

CHAPTER 2

Literature Review

In Chapter 2, the literature review will defined the importance of job satisfaction towards an organizational outcome. The impact of achieving job satisfaction will produce a high level of job performance and towards achieving the organizational goals. This chapter will fully examine the factors that contributed to the job satisfaction and its relationship in describing those factors.

2.1 Introduction

Organizational scholars have long been interested in why some people report being very satisfied with their jobs, while others expresses much lower levels of satisfaction. Locke (1976) explained that the drive to understand and explain job satisfaction has been motivated by utilitarian reasons (e.g., increased productivity and organizational commitment, lower absenteeism and turnover, and ultimately, increased organizational effectiveness) as well as humanitarian interests (i.e., employees deserve to be treated with respect and have their psychological and physical well-being maximized). Satisfied workers also tend to engage in organizational citizenship behaviors, i.e., altruist behaviors that exceed the formal requirements of a job according to Schnake, (1991); while dissatisfied workers show an increased propensity for counterproductive behaviors, e.g., withdrawal, burnout, and workplace aggression Spector, (1973).

According to Lofquist and Dawis (1969) and Porter et al (1975), job satisfaction is generally conceptualized as a general attitude toward an object, the job. It is also in regard to the employee's attitude to the job concern. This definition is similar to the one which was mentioned by Locke (1976), who defined job satisfaction as 'a pleasurable or positive emotional state, resulting from the appraisal of one's job experiences'. This opinion was supported by Davis (1974), McCormick and Illgen (1985) which indicated that job satisfaction referred to the employee's attitude toward the job concern. According to Herzberg Theory's, satisfaction in workplace is 'intrinsic' to the job concern which the employee's is directly involved the stimulus for employees satisfaction is derived from the job content and the context in which it occurs.

Cranny, Smith, & Stone (1992) defined job satisfaction as an employee's affective reactions to a job based on comparing actual outcomes with desired outcomes. It is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements (Howard & Frink, 1996). Porter and Steers (1973) argued that the extent of employee job satisfaction reflected the cumulative level of met worker expectations. That is, employees expect their job to provide a mix of features (e.g., pay, promotion, autonomy) for which the employee has certain preferential values. The range and importance of these preferences vary across individuals, but when the accumulation of unmet expectation becomes sufficiently large there is less job satisfaction and the greater the probability of withdrawal behavior as stated by Pearson (1995).

Building upon the theoretical groundwork of Maslow and Herzberg Theory's, Hackman and Oldham (1975) developed an empirical model to analyze the immediate work environment. One key feature of this model was the ability to measure important job task characteristics commonly identified as being important sources of motivation within the workplace. More specifically, they identified five 'core' dimensions for evaluating the immediate job satisfaction which has significant correlation with high sense of motivation. The 'meaningfulness of the work' (to what extent the individual perceives the work as significant and important), 'the responsibilities for the job' (how far the individual feels personally accountable for the outcomes of the work) and 'the extent to which the employees have knowledge about the results of his or her efforts' were the main underlying job task characteristics.

Meanwhile, Seashore and Taber (1975) indicated that there are various social combination indicators which comprises of few independent variables that influences the job satisfaction among the new employees. Based on that model, the individual interaction with the work environment is influencing the job satisfaction. It can be further proofed with the effect of dissatisfaction will have impact on low job performance, aggressive attitude and misconception of perceptions. As for the organizational setback, it can be seen from the actions of employees sabotaging, low productivity and carelessness toward the job concern.

A broad situational factor, job level, is positively correlated with satisfaction with all aspects of the job probably because higher-level jobs tend to have better working conditions, pay, promotion prospects, supervision,

autonomy, and responsibility as commented by Robie, Ryan, Schmieder, Parra, & Smith (1998). Zeitz & Gerald (1990) found that perceptions that employees have about numerous aspects of their work environment (management climate, job content, reward fairness, employee influence on work group, and promotion opportunities) explained job satisfaction.

