CHAPTER 1

INTRODUCTION OF JOB SATISFACTION

1.0 JOB SATISFACTION OF TEACHERS

The successful running of any educational system depends mainly upon the teacher, the pupil, the curriculum, and the facilities. Of these, the teacher is the most important one and is the pivot on whom the entire educational structure rests.

Teacher was regarded as a holy person in ancient India; he was compared to a God. He is to be treated as a combination of trinity (Brahma, Vishnu, Maheshwara) as well as the supreme one. Thus, teacher was regarded as the most perfect BEING in those days and teaching was considered to be holy duty.

As per our Indian ancestors, the Teacher may be gleaned from the hierarchy of their Gods: Matru Devo Bhava, Pitra Devo Bhava, Acharya Devo Bhava’ further it is said Guru Bramha, Guru Vishnu, Guru Devo Maheshwarah’ which implies that the teacher is the creator, the sustainer and the ultimate liberator.

The Teacher was looked upon as Guru or Acharya and was given the top most position in the professional hierarchy. Mukherjee(1957) stated that the teacher had no worry his head over the mundane necessities of life in the olden days, and hence he was free to pursue his quest for knowledge. In those days, he was a perfect model for the students in every aspect of Life. He was totally responsible for the process of education. He was given full freedom in planning the curriculum, methods of instruction and evaluation. The student and the society used to look up at the Acharya for guidance and not look down upon him as it is being done today.(Ramakrishnaiah and Bhaskara Rao, 1998)

The teacher in India has always been held in high esteem. Tradition has attributed to him certain desirable personal qualities which he will do well to cultivate in order to win and deserves that esteem. If the teacher is to secure and retain his rightful place, if he has to accomplish all that he might with his pupils, and if he has to find satisfaction in his work, he must know the qualities and qualifications required for the purpose and must strive to achieve them as far as possible (Ramakrishnaiah, 1998)

Indian Education Commission (1966) describes teacher as one of the most important factors contributing to the national development. The teacher has powerful and abiding influences in the formation of the character of every future citizen. Teacher acts as a pivot for the transmission of intellectual and technical skills and cultural traditions from one generation to the other. The best system of education may fail to achieve the desire ends in the absence of sincere, competent and professionally aware teachers. National Policy on Education rightly states “No people can rise above the level of its teachers”. The role of teachers in influencing the future of our advancing
national development is becoming increasingly important. Attracting and retaining high quality teachers is a primary necessity as well as a challenge for educational institutions. “Job satisfaction is a primary requisite for any successful teaching learning process. It is a complex phenomenon involving various personal, institutional and social aspects. If the teachers attain adequate job satisfaction, they will be in a position to fulfill the educational objectives and national goals. The Job Satisfaction of teachers is very important for the Organizational Climate of any Educational Institution.

1.1 INTRODUCTION OF JOB SATISFACTION

The relationship between the men and the work has always attracted the attention of the philosophers, scientist and novelists. A major part of man’s life is spent in the work itself. Work is a social reality and social expectations to which men seems to conform. It not only provides status to individual but also binds him to the society. The nature and significance of work would be important as an area of study, if only on the basis that it occupies so much of man’s life span. On the surface it may seems that with the growing complexities of the industrial society, work is simply a means of earning a living. This appears to be an over simplifications. Work serves many other functions for an individual. An individual’s sense of well being, of doing something worthwhile, of having some considerations, may be so compulsive that man may continue to work even if they are nor pressed by economic needs. If men worked for money alone, there would be no way of explaining the fact that some men who have plenty of money still continue to work. As a matter of fact, by working on a job most men gratify many of their needs. Work in this regard, is a potent source of need-gratification of all types such as physical, security, social and ego needs. Schaffer, (1953) opined that job satisfaction is primarily based upon the satisfaction of needs. The stronger the need, the more closely will job satisfaction depend on its gratification. The term ‘need’ is defined as a “a condition marked by the feeling of lack or want of something or of requiring the performance of some action” (Drever, 1964). The same lexicon defines an attitude as, “a more or less stable set or disposition of opinion, interest, or purpose, involving expectancy of a certain kind of experience and readiness with an appropriate response.” The goals or purposes to which needs are directed are technically termed incentives. Needs are terminated by attainment of incentives. This termination accompanies a “simple feeling-state” known as satisfaction. According to Drever, satisfaction is the “end-state in feeling accompanying the attainment by an impulse of its objective.” The resultant feeling of satisfaction is a function of the motive (need) strength and the opportunity that environment provides for the attainment of the appropriate incentive.

