



**A REVIEW OF JOB SATISFACTION AMONG THE EMPLOYEES AT WORK PLACE-A  
SPECIAL REFERENCE TO BPCL AND TSL**

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**ABSTRACT**

Now days, businesses are deals with many opportunities as the magnificent nature of the environment. For any organization, it is an important task to satisfy their workers in order to achieve success and remain in competition. In order to enhance proficiency, effectiveness, creativeness and job commitment of employees, the organization have to fulfill the necessity of its employees by providing good working conditions. The research work has been undertaken keeping in mind the following objectives:

1. To study the relationship between job satisfaction and the following factors age, gender, length of service, educational qualification.
2. To study the impact of family, friends, number of dependents, peers, sub-ordinates and super-ordinates on job satisfaction.
3. To study the attitude of employees towards physical and working conditions, workload, job security, skill variety, task significance, task identify, autonomy feedback computerization, equity etc.
4. To study the impact of job satisfaction on turnover, absenteeism etc.

The study is based on primary and secondary data collected from various official and non-officials sources. The data thus collected have been analyzed with the help of suitable tools. To substantiate the analysis, existing literature on the subject has been used. Surveys, observation, informal interviews, questionnaires has been used to drawn certain conclusions which have been analyzed and tabulated. A schedule consisting of closed end, checklist, and rating scale

questions and statement have been administered to the employees to gather data. Primary data have been collected through, observation, questionnaires, and informal interviews.

Secondary data have been collected from published reports of B.P.C.L. and T.S.L., journals, magazines, newspapers, etc.

In view of the diverse of the nature of B.P.C.L. and T.S.L., convenient sampling method is initially planned but possibility of using one of the Probabilities sampling method has also been explored. Pilot sampling test has been conducted. A sample of eighty executives has been selected from B.P.C.L. and T.S.L., (forty from each industry) to which the interview schedules were administered.

The samples were 40 employees from different service groups as under –

1. Up to ten years service.
2. 10 to 15 years service
3. 15 to 20 years service
4. Over 20 years service

In B.P.C.L. and T.S.L., five employees each in service group mentioned above responded to the questionnaire for the study. Statistical tools have been used to measure the attitude of the employees towards different policies of the industry and other variable that affect job satisfaction. Percentages have also be used to study the relationship between job satisfaction and various factors. There are certain limitations in every work in the present study there are also some limitations, which are as follows:

1. Study is based on partially data and mostly in secondary data.
2. Some of the conclusions are based on estimates, assumptions, observations and informal interviews.
3. Sample size remained very small.
4. There is also possibility that some respondents might not take it seriously.

The study point out a constructive association among effective working atmosphere as well as worker job satisfaction. The research bring to a close by means of a little visions so as to the industries have to recognize the significance of high-quality operational surroundings for make best use of the stage of job satisfaction. This study may profitable to our civilization by heartening citizens to pay more attention to their occupations and may facilitate them in their individual augmentation and development. Thus, it is necessary for any association to encourage their workers to do his/her best for attaining the managerial ambition and aims.

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**INTRODUCTION**

Various organizations unable to recognize the significance of working atmosphere for workers job satisfaction and hence they face numerous complications during their job.

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Those businesses are fragile and not capable to launch modern inventions into the bazaar to do better than their contestants'. Employee is an important element in the practice of attaining the goal and dream of an organization. Workers are supposed to achieve the goal set by the business to make certain the excellence of their job. To congregate the principles of association, workers require functioning surroundings let

them to effort liberally devoid of troubles so as to can hold back them as of achieving equal to the point of their complete latent. The purpose of this study is to analyze the force of functioning surroundings on worker's job satisfaction. According to Vroom, "Job satisfaction is a direction of sentiments that workers acquire just before responsibility they are executing at the administrative center. Job Satisfaction is an important element for workers inspiration and support in the direction of improved presentation."

According to Hoppok & Spielgler, "job satisfaction as the incorporated set of emotional, physiological and ecological circumstances that give confidence workers to acknowledge that they are satisfied or pleased with their jobs. Apart from that, the responsibility of workers at office is highlighted as there is a control of different constituents on a worker in the institute."