Lawler (1995) stated that an organization's reward system can be used to influence its strategies implementation and overall effectiveness in several ways. According to him, one of the most important ways a reward system can be very influential is in attracting and retaining employees. In fact, the effectiveness of the reward system is to attract and retain employees is deemed to be the most important strategy. According to Gibbons (1998) in Amuedo-Dorantes and Mach (2003), organizations which adopt a performance based pay system are able to attract good employees. Hence the Army may possible look into this as to provide an avenue in order to motivate and reach the job satisfaction level among the soldiers.

2.2 Demographic Characteristics

A common demographic variable frequently used to study is that of gender. Historically, the public sector in general and in military organizations in particular was indifferent to the needs of female employees because the military is dominated by male employees. Given that short history of employment of women in the military, it seems reasonable to assume that as the result that the female employees might report a lower level of job satisfaction than their male counterparts as it is generally the males who traditionally set the tone for the organizational culture or work values.

There are a few researches that have been conducted among the police organization in United States of America but nevertheless it did not produce conclusive results with the respect to gender. Belknap and Shelley (1972) argued that a female employee's job satisfaction may be linked to the percentage of female in a given police organization.

Age is another factor in studying demographic variable in relation to job satisfaction. Crewson (1917) found that the length of experience working in the public sector is significantly associated with an employee's satisfaction and commitment to the organization. Buzawa (1984) during a research on police officer's job satisfaction found that a negative correlation between the tenure of service and job satisfaction. It was further enhanced and confirmed in a longitudinal study of the same police organization ten years later (Buzawa et al, (1994). In another research conducted by Dantzker (1994), the result was different. The result stipulated that officers in the bracket age of 26 to 35 years group had the lowest level of job satisfaction. While, the oldest and youngest group of officers reported higher level of job satisfaction. Burke (1989) observed that the level of job satisfaction among the officers with little experience was high then it dropped gradually until the sixteenth year of service. After that year, the level of job satisfaction rose again gradually. Farkas and Tetrick (1989) in a study conducted in relation to navy officers in United States of America found that the length of service does have significant toward job satisfaction. Those who didn't acquire the job satisfaction level will have a greater tendency to leave the service.

The other commonly identified variable in studying the demographic characteristic is academic qualification. Job satisfaction researchers found that employee's with higher academic qualification will tend to experience greater job satisfaction compare to those who has lower academic qualification (Jayaratne, 1993; Burk, 1985). However, Dantzker (1992) in his research found that a positive relationship between academic qualification and level of job satisfaction but only among police officers in the United States of America with less than five years experience. More experience officers showed a negative relationship between academic qualification and job satisfaction.

The work assignment of an employee's can be considered to be a conditioning variable. Williamson (1996) observed that 'occupational choices partially define and reflect our identities'. Consequently, the specific assignment distinguishes individuals from others in an organization by creating an occupational identity, and by supplying a reputation attached to it. Historically, a primary purpose of Taylor's (1947) scientific management theory, for example was to promote the division of labor into different assignments resulting in increased productivity and job satisfaction.

RAND researchers during a study of job satisfaction among military officers found that there are significant differences in job satisfaction among different fields of doctors. Pediatricians reported the highest level of overall job satisfaction while obstetricians indicated the lowest level of job satisfaction (Kravitz et al, 1991). Other studies have also found that variation in work

assignment affects employee's job satisfaction (Jayaratne and Chess, 1984; Williamson, 1996).

The RAND study suggested that there is a positive relationship between work assignment and employees job satisfaction. Poister and Harris (1997) found that job satisfaction is significantly correlated with employee's empowerment and autonomy.

