

## **CHAPTER II**

---

### **Review of Literature**

---



**CHAPTER - II**  
**REVIEW OF LITERATURE**

There are several studies conducted on organizational climate. The perceived organizational climate tended to affect the job satisfaction of the workers.

Kahn and Katz (1953) attempted to isolate factors which affected the worker's productivity and morale. They concluded that the productivity and morale to be associated with: (1) the supervisor's ability to pay a differentiated role, (2) the degree of delegation of authority, (3) the employee-oriented supervision, and (4) group cohesiveness.

Friendlander and Newton (1969) studied the impact of organizational climate components on individuals' job values and their satisfaction. They found that the interpersonal relations, task involvement, self-actualization and advancement are the satisfying variables.

Social process, leadership and management practices are the main variables related to the formation of organizational climate perceptions (Beer, 1971; Litwin and Stringer, 1968).

According to Schneider and Hall (1972), climate perceptions are believed to be a function of characteristics of the perceiver, characteristics of the organization and their interaction.

Early climate studies clearly showed that the appropriate unit of analysis was something beyond the individual. Guion (1973) inferred that climate is a re-invention of the satisfaction wheel.

Johannesson (1973) examined that the relationship between dimensions of organizational climate and dimensions of job satisfaction. He concluded that the job satisfaction and organizational climate are redundant concepts.

In a recent report, [Pestonjee (1973)], the democratic organizational structure was also reported to be conducive to higher employee morale and job-satisfaction.

Lawler, Hall, Oldham (1974) suggested that the communication pattern (s) used by the organization has/have an immediate impact upon the individual's life within that same organization and may be vital, yet currently unexplored, aspect of the organizational climate.

James and Jones (1974) concluded that job satisfaction and perceived climate may be dynamically related and still provide somewhat different sources of related information. That is, climate provides descriptive information often contaminated by satisfaction, while satisfaction provides evaluative assessments.

Lyon and Ivancevich (1974) found that organizational climate had the most significant impact of self-actualization, a lesser impact on autonomy and only a slight impact on esteem.

Gavin (1975) concluded that organizational climate perceptions do not merely reflect organizational or individual differences measures.

Schneider and Snyder (1975) suggested that organizational climate and satisfaction data were not equivalent. They concluded that more carefully developed climate measures, in the sense that they were specifically designed to reflect organization/descriptive rather than individual/ evaluative differences, would reveal even greater differences between climate and satisfaction measures.

There are the relationships between dimensions of organizational climate and dimensions of job satisfaction. While LaFollette and Sims (1975) felt that the prevailing evidence on this topic did not warrant such a conclusion.

Rensis Likert (1977) concludes that more human-oriented climate provides both a higher level of performance and greater job satisfaction. His survey covers organizational climate factors such as leadership, motivation, communication, interaction-influence, decision-making, goal setting and control. Respondents are given a continuum of choices for each item to indicate whether, in their view the organization tends to have an autocratic, highly structured climate or a more participative, human-oriented one.

According to Muchinsky (1977), "Certain dimensions of communication are related to both perceived climate and job satisfaction".

Organizational culture and its impact on managerial remuneration concluded that the demand for money was significantly influenced by the quality of organizational culture and that it can substantially be reduced by improving the quality of organizational culture (Singh, 1977).

Kumar, P. and Bohra, C. (1979) suggested that the perceived organizational climate significantly affected the job satisfaction level of the workers. The workers who received the existing organizational climate as democratic tended to be higher job-satisfied overall and area-wise than the workers perceiving the same climate as autocratic or undecided.

Job satisfaction is the favourable and unfavourable attitudes of the employees towards their job. There are several studies conducted on job satisfaction.

The relationship between occupational level and job satisfaction has been of a substantial interest for a long time. According to Hoppock (1935), there was a clear positive relationship between job level and job satisfaction.

Katz, Maccoby and Morse (1950) surveyed the employees of a large insurance Company and determined four measures of "general job satisfaction" - (1) pride in work group, (2) intrinsic job satisfaction, (3) Company involvement, and (4) financial and job status satisfaction.

