# A STUDY OF JOB SATISFACTION IN RELATION TO VALUE SYSTEM AMONG MANAGERS

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# *I*NTRODUCTION

*I* The job satisfaction of the employees has been of primary concern for the researches in behavioral sciences. Its importance lies in the fact that it has been found to be either a mediating or a moderating variable and thus influence a number of other variables related with job effectiveness. Even if it is taken as a hygiene factor, as proposed by Herzberg, it surely acts as a threshold which needs to be crossed before an individual can be motivated for higher performance.

It has been proposed that satisfaction and happiness of personnel heighten organizational effectiveness. Organizations that alienate workers through their practices will be less effective and efficient. Satisfied employees usually work harder and better than frustrated ones (Etzioni, 1964, Gross and Etzioni, 1985). However, finding the predictor variables of job satisfaction has not been easy, as it is a very dynamic variable in itself. Objects, events, rewards or situations which can be a source of satisfaction at one particular time tend to get saturated and lose their potential to cause satisfaction with repeated exposure. In fact during the 1980s, it became apparent that, although one's job situation is important to one's job satisfaction, people who exhibit satisfaction at one time are likely to be happy with their jobs several years later even if they changed occupation or employer or both. Others apparently remain dissatisfied in numerous work situations (Staw and Ross, 1985).

These findings that stable dispositional factors may result in considerable consistency in attitudes such as job satisfaction across time and situations, if true, may have important implications. For example, Staw and Ross (1985) argued that many situational changes such as job redesign may not effect the individual as intended. Such personnel programs may be prone to failure because they must contend with attitudinal consistency. Under such circumstances it becomes necessary that we search for certain stable indicators of predicting job satisfaction which lie within the individual and predispose him / her to be more or less satisfied. Values of the individual may be one such variable.

Rokeach (1973) believed that the concept of values, more than any other concept, showed promise of being able to unify the various sciences concerned with human behaviour. He described value as "an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence." Thus, for Rokeach, there are different kind of values: instrumental (modes of conduct) versus terminal (end-states of existence) or personal versus social. Many studies have found a significant relationship between values and job satisfaction. Aldag and Brief (1975), Betz (1969), Blood (1969), Butler (1983), Elizur and Tziner (1977), Kazanas (1978), and Rounds, Davis and Lofquist

(1987), and Wood (1971), among others found relationships between vocational values and job satisfaction.

The fundamental source of human values and ethics is a deeper understanding of the purpose of life. But a majority of the Indian managers, wedded to the Western model of materialism, do not have the inclination to look within. They are satisfied with their technique-centered, cosmetic, and superficial effectiveness (Datta, 1995). Chakraborty (1991) exposes the tragedy of India losing contact with her roots by importing Western ideas of management and leadership. It is against this background that the need to study job satisfaction of employees as related to their values assumes significance.

## Hypotheses

1.  The individuals high on job satisfaction as compared to those who are low on job satisfaction, will show greater preference for morality values such as:

    (a)  Forgiving

    (b)  Salvation

    (c)  Helpful

2.  The individuals low on job satisfaction, as compared to those who are high on job satisfaction, will show greater preference for values oriented towards immediate gratification such as:

    (a)  A comfortable life

    (b)  Pleasure

    (c)  Clean

    (d)  An exciting life

## Method

### Sample
Data for this study was obtained from 60 managers from Jindal Strips Pvt. Ltd. Of these 60 managers, 40 managers were selected as comprising the extreme groups, 20 high and 20 low, on the dimension of job satisfaction. This group of 40 managers formed the final sample, which was then analyzed for differences in their value system.

### Measures
The following tests were used for the present investigation:

1.  The Job Diagnostic Survey (Hackman and Oldham, 1975).

2.  Rokeach Value Survey (Rokeach, 1973).

### Result
It may be observed from Table – 1 that when the various terminal values of the two different groups of managers were subjected to median test, there were significant differences on five values. Managers with high lob satisfaction gave more preference for the value of pleasure and salvation whereas those low on job satisfaction had greater preference for the values of an exciting life, equality, and social recognition. All the differences were significant at .01 level of significance.

**Table 1: Medians, Composite Rank Orders and Chi-Squares of Terminal Values for Groups Varying on Job Satisfaction (N = 40)**

| | *Value* | *High Job Satisfaction* | *Composite Rank* | *Low Job Satisfaction* | *Composite Rank* | *Chi-Squre* | *(P)* |
|---|---|---|---|---|---|---|---|
| 1. | A comfortable life | 6 | 1 | 7 | 2 | 0.417 | – |
| 2. | An exciting life | 15 | 18 | 8 | 3 | 6.465 | 0.01 |
| 3. | A sense of accomplishment | 7 | 3 | 8 | 3 | 0.400 | – |
| 4. | A world at peace | 12 | 14 | 12 | 13 | 0.000 | – |
| 5. | A world of beauty | 9 | 7 | 10 | 11 | 0.100 | – |
| 6. | Equality | 14 | 17 | 6 | 1 | 14.400 | 0.01 |
| 7. | Family Security | 9 | 7 | 8 | 3 | 0.102 | – |
| 8. | Freedom | 10 | 10 | 8 | 3 | 0.404 | – |
| 9. | Happiness | 11 | 11 | 9 | 8 | 1.600 | – |
| 10. | Inner Harmony | 7 | 3 | 9 | 8 | 0.404 | – |
| 11. | Mature love | 12 | 14 | 11 | 12 | 0.902 | – |
| 12. | National security | 8 | 6 | 13 | 15 | 1.600 | – |
| 13. | Pleasure | 6 | 1 | 15 | 17 | 16.942 | 0.01 |
| 14. | Salvation | 7 | 3 | 15 | 17 | 12.130 | 0.01 |
| 15. | Self respect | 11 | 11 | 12 | 13 | 0.400 | – |
| 16. | Social Recognition | 13 | 16 | 8 | 3 | 8.286 | 0.01 |
| 17. | True Friendship | 11 | 11 | 14 | 16 | 1.600 | – |
| 18. | Wisdom | 9 | 7 | 9 | 8 | 0.000 | – |

