# CHAPTER 2

## ORGANIZATIONAL CLIMATE & JOB SATISFACTION: THEORETICAL FRAMEWORK

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## 2.1    PREAMBLE TO ORGANIZATIONAL CLIMATE

The large amount of writing and research in area of organizational climate is the evidence of the concept being meaningful and has significant inferences for understanding human behaviour in organizations.[1]

The concept of organizational climate originated back to 1930s with Human relations movement pioneered by Hawthorne experiments. It changed the attention of researchers from hard physical environment to the soft psychological environment.  Kurt Lewin the founder of group dynamics was the first to put forward the concept of organizational climate. Kurt Lewin applied three different leadership styles, democracy, autocracy and laissez faire to create diverse group atmosphere. However, he failed to define the term climate.[2]

Various studies have offered several definitions of organizational climate in order to get clarity about the concept. Still the definitions are not consistent with one another and have been unsuccessful in setting clear guidelines for measurement and theory building.[3]

With lack of consensus in the definitions of organizational climate, the widely accepted definitions are presented by researcher.

## 2.2    DEFINITIONS OF ORGANIZATIONAL CLIMATE

The definition that has gained wide acceptance comes from Forehand and Gilmer. He defined Organizational climate as "the set of characteristics that describes an organization, differentiate one organization from another and is relatively enduring over time and influence the people's behaviour in the organization".

Tagiuri and Litwin defined organizational climate from individual perceptions point of view. According to Tagiuri and Litwin: "Organizational climate is interpreted by its members in ways that affect their attitudes and motivation, relatively long-lasting quality of internal environment of organization experienced by its members and **i**nfluences member's behaviour and is described in terms of values of particular set of characteristics of the organization".

Campbell, Dinnette, Lawler and Weick defined organizational climate based on factors that contribute to climate in an organization.

According to them climate is defined as "a set of attributes specific to a particular organization that may be persuaded by the way organization deals with its members and its environment". The people working within the organization regard climate as a group of attributes and expectancies that express the organizations in terms of both static characteristics and behaviour-outcome and outcome - outcome contingencies.[4]

Hellriegel and Slocum (1974) definition of organizational climate is revision of conceptions of various researchers. According to them, "Organizational climate consist of set of attributes perceived about a specific organization and its subsystems, and these perceptions are formed based on how organization and its subsystems deals with its members and environment".

Thus the definition involves the following meaning:

- Organizational members perceptual responses obtained are descriptive rather than evaluative.

- The extensiveness of the items, scales and constructs are macro and not micro.

- Unit of analysis are not the individuals but the organization and /or subsystem.

- Perceptions have prospective behavioural consequences.[5]

Moran, Volkwein (1992) incorporated the elements of definitions given by Forehand and Gilmer (1964) and Pritchard and Karasick (1976) and dimensions of climate described by DeCotiss and Kays (1980). Moran, Volkwein defined organizational climate as a comparatively long-lasting characteristic of an organization differentiating one organization from the others and

**(i)** represents collective perceptions of members about their organization relating to various dimensions such as trust, autonomy, cohesiveness, support, recognition, innovation and fairness

**(ii)** is formed by interactions of members

**(iii)** acts as base for understanding the situation

**(iv)** mirror of prevailing norms, values and attitudes of the organizations culture

**(v)** cause of influence for determining behaviour.[6]

Katz and Kahn (1978) stated: "Organizational climate is developed by organization and is reflection of both internal and external struggles, people who compose the organization, the work processes, means of communication and the use of authority within the organization".

According to Garg & Rastogi, "Climate is on the whole the feeling that is conveyed by the physical layout, the interactions of participants and the way members of the organization conduct themselves or with outsiders".[7]

Halpin and Croft (1966) presented the analogous as personality is to the individual what organizational climate is to the organization. Organizational climate have noticeable consequences on the behaviour of the organizational members, subsequently on organization accomplishment. It signifies the entire social system of work group and has two important aspects: (a) work place itself and (b) the worker management relationships.[8]

Richard M. Hodgetts classified organizational climate into two factors. He compared organizational climate with an iceberg. Just as some portion of the iceberg is visible from the surface and other portion is not visible as it lies under the water. Similarly, in the organization the visible part is one which can be observed or measured like structure of hierarchy, goals & objectives of the organization, performance standards technological conditions etc., while the invisible part covers areas such as employees' values, attitude, feelings, norms, interaction with others, supportiveness, morale and feeling of job satisfaction. Both of these factors are called overt and covert factors respectively.[9]

**Table 2.1: Overt and Covert factors of Organizational Climate**

| Overt factors | Covert factors |
|---|---|
| • Hierarchy | • Values |
| • Goals of the organization | • Attitude |
| • Financial resources | • Norms |
| • Skill and abilities of personnel | • Feelings |
| • Technology | • Interaction |
| • Performance standards implemented | • Supportiveness |
| • Efficiency measurement | • Satisfaction |

*Source: Chandan. J. S. (1998)*

Harrison and Shirom (1999) defined organizational climate as members' perception about features of organization such as decision making, leadership and work norms.

Ivancevich et al. (2008) described organizational climate as "A set of properties of work environment directly or indirectly perceived by the employees assumed to be major force in influencing employee behaviour."[10]

Organizational climate act as the guidelines for dealing with people, and greatly influence the motivation and productivity of individuals along with total work group. It is defined as "set of attributes specific to an organization that may be induced from the way the organization deals with its members". Climate includes factors such as autonomy, organization structure, reward, warmth and support extended to the individuals in the organization.[11]

Ekvall (1996) stated that review of literature contained two main contradictions about organizational climate:

- First issue relates to ontological issues. Ontological issues take into account theories of organizational climate. The differentiation runs between theorists who conceive climate as a perception of organizational members arising from the interaction between members of the organization and those for whom climate is an objective property of the organization.

- Second issue is relating to scope and inclusion. There exist the differentiation between those who include values, norms and belief systems in the concept of climate and thereby considers organizational climate as identical with organizational culture from those who distinguish between climate and culture.[12]

## 2.3 APPROACHES TO THE FORMATION OF CLIMATE

Understanding the formation of organizational climate or it emergence covers the explanation from four different approaches namely Structural approach, Perceptual approach, Interactive approach and the Cultural approach. They are explained as below:

*1. The Structural Approach:*

The first approach that explains the formation of organizational climate is the structural approach. The given approach considers climate as an organization characteristic or an organization attribute. These attributes are considered to be possessed by the organization itself and exists independent of the organizational members perceptions. James & Jones (1974) viewed the structural approach as similar to "perceptual measurement – organizational attribute approach" and Schneider & Reichers (1983) refer it as structural argument.

Figure 2.1 presents the diagrammatic presentation of structural approach wherein organizational climate is formed by the properties of

organizational structure which is perceived by individuals in the organizations.

**Figure 2.1: Structural approach to the Formation of Organizational Climate**
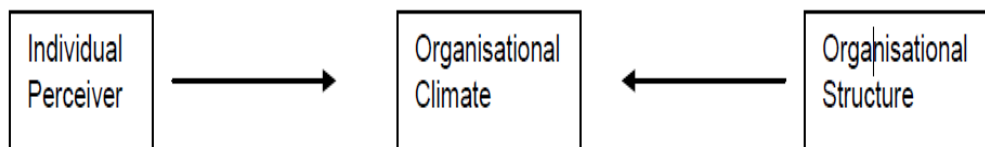


*Source: Moran, E.T., and Volkwein, J.F. (1992)*

Payne and Pugh (1976) detailed analysis on structural outlook put forward that it is the real situations in the organizational setting which determines the organizational members attitude, values and perceptions of organizational events. Consequently, organizational climate arises from the objective aspects of organizational structure such as organization size, centralization or decentralization in decision making, number of hierarchy levels, type of technology used and the degree to which official rules and policies influence members behaviour.

The approach has certain dilemmas discussed as under:

- In view of the fact that structural factors are generally common throughout the organization, the given approach does not consider the studies which found different work group climates inside the same organization.

- According to the structural approach organizational climate must reflect significantly consistent relationship with its structural characteristics, however, studies on structure/ climate relationships have reported high level of inconsistency between these factors.

- The third and final dilemma is that the approach does not take in to account the subjective role that structural variables have on an individual response to a situation and also take no notice of interpretive processes that take place within groups.

2. *The Perceptual Approach:*

This approach contradicts the structural approach. The perceptual approach is also termed as perceptual/psychological approach as it postulates that organizational climate originates within the individual. It is similar to James and Jones (1974) conceptualization of "perceptual measurement-individual attribute approach". According to this approach, an individual understand and respond to situational variables in the way that is psychologically meaningful to them. Thus, climate is perceptually based, psychologically processed explanation of the situation.