The amount of influence the supervisor possesses with his superiors is directly related to the perception of the sub

ordinates. The supervisor who can "deliver" for his men is not only an influential one but is a prime contributor to the job satisfaction of his workers (Pelz, 1952).

According to Morse (1953), those who had higher job satisfaction scores tended to describe their jobs as being more varied and giving them some chance for decisions about their work.

Employees in small, highly inter-dependent work groups preferred more egalitarian leaders, while employees in large work groups, with little opportunity for supervisor-subordinate relationships, were found to have more positive attitudes towards authoritarian leaders (Vroom and Mann, 1960).

Gurin, Veroff and Feld (1960) support the long-established finding in their national sample. Only 13 per cent of unskilled workers were very satisfied; but 42 per cent of professionals said they were. Since a move upward in a job means a change in many other variables treated in this section, an assessment of the effect on job satisfaction is of value.

According to Patchen (1962), there are three attributes of supervision important to job satisfaction; which are, (a) encouragement of efficiency, (b) going to bat for subordinates, and (3) power to reward.

An investigation made by Kornhauer (1965) among automobile workers suggests a 'spillover' rather than a 'compen-

satory' relationship between job attitudes and attitudes towards life away from work.

Herzberg (1966) proposed that job satisfaction stemmed from an entirely different set of causes than job dissatisfaction. He argued that "satisfiers", which were such work-related dimensions as recognition, autonomy and responsibility and work itself could affect only satisfaction and not dissatisfaction; whereas the opposite effect occurred for "dissatisfiers", such as pay, working conditions and human relations behaviours of supervisors or co-workers.

Blum and Naylor (1968) conceive job satisfaction as a generalised affective orientation to the various aspects of job like work, pay, promotion, supervision, etc.

Mukherjee (1968) made a thorough statistical study of the relationship of various factors in job satisfaction of textile mill workers in Nagpur. The very first group of factors having highest relationship among themselves which contributed to job satisfaction involved satisfaction with salary, administration and other management practices; and satisfaction with supervision and work. Satisfaction with social and technical aspects of supervision, intrinsic self actualizing work aspects and recognition through advancement constitute the next highly related group of factors contributing to job satisfaction.

Smith, Kendall and Hulin (1969) in their development of a popular job satisfaction measure, the Job Descriptive

Index (JDI) considered the cognitive state of an individual's frame of reference as the standard to which the job is compared. The evidence seems to show that both values and frames of reference as standards more than needs.

Korman (1971) pointed out that the most rational of the theories of job satisfaction is the need-fulfilment theory, which states that: (1) a person is satisfied if he gets what he wants, and (2) the more he wants something, or the more important it is to him, the more satisfied he is when he gets it and the more dissatisfied he is when he does not get it.

According to Irish and Barrett (1972), there is a 'spillover' interpretation of the relationship between job and life satisfaction.

Herman (1973) argued that job satisfaction is related to performance (only to any behaviour) only when other influences on behaviours have been removed. Complex behaviours, such as those represented by work performance, frequently are influenced by other factors.

Locke (1976) presented a summary of dimensions of jobs that consistently had been found to contribute significantly to employees' job satisfaction.

Salancik and Pfeffer (1977) questioned comparison theories of job satisfaction and suggested that perhaps people decide how satisfied they are with their job not by processing all



kinds of information about it but by observing others on similar jobs and making inferences about others' satisfaction.

Research on job satisfaction must consider the existing social, political and economic variables which will allow us to place job satisfaction in a more realistic perspective, given today's organizational climates and attitudes towards work (Nord, 1977).

Organ (1977) showed that when a similar downward trend in job satisfaction was corrected for employees' ages, job satisfaction stayed relatively constant.

Some studies (Bass and Bass, 1976; Cambell, Converse and Rodgers, 1976; Staines, 1977; Wilensky, 1960) have suggested that work and non-work are in mutual relation and that satisfaction with work can influence an individual's satisfaction with life in general and vice-versa.