In the literature on industrial psychology, the term job satisfaction is quite frequently used for individual attitudes towards the specific aspects of the total work situation. The word ‘job’ is used in a restricted sense and refers to specific task. Whereas the term job satisfaction covers the satisfaction derived from being engaged in work or in any pursuit of a higher order, it is essentially related to human needs and their fulfillment through work. It is generated by the individual’s perception of how well his job satisfies his various needs.
Now-a-days, the concept of job satisfaction is not only limited to employee sector, but covers all the sectors, where there is involvement of the employees and workers. Job satisfaction likes of once job and its fulfillment what one do. It is acquiring an increasingly important role in modern society, in which man spends most of his time on his job, basically undertaken for payment received in lieu of it. Job satisfaction is important both to the employee as well as the employer. Greater job satisfaction is likely to lead eventually to more effective functioning of the individual and the organization as a whole. In fact, working life is to be evaluated not simply in terms of the amount of goods turned out, the productive efficiency and the profit it brings but the level of satisfaction that the participants derive from it. Generally work is approached from three perspectives important for job satisfaction. If you approach work as a job, you focus primarily on the financial rewards. The nature of the work has little interest for you and money is more important. If a job with more pay comes your way, you’ll likely move on. If you approach work as a career, you’re interested in advancement. You want to climb the career ladder or be among the most highly regarded professionals. You are motivated by the status, prestige and power that come with the job. If you approach your job as a calling, you focus on the work itself. You work less for the financial gain or career advancement than for the fulfillment of work. The satisfied worker is in general a more flexible and better adjusted who has the capacity to overcome the effects of an environment. He is more realistic about his own situation and goals. The worker dissatisfied with his job, in contrast, is often rigid, inflexible, unrealistic in his choice of goals, unable to overcome environmental obstacles and generally unhappy and dissatisfied. Lack of job satisfaction can be a significant source of daily stress. There can be various reasons of job dissatisfaction, such as, Bickering co-workers, supervisor; Conflict with supervisor; Not having necessary equipment or resources to succeed; Lack of opportunities for promotion; Having little or no say in decisions that affect, Fear of losing job; Work that finds boring or overly routine and Work that doesn’t tap into the education, skills or interests. A study of job satisfaction classifies and categorizes the conditions and factors that lead to job satisfaction or dissatisfaction. Besides one could reinforce conditions that make work more satisfying and fulfilling instead of dull and disappointing. Whether your work is a job, a career or a calling, you can take steps to restore meaning to your job. Make the best of difficult work situations by being positive. Doing so will help you manage your stress and experience the rewards of your profession. Apparently, assuring job satisfaction, over the long term, requires careful planning and effort both by employers and employees. Skills should be given to employees so that they can perform those tasks more efficiently and effectively thus relieving boredom and gains recognition. Employees should be creative, ready to take initiative and work in team, as large part of success in job is the ability to work well with others to get the job done. Employees should know how to accept people with their difference and imperfection, and how to give and receive criticism constructively in the same organization. Employees and employers should learn to de-stress. They should plan to avoid burnout by developing healthy stress management techniques. Creating a good blend of factors that contribute to a stimulating, challenging, supportive and rewarding work environment is vital. Because of the
relative prominence of pay in the reward system, it is very important that salaries be tied to job responsibilities and that pay increases be tied to performance rather than seniority.