Table – 2 provides the median differences on the preference for various instrumental values of high and low job satisfied managers. The table shows that they differed significantly on six values. The high job satisfied managers show significantly greater preference for the terminal values: imaginative, loving, and polite, whereas the low job satisfied managers had significantly higher preference for the terminal values: ambitious, broadminded, and clean.

# Discussion

The primary objective of this study was to look for differences on some stable dispositional factors, if any, among managers who differed on their level of job satisfaction. To this end, the study has achieved its objective as shown by the results above. It has revealed that the satisfied and unsatisfied managers significantly differ on their preferences for eleven of the possible thirty six values, both terminal and instrumental, measured by the Rokeach Values Survey (Rokeach, 1973).

**Table 1: Medians, Composite Rank Orders and Chi-Squares of Terminal Values for Groups Varying on Job Satisfaction (N = 40)**

| | *Value* | *High Job Satisfaction* | *Composite Rank* | *Low Job Satisfaction* | *Composite Rank* | *Chi-Squre* | *(P)* |
|---|---|---|---|---|---|---|---|
| 1. | Ambitious | 8 | 2 | 4 | 1 | 8.286 | 0.01 |
| 2. | Broadminded | 16 | 17 | 7 | 2 | 14.400 | 0.01 |
| 3. | Capable | 9 | 7 | 8 | 4 | 0.404 | – |
| 4. | Cheerful | 16 | 17 | 10 | 10 | 3.600 | – |
| 5. | Clean | 12 | 14 | 8 | 4 | 14.545 | 0.01 |
| 6. | Courageous | 11 | 11 | 7 | 2 | 1.600 | – |
| 7. | Forgiving | 12 | 14 | 9 | 8 | 0.404 | – |
| 8. | Helpful | 11 | 11 | 9 | 8 | 1.600 | – |
| 9. | Honest | 12 | 14 | 10 | 10 | 1.600 | – |
| 10. | Imaginative | 7 | 1 | 14 | 17 | 6.400 | 0.01 |
| 11. | Independent | 8 | 2 | 15 | 18 | 1.600 | – |
| 12. | Intellectual | 8 | 2 | 11 | 12 | 0.902 | – |
| 13. | Logical | 11 | 11 | 11 | 12 | 0.000 | – |
| 14. | Loving | 9 | 7 | 12 | 15 | 6.465 | 0.01 |
| 15. | Obedient | 10 | 9 | 11 | 12 | 0.100 | – |
| 16. | Polite | 8 | 2 | 12 | 15 | 6.400 | 0.01 |
| 17. | Responsible | 10 | 9 | 8 | 4 | 2.558 | – |
| 18. | Self-controlled | 8 | 2 | 8 | 4 | 0.000 | – |

On the other hand, the differences which have been revealed with the help of median test are quite different than those which had been hypothesised. Only three of the hypothesised differences namely, salvation, clean and an exciting life have turned out to be significant. Thus, we need to look beyond the factor analytic classification of various values such as, the morality values and values oriented towards immediate gratification, to explain the obtained results.

On taking a closer look at the value system, as represented by the composite ranks of the various values, it can be seen that a distinct value profile emerges for the two groups. Those high on job satisfaction preferred most a comfortable life, pleasure, salvation, a sense of accomplishment, inner harmony, national security and wisdom on the terminal side. The low job satisfied also preferred a comfortable life (rank 2) and ultimately desired a sense of accomplishment but were significantly lower for the values of pleasure and salvation. Instead they seemed to be guided more by the ideas of equality (rank 1), social recognition, and an exciting life.

On instrumental values, both the groups gave high preference for ambitiousness, however, the low

satisfied group was significantly higher on this value as compared to the high job satisfied group. The group higher on satisfaction had more preference for the instrumental values of being imaginative (rank 1) along with being polite, independent intellectual. The low satisfied group preferred more the values of being broadminded, clear, courageous, capable and responsible.

Taking a gestalten view of the results obtained, it may be said that the high job satisfied individuals have preference for values which guide their behavior towards self enhancement along with being sensitive to the social world around them, for e.g., their being high on salvation and also being high on loving and polite.

On the other hand, those low on job satisfaction can be portrayed as individuals high on need for stimulation and a fair and just world around them, for e.g., their preference for an exciting life coupled with a wish for high equality and social recognition. Their insatiable ambitiousness may also be a contributory factor to their feeling of job dissatisfaction.

Thus, it can be concluded that any effort aimed at improving employee satisfaction must take in consideration these pre-dispositions for the programme to be appreciably successful.

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