According to Clark, "when workers are not satisfied with the duty assigned to them, they are not confident regarding different issues for example their privileges, functioning surroundings are insecure, colleagues are not supportive, manager is not paying them admiration and they are not measured in the judgment building procedure; resultant them to knowledge disconnect from the business. In addition, he emphasized that in present times, organizations cannot manage to pay for dissatisfy workers as they will not execute up to the mark or the probabilities of their manager, they will be excited, consequential organizations to permit extra expenses for employing fresh employees. Consequently, it is valuable for the organizations to offer graceful functioning atmosphere to workers where they think their views are appreciated and they are a element of the firm. Workers self-esteem is supposed to be high as it will be reproduce in their presentation since with little confidence, they will make slighter attempt to progress.

### **Operational Surroundings**

The operational surroundings comprise of two broader elements for instance profession and environment. Job consists of the entire features of the work similar to the way work is approved and finished, connecting the duties like job behavior training, be in command of one's working activities, a wisdom of success from job, selection in responsibilities and the inherent importance for assignment. Various studies have indicated on the essential feature of the job satisfaction consequences have exposed that there is an optimistic connection among occupational situation and essential feature of the job satisfaction. Additionally they explained the subsequent measurement of job satisfaction known as circumstance consists of the substantial effective circumstances and the communal functioning circumstances Spector (1997) examined that the majority of organizations overlooked the functioning atmosphere inside their association consequently in an unfavorable result on the presentation of their staff. According to Spector, efficient situation contains of security to workers, job protection, and excellent relationships among colleagues, appreciation for excellent appearance, inspiration for appearing good and contribution in the evaluation procedure of the organization. He explains that once workers understand that the business considered them essential, they will have high intensity of dedication and wisdom of possession for their business. Many other reasons in the work atmosphere for instance

remuneration, operational times, independence given to officials, institutional formation and intercommunication among officials & administration can influence job satisfaction. In institutions; it is experienced that generally workers have troubles with their manager who is not paying them the value they want. Manager proves unsympathetic conduct to the officials because of that they are not contribute valuable and revolutionary thoughts with their managers. Executive bounds staff to their responsibilities somewhat than produce wisdom of accountability in officials by producing them effort in unite manner to achieve elevated goal. Petterson (1998) argues that the communication among workers is important for achieving the managerial objectives. The announcement of message should be appropriately completed within time with the intention that the procedures of the company are organizing easily. If there is a conflict among colleagues then it is not easy to attain the aims of business. Rest on the above conversation, the intention of this study is to make a decision the connection among the functioning atmosphere and officials' job satisfaction.

Script assessment has been done to recognize the connection among functioning atmosphere and job satisfaction in the countries in special circumstances many years. The research is achieving to greater extent significance with the way of instance since of its temperament and influence on the civilization. The conclusion of research propose that an organization be able to enhance its production by the upgrading of corporal measurement of job atmosphere and might have an encouraging effect on organizations' production Herzberg. (1959) build up inspirational representation for job satisfaction and during study he found that the occupation connected issues may be described into two kinds, sanitation issues and incentive issues. Sanitation issues cannot reason for satisfaction but they can modify dissatisfaction into satisfaction or little inspiration, while inspirational issues have ongoing consequence as they elevate optimistic emotions in the direction of profession and change no dissatisfaction into satisfaction. In the deficiency of sanitation issues (so as to functioning environment, administrative excellence and intensity, the corporation strategy and management, individual dealings, occupation safety, and remuneration) the workers probability of receiving dissatisfied boost . The inspirational issues(as the quality of job, the intellect of realization from their job, the gratitude, the accountability that is established to them, and prospects for individual intensification and progression) facilitates officials to find their value with admiration to significance specified to them by business. Thus, this can boost enthusiasm of workers that would eventually elevate inner contentment of workers and that the inner contentment wills foundation of satisfaction. Sanitation issues can only reason peripheral contentment but they are not influential sufficient to change dissatisfaction into satisfaction but finally its occurrence is too much significant. According to them the Herzberg dual aspect assumption, both sanitation issues and inspiration issues are associated with each other, as Hygiene factors move worker from Job dissatisfaction to satisfaction, while and inspiration issues shifted workers from job dissatisfaction to job satisfaction (Herzberg *et al.*, 1959). expanded a model on job satisfaction by assimilating monetary impulsive and occupation atmosphere changeable to learn the response of workers in dangerous occupation atmosphere with top financial assistance and harmless