1.3 AIM OF JOB SATISFACTION STUDIES

The following may be concluded as the basic aims for the earlier job attitude researches: (a) economic aim, (b) humanistic aim and, (c) theoretical aim. The economic aim of job attitude research is that a satisfied employee will be more productive than a dissatisfied employee. The humanistic aim of the job attitude research is to make the work hours as pleasurable and as meaningful as possible. The theoretical aim of job attitude research is to increase our understanding of man. Knowledge of the determinants of satisfaction and dissatisfaction at work can contribute appreciably to motivation and personality theory in particular and to psychological theory in general. Whilst in principle these three aims are separable, in practice they are not.

The economic aims were strongly represented in the early research as amplified by the work of Taylor who laid the foundation of ‘scientific management’ in 1911. In the 19th century ‘economic man’ was the basic notion, and motivation for work and money was considered to be the only source of satisfaction. The theory of economic man postulated that the worker is essentially a rational creature, who uses his reason primarily to calculate exactly how much satisfaction he may obtain from the smallest amount of effort or when necessary how much discomfort he can avoid. Although Taylor’s scientific management which provided a good example of the matching of human characteristics with those of the machine, got undoubted success, it has several weak points, Taylor depended upon an important field and never saw more than a very small segment of it. He failed to see the significant role of attitude of workers in organizing and directing their behavior.

In the field of attitude assessment of workers, Elton Mayo in 1925 propounded his theory of ‘human relations’. The publication of the classic Hawthorne studies proved almost a revolution for those interested in studying the behaviour of people working in industries and the findings proved to be trendsetters in the coming decades. Mayo’s study, according to Herzberg, Mausner and Snyderman in 1959 established that relationship between worker and supervisor ‘leads to a more potent influence on output than any manipulation of environmental condition and that informal associations of a group of man at work acts as a potent stabilizer on the level of reference in industry’. The Hawthorne studies led to the realization that work is a social phenomenon. The worker operates within the social framework which has its rules and regulations, and these affect the worker’s attitude and efficiency. Job attitudes are influenced by the total job-environment or at least, by its various aspects.

As the behavior of an individual within the organization is a result of interaction between the situation and personality, the attitude of the worker is influenced by the total job environment and personality related factors. In other words, both individual and environment related factors contribute significantly to determine the attitude of
the workers. Gradually, it was realized that by and large, investigators have focused
their attention on to specific variables in explaining the phenomenon of job
satisfaction and have not paid adequate attention to a theoretical framework to explain
the relationship between these variables and job satisfaction. This realization has
made researchers pay more attention to the problem of providing a theoretical
framework to explain the phenomenon of job satisfaction in relation to employee
motivation as well as every day organizational practices.

There are reasons to believe that the theoretical approach to the study of job
satisfaction is a necessity. The first and of course, the most straightforward reason
rests on the fact that strong correlation between absenteeism and satisfaction, as well
as, between turnover and satisfaction appear in the related co relational studies.
Accordingly, job satisfaction would seem to be an important focus of organization
which wishes to reduce absenteeism and turnover.

The second reason for interest in job satisfaction stems from its low but consistent
association with job performance. On speculation as to why this relationship exists,
one possibility appears that satisfaction causes performance whereas; there is no
theoretical reason to believe that satisfaction can cause performance. Researchers,
however, directed their attention in this direction. Many theories such as Maslow’s
Need Hierarchy Theory, Herzberg’s two factors theory, and Vroom’s Valence
Instrumental Expectancy (VIE) theory were developed to explain both, work
motivation and job satisfaction.

1.4 DEFINITION OF JOB SATISFACTION

“When work is a pleasure, life is a joy! When work is a duty, life is Slavery” (Gorky,
1927).

Madhu Malhotra’s definition of Job Satisfaction is “individual phenomenon,
measured by ascertaining certain attitudes. In other words, these attitudes result from
many likes and dislikes in connection with the job. Though attitudes are not job
Satisfaction, but job Satisfaction is comprised of a number of attitudes”

Job satisfaction is a pleasurable emotional state of the appraisal of one’s job; an
effective reaction and an attitude towards one’s job.

Bullock (1952) defines Job Satisfaction as an attitude which results from balancing
and summation of many specific likes and dislikes experienced in connection with the
Job- their evaluation may rest largely upon one’s success or failure in the achievement
of personal objectives and upon the perceived combinations of the job and company
towards these ends

"Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike
(dissatisfaction) their jobs"
Locke (1969) defines Job Satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.

