of statistical techniques, be separated enough to give an indication of their relative importance to job satisfaction.

3.4.1 Personal Factors

❖ Sex

Most investigation on the subject have found that women are more satisfied with their jobs than men are. This is so despite the fact that women are generally discriminated against in job competition and pay, quite possibly the reason is that women’s ambitions and financial needs are less.

❖ Number of Dependents

The more dependence one has, the less satisfaction he has with his job. Perhaps the stress of greater financial need brings about greater dissatisfaction with one’s job. The difference in satisfaction among employees with different number of dependents is however small.

❖ Age

Studies have found different results in different groups on the relationship of age to job satisfaction. There was higher intrinsic job satisfaction among older employees, but lower financial and job status satisfaction among this group. However, different studies reveal different impact of age related with job satisfaction.
Time on job

Several investigation have indicated that job satisfaction is relatively high at the start drops slowly to the fifth or eighth year, then rises again with more time on job.

Education

There is a great deal of conflicting evidence on the relationship between education and job satisfaction, different studies have indicated different amount of impact of education on job satisfaction.

3.4.2 Factors Inherent in the job

Type of work

The most important factors inherent in the job is type of work. Several studies have shown that varied work brings about more job satisfaction then does routine work. Job satisfaction varies almost from 0 to 100 percent, depending on the job.

Skill required

Skill in relation to job satisfaction has a bearing on several other factors, kind of work, responsibility and others. A study of the relation of skill to job satisfaction concluded that “where skill exist to a considerable degree, it tends to become the first source of satisfaction to the workman, satisfaction in
condition of work or in wages becomes predominant only where satisfaction on skill has materially decreased”.

**Occupation status**

Occupation status is related to, but not identical with job satisfaction. Occupational status is always valued in terms of other opinion. It has been seen that employees who are working at the lower position seems to look for other job. Where they can have greater job satisfaction. It has been that employees are more dissatisfied in jobs that have loss social status and prestige. These values are rather constant within a country, but they do vary among some countries and they probably vary from time to time within a country under some conditions.

**Size of organization**

In a small organization, employees get a greater chance to interact with other employees and can seek co-operation of other very easily. While in a large organization this can be possible but depending upon requirement of the organization and the task which it has assigned to the employees.
3.4.3 Factors Controllable by management

❖ Security

An average employee will think of job are more satisfied in their job. But security is of less importance to the better educated person, perhaps because there is not so much fear of layoff in the kind of jobs that the highly educated obtain, or the highly educated are justifiable more confident of being able to find other jobs if necessary.

❖ Pay

The importance of pay as a factor in job satisfaction has been greatly over emphasized by management. Most studies have found that pay ranks well below security, type of work etc. The relative importance of pay will probably change with the labour market, economic conditions and with employees beliefs about the job situation.

❖ Opportunity for advancement

In today’s time this factor is of greater importance. Young ones are more interested in advancing because it is possible only in his earlier years. Belief that individual merit is rewarded would appear to be closely related to belief that there is chance to advance even where a person does not believe that he deserves a promotion it is still highly important to him that the best man be prompted.
Working conditions

Working conditions of banking industry is good enough. All the employees are satisfied with the working conditions.

Co-workers

Survey finds that co-workers seem to be co-operative one. After working for many years together brings a sense of mutual co-operations, which is there with the bank, but nature of man is such that anything is offered with the expectation of return.

Supervision

For, supervisors, it is essential to supervise the on going works, to get it accomplished. A positive supervision brings in involvement of lower cadre employees. As unionism is quite strong.

3.5 THEORIES OF JOB SATISFACTION

3.5.1 Affect theory

Edwin A. Locke’s Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates
how satisfied/dissatisfied one becomes when expectations are/aren’t met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn’t value that facet. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

3.5.2 Dispositional theory

Another well-known job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one’s job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction.

A significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model, proposed by Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham in 1997. Judge et al. argued that there are four Core Self-evaluations that determine one’s disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one’s own
competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her/his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

### 3.5.3 Opponent process theory

Events that seem negative in manner will give rise to the feelings of stress or anxiety. Events that are positive give rise to the feeling of content or relaxation. The other process is the opponent process, which induces feelings that contradict the feelings in the primary processes. Events that are negative give rise to feelings of relaxation while events that are positive give rise to feelings of anxiety. A variety of explanations have been suggested to explain the uniformity of mood or satisfaction. This theory shows that if you try to enhance the mood of individual it will more likely fail in doing so. The opponent process theory was formulated to explain these patterns of observations.

### 3.5.4 Equity theory

Under this theory, it is believed that a person’s job satisfaction depends upon his perceived equity as determined by his input-output balance in comparison with the input-output balance of others. Every individual compares his rewards with those of a ‘reference group’. If he feels his rewards
are equitable in comparison with others doing similar work, he feels satisfied. Job satisfaction is thus a function of the degree to which job characteristics meet the desires of the reference group.

Equity theory takes into account not only the needs of an individual but also the opinion of the reference group to which the individual looks for guidance.

![Fig. 3.2 Equity Theory of Job Satisfaction](image)

3.5.5 Discrepancy theory

The concept of discrepancy theory explains the ultimate source of anxiety and dejection. An individual, who has not fulfilled his responsibility feels the sense of anxiety and regret for not performing well, they will also feel dejection due to not being able to achieve their hopes and aspirations. According to this theory, all individuals will learn what their obligations and responsibilities for a particular function, over a time period, and if they fail to fulfill those obligations then they are punished. Over time, these duties and
obligations consolidate to form an abstracted set of principles, designated as a self-guide. Agitation and anxiety are the main responses when an individual fails to achieve the obligation or responsibility. This theory also explains that if achievement of the obligations is obtained then the reward can be praise, approval, or love. These achievements and aspirations also form an abstracted set of principles, referred to as the ideal self guide. When the individual fails to obtain these rewards, they begin to have feelings of dejection, disappointment, or even depression.

Fig. 3.3 Discrepancy Theory of Job Satisfaction

3.5.6 Two-factor theory (motivator-hygiene theory)

Frederick Herzberg’s Two-factor theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee’s motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain
personal and organizational goals (Hoskinson, Porter, & Wrench, p. 133). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

While Herzberg's model has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman & Oldham suggesting that Herzberg's original formulation of the model may have been a methodological artifact. Furthermore, the theory does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors. Finally, the model has been criticized in that it does not specify how motivating/hygiene factors are to be measured.

3.6 FACTORS THAT INFLUENCE JOB SATISFACTION

3.6.1 Environmental factors

❖ Communication overload and communication under load

One of the most important aspects of an individual’s work in a modern organization concerns the management of communication demands that he or she encounters on the job. Demands can be characterized as a communication
load, which refers to “the rate and complexity of communication inputs an individual must process in a particular time frame.” Individuals in an organization can experience communication over-load and communication under-load which can affect their level of job satisfaction. Communication overload can occur when “an individual receives too many messages in a short period of time which can result in unprocessed information or when an individual faces more complex messages that are more difficult to process.” Due to this process, “given an individual’s style of work and motivation to complete a task, when more inputs exist than outputs, the individual perceives a condition of overload which can be positively or negatively related to job satisfaction. In comparison, communication under load can occur when messages or inputs are sent below the individual’s ability to process them.” According to the ideas of communication over-load and under-load, if an individual does not receive enough input on the job or is unsuccessful in processing these inputs, the individual is more likely to become dissatisfied, aggravated, and unhappy with their work which leads to a low level of job satisfaction.