occupation atmosphere and little financial assistance. The research confirmed that diversified psychosocial and occupation atmosphere changeable like occupation position, civic support has straight effect on job satisfaction and that amplify in incentives does not grow the dissatisfaction stage between workers. The managers' accessibility at occasion of require, capability to interconnect workers, encourage innovative thoughts and information of significance of unwrap mentality in view of employees, and capability to converse with workers, are the essential managerial character. Consequences exposed that with excellent and efficient management, workers' satisfaction intensity was high while with inferior inspiration skill, dissatisfaction altitude between workers was high (Schroffel, 1999). An additional research by Catillo & Cano on the job satisfaction intensity between teaching staff of institution explain that if appropriate concentration is shown in the direction of individual association, gratitude and command, the stage of job satisfaction would go up. Bakotic & Babic establish that for the personnel who work in hard-hitting working circumstances, working circumstances are an essential issue for job satisfaction, therefore personnel hard-hitting working circumstances are dissatisfied with this aspect. To develop satisfaction of workers occupation in hard-hitting working circumstances, it is essential for the organization to develop the operational circumstances. This will make them in the same way satisfied with those who labor in common operational circumstances and in come back general routine will enhance.

There are dissimilar unpredictable such as job stack, remuneration, pressure at job situate and inconsistency in relations payable to work front a worker in the direction of dissatisfaction that results in turnover. At last step these self-governing things are not positive in managerial presentation that is not positively impressed with these issues. A business requires giving interest to build a occupation atmosphere that improves the capacity of workers to be extra creative so as to enhance earnings for business. He also discussed that person to person communicate and links are singing additional leading position in general job satisfaction before wealth while organization abilities, occasion and power, everyone is wanted for civilizing in general presentation of the business in present time. The self-governing uneven in this study is the operational atmosphere wherein the workers are work in a business and the reliant uneven is the Job satisfaction of workers. Functioning atmosphere comprises the functioning hours, work security, affiliation between workers, appreciate requires of workers and the authority of top executive on the job of workers. A theoretical representation of functioning atmosphere and Job Satisfaction The study will experiment the connection among functioning circumstances and the job satisfaction. The theory is expanded to examine the connection among the changeable. The improved functioning atmosphere will guide to enlarged job satisfaction.

People and Sample size the reason of the research is to study the correlation among functioning atmosphere and job satisfaction. The data is assembled randomly from the workers of colleges 'telecom-departments and he major want of selecting workers from different grounds is to obtain views from a varied cluster of people so that the consequences can be simplified in the huge group of people. Statistics tool and statistics study method points taken from State Statistical

Office (SSO) included of queries concerning regard requires, career security and precautions, work hour, faith, association with colleagues and manager, and environment of job to get the effect of general functioning atmosphere on workers job satisfaction.

### ***Measuring of Job Satisfaction***

#### ***General***

Job satisfaction is an individual's general attitude toward his or her job. This is clearly a very broad definition. Yet, this is inherent in the concept. A person's job is more than just the obvious activities of shuffling papers, waiting on customers, or driving a truck. Jobs require interaction with co-workers and bosses, following organizational rules and policies, meeting performance standards, living with working conditions that are often less than ideal, and the like. This means that an employee's assessment of how satisfied or dissatisfied he or she is with his or her job' is a complex summation of a number of discrete job elements. Therefore, how then do we measure the concept?

