

Job Satisfaction in Organizational Executives

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Abstract- This paper is aimed at examining the level of job satisfaction among the executives serving in various organizations. For the purpose of conducting this study, a sample comprising 69 executives was selected with a deliberate effort to ensure that the sample comprises executives serving at junior, middle and senior levels. All subjects were administered MAO-R (Motivational Analysis of Organization – Roles), a questionnaire to assess level of job satisfaction. It was found that the job satisfaction level was high among executives. The need for achievement and the need for influence were more satisfied as compared to other needs. Detailed implications of this study will be discussed in the paper.

Index Terms- Job Satisfaction, Need for Achievement, Need for Affiliation, Need for Control Need for Extension, Need for Influence.

I. INTRODUCTION

In the present day scenario of stiff competition and stresses, an executive faces great challenges in order to keep himself motivated, an executive needs to be highly self inspired and resilient. Serving an organization where one is neck deep in work due to shortage and then be denied a promotion for want of vacancies brings us to the question of 'Job Satisfaction' in the organizations.

1.1 Job Satisfaction

Job satisfaction can be viewed as the overall attitude, or it can apply to the parts of an individual's job. It is like an attitude, generally acquired over a period of time as an employee gains more and more information about the workplace. Nevertheless, job satisfaction is dynamic, for it can decline even more quickly than it developed. Managers can not establish the conditions leading to high satisfaction now and then neglect it, for employee needs may change suddenly. Managers need to pay attention to employees' attitudes week after week, month after month, year after year.

Job satisfaction is one part of life satisfaction. The nature of one's environment of the job influences one's feelings on the job. Similarly, since a job is an important part of life, job satisfaction influences one's general life satisfaction. Managers may need to monitor not only the job and immediate work environment but also their employees' attitudes towards other part of life.

According to many studies, occupational stress, fatigue and job satisfaction are widespread problems in western societies and lately in the Indian society too. Since new management approaches seek constant development by placing the human factor in the foreground, and since institutions can only progress based on the views, attitudes, and perceptions of their

human resources, the number of studies related to employee satisfaction has increased very rapidly (Witt and Beokermen, 1991; Jenkins, 1993; Judge and Watanabe, 1993). We know that satisfaction of the employees is crucial for achieving organizational excellence.

Job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations.

1.2 Models of Job Satisfaction

Affect Theory

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates, how satisfied / dissatisfied one becomes when expectations are / aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee 'A' values autonomy in the workplace and Employee 'B' is indifferent to autonomy, then Employee 'A' would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee 'B'.

Two-Factor Theory (Motivator-Hygiene Theory)

Fredrick Herzberg's Two Factor Theory (1966) (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the work place. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition and promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

1.3 Factors Responsible for Job Satisfaction

Personal Factors

These factors include the individual employee personality, age, gender, number of dependents, education, intelligence, time on the job etc. Certain personality traits have been viewed as an important cause of job dissatisfaction.

Factors Inherent in the Job

These factors include the type of work to be performed, skills required for work performance, occupational status involved in the job, difference in work situations etc. The type of work inherent in the job is very important. Varied work generally brings about more job satisfaction than does routine work.

As regards to relation of occupational status to job satisfaction, it has been pointed out that occupational status is related to job satisfaction but it is not identical with it. Such status does not depend entirely on the job itself and it depends not only on way the employee regards the status of his job but also on how it is considered by others whose opinions or views he regards to be important. Generally the employees in those jobs are relatively more dissatisfied which have less social status or prestige. Job satisfaction is also related to the place of work situation. It is believed that employees at the work place in large cities are generally less satisfied with their jobs than work in small towns or cities.

Factors Under the Control of the Management

These factors include security (economic as well as social), wages and salaries or pay, fringe benefits, opportunities for advancement, working conditions, type and quality of supervision etc. It is believed that industrial employees mostly want steady work and security for life. The importance of economic as well as security as a factor in job satisfaction varies with the marital status and the number of dependents.

