



THE DETERMINANTS OF JOB SATISFACTION AND CAUSES

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ABSTRACT

The scientific method is intended to description, predication, and understanding research goals. Both quantitative and qualitative researches are used to describe behavior. The researcher studies of various research scholars in the area of organization behavior specially point out that the outcomes of individuals. There are several individual factors influencing effectiveness. These factors are type personality, environmental determinants, personal determinants, managerial style and effect of organizational climate on job satisfaction.

KEYWORDS: *environmental determinants, public official.*

INTRODUCTION :

❖ The Determinants of Job Satisfaction

Scientists generally pay attention to two competing sources of workers' job satisfaction.

Demographic variables

The most important demographic variable that receives huge attention in job satisfaction research is sex. A number of empirical studies on job satisfaction have suggested that female workers have lower level of job satisfaction than their male counterparts because male officials dominate most of the public organizations.

Another common demographic variable studied is educational level. Most of the researches on the relationship between education level and job satisfaction yield consistent findings. Especially Griffin, Dunbar & McGill (1978) found that workers with higher educational level would tend to be more satisfied with their job than workers with lower educational level. The third commonly identified variable in the research on demographic characteristics is age. Worker's age has been found to have a negative impact on worker's job satisfaction (Buzawa, 1984). This means that younger workers are more satisfied with their jobs than their senior counterparts.

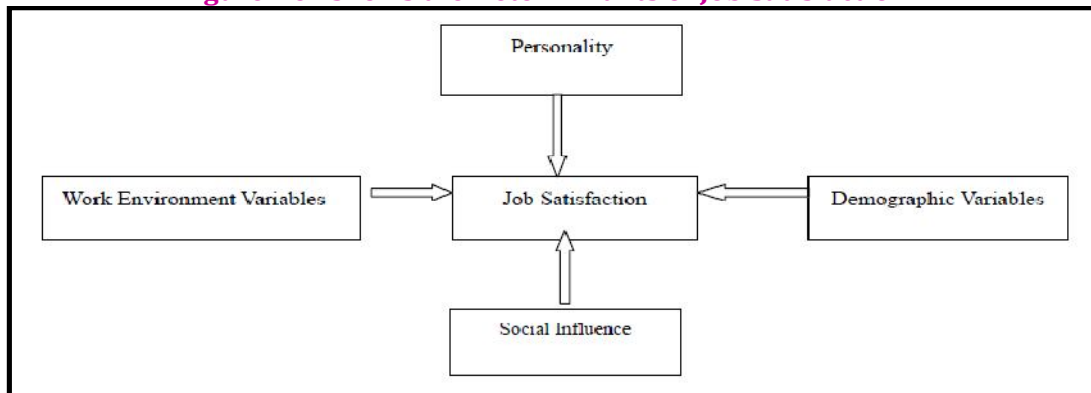
The fourth and final variable is the job assignment of a public official. Public officials have many different interests, and these are sometimes satisfied on the job. However, the more public officials find that they can fulfill their interests while on the job, the more satisfied they will be with those jobs. For example, a recent study results showed that university graduates were more satisfied with their jobs when these were consistent with their university majors than when these fell outside their fields of interest (Vandenberg & Lance, 1992).

Work environment variables

Herzberg (1959; 1966) developed two-factor theory of job satisfaction: “motivation” and “hygiene”. According to Herzberg’s theory, if handled properly, hygiene issues cannot motivate workers but can minimize dissatisfaction. Hygiene factors include company policies, supervision, salary, interpersonal relations and working conditions.

They are variables related to the worker’s environment. By contrast, a worker’s job satisfaction was influenced by factors associated with the work itself or by outcomes directly derived from it such as the nature of their jobs, achievement in the work, promotion opportunities, and chances for personal growth and recognition. Because such factors were associated with high levels of job satisfaction, Herzberg referred them as ‘motivation factors’. Hackman and Oldham (1975) proposed five “core” dimensions for evaluating the immediate work environment constituting the Job Diagnostic Survey UDS. These core dimensions turned out to be associated significantly with job satisfaction and a high sense of workers’ motivation. That is, the work environment source consisted of five dimensions, namely those of skill variety, task identity, task significance, autonomy and feedback (Reiner, & Zhao, 1999). The most important characteristic that receives huge attention in Hackman and Oldham’s study is the meaningfulness of the work that means to what extent the individual perceives the work as significant and important. Job meaningfulness can be defined as the product of three dimensions: skill variety (activities that challenge skills and abilities); task identity (the extent to which the job requires completion of a “whole”, identifiable piece of work); task significance (how substantially the job has impacts on other people’s lives.

Figure No.: shows the Determinants of Job Satisfaction:-



Causes of Job Satisfaction:-

It is difficult to determine how and for what reasons employees are satisfied with their jobs. Various researchers investigated this issue and they identified (a) mixture of factors. These factors have been classified as either intrinsic or extrinsic to the individual. Included in the intrinsic factors are the following:-

Variety- Most of the workers prefer repetitive work, especially the unskilled workers.

Autonomy- A sizable group of people likes to be free to choose how they will perform their work.

Use of skills and abilities- Satisfied workers are able to use their skills or abilities.

“Autonomy and self-expression leads to satisfaction only for those who are involved with their work” (Vroom, 1962).

Security- Security has to do with establishing stability and consistency in a complicated world. When people are worried about losing their jobs, they find that they face other problems such as psychological and sociological ones.

Sex- There are differences between the sexes in the work area. Women appear to be more satisfied than men and, also, more interested in the social aspects of work.

Age- Young people are less satisfied with their job rather than old ones. Work interests vary by age and that is one reason why turnovers in young aged employees overcome those of old age workers.

