

## A Study Of Job Satisfaction Among Managers In India

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The primary goal of work is presumably production of goods or providing services. A major part of man's life is spent in work. Work is a social reality and social expectation to which men seem to conform. It provides status to the individual and binds him to the society. As people spend eight or more hours a day working, and work occupies so much of a man's life span, it is important that they should enjoy their work. The relationship between manager and their job has always attracted the attention of researchers. The main objective of this study is to examine the level of job satisfaction among Indian managers and also to study the main determinants of job satisfaction.

### Job Satisfaction Defined

Job satisfaction has been defined as "any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say 'I am satisfied with my job'" (Happock, 1935). Job satisfaction is a person's attitude towards the job. Positive attitudes towards the job are equivalent to job satisfaction whereas negative attitudes towards the job are equivalent to job dissatisfaction (Pestonjee, 1991).

Bullock (1952) defined job satisfaction as an attitude which results from balancing and summation of many specific likes and dislikes experiences in connection with the job- their evaluations may rest largely upon one's success or failure in the achievement of personal objectives and upon the

perceived combination of the job and company towards these ends. Smith (1955) refers to job satisfaction as the employee's judgment of how well his job as the whole is satisfying his various needs. Borrow (1964) defined job satisfaction as 'the verbal expression of an incumbent's evaluation of his job'. Blum and Naylor (1960) refer to job satisfaction as a general attitude, which is the result of many specific attitudes in three areas, namely, specific job factors, individual characteristics, and group relationships outside the job. Gilmer (1966) opined that 'job satisfaction or dissatisfaction is the result of various attitudes the person holds towards his job, towards related factors and towards life in general'. These definitions seem to indicate that job satisfaction is essentially an affective attitude resulting from the intrinsic aspect of the job.

### Review Of Literature

Research studies on job satisfaction started in 1935 through the publication of a monograph by Hoppock. The easiest way to find out how much a person enjoys his work is to ask him. A number of the early surveys were carried out by Hoppock (1935), who used questions like 'choose one of the following statements which best tells how well you like your job' (Seven alternative answers from 'I love it' to 'I hate it').

The pioneering work in the area of job satisfaction was done by Herzberg, Mausner, and Snyderman (1959). They suggested that there are two factors

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corresponding to satisfaction and dissatisfaction. They carried out a number of 'critical incident' surveys in which engineers and accountants were asked to describe occasions when they had felt 'exceptionally good' or 'exceptionally bad' about their jobs. The investigators then coded the extent to which they considered that each critical incident was due to each of a number of possible sources of satisfaction. It was found that the good experiences seemed to be brought about by achievement, recognition, the work itself, responsibility and achievement. Bad experiences appeared to be due to supervision, fellow workers, company policy, working conditions and personal life. Herzberg and his colleagues concluded that 'motivators' (achievement, etc.) mainly affect satisfaction; while 'hygiene' factors (supervision, etc.) mainly affect dissatisfaction. Satisfaction is mainly due to the motivators, dissatisfaction to the hygiene factors.

Later studies used a larger number of questions, as many as 150 in one case, inquiring about many different aspects of the job. A number of statistical analyses have been carried out, and the following are the areas of satisfaction which have appeared most commonly:

Satisfaction with company and management.

Satisfaction with supervision.

Satisfaction with co-workers.

Satisfaction with financial rewards.

Satisfaction with working conditions.

Satisfaction with job content.

Satisfaction with promotional opportunities and status.

In most recent studies Likert-type scales have

been used. These consist of a series of questions, with five alternative responses.

### Objectives Of The Study

The objectives of this study were:

- To examine the level of job satisfaction of managers
- To examine the differences if any in the level of job satisfaction by sex, age, managerial position and type of organisation.
- To study the main determinants of job satisfaction, and rank them in importance.

### Hypotheses

The following hypotheses were formulated for testing in this study:

- Male managers are highly satisfied than female managers.
- Managers in the age group of 41-50 are highly satisfied than those in the other age groups.
- Managers at the top managerial levels are highly satisfied than those in the middle and lower managerial levels.
- Managers of service organizations are highly satisfied than manufacturing organizations.

### Methodology

#### Sample

Manufacturing and service organizations having well defined training schemes were included in the study. Only managers of these sampled organizations were taken as subjects of this study. For the selection of respondents the study followed convenience

sampling method, which is a non-probability sampling technique. Around 600 respondents were selected from 200 organisations across India. Out of these, 455

responses were received representing a response rate of 76 per cent as shown in Table 1.

Table 1. Responses by type of organization, sex, age and managerial position

A. Type			B. Sex		
Type	n	%	Sex	n	%
Manufacturing	272	60	Male	398	87
Service	183	40	Female	57	13
$\Sigma$	455	100	$\Sigma$	455	100

  

C. Age			D. Managerial Position		
Age	n	%	Managerial Position	n	%
21-30 years	73	16	Junior Management	135	30
31-40	134	29	Middle Management	234	51
41-50	163	36	Top Management	86	19
51-60	85	19	$\Sigma$	455	100
$\Sigma$	455	100			

**Research Instrument**

Job satisfaction scale developed by Bubey, Uppal and Verma (1989) was used in this study. The job satisfaction scale consists of 25 statements with a five point scale ranging from '0' strongly agree to '4' strongly disagree. The respondents were asked to evaluate each statement on the basis of their judgments on these five points scale. Items 24 and 25 were reverse scored. Research instrument has reliability coefficients of 0.64 (test – retest method) and 0.72 (split half method).