**Figure 2.2: Perceptual approach to the Formation of Organizational Climate**
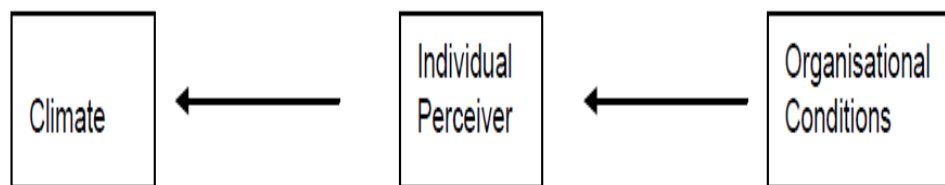


*Source: Moran, E.T., and Volkwein, J.F. (1992)*

The above presented figure 2.2 depicts how individual perceives organizational conditions and after that creates psychological representation of climate. The word organizational conditions represent both the structural as well as process characteristics of the organization such as communication, influence, leadership and decision making patterns. Perceptual approach takes into consideration two approaches to yield aggregate climate, the base of which is psychological traits. These two approaches are as follows:

- Selection –Attraction- Attrition (SAA) approach of Schneider and Reichers (1983). This approach assumes that the relatively homogeneous membership in the organization is the result of mixture of organizational selection processes and individual attraction to the organization processes. This results in common perception of members in the organization.

- Joyce and Slocum (1984) presented Collective Climates created by classifying or grouping together individuals on the basis of their agreement to the perceptions of organizational climate. Researchers made this classifications "Post hoc" which includes members form entire organization, but formal subunits were ignored.

The perceptual approach is criticized based on two aspects:

- Firstly, approach puts the source of climate within individuals and vitiates the possibility of a composition theory.

- Secondly it assumes that meaning is something that individuals bring to and force on organizational processes and events rather than produced by the interaction of the organization members.

3. *The Interactive Approach:*

The interactive approach basic assumption is that the interaction of individuals in the organization in response to situation put forward the shared agreement which results in formation of organizational climate. Recent empirical research confirmed communication as a central factor that contributes to organizational climate.

**Figure 2.3: Interactive approach to the Formation of Organizational Climate**
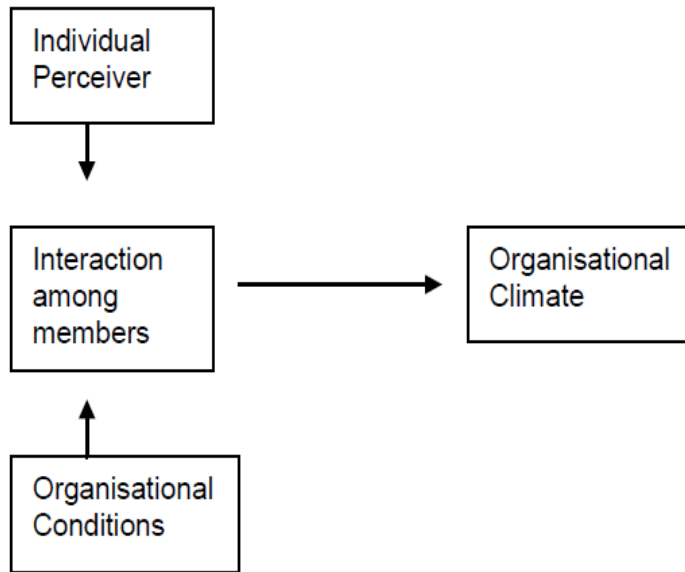


*Source: Moran, E.T., and Volkwein, J.F. (1992)*

Figure 2.3 presents the association between organizational conditions, the individual perceiver and the interaction among members which results in the formation of organizational climate.

Two sources explain the climate from an interactive perspective:

a) *Intersubjectivity* – derived form phenomenology, developed by Edmund Husserl German philosopher. Intersubjectivity is the process by which organizational members constitute perceptions, interpretations, values, beliefs etc. Individuals to establish themselves, try to become aware of others who have alike experiences and use them as role models. Awareness of others and inclusion of them into self means the experiences of others can become part of individual consciousness.

b) *Symbolic Interactionism*- is based on ideas of George Herbert Mead, an American philosopher who emphasises on the relationship between self and meaning. This concept is adapted and

used to organizational climate by Schneider and Reichers (1983). It incorporates interaction among members as source of meaning and stresses the way individual processes information obtained from others.

The interactive approach is criticised as it fails to explain the role of social context or organizational culture in shaping interaction.

4. *The Cultural Approach:*

The structural, perceptual and interactive approaches do not take into account the degree to which perceptions and interactions of individuals are influenced by organizational culture. As per cultural approach, organizational climate is formed by interaction of individuals who have common, abstract frame of reference (the organization's culture as they learn to handle the organizational demands. Organizational climate occupies a definite portion and forms part of organizational culture.

**Figure 2.4: Cultural approach to the Formation of Organizational Climate**
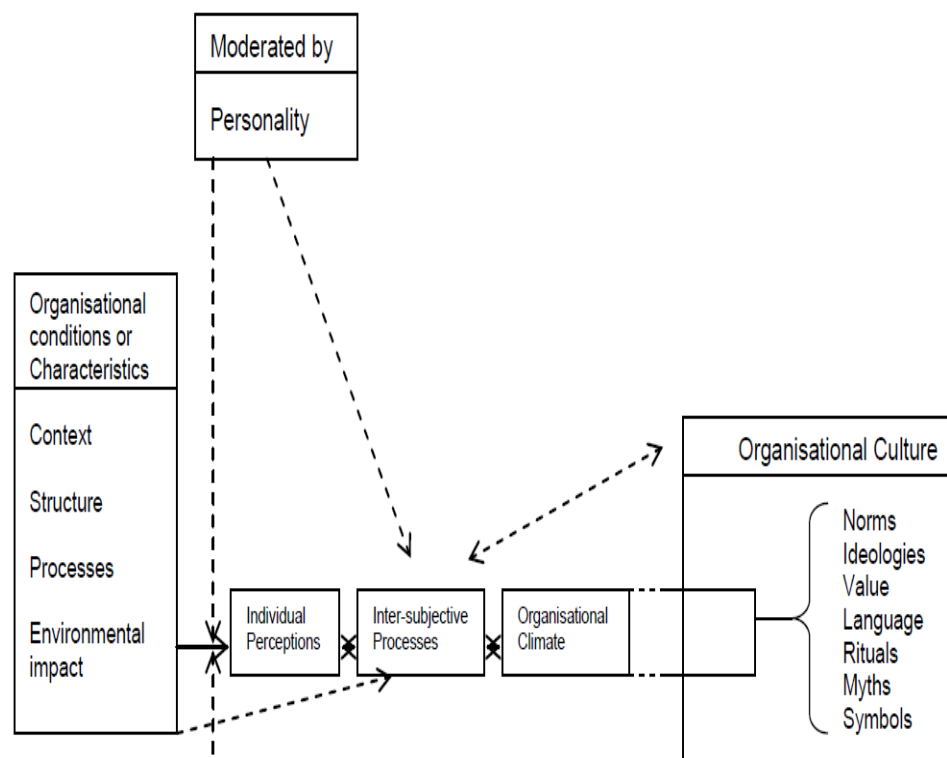


*Source: Moran, E.T., and Volkwein, J.F. (1992)*

Cultural approach explains how individual perceives organizational conditions, which is restrained by their personality, cognition and inters subjectivity due to interactions with others. This impacts the creation of organizational climate. Climate also tends to be influenced by organizations culture which restrains the perception of individuals and inter- subjective processes. Therefore while climate affects interactions within the organization; the interaction not only shapes the climate but can affect the culture. The cultural approach differs from structural approach which connects climate to formal properties of organization. It is also different from the perceptual and interactive approaches that study subjective psychological processes. Cultural approach gives importance to the social arrangements where cultural features obtain meaning.[13]

## 2.4 DIFFERENCE BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL CLIMATE:

Organizational climate is many times baffled with the term organizational culture. There are many debates on both of the terms where many consider it to be different from one another. Rousseau (1988) stated that climate is a perception and is descriptive. Perceptions are feelings or realization experienced by an individual while descriptions are what a person describes for these feelings. Organizational climate is regarded as people perception (see and feel about) about the culture existing in their organization. French et al (1985) discriminated between the actual situation i.e. culture and the perception of it i.e. climate.[14]

Bowditch and Buono are of the opinion that "Organizational culture refers to the kind of belief and expectations about organizational life, while organizational climate is referred as an indication of whether those beliefs and expectations are met and fulfilled". [15]

Denison's (1996) differentiated both organizational climate and organizational culture after an extensive research on literature. According to him "Culture

refers to the deep structure of organizations, which is embedded in the values, beliefs and assumptions believed by organizational members". In comparison, "Climate refers to those aspects of the environment that are deliberately perceived by organizational members"[16]. The point of difference between culture and climate is summarized as below:

**TABLE 2.2:**

**DIFFERENCE BETWEEN CULTURE AND CLIMATE**

| Culture | Climate |
|---|---|
| It relates to Sociology & Anthropology discipline. | Climate relates to Psychology domain. |
| Study of culture requires qualitative research methods. | Climate study requires quantitative methods |
| Researchers were more concerned with the evolution of social systems over time. | Climate researchers less concerned with evolution but more concerned with impact that organizational systems have on groups and individuals. |
| Culture is highly enduring characteristic of an organization | Organizational climate is relatively enduring characteristic of an organization |
| It evolves slowly and is not easy to change the organizational culture | It evolves quickly and can be altered rapidly. |
| Culture is collective unconscious characteristics. | Climate is unique characteristics of the individuals. |
| Culture has deeper level of assumptions and essential matter of culture is relatively invisible and preconscious. | Climate tends to be shallow with respect to penetrating individual consciousness and organizational realities. It is more visible. |

**Source: *Denison's (1996), Moran, Volkwein (1992)***

Organizational culture and organizational climate are different yet related concepts. The ways how they are related concepts are presented below:

- Culture and climate overlap one another as both are components of expressive, communicative and socially constructed dimensions of organization. Climate shows behavioural and attitudinal characteristics of members more accessible to observers, while culture represents more implied feature of organizations.