A.K.Saha (1988) indicated that job satisfaction is a small portion of life satisfaction. Life satisfaction is moderately related to satisfaction over time and health. All these dependent variables are significantly related to biographical variables. He also indicates that there is no preference of shift work between satisfied and dissatisfied workers.

The Third Chapter is about the Methodology of the present study.

**SUMMARY:**

The results of the various past studies on organizational climate and job satisfaction are quite different. Some broad conclusions may emerge from the various past studies.

- 1) The organizational climate and the job satisfaction are related to each other. Favourable organizational climate influences the higher job satisfaction of the employees.
- 2) Organizational climate and job satisfaction cannot be related to each other. Unfavourable organizational climate leads to frustration among the employees, so there is no relationship between organizational climate and job satisfaction.

The organizational climate influences on the job satisfaction. Favourable organizational climate is an important factor to be considered as the basis of increasing productivity of the organization. The organizational climate is flexible and may be changed from time to time. If it is unfavourable then changes should be taken and the frustration among the employees about organization should be minimised. Job satisfaction is also flexible. The expectations of the employees or human beings are different. Certain changes may be necessary to increase the job satisfaction of the human beings.

## REFERENCES

1. Beer, M. : "Organizational Climate : A View from the Change Agent". In G.A.Forehand (Chair), Organizational Climate Symposium presented at the meeting of the American Psychological Association, Washington, D.C., September 1971, and Litwin, G.H. and Stringer, R.A. Jr., Motivation and Organizational Climate, Boston, Mass., Division of Research, Harvard Business School, 1968.
2. Blum, M.L. and Naylor, J.C. : "Industrial Psychology - Its Theoretical and Social Foundations", Harper and Row, 1968, New York.
3. Bass, B.M. and Bass, R. : "Concern for the Environment Implications for Industrial Psychology", American Psychologist, 1976, 31, pp.158-166, Campbell, A., Converse, P.E., and Rodgers, W.L., "The Quality of American Life Perceptions, Evaluations and Satisfactions", New York, Russell Sage Foundations, 1976; Staines, G.L., "Work and Non-Work", In: R.P.Quinn (Ed.): "Effectiveness of Work Roles - Employee Responses to Work Environments", Ann. Arbor, Mich.Institute for Social Research, University of Michigan, 1979; and Wilensky, H.L., "Work, Careers and Social Integration", International Social Science Journal, 1960, pp.543-560.
4. Friendlander, F. and Newton, M. : "Multiple Impact of Organizational Climate and Individual Value System upon Job Satisfaction", Personnel Psychology, 12, 1969.
5. Guion, R.M. : "A Note on Organizational Climate, Organizational Behaviour and Human Performance, 1973, 9, 120-125.

6. Gavin, J.F. : "Organizational Climate as a Function of Personal and Organizational Variables", Journal of Applied Psychology, 1975, Vol.60, No.1, 135-139.
7. Gurin, G., Veroff, J. and Feld, S. : "Americans View Their Mental Health", 1960, Basic Books, New York.
8. Hoppock, R. : "Job Satisfaction", 1935, Harper & Row, New York.
9. Herzberg, F. : "Work and the Nature of Man", 1966, Van Nostrand, New York.
10. Herman, J.B. : "Are Situational Contingencies Limiting Job Attitude-Job Performances Relationships?", Organizational Behaviour and Human Performance, 1973, 10, 208-224.
11. Irish, B. and Barrett, G.V. : "Some Relationships Between Job and Life Satisfaction and Job Importance", Journal of Applied Psychology, 1972, 56, pp.301-304.
12. Johannesson, R. : "Some Problems in the Measurement of Organizational Climate", Organizational Behaviour and Human Performance, Vol.10, 1973.
13. James, L.R. and Jones, A.P. : "Organizational Climate - A Review of Theory and Research", Psychological Bulletin, Vol.81 (1974), 1096-1112.
14. Kahn, R.L. and Katz, D. : "Leadership Practices in Relation to Productivity and Morale", In: D.Cartwright and A.Zander (Eds.) : Group Dynamics, Evanston, I 11 : Row, Paterson.
15. Kumar, P. and Bohra, C. : "Job-Satisfaction and Perceived Organizational Climate", The Indian Journal of Social Work, Vol.XL, no.1, April 1979, pp.23-26.