Sinha and Agrawal in 1971 defines Job Satisfaction as a persistent affective state which has arisen in the individual as a function of the perceived characteristics of his job in relation to his frame of reference.

It is defined as the positive emotional response to the job situation resulting from attaining what the employee wants from the job. Job satisfaction is defined as member’s attitude towards their present working conditions. Job satisfaction is a pleasurable emotional state of the appraisal of one’s job; an effective reaction and an attitude towards one’s job. No doubt job satisfaction is an attitude but one should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors (Weiss, H.M. 2002). Hence, Job satisfaction is an attitude towards job taking into account feelings, beliefs and behaviors. Hoppock (1935) who commented that there were many opinions about job satisfaction but there were few studies undertaken in this field. For him, Job Satisfaction was a combination of psychological, physiological and environmental circumstances that cause a person truthfully to say, “I am satisfied with my job”. Thus Job Satisfaction is a favorableness with which employees view their work.

On the basis of the above review of definitions, we may conclude that job satisfaction is governed, to a large extent, by perception and expectations of the employees. Men work to satisfy their needs. For perfect job satisfaction there should exist a one to one relationship between the perception of how well the job-life fulfils the various needs and expectations or aspirations of the individual and the extent to which these needs are actually fulfilled. Any discrepancy between aspirations and perceptions account for dissatisfaction.

1.5 VARIOUS SOURCES OF JOB SATISFACTION

Wages: Wages play a significant role in influencing job-satisfaction. This is because of two reasons. First, money is an important instrument in fulfilling one’s needs; and two, employees often see pay as a reflection of management’s concern for them. Employees want a pay system which is simple, fair, and in line with their expectations. When pay is seen as fair, based on job demands, individual skill level, and community pay standards, satisfaction is likely to result.

Nature of work: Most employees crave intellectual challenges on jobs. They tend to prefer being given opportunities to use their skills and abilities and being offered a variety of tasks, freedom, and feedback on how well they are doing. These characteristics make jobs mentally challenging. Jobs that have too little challenge create boredom. But too much challenge creates frustration and a feeling of failure. Under conditions of moderate challenge, employees experience pleasure and satisfaction.
**Promotions:** Promotional opportunities affect job-satisfaction considerably. The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence, status and the like. An average employee in a typical government organization can hope to get two or three promotions in his entire service, though chances of promotion are better in the private sector. It is no surprise that the employee takes promotion as the ultimate achievement in his career and when it is realized, he feels extremely satisfied.

**Working condition:** Working conditions that are compatible with an employee’s physical comfort and that facilitate doing a good job contribute to job satisfaction. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the workplace, and adequate tools and equipment are the features which affect job-satisfaction.

**Supervision:** Perceived quality of supervision is another source of job satisfaction. Satisfaction tends to be high when people believe that their supervisors are more competent, have their best interests in mind, and treat them with dignity and respect. Satisfaction of members tends to be high when they are able to communicate easily with their supervisor.

**Organizational Policies and Procedures:** Organizational policies include the basis for effecting promotions, transfer, foreign assignments, lay-off and retrenchment, appraisal and reward systems, motivational methods. Skill based or job based pay and the like. Finally, job satisfaction has found to be related to one’s general life satisfaction. The more the people are satisfied with aspects of their lives unrelated to their jobs, the more they also tend to be satisfied with their jobs.

1.6 FACTORS INFLUENCING JOB SATISFACTION

**Personal Factors**

**Age:** Age can be one of the important factors contributing to Job Satisfaction. Job satisfaction tends to increase with age but in some jobs the trend may be different.

**Time on Job:** The more time the person spend in one job, the more satisfied he will be as he will get a sense of “We Feeling” person will feel that he is the part of this organization as he is working since long in this organization. So he will be more satisfied.

**Intelligence:** The intelligent workers to have somewhat poorer work attitude. The relation of intelligence to job satisfaction depends on the level and range of intelligence and the challenge of the job.