**Data Collection And Analysis**

Primary data were collected from 455 respondents by administering the above research instrument. The scores for all the 25 statements were summed up for each respondent. They were classified

into three levels of job satisfaction: highly satisfied (below 25), satisfied (between 25-75) and dissatisfied (above 75). Low summed up scores indicated satisfaction and high summed up score indicated dissatisfaction. Further analyses were made by comparing the mean scores by sex, age, managerial position of the respondents and type of organizations they belong.

**Results**

It is difficult to say how many people are satisfied with their jobs. When asked Hoppock's single question, only about 13-21 per cent of people in over 1,000 separate surveys in the U.S.A. said that they were dissatisfied (Hoppock, 1935). The results of the survey of 455 managers presented in Table 2 shows 38 per cent of the managers are highly satisfied with their jobs, compared to 62 percent who believe that they

are only satisfied. Surprisingly none of the managers believe that he or she is dissatisfied with his/her job.

Table 2. Results of Job Satisfaction - Highly Satisfied and Satisfied

	Number of Managers	Per cent
Highly Satisfied	170	38
Satisfied	285	62
Total	455	100

There are, however, large differences between the job satisfaction of managers in different managerial positions, between male and female managers, and between different age groups and types of organizations to which they belong, as shown in Table 3.

Table 3. Results of Job Satisfaction- Highly Satisfied and Satisfied by Sex, Age, Managerial Position, and type of organisation

	Highly Satisfied (%)	Satisfied (%)
A. Sex		
Male	21	79
Female	18	82
B. Age		
21-30	29	71
31-40	25	75
41-50	39	61
51-60	28	72
C. Managerial Position		
Junior Management	40	60
Middle Management	36	64
Top Management	42	58
D. Type		
Manufacturing	37	63
Service	45	55

The results of the study based on stratification by sex, shows that 21 percent of male managers are highly satisfied, as compared to 18 per cent for female managers. The study found that the managers in the age group of 41-50 years are highly satisfied with their jobs followed by the young managers in the age group of 21-30 years and old managers in the age group of 51-60 years. The managers in the age group of 31-40

are not highly satisfied as compared to the rest. Job satisfaction of managers at the top management level is very high, followed by the managers in the junior management level. Managers at the middle management level are not highly satisfied as compared to the rest. This result corresponds with the age group. Managers in service organizations are highly satisfied as compared to the managers in

manufacturing organizations. These results clearly support the hypotheses formulated in this study.

**Determinants Of Job Satisfaction**

An individual's satisfaction on the job is related to his total self and therefore, it cannot be explained on the basis of any single factor. Researchers have identified a number of factors of job satisfaction, each composed of a number of job aspects. Hoppock, the earliest investigator in this field, in 1935 suggested that there are six major components of job satisfaction. These are as follows:

- 1) The way the individual reacts to unpleasant situations;
- 2) The facility with which he adjusts himself to other persons;
- 3) The relative status in the social and economic group with which he identified himself;
- 4) The nature of work in relation to the abilities, interests and preparation of the worker;
- 5) Security; and
- 6) Loyalty.

After Hoppock, a number of theoretical and empirical investigations have been reported in leading academic journals of the time. Of these Herzberg and his colleagues was the most important contribution. Herzberg, Mausner and Snyderman (1959) suggested that there are two factors, corresponding to satisfaction and dissatisfaction. They concluded that 'motivators' (promotion, recognition, and achievement) mainly affect satisfaction, while 'hygiene' factors (pay, working condition, co-workers, supervision, and security) mainly affect dissatisfaction and that satisfaction is mainly due to the motivators, dissatisfaction to the

hygiene factors.

This study has been investigated to test this theory. The results of the study of 455 managers are shown in Table 4 and 5. It was found that among the hygiene factors, pay was the major source of dissatisfaction, followed by working conditions, co-workers, supervision and security. Among the motivators, promotion was the major source of satisfaction, followed by achievement and recognition.

Table 4. Rankings of Hygiene and Motivators

Factors	Rank
<i>Hygiene factors</i>	<b>1</b>
Pay	1
Working conditions	2
Work group	3
Supervision	4
Security	5
<i>Motivators</i>	<b>2</b>
Promotion	1
Achievement	2
Recognition	3

Table 5. Overall Rankings of Determinants of Job Satisfaction

Factors	Rank
Pay	1
Promotion	2
Achievement	3
Working conditions	4
Work group	5
Supervision	6
Security	7
Recognition	8

**1. Pay:** Pay is the most important determinant of job satisfaction emerged from this study, as it is ranked first. Pay represents the monetary rewards for work done. Better-paid managers are more satisfied, but they also do different work, and have higher status. In several studies all other variables were held constant, and pay was found to correlate about 0.25 with satisfaction ( Remitz, 1960). There is little doubt that pay that is too low, either relatively or absolutely,

is a source of dissatisfaction ( Herzber et al., 1959). Relative pay is a better predictor of job satisfaction than the absolute amount paid because of inflation. People at work have a clear idea of what they ought to be paid, in comparison with others, and in relation to their skill, experience, etc. ( Lawler and Porter, 1963). Evidence in this study clearly shows that over- or under-payment affects job satisfaction.