Another demographic variable frequently studied in relation to an employee's job satisfaction is job tenure. Job tenure is the length of time an individual has worked in a specific position in an organization. Tenure on the job can have significant impact on individual's job related attitude (Tsui and O'Reilly, 1989; Wesolowski and Mossholder, 1997). When an employee has been on the job for a long time, his or her investments in the job and organization (sunk cost) may be greater than someone who has been on the job for a shorter duration. Previous research suggests that employee's job tenure is related to their intention to leave early in the organization and thus, will affect their job satisfaction and organizational commitment (Arnold and Feldman, 1982; Miller and Wheeler, 1992).

Lim and Teo (1998), in a study of job satisfaction of police officers in Singapore found that more senior tenure groups reported significantly higher mean scores on career plateau and has the intention to quit. To the extent that these senior police personnel perceived themselves to be stagnant in their promotion prospects, they suggested that the organization may provide organizational interventions such as challenging work experiences, lateral

moves and restructured personnel policies to assist these senior police officers in coping their career plateau.

Research studies also found that rank or job level in an organization have a significant relationship to job satisfaction. Ronen (1978) noted that job satisfaction will increase with rank. Near et al. (1978) examined that relationship between age, occupational level and overall satisfaction, reporting that the strongest predictors of job satisfaction among 18 variables were occupational level; rank and age. Miles et al. (1996) found job level or rank to be a significant predictor of employee's level of job satisfaction. Allen, John P. and Bell (1980) concur with that study, which indicated that among the soldiers in the United States of America Army, salary and rank does influence the job satisfaction and if those factors were not favorable, and then they will decide to leave the service.

Holden and Black (1996) surveyed a random sampling of 293 psychologists employed as faculty members in medical schools in the United States of America to evaluate professional activities, academic productivity and satisfaction than associated or assistant professors. The evidence from the literature seems to suggest that rank is a reliable predictor of job satisfaction with employees at higher rank being generally more satisfied with their jobs compared with employees at lower ran structures.

In studies of effect of working in government sector vis-à-vis working in private sector, researchers concluded that government employees are less satisfied than their counterpart in private sector. In fact, no differences were found between the two sectors in job satisfaction with supervision or co-

workers. On the other dimension of job satisfaction, (pay, opportunity for career development or dealing with others), government sector employees are more satisfied than private sector although some managers feel otherwise (Blunt and Spring, 1991; Steel and Warner, 1990).

A few studies that deal specifically with professional in the government sector as an occupational group. Emmert and Taher (1992) found that the variations in social satisfaction, feedback from others and fulfillment of employee's intrinsic needs. These finding partially support those study conducted by Cherniss and Kane (1987).

Personal characteristics such as age, gender, education level, and pay grade did not contribute incrementally to explaining the variance in work satisfaction beyond that explained by variables describing the job situation. In Agho, Price, & Mueller (1992), evaluation of alternative confirmatory factor models found that a job satisfaction and the personality tendencies of negative and positive affectivity were empirically distinct.

In conclusion, a review of the literature reveals two important points. First, there is lack of consensus with the respect to the principle sources of job satisfaction. Most management theories suggest that the immediate work environment should have a pre-eminent effect on employee job satisfaction, while more recent studies would seem to indicate that demographic attributes of individual employees are strongly predictive of job satisfaction experienced in the workplace. The two sources-demographic vis-à-vis work environments can be seen as distinctly competing models in research on job satisfaction.

Secondly, the causal relationship among job satisfaction, demographic attributes and work environment remain unclear. According to Herzberg's Theory, the immediate work environment should have a direct effect on employee's job satisfaction while several demographic factors may have an insignificant or indirect relationship with employee's job satisfaction. This applies not only to gender, race, age, academic qualification, job tenure and rank but also to the work assignment. This is because the assignment might have an indirect effect on job satisfaction through the particular work environment and because employees have experienced and developed perceptions of it.

2.3 Job Satisfaction and Job Factors

Based on the analytical framework and model of Barnowe, Mangione and Quinn (1972), this study will attempt to explain the linkages between factors on work environment and demographic characteristics with job satisfaction.

