CHAPTER – I

INTRODUCTION
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1.1 INTRODUCTION:

All the library activities, functions and operations are carried out by the staff of the library either manually or with the help of machines. Human mind plays an important role behind planning, designing, organization, implementation and performing result. Achieving goals of the library depends on the people who work in the library with their mind. A library requires different kinds of resources but the human resource is at the top of all other resources.

If an individual does not perform his tasks, it is not only the failure of the individual; it affects the activities of the library. Individuals in an organization can create social clusters within which professional and social support develop. In the libraries the employees are part of a complex network and interrelated functions to achieve the goals of the organization.

Librarian's role in the library is vital and crucial because all other resources in the library can not be acquired and utilized without of the librarian.

According to Mahapatra (2002) the three concepts-motivation, job commitment and job satisfaction play a vital role in the overall performance of an organization, particularly in the library which is service-oriented organization.

Job satisfaction assumes importance because it influences group behavior and ultimately performance. Siggins (1992) pointed out that, staff members who are more satisfied in their work tend to be more productive, it makes infinitive sense that “a satisfied employee is a productive employee.”

Besides the research literature studies, job satisfaction is also important in everyday life. Organizations have significant effect on the personnel who work for them and some of those effects are reflected in how people feel about their work (Spector, 1997a)

The success of an organization depends not only on technical expertise but also on the interest of the employee. Management is an art of getting work done by the personnel and thereby achieving the results. There are many problems in this process because it is an organizational behavior that affects the working of the people.

Job satisfaction has been an interesting variable for managers and academicians for many years. It influences efficiency of employee & thus it shows organizational
effectiveness. It creates positive feelings, emotions and expressions. Job satisfaction describes how committed an individual is with his or her job. It is a very important attribute frequently measured by different organizations for different purposes. Job satisfaction is of a great importance to an effective organization and its employees as it has a great relevance for human heath, environment & job itself. Many scientists pointed out that job satisfaction enhance work performance of employees.

According to Greenburg and Baron (2003a) there are many factors which influence the job satisfaction of the employee such as working conditions, the salary, the job tasks, the relationship between employee and head of the organization including levels of their communication between them.

According to Sekharan (2006a), job satisfaction comes from various factors /facets of the work environment, including following-

1) The work itself, in terms of its content, the responsibility devolving on the employee & the prospects for growth in the job.
2) The nature & quality of supervision at the workplace, including the support & assistance that the immediate supervisor can provide.
3) The interaction with coworker in an atmosphere of mutual respect, harmonious & friendly working relationship.
4) Opportunities for promotion in the system.
5) Pay and other prerequisites perceived to be adequate & equitable.

Many theories suggested that there is a close relationship between job satisfaction & performance of an employee. Job dissatisfaction affects performance of an individual & group as a whole. Dissatisfied employee expresses dissatisfaction like complaint about their work, coworkers, insubordination, steal property of institute, shrink responsibility and quitting organization.

According to Aswathappa (2010a) the effect of job satisfaction goes beyond organizational setting, when employees are happy with their jobs, their lives away from job will be better off. In contrast, the dissatisfied employee carries negative attitude to home. Satisfied employees are more likely to be satisfied citizen. Satisfied employee holds more positive attitude towards life in general & make for a society of more psychologically healthy people.
There are several benefits of job satisfaction study. It helps management to know general level of satisfaction of employees, intra personnel communication, it can improve attitude of employees, can find out training needs of employees, can identify reasons for absenteeism. It helps to extend all encouragement & cooperation for the successful administration.

As per Thornton (2000) Lynch & Verdin identified ten studies on various aspects of job satisfaction of librarians. Library being an organization, its mission is to provide information to its users. The library staff is human resource which provides information services through the library resources. However the services are provided depending on how well the staff is committed, motivated & satisfied with their job. A satisfied employee is a source of strength for the organization. Dissatisfaction is not only a weak link but also affect, the overall efficiency and morale of the employee.

Job satisfaction has a positive influence on the functioning of organization as well as its personnel. A satisfied employee can utilize his/her skills & abilities in a variety of ways.