fov Superior-subordinate communication

Superior-subordinate communication is an important influence on job satisfaction in the workplace. The way in which subordinates perceive a supervisor's behavior can positively or negatively influence job satisfaction.
Communication behavior such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship (Teven, p. 156). Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence, and emotional. Nonverbal immediacy from the supervisor helps to increase interpersonal involvement with their subordinates impacting job satisfaction. The manner in which supervisors communicate with their subordinates non-verbally may be more important than the verbal content (Teven, p. 156). Individuals who dislike and think negatively about their supervisor are less willing to communicate or have motivation to work whereas individuals who like and think positively of their supervisor are more likely to communicate and are satisfied with their job and work environment. A supervisor who uses nonverbal immediacy, friendliness, and open communication lines is more likely to receive positive feedback and high job satisfaction from a subordinate. Conversely, a supervisor who is antisocial, unfriendly, and unwilling to communicate will naturally receive negative feedback and create low job satisfaction in their subordinates in the workplace.

**Strategic Employee Recognition**

A Watson Wyatt Worldwide study identified a positive outcome between a collegical and flexible work environment and an increase in shareholder value. Suggesting that employee satisfaction is directly related to
financial gain. Over 40 percent of the companies listed in the top 100 of Fortune magazine’s, “America’s Best Companies to Work For” also appear on the Fortune 500. It is possible that successful workers enjoy working at successful companies, however, the Watson Wyatt Worldwide Human Capital Index study claims that effective human resources practices, such as employee recognition programs, lead to positive financial outcomes more often than positive financial outcomes lead to good practices.

Employee recognition is not only about gifts and points. It's about changing the corporate culture in order to meet goals and initiatives and most importantly to connect employees to the company's core values and beliefs. Strategic employee recognition is seen as the most important program not only to improve employee retention and motivation but also to positively influence the financial situation. The difference between the traditional approach (gifts and points) and strategic recognition is the ability to serve as a serious business influencer that can advance a company’s strategic objectives in a measurable way. "The vast majority of companies want to be innovative, coming up with new products, business models and better ways of doing things. However, innovation is not so easy to achieve."
3.6.2 Individual factors

❖ Emotion

Mood and emotions form the affective element of job satisfaction. Moods tend to belong lasting but often weaker states of uncertain origin, while emotions are often more intense, short-lived and have a clear object or cause. Some research suggests moods are related to overall job satisfaction. Positive and negative emotions were also found to be significantly related to overall job satisfaction. Frequency of experiencing net positive emotion will be a better predictor of overall job satisfaction than will intensity of positive emotion when it is experienced.

Emotion work (or emotion management) refers to various types of efforts to manage emotional states and displays. Emotion management includes all of the conscious and unconscious efforts to increase, maintain, or decrease one or more components of an emotion. Although early studies of the consequences of emotional work emphasized its harmful effects on workers, studies of workers in a variety of occupations suggest that the consequences of emotional work are not uniformly negative.

It was found that suppression of unpleasant emotions decreases job satisfaction and the amplification of pleasant emotions increases job satisfaction.
The understanding of how emotion regulation relates to job satisfaction concerns two models:

1. **Emotional dissonance.** Emotional dissonance is a state of discrepancy between public displays of emotions and internal experiences of emotions, that often follows the process of emotion regulation. Emotional dissonance is associated with high emotional exhaustion, low organizational commitment, and low job satisfaction.

2. **Social interaction model.** Taking the social interaction perspective, workers’ emotion regulation might beget responses from others during interpersonal encounters that subsequently impact their own job satisfaction. For example: The accumulation of favorable responses to displays of pleasant emotions might positively affect job satisfaction.

❖ **Personality**

Some research suggests an association between personality and job satisfaction. Specifically, this research describes the role of negative affectivity and positive affectivity. Negative affectivity is related strongly to the personality trait of neuroticism. Individuals high in negative affectivity are more prone to experience less job satisfaction. Positive affectivity is related strongly to the personality trait of extraversion. Those high in positive affectivity are more prone to be satisfied in most dimensions of their life,
including their job. Differences in affectivity likely impact how individuals will perceive objective job circumstances like pay and working conditions, thus affecting their satisfaction in that job.