2.3.1 Job Satisfaction and Relationship with Peers

The work group serves as a source of job satisfaction in terms of social relationship, interactions and sharing of things in common. In addition, the work group established norms such as group behavior, level of output and pattern of work. While associating with the peer group will provide a certain amount of job satisfaction for an employee, alienation from the group will prompt feelings of powerlessness, meaninglessness, isolation and self-estrangement.

Katz (1964) states that simulation, approval and the support derived from interacting with fellow employees are a potent form of motivation and represent a form of instrumental reward. Satisfaction from work groups may also increase if members have similar attitude and values.

Work group esprit de corps is also a relatively new variable linked to job satisfaction. Sometimes categorized under the general heading of work group characteristics, work group esprit de corps refers specifically to the extent to which members take pride in their work group. Jones and James (1979) mentioned work group esprit de corps also has been discussed as a vital component of an organization's psychological climate, James and L. James (1992) which in turn, is thought to influence employee job satisfaction. Finally, the notion that interpersonal relations among workers may lead to certain group dynamics, which in turn, impact organizational productivity and job satisfaction, can be traced to the human relations approach and its focus on the "human factor" in the workplace.

In more recent study conducted by Rajesh J. Bhatt (1997) states that the relationship between the co-workers in banking industry in India does have a great influence toward job satisfaction. Harmonies working relationship will produce a better performance output in that organization thus increase the profit. This study also indicated that if the working environments between the employees are not favorable, the tendency for employees to quit the organization is high.

2.3.2 Job Satisfaction and Superior-Subordinate Relationship

Leadership in an organization is a contributory factor in motivation and has an effect on job satisfaction towards employees. The behavior of the superior is found to have an influence upon the subordinate and can be a source of motivation and de-motivation. Simon (1974) suggest that 'there is an expectation of obedience' by the superior and a 'willingness to obey' by the subordinate. He also states that the subordinate will obey as long as the instruction or command falls within an established 'area of acceptance' or 'a zone of indifference'. Fiedler (1967) postulates that the effectiveness of a group is contingent upon the leadership style and degree to which the group situation enables the leader plays an active roles in group performance, group morale and job satisfaction.

As observed by Hopkins (1983), the nature of supervision in the workplace is defined by the relationship between the individual employee and the immediate supervisor. Numerous studies have shown that positive relationships between supervisors and subordinates contribute to higher levels of job satisfaction as stated by Kahn (1972). Recently, Ting (1997) reported that government employees who enjoyed a supportive relationship with their immediate supervisor's experienced higher levels of job satisfaction than those who did not. For purposes of this study, we anticipate too, that as the quality of supervision increases, employee job satisfaction will also increase.

Robbins and Judge (2001), whose study on Organizational Behavior had elaborated well on how relationship with superior is the main factor of success of an organization. This study used the Fiedler Contingency Model to explain how effective teamwork between superior-subordinate depend of a leader's style of interacting with his subordinate and the degree to which the situation gives control and influence the leader.

2.3.3 Job Satisfaction and Organization Climate/Environment

This factor refers to the organization, structure, the decision making process and organization's goals and policies in achieving the said mission and vision. Simon (1947) states that an individual are willing to accept organization's membership when their activities in the organization contribute directly or indirectly to their personal goals. For the employee's, he places his time and effort at the disposal of those directing the organization, to be used as they see fit within the certain limits in return, for the achievement of personal goals (inducement). For the organization, the offer of inducements entitles it to bring the individuals into the authority and system of the organization for the attainment of the organization's goals.

In addition, the structure of an organization plays a contributory role towards job satisfaction. Ivancevich and Donnelly (1975) found that a relationship exists between the organizations structure and job satisfaction. Employees in a flatter organization perceived more satisfaction in terms of autonomy and self-actualization because of

fewer hierarchical levels and greater participation in decision making. Physical working conditions also play a role in improving job satisfaction. Conditions such as air-conditioning, cleanliness, adequate equipment affect an employee's satisfaction toward work and his superior. Miller and Ellis (1990) and Eugene (1999) states that workplace or organizational environment associated with unpleasant organizational climate, lack of privacy, a lot of hassle in conducting work and physical distractions. Those factors or environment have a significant influence toward higher stress thus will affect employee's job satisfaction.