The two most widely used approaches are a single global rating and a summation score made up of a number of job facets. The single global rating method is nothing more than asking individuals to respond to one question, such as "If all things considered, how satisfied are you with your job?" Respondents then reply by circling a number between 1 and 5 that corresponds to answers from "highly satisfied" "Highly dissatisfied". The other approach - a summation of job facets - is more sophisticated. It identifies key elements in a job and asks for the employee's feeling about each. Typical factors that would be included are the nature of the work, supervision, present pay, promotion opportunities, and relations with co-workers." These factors are rated on a standardized scale and then added up to create an overall job satisfaction score.

#### ***HAPPY Workers Are Productive Workers***

This statement is false. The myth that "Happy workers are productive workers" developed in the 1930s and 1940s, largely because of findings drawn by researchers conducting the Hawthorne studies at Wester Electric. Based on those conclusions, managers began efforts to make their employees happier by such practices as engaging in laissez-faire, leadership, improving working conditions, expanding health and family benefits such as insurance and college tuition reimbursement providing company picnics and other informal get together, and offering counseling services for employees.

#### ***How Employees Can Express Dissatisfaction***

Employees' dissatisfaction can be expressed in a number of ways. For example, rather than quit, employees can complain, be in subordinate, steal organization property, or shirk a part of their work responsibilities. Exhibit 3-6 offers four responses that differ from one another along two dimensions: constructiveness/ destructiveness and activity/passivity. They are defined as follows:

#### ***Exit***

Behavior directed toward leaving the organization, including looking for a new position as well as resigning.

**Voice**

Actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.

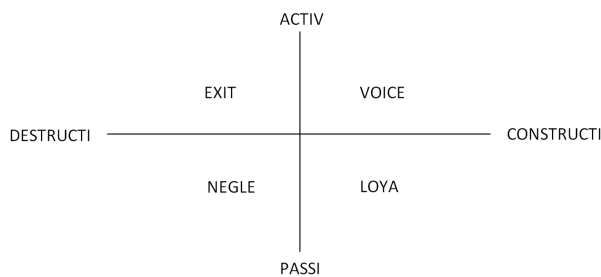
**Loyalty**

Passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to “do the right thing.”

**Neglect**

Passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort and increased error rate.

Exit and neglect behaviors encompass our performance variables-productivity, absenteeism, and turnover. Nevertheless, this model expands employee response to include voice and loyalty- constructive behaviors that allow individuals to tolerate unpleasant situations or to revive satisfactory working conditions<sup>1</sup>. It helps us to understand situations, such as those sometimes found among unionized workers, in which low job satisfaction is coupled with low turnover. Union members often express dissatisfaction through the grievance procedure or through formal contract negotiations. These voice mechanisms allow the union members to continue in their jobs while convincing themselves that they are acting to improve the situation.



Researchers go to great lengths to create good measures of job satisfaction. One straight-forward approach is simply to ask people to respond to questions orally or in writing. Most researchers have followed the lead of Hoppock is using direct verbal self-reports to measure job satisfaction. The format used have included “Likert scales” “Thurstene-type scales”; “Faces scales”... and lists of adjectives requiring as “Yes”, “No” or “?” response. Of these the Cornell job Description Index or JDI, which employs the latter format, has been described as the most carefully developed scale to date.

**Rating Scales**

The JDI measures five factors of job satisfaction; the work itself, quality of supervision, people or present job (co-workers, promotion, and pay. Each of these facets can be a source of very specific meaning in work, and each represents a possible inducement to work.

Hoppok, in this study, proposed the following six major components of job satisfaction :-

- The way the individual reacts to unpleasant situation.
- The facility with which he adjusts himself to other persons.
- His relative status in the social and economic group with which he identifies himself.

He nature of the work in relation to the ability, interests, and preparation of the worker.

- Security.
- Loyalty.