There are two personality factors related to job satisfaction, alienation and locus of control. Employees who have an internal locus of control and feel less alienated are more likely to experience job satisfaction, job involvement and organizational commitment. A meta-analysis of 135 studies of job satisfaction concluded that there is a positive relationship between internal locus of control and job satisfaction. The study also showed characteristics like high self-esteem, self-efficacy and low neuroticism are also related to job satisfaction.

3.6.3 Psychological factors

Psychological well-being (PWB) is defined as “the overall effectiveness of an individual’s psychological functioning” as related to primary facets of one’s life: work, family, community, etc. There are three defining characteristics of PWB. First, it is a phenomenological event, meaning that people are happy when they subjectively believe themselves to be so. Second, well-being involves some emotional conditions. Particularly, psychologically well people are more prone to experience positive emotions and less prone to experience negative emotions. Third, well-being refers to one’s life as a whole. It is a global evaluation. PWB is primarily measured using the eight-item Index
of Psychological Well-Being developed by Berkman (IPWB). IPWB asks respondents to reply to a series of questions on how often they felt “pleased about accomplishing something,” “bored,” “depressed or unhappy,” etc.

PWB in the workplace plays an important role in determining job satisfaction and has attracted much research attention in recent years. These studies have focused on the effects of PWB on job satisfaction as well as job performance. One study noted that because job satisfaction is specific to one’s job, the research that examined job satisfaction had not taken into account aspects of one’s life external to the job. Prior studies had focused only on the work environment as the main determinant of job satisfaction. Ultimately, to better understand job satisfaction (and its close relative, job performance), it is important to take into account an individual’s PWB. Research published in 2000 showed a significant correlation between PWB and job satisfaction ($r = .35, p < .01$). A follow-up study by the same authors in 2007 revealed similar results ($r = .30, p < .01$). In addition, these studies show that PWB is a better predictor of job performance than job satisfaction alone.

### 3.7 IMPORTANCE OF EMPLOYEES SATISFACTION

Purpose / benefits of employees satisfaction include as follows:

#### 3.7.1 Importance of employees satisfaction for organization

- Enhance employee retention.
- Increase productivity.
- Increase customer satisfaction
- Reduce turnover, recruiting, and training costs.
- Enhance customer satisfaction and loyalty.
- More energetic employees.
- Improve teamwork.
- Higher quality products and/or services due to more competent, energized employees.

3.7.2 Importance of employees satisfaction for employee

- Employ will believe that the organization will be satisfying in the long run
- They will care about the quality of their work.
- They will create and deliver superior value to the customer.
- They are more committed to the organization.
- Their works are more productive.

3.8 CAUSES OF JOB SATISFACTION/DISSATISFACTION

Since people tend to be evaluative, they look at their work experiences in terms of liking or disliking and develop feelings of satisfaction or
dissatisfaction regarding their job, as well as the organization in which they work (Jex, 2002). There are many probable influences that affect how favorably an individual appraises his or her job: specifically, an individual’s attitude toward his or her job. Through years of extensive research, psychologists have identified numerous variables that seem to contribute to either job satisfaction or organizational commitment (Glisson & Durick, 1988). To explain the development of job satisfaction, researchers have taken three common approaches namely job characteristics, social information processing (organizational characteristics), and dispositional (worker characteristics) (Glisson & Durick, 1988; Jex, 2002).

3.8.1 Job Characteristics

In relation to the job characteristics approach, research has revealed that the nature of an individual’s job or the characteristics of the organization that the individual works for predominantly determines job satisfaction (Jex, 2002). According to Hackman and Oldham (1980) a job characteristic is an aspect of a job that generates ideal conditions for high levels of motivation, satisfaction, and performance. Furthermore, Hackman and Oldham (1980) proposed five core job characteristics that all jobs should contain: skill variety, task identity, task significance, autonomy, and feedback. Hackman and Oldham (1980) also defined four personal and work outcomes: internal work motivation, growth satisfaction, general satisfaction, and work effectiveness. These characteristics
have been added to the more popular dimensions of job satisfaction assessment: the work itself, pay, promotional opportunities, supervision, and co-worker relations (Smith, Kendall, & Hulin, 1969).