Working in the high risk environment could also lead to work stress. High risk working environment such as handling explosive material, conducting airborne operation, high risk outdoor training, jungle training, survival training among others demand high endurance and stamina. Army officers always exposed to those environment in order to train themselves and their soldiers. Long exposure to high risk work environment could lead to job stress and low work performance. Khodabakhsh Ahmadi and Kolivand Alireza (2006) have written about Stress and Job Satisfaction among air force pilots. This study was conducted toward Iranian pilots and was aimed to gather preliminary data on the relationship between stress and job satisfaction. Their intention was to determine to what extend those pilots are suffering from job satisfaction.

This study concealed that there are correlation between job satisfaction and life stress, organization stress and flight environment stress and proven that those factors (high risk environments) has leded them to lower job satisfaction thus affecting their performance.

2.3.4 Job Satisfaction and Economic Rewards

Economic rewards or extrinsic rewards can take the form of emoluments, promotions and housing loans and other forms of reward that have monetary value. Vroom's (1964) 'Expectancy Theory' postulates that an employee's motivation to perform effectively is determined based on their expectations or rewards, of what there is to gain from each action. An employee's motivation to perform will depend to some extend on the type of rewards. Some rewards are intrinsic in nature – rewards that come from within oneself such as feelings of accomplishment, increased self-esteem and the satisfaction of developing new skills. Extrinsic rewards on the other side, are provided by an outside agent such as the organization itself.

There are various interpretations of monetary rewards or cash in kind in relation to job satisfaction. According to Opsahi and Dunette (1966), money is generally a conditioned reinforce factor because of its repeated pairings with primary reinforce factors. Skinner (1953) had stated that such a generalized reinforce factor should be effective because some deprivations will usually exist for which the conditioned reinforce factor is appropriate.

Secondly, money as a conditioned incentive-repeated pairings of money with primary incentives establishes a new learned drive for money. The act of receiving money serves to drive-increasing function when money is easily obtainable. It is also acts as an anxiety reducer, reducing the anxiety when money is available and increasing anxiety, when it is absent.