**Education:** Education is also one of the important factors of job satisfaction. Indian studies have generally shown that there is a tendency for the more educated workers to be less satisfied and conversely the less educated workers to be more satisfied. The
trend possibly reflects the generally prevailing situation in Indian organizations where no company advancement or reward policies in relation to education exist.

**Gender:** Gender is another factor which influences the satisfaction on job. Males almost irrespective of the organizational levels have generally been found to aspire primary for good pay, job security, and opportunity for advancement. Female employee preferred friendly people to work with, good social position and a secure job as more important than pay and other factors in their job.

**Number of Dependents:** Number of dependents play an important role in job satisfaction of employees. It is possible that the stress of greater financial need due to increase in family size widens the gap between the need and the satisfaction of it thereby bringing about greater dissatisfaction with one’s job. Some of the Indian organizations have incorporated family planning programs in their labor welfare activities. Some Indian companies claim to have a beneficial effect on programs, conducted with the help of professionally trained social workers.

**Personality:** personality is a major cause of job satisfaction and dissatisfaction. The extent of neuroticism increased, job dissatisfaction also increased in the same way. Neurotic tendency leads to job dissatisfaction only when the job itself is one of “greater” strain. The person who is high in interpersonal desirability by their fellow employees and high on total adjustment by supervisors have job satisfaction as well.

**Factors inherent in the Job**

**Type of work:** Industrial psychologists have long considered “type of work” as the most important factor inherent in a job. Studies abroad have shown that “variety of the job” causes greater job satisfaction than “routine work.” The extent of differential job satisfaction and dissatisfaction among employees engaged in different types of work and at different levels in Indian business and industry is not fully known. Also the importance of type of work cannot be separated out from such other factors as skill, pay, status, and organizational factors as personnel policies and practices, level of effectiveness of management, etc., since they are interlinked.

**Skill required:** where skill exists to a considerable degree it tends to become the first source of satisfaction to the workmen. Satisfaction in conditions of work or in wages becomes prominent only where satisfaction in skill has materially decreased. Skill as a determinant of job satisfaction does not operate alone. It operates together with the kind of work, occupational status, responsibility, length of service, personality characteristics, opportunity to use skill and possibly a host of other factors.

**Occupational Status:** Occupations are usually found to arrange themselves in hierarchy according to their relative status, prestige or values, in the particular society. Occupational status and job satisfaction are related but not identical with each other. Even when the holders of specific occupations state that they are very happy with their occupations, only a few of them express their willingness to enter their present occupation again, given a choice. The occupations which they would like to enter most often were those of higher status than that of their own. This occupational status
is determined not only on the way the individual employee regards the status of his job, but also on the way it is regarded by others in the society whose opinion he values. At any given time, the occupational status which is established among people in a society may be determined through an investigation. Such hierarchy of occupations, according to prestige, or social status may be found to be fairly consistent among people in society in general, or in a specific group of people in society, over a period of time. The hierarchy may differ from society to society at any given point of time.

**Geography:** Geography has been found to have some bearing on satisfaction and dissatisfaction of workers. It is, however, difficult to separate the cause of workers’ satisfaction, and dissatisfaction cannot, however, be attributed to geography alone as it is inseparable from the working condition levels of industrial development, the political, social and economic environment, the workers’ characteristics and possibly other factors as well in the regions.

**Factors controllable by the Management**

**Supervision:** The nature and attitude of supervisor plays an important role in Job Satisfaction. Usually the importance of the role of the supervisor has not been realized fully by the supervisors themselves or by the higher management and the workers. The supervisors in the process have lost confidence of their work on that as well. The workers in turn have developed expectations from their supervisors which are contrary to the interest of effective supervision and management of the organization.

**Co-workers:** Colleagues, co-workers are those individuals with one can spend most of the time in the organization. So relationship with the coworkers also plays an important role in the job satisfaction.

**Security:** Job security is the second most important preference out of various job factors. In short while getting a job is of foremost importance being secured on the job is the very next requirement. This is understandable in the face of widespread unemployment, uncertainties in the employment- market and the conditions which are often termed as unfair labor practices.