- The second way where culture and climate are related is organization' culture determines the attitudes and practices that form the organizational climate.[17]Both the concept focus on the internal social psychological environment as a holistic and collectively defined social context of the organization.[18]

## 2.5 DIMENSIONS OF ORGANIZATIONAL CLIMATE

The various dimensions of organizational climate given by different authors are discussed. Litwin and Stinger (1968) carried out first complete study on organizational climate based on McClelland et al., (1953) theory and focused on how human need for achievement, power and affiliation gets affected by climate. Litwin and Stringer Organizational Climate Questionnaire (LSOCQ) was developed which measured climate with the dimensions aimed at satisfying management needs. The dimensions along with its descriptions are as below:

- *Structure*: Organizational climate that relates to employees feelings about constraints in the group and existing rules, regulations, procedure, channels to be followed or more of informal environment.

- *Responsibility*: This dimension relates to employees feeling of taking decisions without any double check to complete the job assigned.

- *Reward*: Employees perception about reward for well done job, giving importance to positive rewards more than punishments, feeling of fairness in pay and promotion policies.

- *Risk*: It relates to risk and challenged involved in the job and to check whether organizations emphasises on taking risk or to be safe in functioning.

- *Warmth:* This dimension is concerned with the existence of friendly and informal social groups and feeling of comradeship that exists in the organization.

- *Support:* Employees perception of getting assistance and support from their superiors and peers.

- *Standards:* The dimension relates to emphasis on performance standard and goal set and achieving those standards and performing excellent work.

- *Conflict:* Employees feeling of degree to which managers and other employees are ready to hear different views, discussing problems openly relatively than ignoring.

- *Identity:* The feeling of being valued in the work group and part of the organization.[19]

Ekvall (1996) gave 10 dimensions of organizational climate. They are elaborated as under:

- *Challenge:* It refers to emotional involvement of organizational members in organization operations and achieving goals. When people are experiencing pleasure and meaning in their job hence put energy, it can be seen as high challenge. While low challenge is the feelings of alienation and indifference and lack of interest in the job and the organization.

- *Freedom:* Freedom relates to independence exercised by the people in the organization. When climate provides freedom organizational members make contacts and give and receive information, discuss issues, plan alternatives and take decisions. The differing climate has people who are

passive, rule bound and restless to stay inside organizational boundaries established.

- *Idea Support:* An organization where ideas and suggestions presented by members receive attention and support by their superiors and peers has supportive organizational climate. In such climate people listen to each other and support initiatives increase the chances for new idea creation. When ideas are less supported, the impulsive no exist. When every suggestion is disproved fault finding and hindrance becomes the manner of responding to ideas.

- *Trust/ Openness:* For developing good relationship strong level of trust is prerequisite. Communication becomes open and straightforward. People like to put forward the ideas and opinions. But when people do not trust they become suspicious and cautious of making mistakes. They fear of being exploited and good ideas being stolen.

- *Dynamism/ Liveliness:* When in the organization, new things are occurring all the time and adaptation in handling issues by different ways of thinking indicates highly dynamic situation. People in organization describe such condition as "full speed", "go", "breakneck" and so on. On the contrary, organization where there are no new projects, no different plans and everything goes on in its customary way is slow jog-trot with no surprises.

- *Playfulness/Humour:* It is concerned with the characteristics of organization having relaxed atmosphere with jokes, laughter and ease. On the opposite some organization is characterized by climate of seriousness, dullness, jokes and laughter are considered as improper.

- *Debates:* Organizations where debates occur, people have different point of views, ideas and varied experiences and knowledge. People in such organizations are eager to put forward their ideas. Organizations where debates are absent, organizational members follow authoritarian approach without questioning.

- *Conflicts:* Organization characterized by high level of conflicts, groups and every single individual abhor each other has "warfare" climate. Plotting and setting traps are common in the organization. Whereas organizations with opposite climate has people with maturity, psychological insights and controlled impulses.

- *Risk taking:* In high risk taking climate decisions and actions are quick and prompt, opportunities are grabbed and experimentation is favoured. Organizations with risk aversion climate have people who are careful, hesitant and also try to be on safe side.

- *Idea Time:* It refers to the time people use for elaborating new ideas. When there is high idea time condition there exist the chances for discussions and fresh unplanned suggestions for completion of the task. In less idea time every minute is important and specified. There exist time pressure which restricts thinking outside the instructions and planned routines.[20]

Patterson et al. (2005) based on Quinn and Rohrbaugh's Competing Values model developed and validated a multidimensional measure of organizational climate. The dimensions selected were the most repeatedly used in research studies and also fitted the competing values model. The model has four quadrants explaining four areas of outcomes related to managerial beliefs and perceptions. The dimensions of organizational climate and Competing Values Model are as follows:

1. **The Human Relations Model:** It relates to internal focus and flexible orientations. Coordination and control are achieved through employee's participation and empowerment and interpersonal relationships are based on trust, support and cooperation. Organizational climate dimensions acknowledged in this quadrant are:
   - *Employee welfare*- degree to which organization values and cares for its employees.
   - *Autonomy*- designing the jobs in such a way where employees get wide scope to perform work.

- *Participation-* employees participate in decision making process.
- *Communication-* information is freely shared throughout the entire organization.
- *Importance on training-* concerned with development of employee skills.
- *Integration-*the trust and cooperation between various departments of the organization.
- *Supervisory support-*the degree to which immediate boss supports and understands the employees.

2. **The Internal Process Model:** Relates internal focus, control orientation. The stress is on stability, where environmental effects are minimized. The climate dimensions included in this quadrant are:
- *Formalization-* concerned with formal rules and procedures.
- *Tradition-* the degree to which customary way of doing things is valued.

3. **Open Systems Model:** This model has external focus and flexible orientation. It basically focuses on organization readiness for change and innovation. The dimensions of organizational climate reflected are:
- *Flexibility-*an orientation towards change
- *Innovation-*the degree to which employee's new ideas and innovative methods are encouraged and supported.
- *Outward focus-*degree to which organization is receptive to cater the needs of the customers.
- *Reflexivity-* reviewing and reflecting upon organizations objectives, strategies and work processes.

4. **Rational goal Model:** It relates to external focus with control orientation. The model emphasises on clearly defined objectives, productivity, efficiency, goal achievement and feedback on performance. The model covers following climate dimensions:

- *Clarity of organizational goals*- relates to clearly defined organizational goals.
- *Effort*-It reflects how much effort people exert for achieving goals.
- *Efficiency*-the emphasis on employee efficiency and productivity.
- *Quality*- the importance placed on quality procedures.
- *Pressure to produce*- the pressure on employees to achieve the targets.
- *Performance feedback*- performance measurement and feedback.[21]

Pareek (2007) reviewed various studies and suggested the following twelve dimensions of organizational climate:

- *Orientation:* Orientation is the area of major concern of the organizational members. If the orientation is to follow the established rules, the organizational climate is featured by stress on control. While if organization orientation is more towards excelling, the climate is featured by achievement.

- *Interpersonal relationships:* Organization's interpersonal relations are revealed in the way informal groups are formed in the organizations. Climate of control is the result when groups are formed for protection their own interest. But if groups are formed based on informal relationships with their superiors, climate of dependency may result.

- *Supervision:* Practices used by supervisor in supervising contribute considerably in forming organizational climate. If supervisors helps their subordinates in enhancing their personal skills and provide greater chance of advancement, climate with extension motive results. While if supervisors want to maintain good relations with their subordinates, climate with affiliation motive results.

- *Problem Management:* The way challenges are managed determines the organizational climate. The problems can be solved by superior alone or jointly with subordinate or either they can be referred to higher level.

- *Management of mistakes:* When subordinates make mistakes, the attitude of supervisors determines the organizational orientation for mistakes or errors, which can be annoyance, concern or tolerance. Thus the approach of organization to mistakes determines the climate.

- *Conflict Management:* The ways in which conflicts are resolved, contributes considerably to organizational climate.

- *Communication:* It represents the way information flows, whether formal or informal, moving up, down or horizontal, its disbursement and the type of information.

- *Decision making:* Organization decision making approach becomes relevant in establishing the organizational climate as it can focus on achieving results or sustaining good relations. It is also important to consider as to who makes decisions, experts or one who gets affected by the decisions.

- *Trust:* The presence or absence of trust determines the climate of organization. It also becomes relevant to consider whom does management trust and to what extent.

- *Management of rewards:* When people get reward for their behaviour, they get reinforcement. So what behaviour is rewarded is influenced by its organizational climate.

- *Risk taking:* Whether people in organization are risk taker or risk avoider and who are approached determines the climate.