These six items are not of the minute and specific character measured in many studies on job satisfaction; possibly that is what is wrong with these studies. Hoppock’s approach is to be commended for this reason. He is aware of the real factors, which contribute to job satisfaction, and does not get lost in the petty details. Job satisfaction is an important generalized attitude about specific job factors. The idea that it is related to the individual’s emotional adjustment suggests that those who are unstable emotionally may have considerably more difficulty adjusting them to a job and may, therefore, be dissatisfied with it. One problem inherent in many rating scales is the inclusion of items, which are descriptive in nature, e.g., “ob keeps me on my feet” along with items which are strictly evaluative, e.g., “boring”, “satisfying”. The problem with the former type of items is scoring; unless the individual’s value standard is known (or unless there is no individual differences in values with respect to that attribute). Scoring errors are bound to be made for some individuals. In addition, evaluative and descriptive items may show different relationship with other variables. Some researchers do not measure satisfaction directly but rather infer it by measuring its alleged causes. For example, porter uses as a measure of satisfaction the discrepancy between how much of some aspect the individual reports getting and how much he thinks he should get. While this general method may be defensible to an extent, Porter’s approach does not distinguish between what one “should get” and what one wants. In addition, value or “need” importance is not included in the satisfaction calculations.

Some problems common to all self-descriptive inventories include; (i) the assumption of perfect (or at least reasonably good) self-insight, which means both the capacity and willingness to introspect; and (2) the assumption of a common case of meaning across individuals in interpreting the scales of items. Neither assumption is valid. Not all individuals are aware of or able to identify their feelings (about their jobs or about themselves). Nor do all individuals interpret a given item in the same way.

**Overt Behaviour**

The use of overt behavior as a measure of job satisfaction is inadequate because there is no known behavior, which would satisfy the minimal criteria needed to justify the experiences of satisfaction; that is satisfaction is always expressed in this particular way.

The behavior occurs with a frequency or intensity that is directly proportional to the intensity of the attitude experienced.

No casual factors other than satisfaction influence the behavior, or if so, heir influence can be precisely calculated.

**Action Tendency Scales**

The action tendencies of approach and avoidance are inherent in the experience of positive and negative emotional reactions, respectively. This suggests an specific approach to the measurement of job attitudes, namely, asking the individual to report the action tendencies, which he experiences in relation

to his job and/or its component elements. This approach would neither ask the individual how he feels as such, not how he acts as such, but rather how he feels like acting (or how he would act if no other factor but his feelings were guiding his actions). Some example of the type of question that would be congruent with this approach is given below:

When you wake up in the morning, do you feel reluctant to go to work?

Are you sometimes reluctant to leave your job to go on a vacation?

Do you ever feel like just walking out of this job for good?

If you inherited a million dollars tomorrow, how would you feel about keeping this job?

Would you like to find a better job than this one as soon as possible?

Preliminary interviews with these items suggest that some of them elicit answers more indicative of job involvement than of job satisfaction. While these items apply mainly to attitudes about the job as a whole, not to its elements, relevant items could easily be designed for specific job attitudes.

While this approach does assume some self-insight on the part of the respondent, such items may require less self-knowledge than items which ask for estimates of an absolute frame of reference than do evaluative questions. An employee may respond to questions concerning his job satisfaction based on a frame of reference, which takes account of the alternative jobs available. Thus, different frames of references could make the responses of different employees non-comparable, on the other hand, action tendency questions may be less subjective to such distortions since one does not need much of a frame of reference to know whether he feels like going to work or not.

### **Interviews**

The interviews have been used relatively infrequently to assess job satisfaction. Two reasons for not using them have clearly been the problems of objectivity and disagreement among interviewers. A third has been the total long hours required as compared with rating scales. On the other hand, there are many potential advantages to interviews; for example: the meaning of the responses can be determined; contradictions can be explained or corrected; individuals with poor self-insight can be assessed more accurately; misinterpretations of the items can be corrected, etc. Furthermore, interviews can probe more in depth and can use an approach to question, asking which is best suited for each individual based on his knowledge, degree of education, and perspective.

The problem of subjectivity might be overcome by training by structuring (although excessive structuring would destroy the purpose of the interview), and by having other assessors listen to tapes of the interviews to prevent idiosyncratic interpretations.