**2. Promotion:** Promotion is ranked second in importance. Promotion includes all those job aspects which the individual sees as potential sources of betterment of economic position, organizational status, or professional experience. Herzberg (1959) found that achievement recognition and advancement were the main causes of *positive satisfaction*. Several studies found correlations between job satisfaction and estimates of the likelihood of promotion. On the other hand, if people expecting promotion does not get it, they will be discontented. For manual workers the actual chances of promotion are often quite small—the ratio of subordinates to foreman may be 100:1. For managerial and professional people work is part of a career, and promotion is of the highest importance. For unskilled and semi-skilled workers, promotion is less likely, and is less sought after.

**3. Achievement:** Achievement is ranked third in importance. Achievement is the act of accomplishing a challenging work. Several surveys have found that satisfied managers say that they are able to use their skills or abilities. Achievement appears more at higher levels of job status as it gives more opportunities to achieve something.

**4. Working Conditions:** The next most frequently mentioned factor includes those physical aspects of the working environment which are not necessarily a part of the work. Hours of work are one of the important factors in working conditions. Shift work is generally disliked; in view of the increased amount being brought about by automation. Some people dislike shift work much more than others; Vroom (1964) suggests that this depends on how

much their leisure and family activities are disrupted by the particular hours of work, and on how many the disrupted activities are valued. Managers, professional people and the self-employed work extremely long hours, and we have seen that these are the people who are most satisfied with their work.

**5. The Work Group:** Job satisfaction is affected by relationships in the work group. Human relations writers believed that the work group was the main source of job satisfaction. The results of this survey show that managers place it fifth in importance. The work group is apparently more important in some kinds of work than others. In I.T and B.P.O work, the group is of great importance and a major source of satisfaction. In much factory work, and particularly on assembly lines, however, such team-work does not occur, and the working group is not an important source of satisfaction. Job satisfaction is greatest in cohesive groups. The conditions for cohesiveness include frequent interaction, group members of similar background and values, democratic leadership skills, members brought together by the work-flow in a cooperative manner.

**6. Supervision:** Supervision, as a factor, generally influences job satisfaction. It refers to the relationships of the manager with his immediate superiors. It includes the degree to which a leader shows warmth in personal relationships, trust, and readiness to explain actions and listen to subordinates. A democratic style of leadership, and allowing subordinate managers to involve in decision-making also increases job satisfaction. How important is supervision as a source of job satisfaction? The results of this study show that it ranked sixth in importance, which is in tandem with the results of other surveys where workers ranked it between third and seventh ( Tiffin and McCormick, 1966). Goldthorpe (1968) found that most of his manual workers thought they got on well with their supervisors, often because he left alone. However, the white-collar workers were more concerned with supervisors, styles of interpersonal behaviour.

**7. Security:** Security is defined to include those features of the job satisfaction which lead to assurance for continued employment, either within the same company or within the same type of work or profession. Findings of this study show security stands seventh in importance as a factor for determining satisfaction. When people are worried about losing their jobs this is found to spread to discontent with all other aspects of their work. The people who are most concerned about security are those in the lower income group compared to higher income group. Managers are not really worried about their job security, because continued employment is assured, as they have immediate opportunities for immediate re-employment elsewhere.

**8. Recognition:** Recognition is the formal acknowledgement of meritorious work done by managers. Such expressions of esteem play an essential role in satisfying people on their jobs. An even more sustaining form is the positive feeling that people have internally when (1) their job has been designed to focus on self-development and (2) they are given opportunities to participate in planning and decision making. This conveys managers that their skills, their judgment, and their integrity are trusted. Recognition through public acknowledgement of superior activity can be provided at several levels- individuals, teams, and business units. Forms of recognition range from a simple verbal message for a job well done to modest or 'token' awards. Token award may be tangible (e.g., a savings bond, time off, a dinner) or intangible ( a letter of praise, sending a manager to a seminar or conference). Job satisfaction is high, when the work of managers is recognized and rewarded timely.

### Conclusion

The main conclusion drawn from this study is that, managers in India are either highly satisfied or satisfied with their jobs. However, the study observed differences in the level of job satisfaction among managers by sex, age, managerial position and type

of organizations. Among the two determinants of job satisfaction, hygiene factors ranked first and motivators ranked next. It was found that among the hygiene factors, pay was the major source of dissatisfaction, followed by working conditions, co-workers, supervision and security. Among the motivators, promotion was the major source of satisfaction, followed by achievement and recognition. The study concluded that satisfaction is mainly due to the motivators, dissatisfaction to the hygiene factors.

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