- *Innovation and change:* Organizational climate determines the way the changes are initiated and innovations are perceived by organizational members.[22]

Cambell et al. (1970) study revealed four dimensions as described below:

- *Individual autonomy:* It refers to the degree to which employees in the organization has freedom to take decisions without getting approval from their superiors and management.

- *The degree of structure imposed upon the position:* Relates to degree to which job objectives and methods are established by the manager as well as how these are communicated.

- *Reward orientation:* It refers to reward associated with performance of job.

- *Consideration, warmth and support:* The Human relations apparent between members of the organization.

## 2.6   LEVELS OF CLIMATE

The empirical evidence supports the view of existence of three levels of climate. The climates along with its explanation are as below:

- *Organizational Climate:* Organizational climate can be formed through experimental manipulation. Manipulation of organizational conditions results in climate creation which is an attribute of the organization. Organizational members' perception about organizational climate influences their behaviour and level of motivation.

- *Group Climate:* Organizations consist of sub climates existing for different organizational groups due to differences in task relationships and job. Research has found that climate vary across groups within the same organization. Various studies support the results that different subgroups correspond to different climate.

- *Psychological Climate:* There exist the difference between the terms Organizational climate and Psychological climate. Organizational climate is looked upon as an organizational attribute while psychological climate is considered as an individual attribute.[23]

## 2.7   TYPES OF CLIMATE:

Halpin and Croft (1963) differentiated six different types of organizational climate. The six organizational climates are discussed as below:

- *The Open Climate*:
  Organization with open climate is energetic and lively in achieving its goals and which provides satisfaction for the group members' social needs. Organizational members are worried excessively neither for task achievement nor for social need satisfaction, satisfaction on both is obtained easily and effortlessly. Openness in the members' behaviour is the main feature of this climate.

- *The Autonomous Climate:*
  In autonomous climate leaders emerges mostly from the groups. The leader put forth less control over the group members and existence of high esprit results from satisfaction of social needs.   Satisfaction from task achievement is also present in autonomous climate but to a lesser degree.

- *The Controlled Climate:*
  Such climate is characterized with impersonal and highly task oriented. The group's behaviour is concentrated more towards task accomplishment and little attention to social need satisfaction. The climate lack in openness among members behaviour due to focus on task achievement.

- *The Familiar Climate:*

  Such climate of organization is characterized as highly personal but under controlled. The members in the organization satisfy their social needs, paying less attention to social control in respect to task accomplishment.

- *The Closed Climate:*

  There is high degree of apathy on the part of all members of the organization. The organization does not move, esprit is low because members get neither satisfaction from social needs nor the satisfaction from the task achievement. The organization seems to be become stagnant.[24]

- *The Paternal Climate:*

  Climate depicts an atmosphere where leaders/ managers are hard working, but have no effect on the staff. Leader/manager is considerate and energetic, but has benevolent autocratic leadership style. There is degree of closeness between manager and members but most employees wish to maintain distance from manager.[25]

## 2.8  MEASURING ORGANIZATIONAL CLIMATE

Measurement of Organizational climate helps in identifying the good and bad components of climate existing in the organization, both in absolute and perceptual terms. Several instruments for measuring organizational climate have been developed, but there are strong arguments to have custom-made instrument to measure organizational climate of particular organization. Climate changes with changes brought in the organization. Usually, the areas to be measured are:

- External environment- Organizational interface with it
- Organizational leadership
- Organizational structure
- Management practices
- Relationship with co-workers/teams/supervisor

- Employees role, development, motivation, commitment, stress
- How work affects the life.

Thus, understanding and measuring organizational climate becomes meaningful and advisable as organizations and people gets advantages from a "Good Climate" and receives disadvantage from "Bad Climate". The point to be highlighted is good climate is not that keeps employees in the organization at ease, but also is strategically advantageous to the organization as it bring out the best from the employees due to the presence of high motivation climate.

"Good" Climate has been correlated to pleasing outcomes and desirable good behaviours such as:

**Table 2.3: Good Climate**

| Pleasing outcomes | Desirable good behaviours |
|---|---|
| • Job satisfaction | • Risk taking |
| • Confidence in management | • Exit from status quo |
| • Affective commitment | • Open communication |
| • Faith in Organization | • Trust |
| • Performance | • Operational autonomy |
| | • Employee development |

*Source: Lavanya, M. (2011)*

"Bad" Climate has been correlated to[26]:

**Table 2.4: Bad Climate**

| Outcomes | Bad behaviours |
|---|---|
| • Turnover | • Sabotage |
| • Stress | • Absenteeism |
| • Sickness | • Go slow |
| • Poor performance | • Bullying |
| • Error rate | |
| • Wastage | |
| • Accidents | |

*Source: Lavanya, M. (2011)*

Pareek (2007) developed framework of climate emphasising motivational linkages which is described as below:

- *Achievement:* Achievement is concerned with excellent performance, setting standards and challenging goals for oneself and becoming aware about the obstacles that might come upon in achieving goals and persistently trying alternative ways to one's goals.

- *Influence:* It is concerned with influencing others, making people do what one thinks is right and advocating changes in situations and developing people.

- *Control:* Climate that is characterised by orderliness, getting information and monitoring events to take corrective actions when required and exhibiting personal power.

- *Extension:* It relates to concern for others and making oneself relevant and useful to large groups.

- *Dependency:* Characterised by desire for help from others in one's development, presenting ideas for approval and to maintain relationship based on other person's approval.

- *Affiliation:* Developing and maintaining close personal relationships and giving importance to friendship.[27]

## 2.9    PREAMBLE TO JOB SATISFACTION

Aristotle – "Pleasure in the job puts perfection in the work"

Job satisfaction is broad area of interest to people working in organizations and people who study them. It is frequently studied variable in organizational behaviour research. The significant reason behind job satisfaction study can be classified based on focus on the employee or the organization which are as follows:

1.  The humanitarian perspective states that people earn to be respected and treated fairly. To some extent job satisfaction is a manifestation of good treatment.

2.  Job satisfaction leads to certain behaviour of employees that has impact of organizational functioning.

3.  Job satisfaction can be indication of organizational functioning.[27]

Job satisfaction is the result of employees' perception of how well the job provides things viewed important. It has three significant dimensions:

*   Job satisfaction cannot be seen but can only be inferred as it is measured by emotional response of an individual to a job situation.

*   Job satisfaction is the difference between his expected and the actual reward. The person will have a positive attitude when the difference is less or negligible therefore high level of job satisfaction. But if there is wide difference between the two, a person will have negative attitude towards his job thereby less level of job satisfaction.

*   Job satisfaction relates to several job dimensions such as job content, pay received, attitude of peers, opportunities for growth and promotion and the leadership. The five important dimensions identified through many years are:

1. The work itself
2. Pay
3. Promotion Opportunities
4. Supervision
5. Co workers[28]

## 2.10 DEFINITIONS OF JOB SATISFACTION

Review of literature on job satisfaction proposes various definitions given by different authors. The term job satisfaction is defined in different ways. Some of the definitions are presented as below.

Hoppock in 1935 first time introduced the concept of job satisfaction. Job satisfaction as defined by Hoppock is physiological, psychological and environmental circumstances combined together to make the person say, "I am satisfied with my job". The six key determinants of job satisfaction recognized by Hoppock are as: person's reaction to unpleasant condition, employee adjustments with others, status of employee in social and economic group, nature of work, security and loyalty.

Locke's (1975) definition on job satisfaction is the most widely accepted definition. According to him "Job satisfaction is a pleasurable or positive emotional condition, resulting from the evaluation of one's job or job experiences." Porter, Lawler and Hackman (1975) viewed job satisfaction as "feeling that person have about their job which is determined by the disparity between what a person feels he should get from the job and what he actually receives".[29]

Vroom (1995) considered job satisfaction and job attitudes can be interchangeably used as both relates to individuals affective orientations towards work roles that they are currently occupied in. Positive attitudes toward job are equal to job satisfaction while negative attitudes toward job are equal to job dissatisfaction.[30]

Job Satisfaction defined by Mumford (1970) as degree of fit between organizational demands and individual needs, and employee satisfaction will

only be high when this fit is a good one. Blum and Naylor (1968) defined job satisfaction is the outcome of various attitudes of employee related to the job and job factors such as wages, supervision, stability of employment, working conditions, settlement of grievances, fair treatment and other similar matter.[31]

Rao (1996) described job satisfaction to be closely related to the satisfaction of needs. Job satisfaction is made up of effective, cognitive and behavioural elements that vary from one individual to another. Fulfilment of needs results in job satisfaction and is favourable or unfavourable view of employee about specific job factors, person adjustment and group relationship. The Harvard Professional Group (1998) viewed job satisfaction to be a general feeling of fulfilment resulting from recognition, income, promotion and accomplishment of various other goals.[32]

Davis et al. (1985) represented job satisfaction as mixture of positive or negative feelings; the employees have for their work. An employee employed in organizations carry the needs, desires and experiences which determines his expectations. Thus job satisfaction is the degree to which there is a match between his expected and the real rewards he gets in the organization. Mullins (2005) stated job satisfaction to be a complex and multifaceted concept which has different meaning for different people. Motivation and job satisfaction is generally linked together but both are different. Job satisfaction is an inner state and is concerned with the attitude of the people.[33]