1.4 Needs Influencing Job Satisfaction

Need Achievement

Some people have a compelling drive to succeed and they strive for personal achievement rather than the rewards of success that accompany it. They have a desire to do something better or more efficiently than it has been done before. This drive is the achievement need. From research into the achievement need, McClelland (1958) found that high achievers differentiate themselves from others by their desire to do things better. They seek situations where they can attain personal responsibility for finding solutions to problems, where they can receive rapid feedback on their performance so they can set moderately challenging goals. High achievers are not gamblers: they dislike succeeding by chance. They prefer the challenge of working at a problem and accepting the personal responsibility for success or failure, rather than leaving the outcomes to chance or the actions of others. People with achievement need are enterprising in nature as they take calculated risks in achieving such targets for which they have to apply their imagination and stretch their limbs. They give single-minded attention to accomplishment of their tasks. Further, high achievers find goal achievement

intrinsically satisfying and they do not necessarily crave for material rewards.

Achievement motive is not necessarily present in all individuals. It also differs in different cultures. For instance, McClelland (1961) in his research on the achievement motive in various cultures found that under-developed societies are characterized by low levels of achievement motive and even in the developed countries like the USA, only 10 percent of the population has high levels of achievement need. The achievement motive among people has been found to depend on child-rearing practices, maternal warmth, personal and occupational experiences and the type of organization for which they work. Apart from gaining understanding of human behaviour, the concept of 'need for achievement' is also important for understanding how people respond to the work environment. This helps in designing jobs for achievement-oriented people.

Need Affiliation

The need for affiliation can be viewed as the desire to be liked and accepted by others. It is the need for human companionship. Individuals with a high affiliation motive strive for friendship, prefer cooperative situations rather than competitive ones, and desire relationships involving in high degree of mutual understanding. Research has shown that people with a high affiliation need generally display the following characteristics:

- (a) A strong desire for approval and reassurance from others.
- (b) A tendency to conform to the wishes and norms of those whom they value.
- (c) A sincere interest in the feelings of others.

Such people are motivated to express their emotions and feelings to others and expect other people to do the same in return. High need affiliation individuals tend to take job characterized by much of inter-personal contacts. They receive an inner satisfaction from socializing with people with little regard for personal feelings about them. They play important integrative role in group or inter group activities. But their overemphasis on social relationships may interfere with the process of accomplishing the task.

People possess the above needs in varying degrees. However, one of the needs will tend to be more characteristic of the individual rather than the other two. Individuals with a high need for achievement thrive on jobs and projects that tax their skills and abilities. Such individuals are goal oriented in their activities, seek a challenge and want task relevant feedback. Individuals with high affiliation needs value interpersonal relationships and exhibit sensitivity towards other people's feelings.

Need Influence

It is the need to have impact, to be influential, and to control others. Individuals high in influence need enjoy being "in charge", strive for influence over others, prefer to be placed into competitive and status oriented situations. People driven by influence need wish to create an impact on their organizations

and are willing to take risks to do so. Such people are able to influence others to achieve organizational goals.

Need Extension

For the overall betterment of an individual as also the organisation, continuous enhancement of skills and resources is required. Continuous attention is required to be paid to motivational aspects, self system and group belonging. Need for extension is thus development of people, their competencies and the development of the organization as a whole. Constant endeavour on the part of all executives is required for enhancement in order to attain efficiency. This endeavour is directed at improvement and enhancement of self, subordinates, organizational infrastructure and procedures. While carrying out constant improvement, optimum utilization of resources is required to be made. At the same time creation of new resources is also desirable through judicious utilization of funds and grants. Efficiency is also required to be enhanced by training, monitoring and supervision. Successful attainment of personal and organizational enhancement leads to job satisfaction.

Need Control

Executives in the organizations have subordinates who are required to execute roles assigned to them over divergent conditions. Executives need to exercise control over their subordinates as also resources. The resources required to be managed are time, personnel, material and information. The control required to be exercised is both, external and internal. By external control it is meant that control is required to be administered on external agencies which contribute to the final outcome. Internally, executives are also required to control themselves while working towards a goal in which other subordinates are also involved.