According to Locke (1976), process becomes complex since the importance of work facets differs for each individual. For example, one employee may feel that pay rate is extremely important while another may feel that social relationships are more important. To explain the effects of these differences, Locke (1976) put forward the ideas of the range of affect theory. The hypothesis of this theory is that employees weigh facets differently when assessing job satisfaction (Locke, 1976). Consequently, this leads to an individual measure of satisfaction or dissatisfaction when expectations are or are not met. For example, the job satisfaction of an employee who places extreme importance on pay would be positively impacted if he or she receives a salary within expectation. Conversely, his or her level of pay would minimally impact the job satisfaction of an employee who places little importance on pay.
3.8.2 Social information processing (organizational characteristics)

Based mainly on Festinger’s (1954) Social Comparison Theory, Jex (2002) explains that during social information processing, employees look to coworkers to make sense of and develop attitudes about their work environment. If employees see that their co-workers are positive and satisfied then they will most likely be satisfied; however, if their co-workers are negative and dissatisfied then the employee will most likely become dissatisfied as well. Accordingly, organizations are counseled that new hires can become “tainted” during the socialization process if they are placed around employees who are dissatisfied (Jex, 2002). Although laboratory studies have
found that social-information has a prevailing impact on job satisfaction and characteristic perceptions, organizational tests have been less supportive (Jex & Spector, 1989).

Mirolli, Henderson and Hills (1998) also conducted a similar study. In this study, the subjects performed a task with two experimenters who were pretending to be other subjects (the study referred to them as confederates). In one condition, positive comments were made by the confederates about the job and how much they enjoyed it. In the second condition, the confederates made negative comments about the job and how much they disliked it. In the control condition, no positive or negative comments were made regarding the job. The actual subjects exposed to the confederates who made positive comments rate the job tasks as more enjoyable than the subjects exposed to the negative comments by the confederates. This further supports social information processing theory (Aamondt, 2009). Generally, “the research on social information processing theory supports the idea that social environment does have an effect on employees’ attitudes and behaviors” (Aamondt, 2009, p.374).
3.8.3 Dispositional (worker characteristics)

Internal disposition is the basis of the latest method to explaining job satisfaction and hints that some people are inclined to be satisfied or dissatisfied with their work no matter the nature of the job or the organizational environment (Jex, 2002). More simply, some people are genetically positive in disposition, whereas others are innately negative in disposition. A study of twins who were reared apart (same genetic characteristics but different experiences) found that 30 percent of inconsistency in satisfaction was accredited to genetic factors (Arvey, Bouchard, Segal, & Abraham, 1989). Furthermore, although individuals change jobs and employers, individual disposition has been shown to be consistent by the use of survey results on job satisfaction (Staw & Ross, 1985). Additionally, Staw, Bell, and Clausen (1986) also found that adolescent evaluations of affective disposition were correlated with adult job satisfaction for as many as forty years later.

Many years of research has been conducted on the dispositional source of job satisfaction and has presented strong evidence that job satisfaction, to some extent, is based on disposition (Judge & Larsen, 2001). Dispositional affect is the predisposition to experience related emotional moods over time (Judge & Kammeyer-Mueller, 2008). Accordingly, this approach assumes that an employee’s attitude about his or her job originates from an internal (mental) state. Positive affect is a predisposition favorable to positive emotional
experience, whereas negative affect is a predisposition to experience a wide array of negative emotions (Watson, Clark, & Carey, 1988). Positive affective people feel enthusiastic, active, alert, and optimistic (Watson, Clark, & Tellegen, 1988). On the contrary, negative affective people feel anger, contempt, disgust, guilt, fear, and nervousness (Watson, Clark, & Tellegen, 1988).