Kaliski S. (2007) Job satisfaction is supposed to be directly connected to productivity as well as personal well-being. It means doing a job which one enjoys, doing it fine and getting rewards for one's effort. It involves zeal and delight with one's work.[34]

George (2012) viewed job satisfaction as the collection of people feelings and beliefs about their present job and has the potential to affect a wide range of behaviours in organizations and contribute to employees' levels of well-being.[35]

Robbins, Judge, Vohra *(2013)* "Job satisfaction is defined as a positive feeling resulting from the evaluation of one's job characteristics".[36]

Ashraf, Ahmad, Shaikh, Bhatti, Soomro (2013) described job satisfaction as employees' psychological, behavioural and occupational response towards their job and employees' demonstration and expression relating to particular part of the work (reward, authority, peers) that can be associated with particular outcome.[37]

Armstrong (2014) defined job satisfaction as people attitudes and feelings about their work. Job satisfaction is indicated when people have positive and favourable attitude towards their job and job dissatisfaction is a sign of negative and unfavourable attitude towards the job. Armstrong also distinguished job satisfaction with Morale, where morale is a group variable which relates to extent to which group members are attracted to their group and wish to remain a member of it.[38]

Ghosh (2015) stated job satisfaction is combination of two terms: "job" and "satisfaction". An occupational activity performed by a person in return for something is known as job while job satisfaction is the perception an individual has for his/ her job, job activities and environment. Satisfaction is referred as a person inner happiness and exhibits the relationship between what one expects and what one achieves. Person's satisfaction leads to effective accomplishment of tasks.[39]

M. Rastegar& S. Moradi (2016) Viewed job satisfaction as a multidimensional and dynamic construct affected by individual characteristics of the profession, characteristics of working conditions and specific job-related aspects.[40]

## 2.11 INFLUENCES ON JOB SATISFACTION

Number of factors influences job satisfaction. The main five dimensions influencing job satisfaction is briefly described below:

- *Work itself:*
  The work content itself is one of the main causes of job satisfaction. Research has found that job characteristics and complexity of job mediate the relationship between personality and job satisfaction and if employees are provided with opportunities to be creative in their job they tend to be

satisfied. Some more surveys over the years have also revealed that the most important ingredients of job satisfaction is challenging and interesting work.

- *Pay:*

  The noteworthy but cognitively complex and multidimensional factor in job satisfaction is the wages and salaries. Money not only helps people in attaining their basic needs but is also actively involved in satisfaction of higher order needs. Commonly employees consider pay as a signal of how management views their contribution to the organization. Fringe benefits received do have importance. Research on pay indicates that when employees are given some suppleness in deciding the type of benefit there would be significant increase in both overall job satisfaction and satisfaction with benefits received.

- *Promotions:*

  A constructive working environment and prospects to grow intellectually and widen the skills are more vital for the promotions. Prospects of promotions have varying effect on job satisfaction as there can be different forms of promotions with diverse rewards attached with it. People promoted based on performance generally experience more job satisfaction than those promoted on the basis of seniority. In addition promotion with 10% increase in salary is not as much satisfying as one with 20% increase in salary.

- *Supervision:*

  Job satisfaction is affected by supervisory style. The supervisor who takes personal interest and cares about the employees has employee centeredness supervisory style. It is usually evident through the ways how supervisor keeps the check on employee performing the work, providing help and suggestions and the way of communication with associate on personal as well as an official level. Empirical evidence proposes that one of the main

causes for employees leaving the organization is that their supervisor does not bother about them.

The second dimension of supervision that affects the job satisfaction is employee participation. The managers who permit the people to participate in their job related decisions have positive effect on job satisfaction. A participative climate produced by the supervisor in the organization has more significant effect on employee satisfaction than participation in specific decision.

- *Work Group:*

  Friendly, cooperative co-workers or peers are the source of employee job satisfaction. The tight work group act as a source of support, advice; provide assistance and makes person feel comfortable. Research indicates that the groups that have interdependence among its members to complete the task have higher satisfaction. Converse also stands true- the people experiencing difficulty to get along with have negative effect on job satisfaction. Members will be less satisfied when they are generally resistant to teams.

- *Working conditions:*

  When working conditions are better i.e. hygienic, eye-catching surroundings it becomes easy for the employees to carry out their jobs. But when working conditions are poor i.e. hot, noisy surroundings it becomes difficult for the personnel to get the work done. Much thought is not given by people on working conditions unless they are extremely bad thereby leading to job dissatisfaction. [41]

## 2.12 THEORIES OF JOB SATISFACTION

A number of theories have been developed in the field of job satisfaction. Some well-known theories and their brief explanations are presented as follows:

### 2.12.1 *Maslow's Hierarchy of Needs theory:*

**The given theory relates to motivation and job** satisfaction. Maslow classified human needs into five levels starting from the basic needs, the physiological, security/safety, social, esteem and self actualization need.

o *Physiological needs:* The need comprises of need for food, water, sleep, sleep and other biological needs. In organizational context, these needs are employees concerns for salary and basic working conditions. An individual who fails to satisfy this basic need would not try to satisfy higher order needs.

o *Safety/ Security needs:* It relates to need for security and protection from physical and emotional harm. Individuals in workplace relates to factors such as job security, increase in salary, unionisation, protection from layoff, arbitrary actions which leads to uncertainty.

o *Social needs:* The third level of hierarchy consists of social needs, also known as belonging and love needs. It represents the need for a friendly work group, friendly supervision, and peer acceptance.

o *Self esteem needs***:** This need is divided into two sets (a) self esteem and (b) esteem from others. Self esteem includes desire for competence, confidence, achievement, autonomy and independence while esteem from others consists of need for prestige, recognition, status, appreciation.

o *Self Actualization needs:* The highest level need of Maslow's need Hierarchy is self actualization need which relates to realizing one's own potential and then become what one is capable of becoming.[42]

*Figure 2.5: Maslow's Hierarchy of Needs*
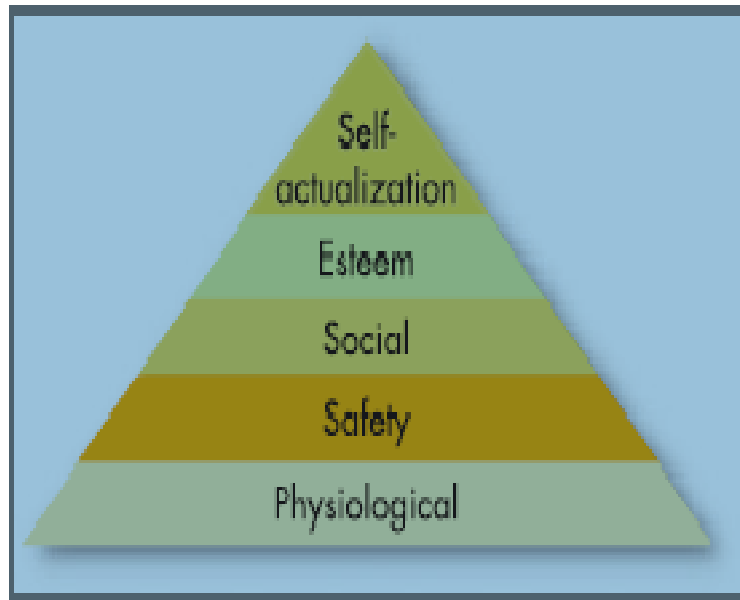


*Source: Robbins, Judge, Vohra (2013)*

No need can ever be fully satisfied however a considerably satisfied need no longer motivates an individual. Therefore, it can be concluded that once one need is considerably satisfied, the next need becomes dominant. Maslow separated the five level needs into lower and higher order needs. Physiological and safety needs are lower order needs while social, esteem and self-actualization are higher order needs. People begin with lower order needs and then moves towards satisfying their higher order needs.[43]

### 2.12.2 *Herzberg's Two Factor Theory:*

The theory is also known as Dual Factor and Motivation - Hygiene Theory was developed by examining the events in the lives of engineers and accountants. They were asked as what job events occurred in their work that led to satisfaction or dissatisfaction on their part. Their responses were broken down to negative factors and

positive factors which Herzberg called it as hygiene and motivators. Motivators are job content related factors that persuade growth while hygiene factors induce pain avoiding behaviour existing in the job environment. The motivator factors are intrinsic to the jobs which are: achievement, recognition, the work itself, responsibility, growth or advancement. The factors that attempt to avoid dissatisfaction are extrinsic to the job and are known as hygiene factors. They are company policy and administration, supervision, interpersonal relationships, working conditions, salary, status and security.