1.5 Job Satisfaction and Withdrawal Behaviors

Based on the research that shows job satisfaction predicts withdrawal behaviors like turnover and absenteeism, researchers have been able to statistically measure the financial impact of employee attitudes on organizations (e.g., Cascio, 1986; Mirvis & Lawler, 1977). Using these methods can be a powerful way for practitioners to reveal the costs of low job satisfaction and the value of improved employee attitudes on such outcomes as absenteeism and retention.

II. METHODOLOGY

2.1 Hypothesis

It was hypothesized that

- (a) The job satisfaction will be high among the executives.
- (b) There will be different levels of needs influencing overall job satisfaction.

2.2 Participants

69 executives from senior, middle and junior levels participated in the study. The average age of participants was 37 years, with the youngest being 22 years of age and the oldest aged 58 years. All participants were graduates.

2.3 Procedure

Subjects were administered “Motivational Analysis of Organization – Roles (MAO-R)”, developed by Dr Udai Pareek, (1988).

2.4 Measures

MAO-R is developed by Dr Udai Pareek (1988). This self administered 25 item scale is intended to assess five needs: achievement, affiliation, influence, control and extension. MAO-R is a 5-point scale (1-5), containing five items for each need and a total of 25 items. The difference between perceived satisfaction and desired satisfaction gives the score. The score on each need will range from -20 to +20. The higher the score, the higher the dissatisfaction. The retest reliability of this scale ranged from .40 -.70. For validity: Item-analysis found all correlations significant at 0.001 levels. Factor analysis revealed that all factors together explain about 100% variance.

III. RESULT & DISCUSSION

Table 1
Level of Job Satisfaction Among Organizational Executives

Job satisfaction variables	Mean
Achievement	6.09
Influence	6.68
Control	6.81
Extension	6.94
Affiliation	7.17
Total	33.70

The overall score of 33.70 is indicative of high level of job satisfaction as lower the value, higher is the satisfaction and vice-versa. The high level of job satisfaction amongst the executives arises from the nature of work, organizational culture and organizational climate. The need for achievement and the need for influence are more satisfied as compared to other needs.

Table 1 shows that need for achievement is 6.09. It means that the organizational executives at all levels are self motivated and strive to achieve assigned tasks. Above finding is supported by earlier studies also (Dayal and Saiyadain, 1970 ; Singh and Srivastava, 1983 and Padaki and Dolke, 1970). Good work is always appreciated and rewarded. Table 1 also shows that need for affiliation is 7.17. Need affiliation is not being fulfilled by the executives to the level desired by them because of formal nature of the organization and frequent transfers.

Need for influence is 6.68. (shown in Table1) It means an executive is able to exercise influence commensurate to his age and service and can achieve results relevant to the influence he exercises. Need for control is 6.81 which is average as compare to other needs (shown in Table 1). It means absolute control is not a reality, being relative in nature and control is associated with the position an executive holds in the organizational hierarchy. Need for extension is 6.94. (shown in Table1). Need extension is desired more in organization by executives, being low on account of rapid changes in technology, competitive environment, organizational restrictions and short tenures and frequent transfers.

IV. CONCLUSION

It can be concluded that the organizational executives are satisfied with their job and their needs are fulfilled in varying degrees in the organization. The overall need for achievement is dominant among the organizational executives in comparison to other needs related to job satisfaction.

V. QUESTIONNAIRE

5.1 Challenging Work

- (P) What level of challenging work you get to do?
- (D) What level do you desire?

5.2 Influence or Impact

- (P) What influence or impact are you allowed to make on others in your organization?
- (D) What influence or impact do you desire to make?

5.3 Authority to Admonish (Punish)

- (P) What authority do you have to admonish (punish) individuals who do not conform?
- (D) What level of such authority you desire to have?

5.4 Working with Friendly People

- (P) What level of opportunity is available to you to do something useful for others in the organization?
- (D) What level of opportunity would you like to have?

5.5 Doing Something Useful

- (P) What level of opportunity is available to you to do something useful for others in the organization?
- (D) What level of opportunity do you desire?