1.2 DEFINITIONS OF JOB SATISFACTION:

The term ‘job satisfaction’ is derived from the Latin words ‘satis’ and ‘facere’ meaning ‘enough’ and ‘to do’ respectively. Job satisfaction is an integral component of the organizational climate & an important element in management-employee relationship.

Job satisfaction is one type of attitude of an employee with which the field of organizational behavior is concerned. It refers to an individual’s attitude towards his/her job. Employee satisfaction is influenced by the total job environment & its various aspects. Job satisfaction is a favorableness or unfavorableness with which employees view their work. Job satisfaction is result of employee’s perception of how well his/her job provides those things that are viewed as important. Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred. The term job satisfaction was brought to limelight by Hoppock who observed that “Job satisfaction is a combination of psychological, physiological & environmental circumstances”. (Sinha, 1988a).
Following are a few definitions of job satisfaction—

According to Feldman & Arnold (1984) “Job satisfaction is amount of overall positive affect (or Feeling) that individuals have towards their jobs”.

Brin (1988) define job satisfaction as “Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job dissatisfaction”.

Robbins (2004a) defines job satisfaction as “The term job satisfaction refers to an individual’s general attitude towards his or her job. A person with a high level of job satisfaction holds positive attitude towards the job, while a person who is dissatisfied with his or her job holds negative attitude about the job”.

Edward Locke’s (1975) definition of job satisfaction is widely cited in the literature. He defines job satisfaction as “A pleasurable or positive emotional state resulting from an appraisal of one’s job or job experiences”.

According to Veluri (2009a) the definition of job satisfaction reveals the following characteristics—

1) Job satisfaction is an inner feeling; it can only be inferred through the expression of behavior. Interestingly it cannot be seen, it is thus intangible.

2) Job satisfaction is an attitude. It is a sub set of attitude.

3) Job satisfaction influences the skill & energy of an individual.

4) It can be positive or negative. It is expressed in a high or low degree.

5) Job satisfaction is associated with the emotional state of human mind.

Sekharan (2006b) defines it as “Job satisfaction is an attitudinal response to the job and denotes the extent of positive & happy feelings that one derives from doing the job. In other words, it is an emotional response to the task that one performs”.

Though there are various definitions of job satisfaction made by eminent people and scientists, an appropriate & comprehensive definition of job satisfaction is by Memoria and Gankar (2007a). It reads- Job satisfaction has been considered as a state of condition where employees are...
1. Induced to do work efficiently and effectively.
2. Convinced to remain in the organization.
3. Prepared to act efficiently during contingencies.
4. Prepared to welcome the changes without resistance.
5. Interests in promoting the image of the organization.
6. People look happy and satisfied with their job.

Thus there are number of definitions explaining for meaning of the concept of job satisfaction. To conclude, different operational definitions of job satisfaction given by Wanous and Lawler (1972) are as follows -

1. "Overall job satisfaction is the sum of job facet satisfaction across all facets of job"
2. "Job satisfaction has been conceptualization as a weighted sum of job facet satisfaction”.
3. “Job satisfaction has been operationalized as the sum of goal attainment”.
4. Job satisfaction has been operationalized as a discrepancy between ‘how much is there now’ and ‘how much should there be’.

1.3 THEORIES OF JOB SATISFACTION:

There are different theories exist regarding the job satisfaction and it’s general impact upon behavior of employees. Some of the important theories of job satisfaction are as under.

1. Moslow’s theory (1943)
2. Herzberg’s theory (1959)
3. Vroom’s expectancy theory (1964)
4. McCellands theory (1965)
5. Porter’s & Lawler’s theory (1968)
7. Equity theory (1992)
Moslow’s Theory (1943):

Abraham Harold Moslow’s theory is also relevant to the present topic. Jobs which are able to satisfy more of the Moslow’s needs would be jobs which would result in greater satisfaction on the part of the employee.

To motivate a person one must find out at which level a person is and to create such conditions to meet his desires appropriate to his level. Maslow separates physiological and safety needs as “Lower order needs” which are satisfied by external input like pay, job security, housing etc. “Higher order needs” are the remaining three, which are satisfied, predominantly by internal inputs e.g. personality and attitude.