There is also strong evidence supporting disposition causing job satisfaction from a Social Cognitive aspect as well. Causation through disposition indicates that job satisfaction can be determined by an individual’s general overall outlook. In psychology, Cognitive Theory of Depression states that individual’s thought processes and perceptions can be a source of unhappiness. Further, the automated thoughts and processes (Beck, 1987) resulting from irrational and dysfunctional thinking perpetuate emotions of depression and unhappiness in individuals. Judge and Locke (1992) examine these concepts in detail. They discuss cognitive processes like perfectionism, over-generalization, and dependence on others as causation for depression leading to unhappiness. They claim that subjective well-being resulting from an affective disposition leads to individuals experiencing information recall regarding their job. In short, happy individuals tend to store and evaluate job information differently than unhappy individuals do. This type of recollection indicates that job satisfaction can be influenced by subjective well-being. Tait, Padgett, and Baldwin (1989) performed a meta-analytic review discovering an
average correlation between job and life satisfaction to be .44, which supports the theory of a dispositional effect on job satisfaction. In addition, Howard and Bray (1988) determined through a study they performed on AT&T managers that motives such as ambition and desire to get ahead serve as some of the strongest predictors for advancement. Also, Bandura (1986) states that individual's aspirations become their standards of self-satisfaction indicating that those with high goals, theoretically, should be harder to satisfy than people with low goals. This would indicate that a high level of ambition resulting from high standards can point to a lower satisfaction as an end result. In addition, it is oftentimes the case that unsatisfied workers are highly ambitious but unhappy as a result of their inability to be promoted within an organization. For this reason, ambition can negatively influence job satisfaction. However, Judge and Locke caution that dysfunctional thinking is not singularly responsible for dispositional factors affecting job satisfaction. They mention self-esteem, locus of control, self-efficacy, intelligence, and ambition as well.

All three of the above-mentioned causes have been found to contribute to job satisfaction; however, researchers have not conducted simultaneous comparison of all three of these approaches (Baker, 2004). Job characteristics have been shown to impact job satisfaction (Baker, 2004). Recent studies on social informational processing have found that leadership actions influence job satisfaction (Baker, 2004). Various research findings have indicated that a relationship between disposition and job satisfaction does in fact exist. Weiss
and Cropanzano (1996) advocate that emotionally significant procedures at work may be influenced by disposition, which in turn influences job satisfaction. Job characteristics have been favored in research (Thomas, Bubholtz, & Winklespecht, 2004); however, less research has been conducted on the dis-positional approach, since it is fairly new (Coutts & Gruman, 2005).

**Fig. 3.5 Facets of job satisfaction**

Source: (Hackman & Oldham, 1980; Smith, Kendall, & Hulin, 1969)
The application of job satisfaction in the workplace is a tough concept to grasp due to its individualistic and circumstantial nature. What one employee desires from their work, another may not. One employee may put their salary in high regard, while another may find autonomy most important. Unfortunately, one aspect alone will most likely not affect an employee's job satisfaction. According to Syptak, Marsland, and Ulmer (1999), there are numerous aspects of a job that an organization can manage to increase satisfaction in the workplace, such as:

- **Company Policies** - Policies that are clear, fair and applied equally to all employees will decrease dissatisfaction. Therefore, fairness and clarity are important and can go a long way in improving employee attitude. For example, if a company has a policy for lunch breaks that are the same length and time for everyone, employees will see this as the norm and it will help cut down on wasted time and low productivity.

- **Salary/Benefits** - Making sure employee salaries and benefits are comparable to other organization salaries and benefits will help raise satisfaction. If a company wishes to produce a competitive product they must also offer competitive wages. In addition, this can help reduce
turnover, as employees will often be more satisfied when paid competitive wages as opposed to being underpaid.