Intelligence- There are two types of intelligence, which influence a person; these are (a) general intelligence, and (b) emotional intelligence. Intelligent people are less satisfied doing repetitive work. People with increased emotional intelligence enjoy quality in their lives and try to resolve conflicts within the firm (Goleman, 1996)

Personality- Neurotic people are less satisfied with their work and with other aspects of their lives. Satisfaction depends on how a person can satisfy its particular needs in his/her job and what are his/her priorities in live.

Orientation to work- People who are married, with depended children and have family obligations are more interested in salary rather than the nature of the work or social satisfaction. There are also groups of people who want to have “careers” rather than “jobs”. Vroom (1962) points-out that dissatisfaction with working hours depends on how much employees’ leisure and family activities are interrupted by the particular hours of work, and on how much the disrupted activities are valued. The same author has observed that absenteeism goes up when employees work more hours per week. Although managers, professionals, and self employed people work extremely long hours, it has been observed that these are the people who are most satisfied with their work.

Included in the extrinsic factors are the following:

Payment. Well-paid workers are more satisfied by their job. Additionally, this category of workers performs different work and enjoys a higher status. Remitz (1960) talks explicitly that payment correlates with satisfaction. People at work have a clear idea of what they ought to be paid, comparatively with their co-workers and according to their skill, experience, seniority.

Occupational status. Job satisfaction relates closely with the social status too.

Promotion prospects. Herzberg (1959) supported that the achievement of recognition and advancement are the main causes of positive satisfaction. Several researchers focused on the correlations between job satisfaction and promotion. The importance of promotion appears to be different for people that belong to different social classes and who perform at different skill levels. For professional and managerial people, work is part of their career and promotion is the highest reward. For semi-skilled and unskilled people, promotion is less important.

The work group. Sometimes job satisfaction is affected by relationships in the work group. Job satisfaction is greater when people interact and communicate with each other.

Cohesiveness. Satisfaction is greatest in cohesive groups. Frequent interactions among the members of a group, which have similarities such as same background, democratic values, leadership skills, turn workers enjoy their work.

Opportunities for interactions. We achieve high satisfaction when there are opportunities of interaction and reduction of noises and difficulties.

Participation in management- When a participative management model prevails, workers feel that they belong to the company, are more co-operative and are more satisfied.

Other aspects of the company- Training, skills, nature of contacts, personnel policies, appraisal systems, relations with trade unions, liberal or conservative attitudes, reputation, social importance, etc. are other aspects that influence the job satisfaction of an employee within an organization.

In above discussion job satisfaction and organizational climate are interdependent factors. Healthy climate in organization are directly effect on employees performance and their work efficiency. Researcher has linked the personality traits with organizational climate and job satisfaction however personality factors are also determinates of job performance as well as job

satisfaction so that in present study researcher find out the interrelationship between organizational climate and personality traits with job satisfaction of private and public sector employees.

RESULTS

Correlation coefficient gives us the amount of relationship between two continuous variables. With the help of regression analysis we are going to observe the effect of independent variable on dependent variable. For this purpose researcher has used multiple regression analysis.

**Table- Regression: Overall model fit for all the study variables.
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.380 ^a	.145	.138	7.82044

a. Predictors: (Constant), Organizational Climate, Type-A, Type-B

In the above table, Model - tells us the **number of the model** being reported. Here, 1 model is appropriate.

R - R is the square root of R-Squared and is the correlation between the **observed** and **predicted** values of **dependent variable**. Here, Type-A, Type-B and Organizational Climate are Independent Variables and Job Satisfaction is dependent variable.

R-Square - R-Square (**coefficient of determination**) is the **proportion of variance** in the **dependent variable (Job Satisfaction)** which can be predicted from the **independent variables (Type-A, Type-B and Organizational Climate)**. This value indicates that 14.5% of the **variance** can be predicted from the variables Type-A, Type-B and Organizational Climate. R-Square is also called the **coefficient of determination**.

Adjusted R-square - As predictors are added to the model, each predictor will explain some of the variance in the dependent variable simply due to chance. One could continue to add predictors to the model which would continue to improve the ability of the predictors to explain the dependent variable, although some of this increase in R-square would be simply due to chance variation in that particular sample. The adjusted R-square attempts to yield a more honest value to estimate the R-squared for the population. The value of R-square was .145, while the value of Adjusted R-square was .138

Adjusted R-squared is computed using the formula $1 - (1 - R \text{ square})(N - 1) / (N - k - 1)$. From this formula, you can see that when the number of observations is small and the number of predictors is large, there will be a much greater difference between R-square and adjusted R-square (because the ratio of $(N - 1) / (N - k - 1)$ will be much greater than 1). By contrast, when the number of observations is very large compared to the number of predictors, the value of R-square and adjusted R-square will be much closer because the ratio of $(N - 1) / (N - k - 1)$ will approach 1.

Std. Error of the Estimate - The standard error of the estimate, also called the root mean square error, is the standard deviation of the error term, and is the square root of the Mean Square Residual (or Error) (7.82).

CONCLUSION:

These factors are type personality, environmental determinants, personal determinants, managerial style and effect of organizational climate on job satisfaction.

A number of empirical studies on job satisfaction have suggested that female workers have lower level of job satisfaction than their male counterparts because male officials dominate most of the public organizations.

Workers age has been found to have a negative impact on workers job satisfaction .

By contrast, a workers job satisfaction was influenced by factors associated with the work itself or by outcomes directly derived from it such as the nature of their jobs, achievement in the work, promotion opportunities, and chances for personal growth and recognition.

Researcher has linked the personality traits with organizational climate and job satisfaction however personality factors are also determinates of job performance as well as job satisfaction so that in present study researcher find out the interrelationship between organizational climate and personality traits with job satisfaction of private and public sector employees.

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