As Moslow proposed that, all human beings have a series of needs, which should ideally be satisfied at work. Maslow also found that, as one need was fulfilled, the next level of need tends to become the prime motivation. Hence the idea of hierarchy of five steps explained by Ghanekar (1995a) in her book ‘Organizational behavior’ as follows:

1. Psychological needs, like food, warmth shelter may be mainly satisfied at work by salary/wages.
2. Safety/security needs, like safe conditions, job security may be mainly satisfied at work by good working conditions and benefits.
3. Social needs, like belongingness and acceptance and appreciation may be mainly satisfied at work by harmonious teams.
4. Esteem needs, like need for status/power may be mainly satisfied at work by promotion and respect for position/expertise.
5. Self actualization needs, like need for self fulfillment may be mainly satisfied at work by challenging work which realizes an individual potential.

Moslow believed that the process repeats itself until the highest level need is satisfied. Based on this concept, Moslow identified five categories of needs and their role in motivating individuals.
Moslow state that motivation springs from basic needs of all human being.

Frederick Herzberg's theory (1959):

Frederick Herzberg’s theory is also known as two factor theory. Herzberg and his associates discovered through their research, that the factors that contributed to job satisfaction and job dissatisfaction were different. Dissatisfaction was associated with conditions surrounding the jobs e.g.

1. Working conditions
2. Pay
3. Security
4. Quality and supervision
5. Interpersonal relations.

Rather than the work itself, because these factors prevent negative reactions, Herzberg referred to them as hygiene (or maintenance) factors on the other hand, satisfaction was associated with work itself such as.

1. The nature of work
2. Achievements
3. Advancement
4. Recognition

Such factors were associated with high levels of job satisfaction. Herzberg called them as motivators. Herzberg’s distinction between motivations and hygiene factors is referred to as the two factor theory of job satisfaction.

The two factor theory has resulted in much more attention in job satisfaction and creative elements to work task.
Two factors in Herzberg’s theory

**Hygiene factors:** The job context factors that relates to the environment

- Company policies and administration
- Supervision; Relationship with superiors
- Working conditions; Salary; Relations to peers; Personal life; Relationship with subordinates; Status; Security

**Motivational factors:** Internal factors that relates the job content.

- Achievement;
- Recognition;
- Work itself;
- Responsibilities;
- Advancement;
- Growth.

<table>
<thead>
<tr>
<th>Presence</th>
<th>Absence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Help in preventing dissatisfaction</td>
<td>Lead to satisfaction and motivation</td>
</tr>
<tr>
<td>Absence</td>
<td>Presence</td>
</tr>
<tr>
<td>Increase dissatisfaction</td>
<td>Prevent both satisfaction and motivation</td>
</tr>
</tbody>
</table>

*Source: Veluri (2009b) Organizational behavior p. 432*

The theory also has been useful in emphasizing the importance of factors such as recognitions, advancement and responsibility.

According to Herzberg, satisfaction and dissatisfaction are not opposite poles of one dimension they are two separate dimensions, satisfaction is affected by motivator and dissatisfaction by hygiene factors.

**Figure 1.3**

**Essence of the Herzberg’s two factor theory**

- Traditional theory
- Herzberg’s Theory
- Dissatisfaction
- Maintenance Factor
- No dissatisfaction
- Dissatisfaction
- Motivates
- Satisfaction
- No dissatisfaction

*Source: Aswathappa K (2010b) O, 261*

To achieve motivation, the manager should cope with both satisfiers and dissatisfies, improve hygiene factor, provide satisfiers, motivation will then take place.
Herzberg's two factors theory

<table>
<thead>
<tr>
<th>Hygiene: Job dissatisfaction</th>
<th>Motivation: Job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Institute policies</td>
<td>• Achievement</td>
</tr>
<tr>
<td>• Supervision</td>
<td>• Recognition of achievement</td>
</tr>
<tr>
<td>• Intrapersonal relations</td>
<td>• Work itself</td>
</tr>
<tr>
<td>• Working conditions</td>
<td>• Responsibility</td>
</tr>
<tr>
<td>• Salary</td>
<td>• Advancement</td>
</tr>
<tr>
<td>• Status</td>
<td>• Growth</td>
</tr>
<tr>
<td>• Security</td>
<td></td>
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</tbody>
</table>

Source: Aswathappa K. (2010c) p.260

Vroom's Expectancy theory (1964):

Vector Vroom propounded the expectancy theory to explain motivation. It is process theory states that “Motivation is a process which ultimately leads to satisfaction.”