- **Interpersonal/Social Relations** - Allowing employees to develop a social aspect to their job may increase satisfaction as well as develop a sense of teamwork. Co-worker relationships may also benefit the organization as a whole; given that, teamwork is a very important aspect of organization productivity and success. Moreover, when people are allowed to develop work relationships they care more about pulling their own weight and not letting co-workers down.

- **Working Conditions** - Keeping up to date facilities and equipment and making sure employees have adequate personal workspace can decrease dissatisfaction. A cramped employee is a frustrated employee plus faulty equipment provides frustration in trying to get work done.

- **Achievement** - Making sure employees are in the proper positions to utilize their talents may enhance satisfaction. When employees are in the proper role and feel a sense of achievement and challenge, their talents will be in line with the goals best suited for them.

- **Recognition** - Taking the time to acknowledge a job well done can increase the likelihood of employee satisfaction. Positive and
constructive feedback boosts an employee's morale and keeps them working in the right direction.

- **Autonomy** - Giving employees the freedom of ownership of their work may help raise satisfaction. Job satisfaction may result when an individual knows they are responsible for the outcome of their work.

- **Advancement** - Allowing employees, who show high performance and loyalty, room to advance will help ensure satisfaction. A new title and sense of responsibility can often increase job satisfaction in an employee.

- **Job Security** - Especially in times of economic uncertainty, job security is a very high factor in determining an employee's job satisfaction. Giving an employee the assurance that their job is secure will most likely increase job satisfaction.

- **Work-life Balance Practices** - In times where the average household is changing it is becoming more important for an employer to recognize the delicate balancing act that its employees perform between their personal life and work life. Policies that respond to common personal and family needs can be essential to maintaining job satisfaction.

A study published by The Families and Work Institute shows that, despite the numerous aspects of a job, there are a few that specifically allow
for greater improvement of satisfaction. According to their study, workplace support and job quality collectively account for 70 percent of the factors influencing job satisfaction. Surprisingly, earnings and benefits only account for 2 percent (Employee Retention Headquarters).

**Fig. 3.6 Factors impacting job satisfaction**

When it comes to applying job satisfaction in the workplace, it is important to look at all aspects of job satisfaction. Every employee is different and will likely have different views which makes job satisfaction extremely hard to research; however, Everett (1995) suggests that responsible employees ask themselves the following questions:

Source: (Employee Retention Headquarters, n.d).
When have I come closest to expressing my full potential in a work situation?

What did it look like?

What aspects of the workplace were most supportive?

What aspects of the work itself were most satisfying?

What did I learn from that experience that could be applied to the present situation?

In order for the employee to answer these questions, job satisfaction must be fully deployed within the organization. Listed in the above section are numerous aspects that organizations can utilize to help increase satisfaction. In addition to these aspects, organizations must also look at the needs of the employee. An employee, who is a great asset to the company as he or she is highly educated and motivated, may have personal issues such as a child who requires daycare. As a remedy, organizations could allow flexible work arrangements such as telecommuting, which would create a win-win situation both for the employee and the organization. Additionally, an organization should provide more opportunities for employees to help increase job satisfaction. Consequently, this would peak an interest in the employee, allowing him/her to take more pride in his or her work. Although research might be difficult for job satisfaction theories, especially within the correlation
field, there is just enough useful information to help employees and organizations become successful and enjoy their jobs, provided the right type of leadership is at the helm.

3.10 CONCLUSION

This chapter presents many of the well known authoritative theories and definitions of job satisfaction, which contextualized these within their historical development, along with many perspectives. It also framed the construction of employees; job satisfaction as they were being viewed in this study. The biggest milestone of job satisfaction is attitudes that are emotionally coming out from bio—psychological and social actions. These attitudes bring out a change in the behavior of job and gives important to increase the satisfaction of job. The employees who have positive attitudes towards their job are much more successful.