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MANAGERIAL JOB SATISFACTION -
A LONGITUDINAL STUDY

A thesis, submitted for consideration
for the award of Doctor of Philosophy

by

~~ JULIA ANNE KIELY ~~

January 1980

<><>

A C K N O W L E D G E M E N T S

With regard to the preparation and completion of this thesis, I am grateful for the generous help and assistance of a number of individuals and organisations. To the Delta Metal Company my thanks for providing me with the opportunity to carry out this research. I am greatly indebted to all participants in the research and the management and unions of their organisations. Without their cooperation this work would not have been possible. My industrial supervisors, Mr David Doulton and Mrs Jackie Patel gave me much support and guidance. Professor John Child, as main supervisor of the project, spent a great many hours discussing the work and suggesting ideas. Dr Diana Phesey provided detailed comments and criticisms on the draft thesis. Finally, my thanks to Mrs Ruth Parker for her care and patience in the typing of the thesis.

S U M M A R Y

The study examines the job satisfaction of supervisors and managers in four organisations over time. It also considers the importance which they attached to different facets of their job. The major objectives were:

- a) To examine the constituent dimensions of job satisfaction at intervals over one year
- b) To examine reasons for change in the level of job satisfaction at intervals over one year
- c) To provide information on job satisfaction for those concerned with job satisfaction policies.

The sample consisted of one hundred and eight people. Each was interviewed on at least three occasions over the course of a year. Interviews took place at predetermined time intervals.

The study shows that job satisfaction is dynamic over a relatively short period of time. The ratings which supervisors and managers gave to aspects of their job did not, however, all change by equal amounts or in the same direction. Changes in job satisfaction were associated with events experienced but it was the meaning of those events to correspondents which appeared to be particularly important. People tended to adopt a localised frame of reference when considering their work situation.

Certain job variables, such as variety, were consistently and positively correlated with job satisfaction. With some other variables, the relationship varied across time. Frequently, age and job level moderated the association between independent variables and job satisfaction.

Links were found between the quality of life and job satisfaction. There was a consistent positive association between job satisfaction and life satisfaction. However, the job was rarely considered to be the main factor contributing to a person's quality of life.

The research highlights the difficulties and desirability of introducing standardised job satisfaction policies in the light of individual differences. In addition, it demonstrates that merely correlating variables with job satisfaction at one point in time may conceal complex relationships and meanings.

A new measure of job satisfaction - whereby facets are assessed and rated relative to each other was also developed as part of this study.

Job satisfaction, changes over time, middle management.

Julia Anne Kiely.

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P R E F A C E

1. *Interest in Job Satisfaction*

Although national surveys indicate that people are, in general, reasonably satisfied with their work, many authorities believe that there is still considerable room for improvement. Academics and some governmental agencies think that new approaches to work structuring and job design can improve both job satisfaction and the general quality of life. Some employers think that improving job satisfaction will have economic benefits. Many employees place major emphasis on pay as a source of job satisfaction and seek for improvement in that area, although there are signs of increasing trade union interest in improving other sources of satisfaction as well. Those researching into job satisfaction agree that, despite the many studies conducted so far, there is room for considerable advance in our understanding of the subject, particularly in its dynamic properties.

This study seeks to add to knowledge about job satisfaction by focusing on three major objectives:

- (a) To examine the constituent dimensions of job satisfaction at intervals in time over one year.
- (b) To examine variables associated with reasons for change in the level of job satisfaction over one year.
- (c) To provide information on the subject of job satisfaction for those in a position to influence policies in this area.

2. *The Interdisciplinary Higher Degrees Scheme*

The research reported in this thesis was undertaken within the Interdisciplinary Higher Degrees Scheme at the University of Aston. This scheme offered a means of blending interest in a practical research problem with an investigation into some of the more academic issues surrounding this subject.

The Interdisciplinary Higher Degrees Scheme at the University of Aston was initiated in 1968 in response to the Swan Report. The Report outlined the need for research students who, on completion of their research, could go straight into industry without further training. It pointed out the need for research students to have a more practical and all embracing type of training than that usually obtained in the course of research work. Projects are arranged in joint consultation with sponsoring organisations. The aim of the scheme is to ensure that a practical piece of research is undertaken which at the same time has academic respectability and furthers knowledge in the chosen area. Students spend a third to two thirds of their time in their sponsoring organisation. The remainder of the time is spent at the University. The Delta Metal Company was the sponsoring organisation for the present study.

Organisational sponsorship signifies that the company is genuinely committed to the work undertaken. The researcher assumes a dual status of full time student and employee of the sponsoring organisation. An industrial supervisor is allocated to the student by the sponsoring organisation, to guide the project along relevant lines and provide the benefit of industrial expertise. Similarly, the

University provides full academic support and guidance to the research student. Periodically meetings are held involving the student, industrial supervisor, academic supervisor and Interdisciplinary Higher Degrees tutor to monitor the progress of the research and check that the work is fulfilling both academic requirements and the expectations of the sponsoring organisation.