The central concept of this theory is that “An individual’s motivation and action depends on how closely his performances are related to the actual outcome, thus the expected outcome determines motivation”.

It can be stated in the form of a mathematical formula below:

\[ \text{Motivation} = \sum (\text{Valence} \times \text{Instrumentality} \times \text{Expectancy}) \]

The theory established the relationship between effort, performance and reward.

1. **Effort-performance relationship:** The probability as perceived by an individual the exerting a given amount of effort leads to performance.
2. **Performance-rewards relationship**: The degree to which an individual believes that performance of a particular level will lead to the desired outcome.

3. **Reward-personal goal relationship**: The degree to which organizational rewards satisfy an individual's personal goal or needs and the later activeness of those potential rewards for the individuals.

Above three relationships are returned as valence, instrumentality and expectancy.

*The theory is also known as VIE Theory where:*

- **V** = Valence is the strength of an individual's performance for a particular outcome.
- **I** = Instrumentality refers to the strength of belief about the certainty of the outcome
- **E** = Expectancy is a belief that efforts will lead to outcome and performance.

Source: Veluri (2009c) p. 451

![The Expectancy Model](attachment:image.png)

*Source: Varma & Agrawal (1984a) p. 147*

The figure shows that valance and expectancy jointly produce motivation that leads to increased efforts or action. The increased efforts will lead to outcome that represent desired goals for which the employee had some valance. In turn goal attainment should cause a more satisfied employee who is more likely to be motivated again.

**McClelland’s Theory (1965):**

According to the theory of McClelland that:

1. Employees with high achievement needs thrive on work that is challenging, satisfying, stimulating and complex.
2. They welcome autonomy, variety and frequent feedback from supervisors.
3. Employees with low achievement needs prefer situations of stability, security and predictability; they respond better to considerate than to impersonal high pressure supervision and look to the workplace and co-workers for social satisfaction.

McClelland’s research also suggests that managers can raise the achievement need level of subordinates by creating the proper work environment permitting their subordinates a measure of independence, increasing responsibility and autonomy, gradually making tasks more challenging and praising and rewarding high performance.

Figure 1.6
The essence of McClelland’s theory

<table>
<thead>
<tr>
<th>Individual needs</th>
<th>Responsive work environment</th>
<th>Can create</th>
<th>Work Motivation &amp; Job satisfaction</th>
</tr>
</thead>
</table>

Source: Aswathappa (2010) p. 266

Porter and Lawler’s theory (1968):

This theory is also known as the performance satisfaction theory of motivation. The theory assumes that satisfaction leads to performance and dissatisfaction limits the performance of individuals.

The assumption of Porter and Lawler’s theory is explained by Veluri (2009d) in his book as follows:

1. Motivation is not equal to satisfaction or performance.
2. Motivation, satisfaction and performance are independent variables but there exists some relationship.
3. The relationship between motivation and satisfaction can be expressed diagrammatically than mathematically.
4. More than valence and expectancy, some other variables and the cognitive process play a major role in determining motivation.
The motivation model of Porter and Lawler

The model explains complex relationship between motivation, performance and satisfaction.

According to the model motivation is the result of effort when abilities, traits and role perception accompany it. Rewards and the perception of reward determine the satisfaction of an individual. Thus Porter and Lawler's model is concerned with the results of performance. It suggests that performance leads to satisfaction. If an individual is satisfied, he will do better a job.

Locke's value theory (1969):

As per Aswathappa (2010d) Locke’s theory posts that, job satisfaction is the relationship between job outcomes realized as compared to those desired. Satisfaction is high when an employee receives outcomes which he or she value high, satisfaction is less when the outcomes received are valued less by the employee.