### **Critical Incidents**

Herzberg has pointed, by implication, to a much-neglected aspect of the study of job satisfaction, namely, the measurement of its qualitative aspect. Most previous work had put major emphasis on quantitative measurement. (Herzberg's study also looked at the temporal or duration aspect of satisfaction, although later researchers have not followed this up), Herzberg's focus was not on how much

satisfaction or dissatisfaction individuals experienced but on the particular sources of these feelings derived from a description of specific experiences.

The justification for this is not only that the particular types of events producing satisfaction may affect the amount (and/or duration) of satisfaction or dissatisfaction experienced, but there may be implications for actions as well. The differences in the type, but not the amount, of satisfaction experienced in the large plants are related to the rate of absenteeism.

The major advantage of the critical incidents approach to the study of job attitudes is that it is much less cognitively demanding on the subject than are the approaches which employ abstract rating scales.

### **Logical Validity**

A major problem with job attitude measurement (as with the measurement of any mental state) is that of validation. Edwin A. Locke<sup>2</sup> has proposed a new type of validity, which, though related to some conventional types of validity (e.g. content, is different from them in its emphasis. He called this new Type logical validity. Logic is "the art of non contradictory identification". What this means is that for a measurement to have logical validity, it must be integrated in non-contradictory fashion with all pertinent information relevant to the Phenomenon being measured and the methods used to measure it (e.g., the particular content of the questions asked the subject.). For example, one would not logically ask a person his mother's age in order to determine his job satisfaction. Logical validity does not stop here however, since the use of "Logical" methods (questions) does not guarantee that the subject will interpret them in the same way that the questioner does. The subject's interpretation can only be determined by careful questioning.

Logical validity would require, that the contradictions among the individual's responses to different items or scales used to measure the phenomenon be resolved, for example, by pointing out the contradiction to him and by further discussion with the subject. It would be interesting to ask specific workers to explain apparent discrepancies between their expressed job satisfaction and their stated reluctance to choose the same line of work again. When such a procedure is followed, it will usually be found that in answering the different questions or scales, the subject misread one of the items, or was using a different frame of reference in the two cases, or interpreted one or more items idiosyncratically, etc.

By this procedure, it is the measurements, not the measures, which are being validated. There is no assumption that a given method or set of questions is valid for every person, since people differ in their knowledge, their verbal ability, their frames of references, introspective capacity, and their willingness to communicate. Logical validity as defined here should not to be confused with construct validity, which involves integrating specific measurements of psychological contents or processes into a theoretical network.

The problem with the later procedure is that if the predicted theoretical interrelationships don't emerge, the researcher is faced with the problem of deciding whether it is his theory or his measure which is at fault. Furthermore, if, as is typical, some of the predictions came out to some degree, this leaves the results open to numerous and varied interpretations. Construct validity deals with the issue of what the

measurements, once made, relate to. It does not deal first hand with the problem of whether the original measurements are valid in the first place. Two good examples in the literature of the problems involved in determining construct validity are LPC (least preferred co-worker) and Nach (need for achievement). After more than a decade and scores of studies (or hundred in the case of Nach) in which these measures were correlated with everything is sight, no one is yet clear on just what these measures actually measure. Significantly, no one apparently has taken the trouble to interview the subjects in depth and to ask them what they think their responses mean and why.

### **Summary**

The rating scale approach and its variants has been by far the most commonly used method of measuring job satisfaction. It is suggested that other methods be used as well, including action tendency reports, critical incidents, and interviews. A logically valid measure of job satisfaction would be one that integrates and is consistent with all the pertinent evidence one has concerning the employee's feelings about his job.

### **Research methods and strategies in the study of job satisfaction**

#### **Correlation**

By far the most frequently used method in the study of job satisfaction has been that of correlation to take a specific example, the majority of studies designed to determine the effects of supervisor behavior have used the procedure of correlating measures of such behavior with subordinate attitudes and productivity. The resulting correlations are then arbitrarily interpreted as indicating a casual relationship, and the direction of causation in arbitrarily asserted to be that the supervisor's behaviour is the cause of the employee's actions or reactions. This may be called the method of correlation with speculation, because, while an explanation of the results may be offered, alternative explanations of the findings are neither seriously explored nor ruled out. In the case of research on supervision, recent experimental findings provide support for a casual interpretation directly opposite to the one typically made.