As any area of human action is pursued, the boundaries of the disciplines tend to merge. Although many advances are made by further specialisation within disciplines, perhaps the most significant advances can come from inter or cross disciplinary work. This provided the rationale for establishing the Interdisciplinary Higher Degrees Scheme. Students from this scheme are actively encouraged to view research from more than one angle. The disciplines which this study cuts across are: social and industrial psychology; organisational theory and behaviour, and statistics.

3. Concern about Job Satisfaction in the Delta Metal Company

The widespread and well publicised interest in job satisfaction and the quality of working life, led several companies such as United Biscuits, Philips and I.C.I. to speculate on satisfaction within their own organisations. The Delta Metal Company also began to consider seriously whether or not it had 'a job satisfaction problem'. Several top managers within this company decided to turn speculation about job satisfaction into positive action, and to collect information on the current situation.

The initiative for research to be undertaken in the area of job satisfaction in Delta came from the Rod Division. This division prides itself on having the most comprehensive and progressive programme of personnel policies within the company. The division was uncertain as to: the extent - if any - of job dissatisfaction in their companies; the main variables influencing job satisfaction and

dissatisfaction; the level(s) in the job hierarchy and companies which merited investigation and finally, possible steps management could take to increase job satisfaction.

4. *Plan of the thesis*

The thesis is divided into three parts. Part I considers previous research and discussion of job satisfaction. It shows how the present research has developed from and been influenced by previous research and discussion. Three chapters are contained in this part. The first describes the definition of job satisfaction that the study adopts. Various theories of job satisfaction are considered as they have helped to shape the approach which the study has taken. The second chapter examines variables which previous research studies have shown to be associated with job satisfaction. Such findings influenced decisions regarding variables to incorporate in or omit from the present research. The third chapter looks at some of the effects of job satisfaction. It illustrates why job satisfaction is an area of interest and concern. It also suggests that job satisfaction cannot be fully understood in isolation from other parts of peoples' lives.

Part II is concerned with the study itself. On the basis of relevant previous work in this area and taking into consideration Delta's interest, the objectives and methodology for the study were formulated. Thus this section focuses on the study's objectives, methodology and framework for analysis. A detailed examination is given of the measure of job satisfaction used in the research and variables influencing job satisfaction.

Of major interest to the research are reasons for change in the level of job satisfaction across time. Two chapters are concerned with this issue. The first deals with how variations in the job environment, economic environment and home environment affect

assessments of job satisfaction. The second chapter adopts a case study approach. The job satisfaction of a number of members of the study are followed in detail throughout the period of the research. Finally, the last chapter of Part II looks at the relationship between job satisfaction and the general quality of life.

Part III of the thesis contains the conclusions and implications of the research study. There are two chapters in Part III. The first chapter outlines the results and conclusions of the study. The second chapter is devoted to the implications of the research for those concerned with job satisfaction policies and for further research studies.

PART I

PREVIOUS RESEARCH AND DISCUSSION

ON JOB SATISFACTION

INTRODUCTION

Part I examines in some length previous research and discussion on job satisfaction as it is from this that the overall framework of the research originated.

The first chapter states the definition of job satisfaction which the study adopts. It then proceeds to examine some of the main ways in which job satisfaction has been conceptualised and approached in the literature. The manner in which the research has been influenced by such views is described. Also included in chapter 1 is a discussion of various issues which are still sources of debate in the literature. Hence the following are explored:- the desirability of weighting job satisfaction by importance; the extent to which job satisfaction can be considered to be multifaceted, and whether or not job satisfaction is stable over time.

Chapter 2 concentrates solely on theories and research concerning variables that influence job satisfaction. Decisions regarding which variables to include in the present study were based largely on the evidence presented here.

The third chapter considers the effects of job satisfaction which explains why this area has and probably always will be one of great interest. This chapter shows why it was desirable to widen the study of job satisfaction to include the quality of life of the respondents, as this could affect, or be affected by, their job satisfaction.

In some of the areas discussed in Part I there are excellent literature reviews available and the reader is referred to these where possible.

CHAPTER 1

THE NATURE OF THE CONCEPT

1.1. *What is Job Satisfaction*

While there are many studies of job satisfaction definitions of the term are by no means so numerous. Perhaps this can be accounted for by:-

- (a) The willingness of many researchers to adopt an operational definition of job satisfaction, i.e. job satisfaction is whatever the measure of it suggests it is.
- (b) The fact that in many instances the concept of job satisfaction is made implicit by the theory surrounding it.

However, throughout most approaches, there does appear to be a common theme. Satisfaction is regarded either implicitly or explicitly as an 'emotional' response which accompanies thoughts or actions related to the work role. It has been approached primarily as an attitude with potential antecedent conditions and potential consequences.

Locke (1976) defines satisfaction in the following way:

"Job satisfaction may be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1297)

In a previous paper Locke (1969) added:

"Job satisfaction and dissatisfaction are a function of the perceived relationship between what one wants from one's job and what one perceives it as offering or entailing" (p. 316).