5.6 Feedback on Performance

- (P) How expeditiously are you apprised of your performance in the organization?
- (D) What level of promptness in feedback on your performance you desire?

5.7 Autonomy and Independence

- (P) What level of autonomy / freedom you enjoy to work independently in your organization?
- (D) What level of autonomy you desire?

5.8 Freedom to Direct / Instruct Subordinates

- (P) What level of autonomy you have to direct / instruct subordinates in your organization?
- (D) What level of autonomy do you desire?

5.9 Development of Close Personal Relations

- (P) What opportunities do you get to develop close personal relations with colleagues in the organization?
- (D) What level of such opportunity do you desire?

5.10 Development of Subordinates

(P) What the level of opportunity is available to you for developing your subordinates?

(D) What level of such opportunity do you desire?

5.11 Setting Standards of Excellence

- (P) What level of opportunity is provided to you for setting standards of excellence in your organization?
- (D) What level would you like to have?

5.12 Providing Suggestions to Superiors

- (P) What level of freedom do you enjoy to provide suggestions to your superiors?
- (D) What level do you desire?

5.13 Control over People

- (P) How far can you control people in your organization?
- (D) What level do you desire?

5.14 Sharing of Feelings and Emotions

- (P) To what level are you allowed to share your feelings and emotions with others in the organization?
- (D) What level would you like to enjoy in this regard?

5.15 Helping Others

- (P) What do you rate your possibilities for helping others in your organization?
- (D) What is the level of opportunities you desire in order to help others?

5.16 Rewarding of Efficiency

- (P) How good are the avenues for rewarding efficient people in your organization?
- desire?

5.17 Contribution to Significant Decisions

- (P) What level of opportunity is provided in your organization to contribute in making significant decisions?
- (D) What level of such opportunity do you desire?

5.18 Admonishment of Non - Performers

- (P) How much authority you enjoy to admonish / punish non performers in your organization?
- (D) What level of such authority do you desire?

5.19 Interaction with Colleagues

- (P) What level of freedom do you enjoy to interact with your colleagues?
- (D) What level of such freedom do you desire?

5.20 Cooperation with Others in a Common Task

- (P) How far can you cooperate with others in a common task?
- (D) What level do you desire for such cooperation?

5.21 Stretching of Abilities / Skills

- (P) What opportunities does the organization provide you to stretch your abilities / skills?
- (D) What level do you desire to have?

5.22 Recognition for Work

- (P) What are the chances of getting recognition for work produced by you in your organization?
(D) What level do you desire in this regard?

6.3 Answers

Item	P	D
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5.23 Reporting by Subordinates / Other Sections

- (P) How good is reporting by your subordinates to you?
(D) How good do you want it to be?

5.24 Interaction with Others on Matters Other Than Tasks

- (P) What level of freedom do you enjoy to interact with your colleagues?
(D) What level of such freedom do you desire?

5.25 Team Work

- (P) How much freedom do you have to work in teams?
(D) What level of freedom do you desire?

VI. INSTRUCTION FOR ANSWERING THE QUESTIONNAIRE

6.1 Personal Information

Designation with effect from

Date of birth Age (in years)..... Gender (male / female)

Date of enrolment Seniority

Service (in years)

6.2 Instructions

Your job in your organization, including your current role / appointment, provides you with some degree of freedom of action / opportunities / facilities to achieve assigned goals. Some of the functional aspects of your job are listed below vide statements 1-25. You are requested to read these statements carefully and then answer each under headings 'P' or 'D'; with 'P' indicating the present level of freedom of action / opportunities / facilities you actually enjoy and 'D' implying the level you would desire to have.

Please accord level to your answers on a scale of 1 to 5 with each numerical value meaning as under :-

- (a) 1 = No freedom of action / opportunity / facility at all.
- (b) 2 = Very little freedom of action / opportunity / facility .
- (c) 3 = Some freedom of action / opportunity / facility.
- (d) 4 = Good freedom of action / opportunity / facility.
- (e) 5 = Great deal freedom of action / opportunity / facility.

Please fill in the personal information details before proceeding with the actual task.

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