**Table 2.5: Hygiene and Motivators**

| HYGIENE FACTORS | MOTIVATORS |
|---|---|
| Policy & administration | Achievement |
| Supervision | Recognition |
| Working conditions | Work itself |
| Interpersonal relationships | Responsibility |
| Salary | Growth |
| Status | Advancement |
| Security | |

*Source: V S P Rao (2010)*

The theory suggests that the factors that led to satisfaction are different and distinct from the factors that led to job dissatisfaction. It also states that the opposite of job satisfaction is not job dissatisfaction but relatively no satisfaction and the opposite of dissatisfaction is not satisfaction but no dissatisfaction.[44]

The theory proposed following relationships between motivator needs, hygiene needs and job satisfaction: (a) when motivator needs are fulfilled, employees will be satisfied, when these needs are not fulfilled then employees will not be satisfied. (b) Employees will not be dissatisfied when hygiene needs are fulfilled and they will be dissatisfied when these needs are not fulfilled.[45]

### 2.12.3 Alderfer's ERG Theory

Alderfer identified three groups of needs viz. Existence, Relatedness and Growth and proposed the theory known as ERG theory. He categorised human needs into lower and higher order needs.

- The first category is *existence need* which relates to physiological and survival well being.
- *Relatedness* is concerned with the social and interpersonal relationships
- *Growth need* is individual's intrinsic wish for personal development.

The Alderfer's ERG Theory is analogous to Malsow's and Herzberg' theory but at the same time it has difference that lower level needs not to be satisfied before higher level needs. Alderfer also felt that deprivations are not just the way to trigger a need.[46]

### 2.12.4 McClelland's Theory of Needs

David McClelland and his associates developed the McClelland theory of needs. The theory consists of three needs namely need for achievement (nAch), need for power (nPow) and need for affiliation (nAff).

- *Need for achievement (nAch)* relates to the individual need to do extremely well and achieve the set standards.

- *Need for power (nPow)* is the individual need to influence the behaviour of others and make them behave in a way in which they would have not behaved otherwise.

- *Need for affiliation (nAff)* is the individual desire for having pleasant friendly and close interpersonal relationships.[47]

**Figure 2.6: Diagrammatic representation of Content Theories**
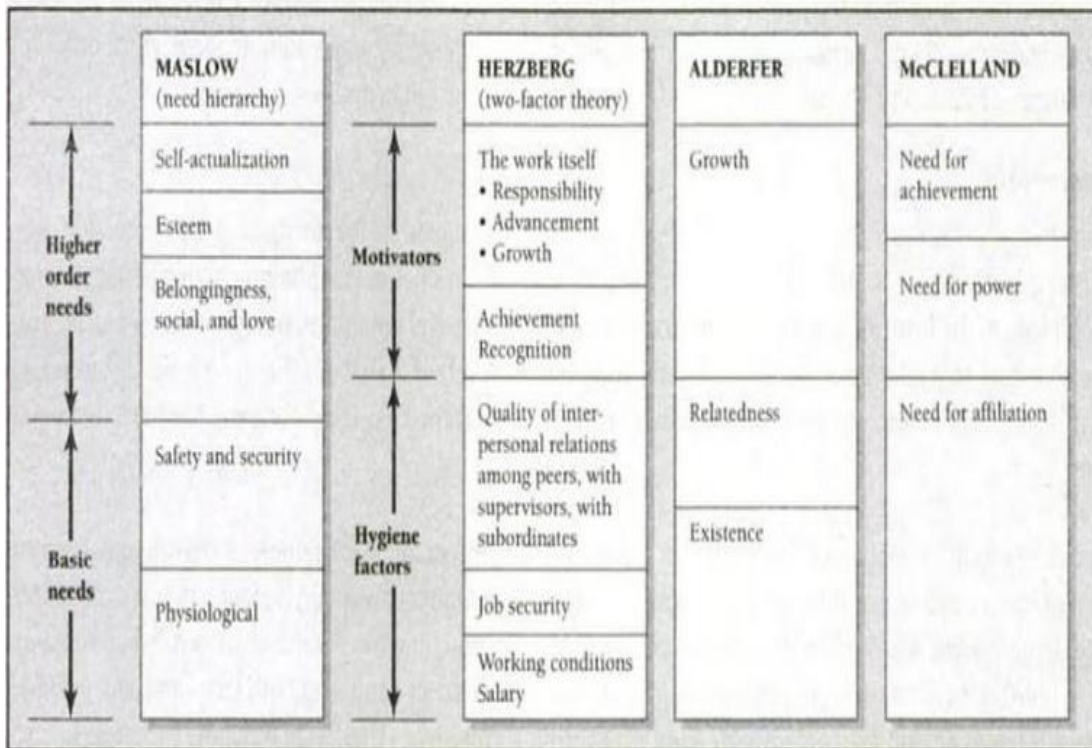


*Source: Ivancevich, Konopaske, Matteson (2008)[48]*

### 2.12.5 Vroom's Expectancy Theory:

Expectancy theory emphasized the cognitive aspect where people have to make choices among alternative courses of action. The people at workplace get motivated when they find association between effort they put and reward they would get. Vroom's theory is build around the concepts of Valence, Expectancy and Force. Force is arithmetical sum of products of valence when multiplied with expectancy.

The Vroom's model consists of three elements- Valence, instrumentality and expectancy that makes the model known as VIE theory. These elements are elucidated as follows:

*Valence:* Various psychologists have used different terms for valence. Valence is also referred as value, incentive, attitude and expected utility. It is the person strength of desires or aversions for outcomes. Valence can be positive, negative or zero. It is positive when the person

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prefers attaining the outcome to not attaining it. It is negatively valent when person prefers not attaining it to attaining it. Valence is zero when a person is indifferent to attaining or not attaining it.

*Instrumentality:* Instrumentality is the input to the valence. It refers to the degree to which first level of outcome would help in attaining desired second level outcome. This means first level outcome is believed to be necessary and sufficient condition for attaining the second level outcome. For instance, person desires to get promotion and believes superior performance as a very strong factor in getting promotion. The superior performance is first level of outcome that is instrumental in getting promotion which is second level of outcome.

*Expectancy:* It is defined as a belief concerning the likelihood that a particular act will lead to first level outcome. Expectancy is different form instrumentality as the former relates to efforts that lead to first level of outcome and later one relates to first level outcome that leads to second level outcomes. Expectancy can range from 0 to 1.[49]

### 2.12.6 *The Discrepancy Model of Job Satisfaction*

This model of Job satisfaction is based on a simple concept of determining how satisfied the people are with their jobs. Employees compare their present job to some ideal job. This ideal job could be what one expects or thinks the job should be like. As per discrepancy model of job satisfaction, employees will be dissatisfied when his expectations about their ideal job are high and when they are not met. For instance fresh graduates may have expectations for their first jobs and they are likely to be dissatisfied when their new job fails to meet their expectations.

Many researchers have mixed job facets and discrepancy model. Job satisfaction level for each of the job facets is determined and then the total of all the responses would give an overall satisfaction score. The model is useful as it takes into consideration the people comparative approach to job evaluation. The presence or absence of job facets is not

important but relatively how much job stands up against an employee's ideal job notion.

### 2.12.7 *The Steady- State Theory of Job Satisfaction:*

The Steady- State Theory of job satisfaction opines that each and every employee in the organization has a quality of being satisfied. They have their level of job satisfaction which known as steady state or equilibrium level. Variations in situational factors or events at the work place may shift an employee for a time being from his/her equilibrium state, but eventually he/she will come back to the point of equilibrium. For instance when an employee receives promotion it may temporarily raise his level of job satisfaction, but in due course of time will return to the steady state/equilibrium level.

**Figure 2.7: Job satisfaction as a Steady State**
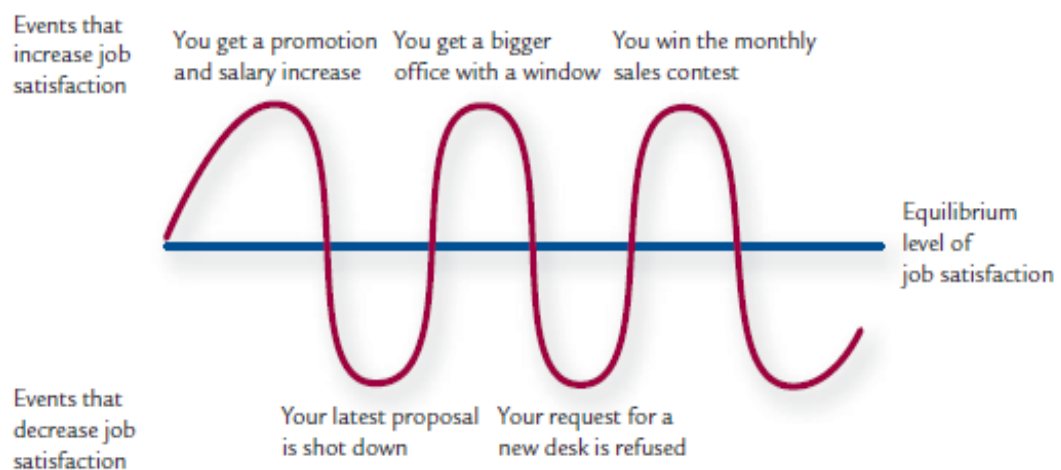


**Source:** *George, J.M. and Jones, G.R. (2012)*

When managers are thinking of making changes in the work condition to boost job satisfaction levels, they should try to find out whether the consequential increase in satisfaction is going to be temporary or long-term. [50]

### 2.12.8 *Job Characteristics Model*

Hackman and Oldham developed Job Diagnostic model that describes how job characteristics can intrinsically motivate employees and also influence employee's level of job satisfaction and performance. The Job Diagnostic model is based on theory developed on the basis of former work by Turner and Lawrence and by Hackman and Lawler. According to the given theory, "high internal motivation, high work satisfaction, high quality performance and low absenteeism and turnover" are the positive personal and work outcomes which are obtained when employee undergoes three critical psychological states. The three critical psychological states are presented and explained as below:

- *Experienced meaningfulness of the work:* It relates to the degree to which an employee feels the job performed by him/her to be meaningful, valuable and worthwhile.