Locke’s approach focuses on any outcomes that people value, regardless of what they are and not necessarily lower order needs. The key for satisfaction, according to the theory, is the discrepancy between those aspects of the job one has
and those one wants; the greater the discrepancy, lesser the satisfaction, Locke’s theory suggested that job satisfaction may be derived from many sources e.g.

a) **Organizational factors like:**

1. Pay
2. Promotional opportunities
3. The nature of work.
4. Policies of organizations
5. Working conditions.

b) **Group factors:**

1. Size of group
2. Supervision

c) **Individual factors:**

1. Personality
2. Status
3. Interest in job

**Equity Theory (1992):**

Stacey Adam’s equity theory also contains a social element in which the individual compares his inputs and outcomes to those of others. It argues that a major input in to job performance and satisfaction is the degree of equity that people perceive in their work situation. Equity occurs when:

![Figure 1.8](source)

Source: Ghanekar Anjali (1995b) P. 41

Among the various theories of motivation and satisfaction, Moslow state that motivation springs from basic needs of all human beings, but they have different views on the extent to which the more basic needs must be satisfied before the self actualization or growth needs emerge.
Herzberg's motivation-hygiene theory holds that, some factors in the work environment serve as motivators and some serve as hygiene factor that prevent dissatisfaction.

Satisfaction may be useful a thought as an outcome rather than a cause of performance. According to contemporary theory, job satisfaction is the system from performance and accompanying rewards. Dissatisfaction can lead to several behaviors that hinder performance.

1.4 ADVANTAGES OF STUDYING JOB SATISFACTION:

There are various benefits & advantages of job satisfaction study, As per Varma and Agarawal (1984b) there are several benefits that are derived from the study of job satisfaction by the management and employees too. The benefits of study of job satisfaction are -

1) **Indication of general level of satisfaction:** A study of job satisfaction gives the management an indication of general level of satisfaction among the employees of organization. The study can point out how employees feel about their work and about organization, what part of their feeling needs attention. The study of job satisfaction is a powerful diagnostic instrument for looking at employee's problems.

2) **Communication:** The various communications is brought on by job satisfaction survey. The flow of communication is in all direction, i.e. upward, downward and lateral because such surveys planed, taken up and discussed. When management encourages the employee to explain what is in their minds upward communication may be fruitful.

3) **Improved attitude:** The attitude of employees can be improved through job satisfaction survey. It acts as a safety valve, releases ones emotions by impressing their emotions during the course of survey. On the other hand it shows an expression of management interest in employee welfare which gives employees better feelings towards management.

4) **Determine training needs:** It determine the needs of the employee. The survey shows in what areas the employees are dissatisfied or not
satisfied. It helps the management to determine whether employees need training in which field, so that management can arrange for the training.

5) **Benefit to Union**: Generally executive and union office bearer discusses about the various wants of the employee but surveys verify such arguments.

Aswathappa (2010f) elaborated some benefits of job satisfaction survey in his book of 'Organizational behavior' as follows:

1. A survey tells how employees feel about their jobs.
2. Survey also indicates specific areas of satisfaction or dissatisfaction.
3. Improved communication is another benefit of survey.
4. Another benefit of job satisfaction survey is improved attitude.
5. Job satisfaction survey helps to discover the cause of low pay, opportunities, unchallenging job.
6. Job satisfaction survey helps management to get a better handle, on why employees are lagging and to plan better solutions to problems.
7. Job satisfaction survey is indicator of effectiveness of organization.
8. It is an evaluation of the impact of organizational changes and employee’s attitudes.

1.5 **DETERMINANTS OF JOB SATISFACTION:**

Many factors influence job satisfaction of an employee. Job satisfaction is intangible and multivariable. According to Veluri (2009e), it can be classified into two categories:

a) **Organizational factors which determine job satisfaction of employee:**

1. Salary
2. Work itself
3. Working conditions
4. Job content
5. Organizational level
6. Opportunities
7. Work group
8. Leadership.
b) Personal factors of job satisfaction of an employee:
1. Age
2. Gender
3. Education
4. Personality

Work related factors:

Wages: Wages are the monetary benefits a worker earns from the job. They fulfill employee’s needs. Everyone expects a commensurate reward. The wage should be fair, reasonable and equitable. If an employee feels that the reward is fair and equitable, it produces job satisfaction. So wages are not perceived as equal to the labor exerted by employees. This leads to dissatisfaction and poor performance on the job.

Nature of work: The nature of one’s work has a significant impact on job satisfaction. Job involves use of intelligence, skills and abilities, and which are challenging and have scope for greater freedom, lead to job satisfaction. Feelings of boredom, frustration and failure, and a poor variety of tasks, lead to job dissatisfaction.