**Pay:** Adequate Salary emerges as the most predominant preference of all the job factors. Monetary rewards are the most important factors contributing to job satisfaction. Like basic wage and salary contributes the most in satisfaction or dissatisfaction of any individual.

**Fringe Benefits:** Apart from basic pay and salary, fringe benefits also play an important role in satisfaction of individuals. Adequate personal benefits have been given frequently moderate ranking.

**Opportunity for Advancement:** The fact that opportunity for advancement is so highly ranked may lead to the interpretation that every worker will want to get promotion and will feel satisfied in getting it. In reality, promotion is not available to
the majority of workers and the chances become less and less as one approaches the organizational pyramid.

1.7 Measuring Job Satisfaction

There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the point likert scale. Other less common methods of for gauging job satisfaction include: Yes/No questions, True/False questions, point systems, checklists, and forced choice answers.

The Job Descriptive Index (JDI), created by Smith, Kendall, & Hulin (1969), is a specific questionnaire of job satisfaction that has been widely used. It measures one’s satisfaction in five facets: pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. The scale is simple, participants answer either yes, no, or can’t decide (indicated by ‘?’) in response to whether given statements accurately describe one’s job.

The Job in General Index is an overall measurement of job satisfaction. It is an improvement to the Job Descriptive Index because the JDI focuses too much on individual facets and not enough on work satisfaction in general.

Other job satisfaction questionnaires include: the Minnesota Satisfaction Questionnaire (MSQ), the Job Satisfaction Survey (JSS), and the Faces Scale. The MSQ measures job satisfaction in 20 facets and has a long form with 100 questions (five items from each facet) and a short form with 20 questions (one item from each facet). The JSS is a 36 item questionnaire that measures nine facets of job satisfaction. Finally, the Faces Scale of job satisfaction, one of the first scales used widely, measured overall job satisfaction with just one item which participants respond to by choosing a face.

1.8 Significance of Job Satisfaction

Job satisfaction has been the centre of the concentration for researchers over three decades. The reasons for such concentration are manifolds:

Job satisfaction has some relation with the mental health of the people.

Dissatisfaction with one’s job may have especially volatile spillover effects on many other things such as family life, leisure activities etc. Many unresolved personality problems and maladjustments arise out of person inability to find satisfaction in his work. Both scientific study and casual observation provide ample evidence that job satisfaction is important for the psychological adjustment and happy living of individual.

Job satisfaction has some degree of positive correlation with physical health of individuals.
People with greater satisfaction tend to have greater incomes and more education and thus coincidently enjoy greater benefits, which promote longevity. On the other side of the coin, it was contended that chronic dissatisfaction with work represents stress, which, in turn, eventually takes its toll on the organization. Emotional stress, as physicians contend has been implicated as a contributory factor in the genesis of hypertension, coronary artery disease, digestive ailments and even some kinds of a cancer. Therefore, job satisfaction is essential to maintain physical health also.

Spread goodwill about the organization

From the point of view of an organization, people who feel positively about their work life are more apt to voice ‘favorable sentiments’ about the organization to the community at large. When the goodwill of the company goes up, new, qualified and dynamic entrants show their interest in joining the organization. The organization thus will be in a position to enjoy the talents of people as job satisfaction fosters a pervasive residue of public goodwill towards the organization.

Individuals can ‘live with’ the organizations

A happy and satisfied individual can find it easy to live within the organization as well as outside it. On the contrary, a chronically upset individual makes organization life vexations for others with whom he interacts.

Reduces absenteeism and turnover

The calculable costs-employee turnover and absenteeism are sufficient to accept the importance of job satisfaction. Higher job satisfaction reduces labor turnover and absenteeism, and the managers are compelled, if they are unconvinced about the merits of job satisfaction, to give priority, and adequate weight age to job satisfaction. A serious consequence of job dissatisfaction can be the employee turnover.

1.9 Theories of Job Satisfaction

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 value a given facet of work 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.
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.