- *Experienced responsibility for work outcomes:* It relates to the degree of accountability and responsibility experienced by an employee for the work outcomes.

- *Knowledge of the results of the work activities:* The degree to which employee is aware and understands how he or she is doing the job on a continuous basis.

The theory proposes that these three critical psychological states are produced by the existence of 5 core job dimensions: (1) skill variety, (2) task identity, (3) task significance, (4) autonomy and (5) feedback. The explanation of five core job dimensions is given below:

- *Skill Variety:* This dimension is concerned with the extent to which job requires an employee to make use of diverse skills and abilities for performing variety of different activities in the job.

- *Task Identity:* It relates to the degree to which the job needs to be fully completed from beginning to end resulting into outcomes that are seen.

- *Task Significance:* It relates the extent to which a specific job affects the other jobs within or outside the organization.

- *Autonomy:* This dimension relates to the amount of freedom, independence and discretion given to the employee in work scheduling and determining the work procedures for performance.

- *Feedback:* The extent to which the employee receives direct and clear information about how effectively he or she had performed the job.

Two supplementary dimensions which help to understand the jobs and employee reactions are:

- *Feedback from agents:* It is concerned with feedback received by an employee on his performance from his supervisors and/or co-workers.

- *Dealing with others:* The extent to which job necessitates employee to work closely with other people in carrying out the work.

The personal outcomes obtained from performing the work are:

- *General Satisfaction*: This outcome is related to the extent to which employee is satisfied and happy with the job.

- *Growth satisfaction*: It is concerned with employees' desire to obtain growth satisfaction.

- *Internal work motivation*: It is concerned with employees self motivation in performing the job effectively. When employee works effectively on the job, he/she experiences positive internal feelings while negative internal feelings are experienced when he/she performs the job badly.[51]

**FIGURE 2.8: JOB CHARACTERISTICS MODEL**
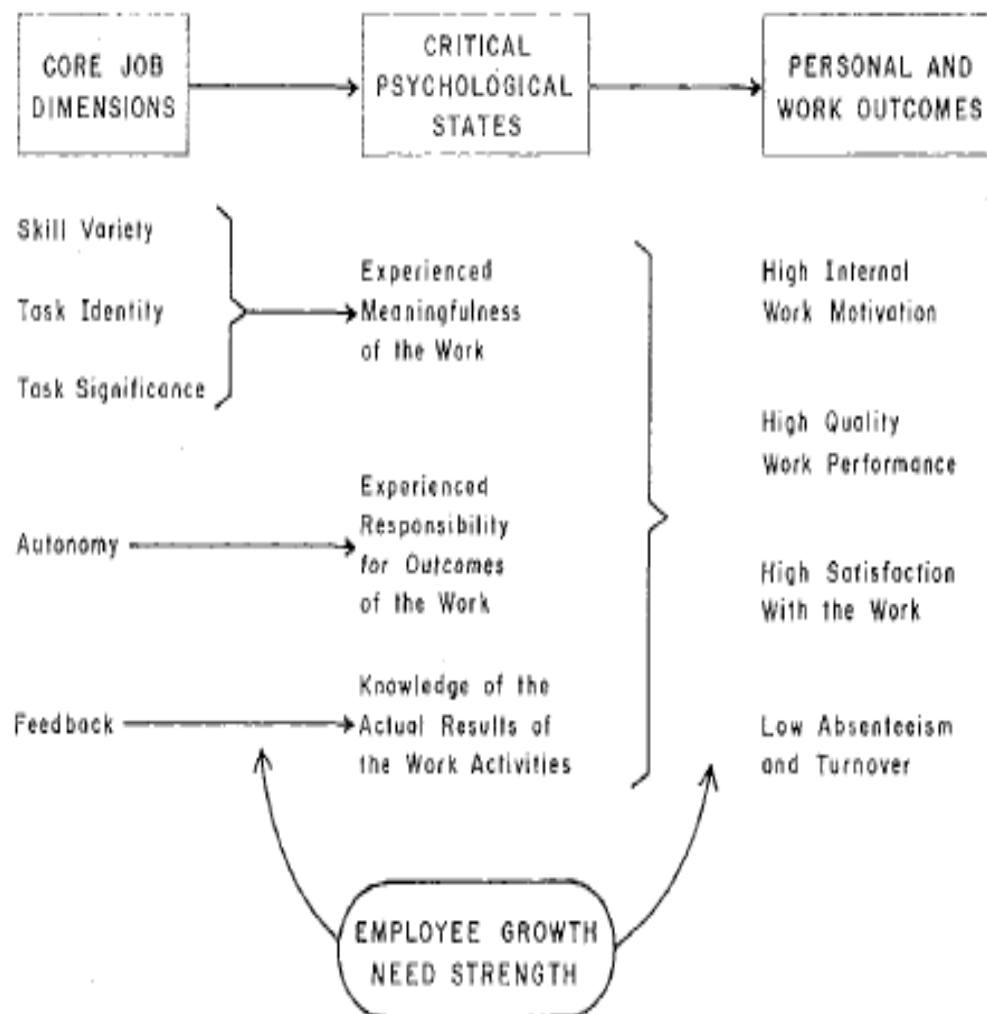


*Source: Hackman & Oldham (1975)*

## 2.13 VARIABLES / PREDICTORS OF JOB SATISFACTION

Elongated years research on job satisfaction has been dedicated to explain as to what determines employees' job satisfaction level. Understanding the development of job satisfaction is definitely important to organizational psychologists for development of theories and of practical interest to organizations as they affect level of satisfaction and various other vital outcomes. Three general approaches to understand the development of job satisfaction are job characteristics, social information processing and dispositional approaches.

**FIGURE 2.9: DETERMINANTS OF JOB SATISFACTION**
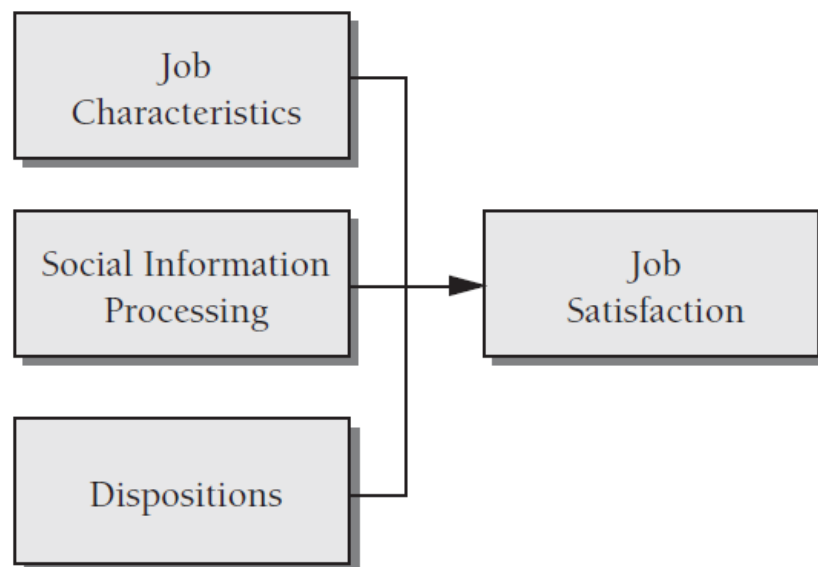


*Source: Jex. S. M. & Britt. T. M. (2008)*

- *Job Characteristics:*

As per job characteristics approach, job satisfaction is determined mostly by the nature of job performed by employees or by the characteristics of the organizations in which they employed. This means, organizations and jobs are cognitively evaluated by the employees that determine their relative level of satisfaction. Job satisfaction is determined by employees based on comparison of what the job is currently giving them and what they expect it to give for various aspects of job such as pay, working

condition, and supervision. When employees receive what they expected or above their expectations, they are satisfied otherwise feelings of dissatisfaction arises. Various empirical researches support the view that characteristics of the job and the job condition are strong predictors of employees' level of job satisfaction.

- **Social Information Processing:**

  The Social information processing approach is based on Festinger's Social Comparison Theory. According to this approach, employees develop attitudes through processing information from the social environment. The people in the organization observe others to understand and make sense of the environment. This means when newly recruited employee interacts with other employees who all are positive and satisfied with the job he is also likely to be satisfied. But when newly recruited employee interact with other employees who all are dissatisfied with their jobs he is also likely to become dissatisfied. Social information processing approach has received relatively more support from laboratory investigations than from the field tests.