Working conditions: Good working conditions are needed to motivate an employee to spend the required time at the work place. Safety and comfort motivate an employee to work. Poor working conditions may lead to a feeling that one’s health is in danger. Thus, working conditions determine the level of an employee’s job satisfaction.

Job content: Job content refers to factors that are inherent in the job such as recognition, responsibility, advancement, achievement etc. Job involves a variety of tasks and which is less repetitive result in greater job satisfaction. A job, whose content is poor, produces job dissatisfaction.

Organizational level: The level at which an employee is working determines job satisfaction. Jobs at a higher level are viewed as prestigious. Employees working in such jobs express a greater degree of job satisfaction than those working in jobs at a lower level.
**Opportunities for promotion:** Promotion is an achievement in life; it leads to a higher salary and perks, and greater responsibility, authority, independence and status. It provides both monetary and non-monetary incentive. Therefore, opportunities for promotion determine the degree of satisfaction of employee.

**Work Group:** The work group exerts a tremendous influence on the satisfaction of employees at the place of work. The satisfaction an individual derives from his association with the group depends largely on his relationship with other group members, group dynamics, group cohesiveness and his own need for utilization.

**Style of leadership:** The style of leadership of the superior also determines the level of satisfaction of an employee. A democratic leader, who promotes friendship, respect and warm relationships among employees, enhances job satisfaction. On the other hand, employees working under authoritarian leaders express a low level of job satisfaction. Employees working under bureaucratic supervisors also express job dissatisfaction.

**Personal/ demographic factors:**

**Personality:** Factors such as perception, attitudes and learning determine psychological conditions, which in turn determine the personality of an individual. Therefore, these factors determine the satisfaction of individuals. An employee possessing a negative attitude about his job becomes disinterested in it. He is likely to express job dissatisfaction. An employee possessing limited knowledge of the job, or poor, learning capability is not likely to perceive his job as interesting. Thus, one’s personality determines whether a person is satisfied or dissatisfied with his job.

**Age:** Age is a significant determinant of job satisfaction. Younger employees possessing higher energy levels are likely to feel more satisfied. As employees grow older, aspiration levels increase. Unable to fulfill these aspirations, he feels dissatisfied. The relationship between the age of the employee and job satisfaction is complex and fascinating.

**Education:** Education provides an opportunity to develop one’s personality. It enhances individual wisdom, visualization, judgment, understanding and common sense. Highly educated employees possess persistence, rationality and thinking power. They can understand a situation and appraise it positively. Thus they are
likely to express satisfaction with their job. However, employees with a higher level of education have higher expectations from their job. Dissatisfaction will be greater when educated persons are employed in lower level jobs.

Gender: The gender and race of an employee also influence job satisfaction. Women are more likely to be satisfied than their male counterparts even if they have small jobs. This is because women have lower levels of aspirations.

Thus job satisfaction is an intangible variable, it consists of a complex number of variables, conditions, feelings and behavioral tendencies:

According to Bhagollwala (1992) job satisfaction can be derived from the following different factors:

1. **Personal factors:** age, sex, number of dependents, time on the job, intelligence, education and personality

2. **Factors inherent in the job:** Type of work, skill required, occupational status, geography and size of the organization.

3. **Factors controlled by management:** security, pay, fringe benefits, opportunity for advancement, working conditions, co-workers.

The first two factors are directly related with the job and last two are not connected to the job but which are presumed to have a bearing on job satisfaction.

As per Shrivastva & Gayani (2008) There are several elements that contribute to job satisfaction. Most important among them are wages, nature of work, promotion chances and quality of supervision, working group and working conditions.
According to Murthy (2004a) Oldham, Jansen and Purdy have suggested that there are three determinants of job satisfaction are shown in figure 1.10.

**Figure 1.9**

**Determinants of job satisfaction**

![Diagram showing determinants of job satisfaction]

**Figure 1.10**

**“Three determinants of Job satisfaction”**

<table>
<thead>
<tr>
<th>Experienced meaningfulness</th>
<th>Experienced responsibility</th>
<th>Knowledge of results</th>
<th>Feedback</th>
<th>Job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Job to be expanded</strong></td>
</tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>/ influence the determinants.</strong></td>
</tr>
</tbody>
</table>

- Skill variety
- Task identity
- Task significance
- Autonomy
Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that causes a person to say that they are satisfied with their job. A Person may be satisfied with one aspect of his/her job and dissatisfied with another. It is the responsibility of individual to balance the specific satisfaction with the job as a whole.