Two-Factor Theory (Motivator-Hygiene Theory)

Herzberg’s 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 organization goals. 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.

Job Characteristics Model

Hackman & Oldham proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.). The five core job characteristics can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee’s attitudes and behaviors.

1.10 Need Satisfaction Model of Job Attitude

One of the most prominent areas of study in organizational behavior is job attitudes. Need satisfaction models, as theoretical framework, have been universally applied by a number of researchers to understand job satisfaction, and occasionally motivation. G.R Salancik and J. Pfeffer (1977) analysed the nature of need satisfaction Models and their usefulness for understanding the individual’s reactions to their jobs.

Need satisfaction Model, in its basic structure, is quite simple which is diagrammatically summarized. The model posits that persons have basic, stable, relatively unchanging and identifiable attitudes, including needs .the model also
assumes that jobs have a stable, identifiable set of characteristics that are relevant to those needs of individuals. Job attitudes are presumed to result from the correspondence between the needs of the individual and the characteristics of the jobs or the job situation. When the characteristics of the job are compatible with the person’s need, the assumption is made that the person is satisfied and, on occasion, further argument is made that the person will be more motivated to perform the job. Jobs which fulfill a person’s need are satisfying; those that do not are not satisfying. If the person is satisfied with his job, it is presumably because the job has characteristics compatible with his needs. If the person is unhappy with his job, it is because the job is presumably not satisfying his needs.

![Diagram of need satisfaction model of jobs, needs, attitudes and behavior]

**Figure 1.0 Need satisfaction model of jobs, needs, attitudes and behavior**

There are varieties of assumptions embedded in the need satisfaction model. Its first component is an assumption of the causality. The presumed sequence of causality begins with the job and its characteristics. Job characteristics are considered as stimuli
which elicit an attitude from the person. It shows that need satisfaction models have neglected attitude which results from the characteristics of the person. In other words, if a person likes the job, need satisfaction model argues that he/she may impute desirable characteristics to the job as a consequence.

A second component of such a model is that attitudes are conceived of as reactions by people to their environment. Some argue that the reaction is affective, involving a component of arousal. Others postulate a behavioral reaction involving some approach or avoidance to the job. Still others suggest that there is a cognitive component involving evaluation. Need satisfaction model, however, does not distinguish amongst these possible reactions.

There is a presumed implicit attitude behavior causal link in most need satisfaction formulation. For example, in case of absenteeism as an indicator of job attitudes, there is the presumption that the satisfied worker will manifest his feelings by staying off the job.

A third feature of need satisfaction model is that needs are conceptualized as relatively stable characteristics of persons. In predicting the reaction of an individual to his job, needs are the filter through which reactions distill. There are differences among versions concerning the ambiguity of needs across the population and also some difference persists in the extent to which needs are viewed as changeable. Further, many theorists argue that ‘need strengths’ change.

A fourth feature of the need satisfaction model is the conceptualization of job characteristics which are considered as realities in the environment to which the individual responds. Jobs have particular and fixed characteristics which bear some relations to a person’s needs. Jobs can be routine, provide feedback, give workers freedom, require a variety of skills and so forth. Organizational context affects workers’ responses through the mediating construct of the perceived work environment. According to this formulation these are objective, structural features which affect the perceived environment and this, in turn affects attitudes toward the job and the organization. Present need satisfaction models do not seriously consider the possibility that job characteristics are socially constructed realities, mediated by the individual’s social environment, rather than inherent characteristics of the objective situation.

The fifth component of need satisfaction model is the functional relation among needs, job characteristics and attitudes. If attitudes result from the interaction of a person’s needs with the objective job characteristics, it is necessary to specify how such attitudes are related to needs and characteristics. In discrepancy model persons are asked to rate the importance of characteristics presently associated with their jobs and how much of each characteristic they would prefer to have connected with the job. The individual need deficiency can be correlated with satisfaction or other criteria variables. Given that moderate correlations were found, other possible. Combinations of such scores to predict the criterion could be construed.
Another model for measuring the interrelationship of need, job characteristics and attitude suggests that attitudes are a function of the presence or absence of positively valued job characteristics. This means that higher the person’s need for a certain characteristic, the higher the correlation between the presence of the characteristics and motivation or job satisfaction. In this formulation, respondents are asked about their jobs, satisfaction and higher order needs, presumably met by the various job characteristics. An interaction is posited between higher order need strength and the relation between job characteristics and job satisfaction, though this interaction has rarely been explicitly tested in the research. However, the question is left open as to whether attitudes are a function of the number of job characteristic present, whether job characteristics interact to effect attitudes, or whether the importance of various characteristics varies.