Sometimes, correlations between variables are presented with little attempts being made to explain them at all, for example, relationships between age or tenure and job satisfaction, the effects of group size on behavior or attitudes. In interpreting the results of factor analyzer or multiple correlations, the term "percent of variance accounted for" is often used with the implication that accounted for means accounted for is a causal rather than a statistical sense.

The method of presenting correlations between variable without any attempts to identify the nature of phenomena which caused the relationship to occur has been called the method of correlation without explanation by E. Locke. While the method of correlation may be useful for the purposes of suggesting casual hypothesis, it is not a method of scientific proof. A correlation, by itself explains nothing. Even the cross-legged correlation technique, while it helps clarify temporal relationships, does not show how the alleged cause causes its effects, as would be required of any full casual explanation. Nor does this technique rule out other explanation. G.K. Ingham attempted to explain an observed positive correlation between company size and absenteeism

by reference to the values of the individual workers and the inter action of these values with the reward structure of the different sized companies. He found that employees in large plants were attracted mainly by the high wages, whereas those in smaller plants valued the work variety and close interpersonal relations to be found in such settings. The result in both cases was a match between values and rewards landing to equal degrees of overall job satisfaction in both types of plants. The difference in absenteeism was explained by the differences in the type of satisfaction involved. Workers in the small plants obtained more pleasure from the work itself and had a more personal relationship with their superiors than was the case in the larger plants. The latter difference produced a greater feeling of personal obligation and identification with the company in the case of the smaller firms, which in turn produced a lower absence rate.

To explain a correlation, especially a correlation between some external situation and individual action, one would have to identify at least some of the casual mechanisms involved, for example, the individuals' needs, values, emotions, beliefs, expectancies, cognitive processes, and the like the failure of an individual's feeling or attitude about a particular object to correlate with his behavior indicates that other attitudes (belief, etc) which were not measured are guiding his actions.

#### **Experimentation**

The laboratory experiment has the advantage that environmental variables (and to some extent subject variables) are controlled, but the results of such studies are limited to their generalizability for obvious reasons. Field studies involve a far more natural work contest than do laboratory studies but do suffer from limitations in the ability to control all relevant casual factors. Despite this problem, field studies have been extremely influential in the history of Industrial Psychology (e.g. Taylor's studies of the principles of scientific Management, the Hawthorne studies, studies of the effects of participation and job performance, etc). Presumably, practitioners and theorists alike have more confidence in findings derived from such studies than in findings arrived at by other methods.

#### **Individual Case studies**

More research studies involve the use of many subjects and a great variety of (often superficial) measures at the expense of a thorough understanding of any given individual. This pattern is logically associated with the preference for questionnaires over interviews, since in depth studies virtually necessitate the latter. This imbalance is unfortunate for a number of reasons. First, questionnaires do not easily tap the more basic (fundamental) and less verbalized (and/or repressed) values of the individual, whereas case studies using interviews are ideal for this purpose. Second, interviews allow for identification of individual differences in question interpretation as well as in the specific meaning of the answers. Third, case study can be very valuable as a source of hypothesis about the psychodynamics of job satisfaction. Such hypothesis might never emerge from a questionnaire study because the relevant questions would not have been asked. Fourth, case studies can be used to test certain hypothesis, since it only takes one case to disprove the generality of a theory. Fifth, case studies give one a much fuller and more integrated picture of the whole individual than is possible in large-scale studies using pencil and paper

measures. Finally, and related to the previous point, case studies encourage the use of the longitudinal method. With the exception of Strong's studies of vocational interest, it has been almost unheard of in job satisfaction research to study the same individual across time, yet many studies might provide valuable insights concerning the long-range determinants of job attitudes. Especially interesting would be studies of how individuals cope with job dissatisfaction. The method of "correlation with speculation" and "Correlation" without explanation" has been vastly overused in job satisfaction research. More extensive use of alternative methods, such as experimentation and longitudinal case studies using interviews have been recommended by Edwin A. Locke.

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