- *Dispositional:*

  The recent approach in determining the job satisfaction is internal dispositions. The dispositional approach is based on the principle that some employees tends to be contented or discontented irrespective of the nature of the job or organization in which they are employed. [52]

## 2.14  JOB DISSATISFACTION

Employees dislike for their jobs results in job dissatisfaction which is expressed in many ways. Employees' different responses to job dissatisfaction are classified into 2 dimensions:

 (1) Constructive/Destructive and

(2) Active/Passive

**FIGURE 2.10: RESPONSES TO DISSATISFACTION**



|          | Constructive | Destructive |
|----------|--------------|-------------|
| Active   | VOICE        | EXIT        |
| Passive  | LOYALTY      | NEGLECT     |

**Source**: *Robbins, Judge, Vohra (2013)*

- *Exit:* The exit response of employee guides his behaviour towards quitting the organization by searching for the new job or resigning.

- *Voice:* It is concerned with active constructive participation and attempting to improve conditions by suggesting the improvements. It involves talking about the problems with superiors and getting involved in some forms of union activity.

- *Loyalty:* It refers to passively but positively waiting for the conditions to improve in the future. It includes taking side of organization in face of criticism and having faith on organization and its management in making the things right.

- *Neglect:* Employee passively let the situations to get worsen and start remaining absent or coming late, putting less efforts and increased mistakes.[53]

## 2.15 PROBABLE CONSEQUENCES OF JOB SATISFACTION

Job satisfaction has many probable consequences such as job performance, absenteeism, turnover, safety and job stress which are discussed as under:

- *Job performance:*

  Managers have supposed positive association between job satisfaction and job performance i.e. when employees are more satisfied they will perform at a higher level than those who are less satisfied. But various research studies conducted do not hold it true. Results have indicated that job satisfaction is not strongly related to job performance and has weak positive relationship. Organizations spend significant time and efforts to make sure that its employees perform the assigned tasks irrespective of their liking or disliking for their job. Organizational rules, procedures, rewards and punishments forces the employees to have desired level of performance. Conversely the research suggests that job performance may lead to satisfaction if employees are considerably rewarded for their better performance.

- *Absenteeism:*

  Absenteeism costs organization. Organizations can never reduce but can control or manage the Abseentism behaviour of employees. Researchers have proposed that employee attendance is a function not only of their motivation to go to work but also of their ability to attend. Illness, accidents, transportation problems, family responsibilities affects the individual abilities to go to work. Researchers also have indicated that job satisfaction has weak negative relationship with absenteeism. Employees are likely to be less absent in their job when they are satisfied.

- *Turnover*

  Turnover is the employees' tendency of permanently withdrawal from the employing organization. When employees are highly satisfied with their job it leads to low turnover. But some employees who are dissatisfied may

leave and shift to another organization while some employees may continue to work with the same organization. [54]

- *Safety*

  Low satisfaction results into reduced safety exercise. People with dissatisfaction about one's job, supervisors, company are more likely to experience accidents. The reason behind accidents is that dissatisfaction takes away one's attention from the job which directly leads to accidents.
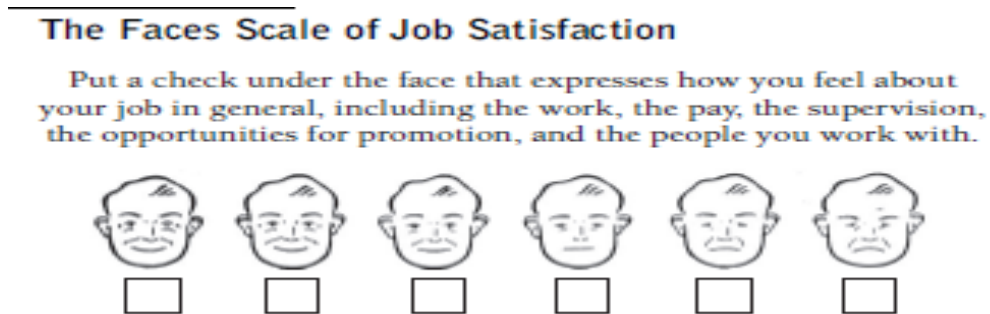
- *Job Stress:*

  Job stress refers to person physical response to any job related factor that intimidates to upset person's equilibrium. Long-lasting stress can lead to severe disorders. Constant job dissatisfaction is powerful source of job stress.[55]

## 2.16  MEASURING JOB SATISFACTION

Several measures are developed to measure job satisfaction. However four of them are described.

- The first measure of job satisfaction that is widely used is "Faces Scale" developed by Kunin in mid 1950s. The scale comprises of series of faces with different emotional expressions as shown in figure. Respondents are asked to show which of the five faces best represents their feelings of overall job satisfaction. The main advantage of this method is it is simple and does not involve high level of reading to finish it. The method is disadvantageous as it does not convey the source dissatisfaction is pay, supervision or the work itself.

**FIGURE 2.11: FACE SCALE OF JOB SATISFACTION**

**The Faces Scale of Job Satisfaction**

Put a check under the face that expresses how you feel about your job in general, including the work, the pay, the supervision, the opportunities for promotion, and the people you work with.

**Source:** *Jex. S.M. & Britt. T.M. (2008)*

- Job Descriptive Index (JDI) is another scale that is widely used to measure job satisfaction. It was developed in late 1960s by Patricia Cain Smith and her colleagues at Cornell University. The scale requires the respondents to describe their jobs. Scores for the individual aspects of work, pay, promotion, supervision and co-workers can be obtained. The key advantage of the JDI is that great deal of data supports its construct validity. One issue with JDI is lack of an overall job satisfaction scale. Researchers may wish to measure employees' overall level of job satisfaction which is not allowed in JDI.

**TABLE 2.6: SAMPLE ITEMS FROM THE JDI**

Write

Y for "Yes" if it describes your job

N for "No" if it does not describe your job

? if you cannot decide

| Work | Pay | Promotion |
|---|---|---|
| ____ Fascinating | ____ Barely live on income | ___Limited opportunities |
| ____Pleasant | ____Bad | ___Promotion on abilities |
| ____Can see results | ____Well Paid | ___Regular Promotions |

**Source:** *Jex. S.M. & Britt. T.M. (2008)*

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- The third measure of job satisfaction is the Minnesota Satisfaction Questionnaire (MSQ). It was developed by a team of researchers from the University of Minnesota. It consist of 100 items that measures 20 aspects of work as presented below:

**TABLE 2.7: ASPECTS MEASURED BY THE MSQ**

| | |
|---|---|
| Activity | Ability utilization |
| Independence | Company Policies and Practices |
| Variety | Compensation |
| Social Status | Advancement |
| Supervision (Human Relations) | Responsibility |
| Moral Values | Creativity |
| Security | Working conditions |
| Social service | Recognition |
| Authority | Achievement |
| Supervision (Technical) | |

*Source: Jex. S.M. & Britt. T.M. (2008)*

MSQ comprises of various statements about different aspects of the job, in which respondents are asked to indicate his/ her satisfaction level with each of the aspects. The method provides extensive information on employees' satisfaction with various aspects of the job which can be used to make changes in the aspects that are less satisfactory. The major drawback of MSQ is the length which makes it difficult to administer particularly when other variables are also to be measured.

- The fourth measure which is not as extensively used as the others is Job Satisfaction Survey (JSS). It was developed by Spector (1985) as an instrument to measure job satisfaction level. JSS comprises of 36 items measuring nine aspects of the job. The nine aspects measured by the JSS are shown below:

**TABLE 2.8: ASPECTS MEASURED BY JSS**

| | |
|---|---|
| Pay | Promotion |
| Supervision | Benefits |
| Contingent Rewards | Operating Procedures |
| Co workers | Nature of work |
| Communication | |

*Source: Jex. S.M. & Britt. T.M. (2008)*

Like JDI, JSS is also descriptive in nature. But it is different from JDI as overall job satisfaction score can be computed by JSS by adding the various aspects score.[56]

## 2.17 ORGANIZATIONAL CLIMATE AND JOB SATISFACTION

The relationship among "Organizational climate" and "Job satisfaction" has been the area of extensive amount of debate among the researchers in the field. Guion (1973) elevated the issue as "Organizational climate" being just another name for Job satisfaction, thereby considering both the terms to be indistinct. Guion viewed the concept of climate to be redundant and stated that researchers in the area of organizational climate have simply borrowed items for instruments from measures of job satisfaction.

The other researchers in support of organizational climate research believed and hold that climate and job satisfaction tends to be related, but are different concepts. Number of research studies supported this view, some are as follows:

- Litwin and Stringer (1968) created different climates in their field experiment. These climates offered different level of job satisfaction to the employees. Thus, it can be said that organizational climate was a determinant of job satisfaction.

- Friendlander and Margulies (1969) described that individual with different work values were more satisfied in varied types of climate. The individual

satisfaction with different aspects of their job depends on certain combinations of climate components.

- Schneider and Snyder (1975) to resolve the issue elevated by Guion, conducted the study on 522 managerial and non-managerial employees from 50 life insurance companies. They circulated an organization climate and job satisfaction instrument to employees of insurance companies. The study result indicated that there was more level of consensus among employees about their organizational climate than about their level of job satisfaction.

Thus, above researchers proved that organizational climate though are related concepts, but are not the same. Joyce and Slocum (1979) with various other researchers also differentiated climate form job satisfaction. According to them organizational climate represents the perceptual description of the work setting while job satisfaction is an affective assessment of the various aspects of work.
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