According to Robbins (2004b) determinants of job satisfaction are as under-

1. Mentally challenging work.
2. Equitable rewards.
3. Supportive working conditions.
4. Supportive colleagues.
5. Importance of good personality.

Variables of Job Satisfaction according to Locke (1978):

1. **Challenging Job**: Job must have scope for application of skills, knowledge and initiative. All above must be meaningful (Herzberg’s satisfiers and job characteristics is relevant here.)
2. **Equitable rewards**: More than reward equity and fairness of reward is equally important (Equity theory of motivation is relevant).
3. **Supportive working condition**: Supportive working conditions are equally important as the condition of work itself, to improve job satisfaction. Persons are interested to accept a lower pay if the work place is near to his or her home (this is linked to the absence of Herzberg’s dissatisfiers).
4. **Supportive colleagues**: This is another aspect which satisfy an employee. (Herzberg’s absence of dissatisfies, McClellands affiliation needs theory are relevant).

1.6 **CONSEQUENCES OF JOB DISSATISFACTION**:

Murthy (2004b) stated in his book that, low job satisfaction resulted in to:

1. Lack of control of work
2. Inability to use skills and abilities
3. Highly fractionated
4. Repetitive tasks involving few diverse operations
5. No participation in decision making, poor mental health was related to such factors.
6. Older workers and workers in large urban area show more tolerance for routine monotonous jobs.


1. Staff seems no sense of or agreement with the library's value and goals
2. While staff is competent and well educated, they don’t feel they are working near their potential
3. The performance of regular work is not of high quality
4. Staff are concerned that they are not being developed.
5. Staff responds to feedback on their performance from the head with defensiveness and denial.
6. Work done frequently lacks quality or is chronically late.
7. Staff tends not to take initiatives, don’t take on tasks before having to be asked and reacts problems rather than anticipate them.
8. Staff tends to resist efforts to integrate their efforts with the work of others.
9. Staff also tends to focus on their narrow domain seldom taking the total department perspective.
10. Meeting frequently are considered a waste of time because staff selection bring up all the issues and when they do raise their concerns, they tend to defend their own turvy rather than strive for a quality solution.
Dissatisfaction can be reflected through:

Employee expresses their dissatisfaction in number of ways. According to Robbins (2004c) following are the expression of dissatisfaction:

1. **Exit**: Behavior directed towards leaving the organization, including looking for a new position as well as resigning.

2. **Voice**: Actively and constructively attempting to improve conditions, including suggesting improvement discussing problems with superiors and some forms of union activity.

3. **Loyalty**: Passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to do the right things.
Dimensions of job satisfaction:

According to Sudan and Kumar (2003) there are three important dimensions to job satisfaction.

1. Job satisfaction is an emotional response to a job situation, as such, it cannot be seen, it can only be inferred.
2. Job satisfaction is often determined by the exceed expectations.
3. Job satisfaction represents several related attitudes.

Outcome of job satisfactions:

1) The satisfaction – performance relationship can be summarized in the statement “A happy employee is a productive employee”.
2) The organization with more satisfied employees tends to be more effective than organizations with less satisfied employees.
3) It is found in various studies that, the employees with high satisfaction score much higher attendance than those with lower satisfaction level.
4) Satisfied employees are more likely to remain with the organization because receipt of recognition, praise and other rewards give them more reasons for staying.
5) Satisfied employees tend to have better mental and physical health.

6) It is found in various studies that satisfied employees can learn new job related tasks more quickly.

7) Satisfied employees are more likely to exhibit pro social "citizenship" behavior and activities.

8) Satisfied employees help coworkers, customers and being more cooperative.

9) Job satisfaction is an indicator of job quality.

10) Satisfaction on the job carries over to the employee's life outside the job.