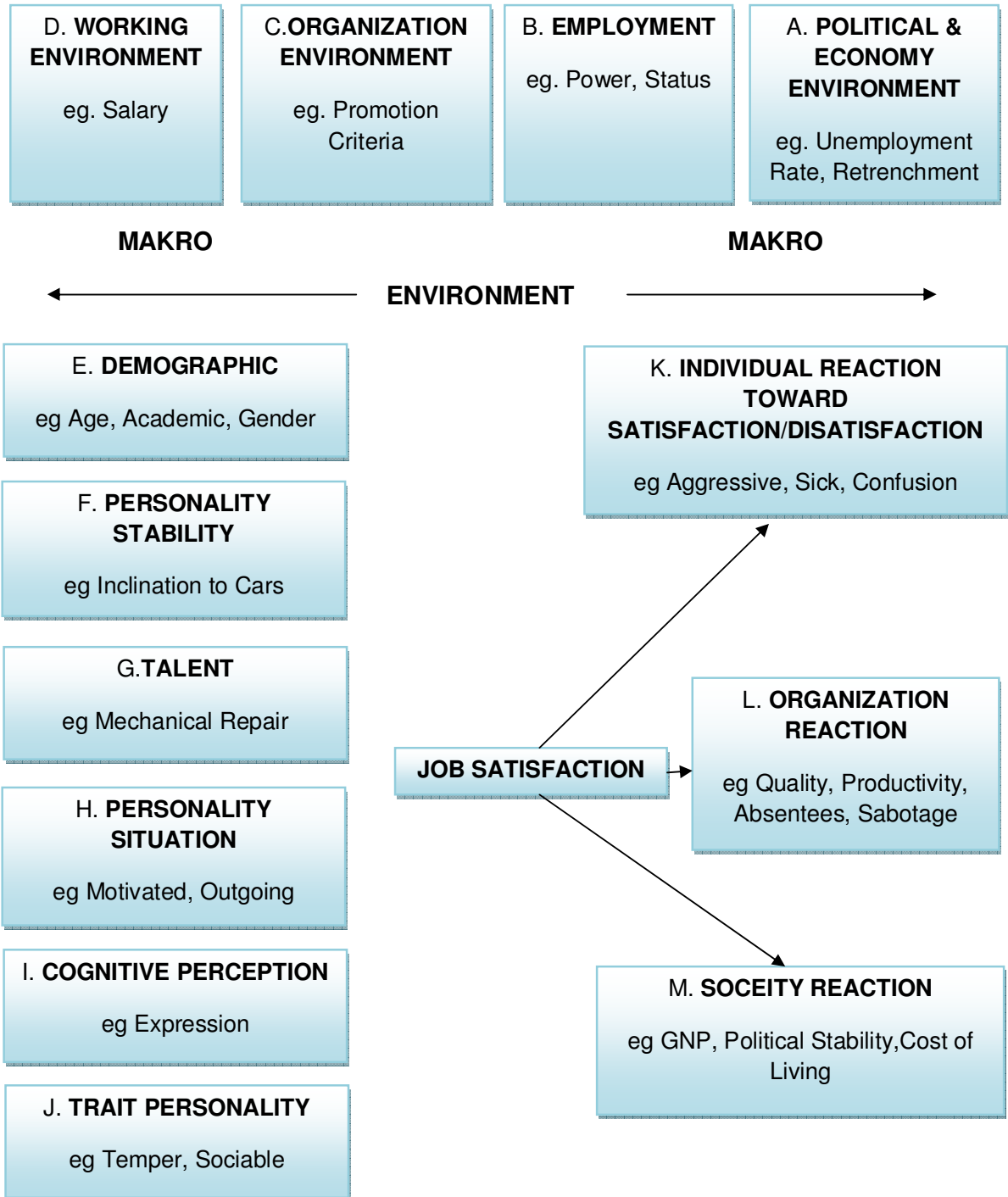
Money also acts as a hygiene factor according to Herzberg. It is a potential dissatisfied if present in an appropriate amounts, but not a potential satisfier or motivator. Therefore, the economic reward obtained by an employee has an obvious linkage with job satisfaction.

In another study by Beith Bailey (2001), revealed that the amount of salary offered is the most important factors to attract young people to join the Army. If the salary package were attractive then the young soldiers will have a greater influence on motivation toward job satisfaction. If the 'trend toward greater affluence' continued, the study noted that the American youth would have little patience with any form of 'economic hardship' and an increased salary package would be 'mandatory' to attract and retention of work force in the Army.

Starling (1998) states that consistent with previous research conducted in both the public and private sectors, job satisfaction of municipal government employees is significantly influenced by perceptions of employee satisfaction with promotional opportunities, pay, and fringe benefits. Promotional opportunities, in particular, played a major role in the model and were the second most powerful

determinant of employee job satisfaction. This fact merits special attention as opportunities for career advancement within many local governments are limited by the civil service nature of personnel systems that rely heavily on rules of seniority for promotion and career advancement.

2.4 Seashore and Taber Job Satisfaction Model



Source: P.J.D. Deebtg, H.Thierry, (1984) Handbook of work & organization psychology, pg158.

2.5 Conclusion

In this chapter, the literature review presented an overview of the importance of achieving job satisfaction among the employees for the organizational goals. Factors such as superior-subordinate relationship, relationship among peers, working climate/environment and economy reward will be the motivational factors to be address in order to achieve job satisfaction. This factors will later developed the research framework and as the hypothesis in next chapter.