Need satisfaction models are consistent with other models of human behavior that promote beliefs about human rationality. This model is similar to the rational-economic man model of decision making which argues that people make decisions consistent with the extent to which choice alternatives satisfy or do not satisfy their preferences or self interest. It suggests that human responses are rationally linked to the environment. Need satisfaction models also have the benefit of attributing potency and freedom to individuals. The idea that individuals shape their actions to satisfy their needs give individual activity purpose and direction. However, though the need satisfaction models apparently attribute freedom to an individual, in one important respect they also deny a person freedom to behave. Implicit in the idea that a person is motivated to satisfy his needs is that needs serve as inevitable determinants of action. Moreover, it offers the further advantage of being simple, easily expressed views of human behavior.

Edwin A. Locke (1969) observed that despite considerable interest in study of job satisfaction and dissatisfaction, the understanding of this phenomenon has not advanced at a pace commensurate with research efforts. Using the Rand’s theory of emotions as starting point, he discussed the concept of satisfaction, dissatisfaction, value, emotion and appraisal, and their interrelationships. This theory of job satisfaction contrasted with other job satisfaction theories.

As regards nature of emotions, Locke gathered from literature that man’s consciousness has three basic biological functions such as (a) cognition, the identification of existents; (b) evaluation, the estimate of the beneficial or harmful relationship of perceived existents to oneself; and (c) the regulation of action of actions. The faculty of cognition i.e., sensation, perception and conception enables man to discover what exists, but it does not tell him what action/s to take with respect to this knowledge. It does not reveal the significance to him of the existents he perceiving. Further, to maintain its life, an organism takes actions which fulfill its need, and, evaluates the objects and conditions which confront it, using its own life as the standard.

The physical sensations of pleasure and pain are biologically programmed evaluations which play a crucial role in protecting man’s life by informing him whether his course of action is life-enhancing or life negating. Further, through a process of reasoning
man discovers what his life requires and accordingly, acquires a code of values. A value is that which one acts to gain and/or keep: 'It is that which one regards as conducive to one's welfare'. The process of evaluation consists of estimating the relationship between some objects, actions or conditions and one or more of one's values, and therefore, in making a value judgment one is answering the question, "Does this object (action, condition) enhance or threaten my value?"

Introspectively, man cannot hold all of his values in focal awareness simultaneously. Instead when he encounters a new object, situation or problem, relevant knowledge and values enter consciousness automatically.

Locke (1969) noted that man's most basic emotions are those of pleasure and displeasure or joy and suffering. Pleasure is the consequence of (perceived) value achievement whereas displeasure or unhappiness proceeds from the (perceived) negation or destruction of one's values.

CHAPTER 2
REVIEW OF LITERATURE

2.0 INTRODUCTION

Every piece of ongoing research needs to be connected with the work already done, to attain an overall relevance and purpose. The review of literature thus becomes a link between the research proposed and the studies that are already conducted in the field. There are probably three stages in most of the reviews. First, find the information. Second, appraise what have found for relevance and robustness. And third, synthesize findings into a set of collective conclusions. Review of related literature covers from different sources as research materials, including books, magazines, periodicals, websites, scientific papers, journals, encyclopaedia, and researches of others.

2.1 PURPOSE OF LITERATURE REVIEW

- Identifies gaps in current knowledge
- Helps to avoid reinventing the wheel by discovering the research already conducted on a topic
- Sets the background on what has been explored on a topic so far
- Increases breadth of knowledge in area of research
- Allows to provide the intellectual context for work and position the research with other, related research