An individual in the organization wants to satisfy his needs while working for it. Depending on the nature of the individual, he may want equitable financial package/salary, employment benefit, job security, interesting work, involvements in decision making process and getting proper feedback about his/her performance. If these factors are favorable, individual feels job satisfaction and contributes positively with the support of organizational facilities. Therefore, all these factors have been taken in to consideration for the present study.

1.7 ASSESSMENT OF JOB SATISFACTION:

Job satisfaction is a qualitative aspect. It can not be understood strictly in quantitative terms. Therefore, job satisfaction should be measured by a survey of employee attitude. As per Veluri, (2009f) there are various techniques employed to measure job satisfaction. Many organization and researchers favors questionnaires because personal observations and interviews are very time consuming. (Cherrington & McMullin, 1989)

The most common approach to measuring job satisfaction involves the use of questionnaire in which highly rating scales are completed. Using this method people answer questions allowing them to report their reactions to their job.

According to Sinha (1988b) Hoppok probably was the first social scientist to measure job satisfaction. He used a job satisfaction blank comprising of questions asking employees what were their feelings towards the job they were doing. In the Indian contest those used by Ganguli, Sinha & Pestonjee.
Table 1.1

Some of the job Satisfaction measuring instruments:

<table>
<thead>
<tr>
<th>Sr No.</th>
<th>Name</th>
<th>Items</th>
<th>Answer scale</th>
<th>Factors assessed</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Job Description Index (JDI)</td>
<td>05</td>
<td>‘Yes’ or ‘No’( ? ) can not decided</td>
<td>Work itself, pay, promotional opportunities, supervision and coworkers.</td>
</tr>
<tr>
<td>02</td>
<td>Minnesota Satisfaction Questionnaire (MSQ)</td>
<td>100</td>
<td>Five point liker scale</td>
<td>20 factors: Ability, utilization, achievement, activity, advancement, authority, policies, compensation, coworkers, creativity, independence, moral value, recognition, responsibility, security, social service, social status, supervision variety, working conditions &amp; human relations.</td>
</tr>
<tr>
<td>03</td>
<td>Spectors Job Satisfaction Survey (JSS)</td>
<td>09</td>
<td>Likert 6 point scale</td>
<td>• Pay promotion</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1. Disagree very much</td>
<td>• Supervision benefits</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2. Disagree moderately</td>
<td>• Contingent rewards</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3. Disagree slightly</td>
<td>• Operating procedures</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4. Agree slightly</td>
<td>• Coworkers</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>5. Agree moderately</td>
<td>• Nature of work</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>6. Agree very much</td>
<td>• Communication</td>
</tr>
</tbody>
</table>

Source: Greenburg & Baron, (2003b) p. 148

The most widely used techniques of measurement of job satisfaction include:

1. Ratings scale or questionnaires
2. Critical incidents
3. Interviews and
4. Action tendencies
1. **Rating Scale and questionnaire:** This is developed by Likert in 1932 and widely used even today. In this an individual is asked to indicate his/her agreement or disagreement with job factors. This is normally done on five point scale. It is also positive to use 7 point scale too:

These scales fall into two categories.

I) Tailor made scales: This is constructed for a particular setting or a project.

II) Standard scales before use of this scale one should ensure its reliability and validity of the measuring instrument.

2. **Critical Incidents:** Another technique of assessing job satisfaction of an individual is critical incidents. This is developed by Herzberg. In this technique employees were asked to describe incidents on their job when they were particularly satisfied of dissatisfied.

3. **Interviews:** A personal interview is a type of method of assessing satisfaction. In this employees are interviewed individually and the response speak about their satisfaction and dissatisfaction. In the interview by questioning people in person about their attitudes, it is often possible to explore them more deeply than using highly structural questionnaire. It is possible in the interviews to learn about the causes of various work related attitude.

4. **Action tendencies:** This represents the inclinations people have to avoid or approach certain things. By gathering information about how they feel like acting with respect to their jobs, the job satisfaction can be measured.

All these measures have led to greater scientific understanding of employee’s job satisfaction and their greater value may be for research purpose. There are several ways of measuring job satisfaction of employees. The most popular ways are rating scale/questionnaire and critical incidents. Researcher has used the same technique in the present study for obtaining the data.
References:

29. Sekharan, Uma. (2006b) Ibid. pp.82.