16. Katz, D., Maccoby, N. and Morse, N. : "Productivity Supervision and Morale in an Office Situation", Ann. Arbor : Survey Research Center, Institute for Social Research, University of Michigan, 1950.
17. Kornhauer, A.W. : "Mental Health of the Industrial Workers", New York, John Wiley, 1965.
17. Korman, A.K. : "Organizational Behaviour", New Jersey, Prentice-Hall, 1971.
18. Likert, R. : "Management Styles and Human Component", Management Review, October 1977, pp.23-ff.
19. Lawer, E.E., Hall, D.T. and Oldham, G.R. : "Organizational Climate : Relationship Organizational Structure, Process and Performance", Organizational Behaviour and Human Performance, Vol.11 (1974), pp.139-155.
20. Lyon, H and Ivancevich, J.M. : "An Exploratory Investigation of Organizational Climate and Job Satisfaction in Hospital", Academy of Management Journal, 17, 4, 1974.
21. LaFollette, W.R. and Sims, H.P. (Jr.) : "Is Satisfaction Redundant with Organizational Climate?", Organizational Behaviour and Human Performance, Vol.13 (1975), pp.257-278.
22. Locke, E.A. : "The Nature and Causes of Job Satisfaction". In: M.D.Dunnette (Ed.) : Handbook of Industrial and Organizational Psychology, Chicago, Rand McNally, 1976.
23. Muchinsky, P.M. : "Organizational Communication : Relationships to Organizational Climate and Job Satisfaction", Academy of Management Journal, 20, 4, 1977, 592-607.

24. Mukherjee, B.N. : "Importance of Ranking of Job Related Needs by Indian Textile Mill Workers", Indian Journal of Industrial Relations, Vol.4, no.2, 1968, pp.162-181.
25. Morse, N.C. : "Satisfaction in the White Collar Job", Ann. Arbor, University of Michigan Press, 1953.
26. Nord, W.R. : "Job Satisfaction Reconsidered", American Psychologist, 1977, 32, 1026-1035.
27. Organ, D.W. : "Inferences About Trends in Labour Force Satisfaction : A Causal Correlational Analysis", Academy of Management Journal, 1977, 20, 510-519.
28. Patchen, M. : "Supervisory Methods and Group Performance Norms", Administrative Science Quarterly, 1962, 7, 275-294.
29. Pestonjee, D.M. : "Organizational Structure and Job Attitudes", Calcutta, Minerva.
30. Petz, D. : "Influence - A Key to Effective Leadership in the First Line Supervisor", Personnel, 1952, 29, 3-11.
31. Schneider, B. and Hall, D.T. : "Toward Specifying the Concept of Work Climate : A Study of Roman Catholic Diocesan Priests", Journal of Applied Psychology, 1972, 56, 447-455.
32. Schneider, B. and Snyder, R.A. : "Some Relationships Between Job Satisfaction and Organizational Climate", Journal of Applied Psychology, 1975, Vol.60, 3, 318-328.
33. Singh, P., Mathew, T. and Das, G.S. : "Organizational Culture and Its Impact on Remuneration", Decision, January 1977.
34. Smith, P.C., Kendall, L.M. and Hulin, C.L. : "The Measurement of Satisfaction in Work and Retirement", Chicago, Rand McNally, 1969.

35. Salancik, G.R. and Pfeffer, J. : "An Examination of Need Satisfaction Models of Job Satisfaction", Administrative Science Quarterly, 1977, 22, 427-456.
35. Saha, A.K. : "Satisfaction with Life - A Study of Nurses in Nigeria", Decision, 15, no.1, Jan-March 1988.
36. Vroom, V.H. and Mann, F.C. : "Leader Authoritarianism and Employee Attitudes", Personnel Psychology, 1960, 13, 125-140.

..ooOoo..