The latter quotation (Locke, 1969) can be criticised on the grounds that it is moving away from the concept of job satisfaction per se and towards an operational definition of the process by which the state comes into existence. Thus this definition becomes tied to the particular theory to which Locke adheres. However

the former quotation by Locke (1976) and the view which regards job satisfaction as an 'emotional' response accompanying thoughts and actions related to work are generally accepted definitions.

For the purpose of the present research, the definition given by Locke (1976) is adopted.

1.2. *Concepts related to Job Satisfaction*

Job satisfaction needs to be distinguished from related concepts such as: morale; job involvement; organisational climate; alienation and general happiness.

Guion (1958) defines morale as:

"... the extent to which an individual's needs are satisfied and the extent to which the individual perceives that satisfaction as stemming from his total job situation" (p. 59)

However, Guion's definition fails to consider the group reaction aspect of morale which is generally held to be fairly central to the concept. Job satisfaction may be affected by the interactions between individuals in a certain group, but it is uncommon to find the view expressed that it is largely dependent on this interaction.

Definitions of job involvement vary but they do have a common theme running through them. A job involved person is one who is personally affected by his whole job situation.

Job involvement is conceptually different to job satisfaction as it is quite possible for a person to be highly involved in his job, but not satisfied. This distinction has been recognised by Guion (1958), Weissenberg and Gruenfeld (1968) and many others.

Another concept with which job satisfaction is sometimes either confused or used interchangeably, is that of organisational climate.

The conceptual distinction between organisation climate

and job satisfaction seems to rest on organisation climate being concerned with 'measurable properties' and job satisfaction with 'affective responses' (Hellriegel and Slocum, 1974). However, whether or not this is a tenable distinction operationally is debateable particularly as the operationalisations are both perceptual and likely to be affective, even though climate questions normally ask 'what is ...?' and some satisfaction questions ask 'what do you feel about ...?'

Alienation is another concept which is similar to, and yet distinguishable from job satisfaction. Alienation refers to feelings of estrangement, of being lost, or of powerlessness in relation to organisations, groups, or even in relation to the self. Both satisfaction and alienation are 'emotional responses'. Similarly, both concepts may be approached as attitudes with antecedent conditions and potential consequences. However, alienation focuses more directly than satisfaction on the societal conditions which are responsible for the emotional response. Nevertheless, both dissatisfaction and alienation may result in the same outcomes.

It should also be noted that being 'satisfied' with a job is not necessarily the same as 'being happy' with a job or 'liking' a job. Like satisfaction, 'happiness' and 'liking' are feelings or affective responses. However, it is quite possible for a person to be happy in or to like his job without necessarily being satisfied with it. Naturally, the converse also holds. The antecedent conditions which lead a person to assess his satisfaction with, and liking of, his job, need not necessarily be the same. Likewise, potential consequences stemming from the attitudes of satisfaction and liking can differ.

2.1. The Conceptualisation of Job Satisfaction

This section looks at the way job satisfaction has been conceptualised by theorists. The stability of job satisfaction across

time is considered. Also, the extent to which job satisfaction has been conceptualised as either a unitary or a multi-dimensional concept is examined.

2.2. Causal theories and content theories of Job Satisfaction

Causal theorists of job satisfaction attempt to specify the types or classes of variables considered causally relevant to job satisfaction. They consider that job satisfaction is dependent for its occurrence on some prior event or phenomenon. Content theorists, on the other hand, attempt to identify the specific needs or values most likely to lead to job satisfaction.

2.3. Equity theory

Models of equity, exchange or social comparison have been proposed by, among others, Adams (1963, 1965), Homans (1961), and Patchen (1961). Equity theory provides a significant contribution to the understanding of financial compensation, although there are certain areas where the theory would benefit from further specification.

In this section a brief outline of equity theory, and the conceptualisations on which it is based, will be given. Reviews of equity theory can be found in Pritchard (1969); Steers and Porter (1979).

Equity theory stresses that it is relative rather than absolute feelings which determine how a person feels about his pay. They suggest that people evaluate their jobs favourably if they think they are being fairly treated.

Patchen (1961) developed Homan's term of 'distributive justice' and Gouldner's idea of a 'norm of reciprocity'. He included social comparisons in the balance theory framework. Thus the idea of reference groups and comparisons being made not only in terms of pay, but also relevant job and working environmental conditions was introduced. However, his theory does not explain how or why certain

reference groups are chosen.

Adams' (1965) theory of equity contains similar elements to the theories mentioned above. Equity exists if the value of the input/output ratio equals the values of the others ratios. If they do not tension exists and a person is motivated to reduce the tension with the force or intensity of the motivated behaviour being directly proportional to the amount of tension created by the inequity.

Adams' theory has been quite widely tested by, for example, Lawler and O'Gara (1967). The general findings support equity theory as far as conditions of underpayment, but not overpayment, are concerned. Nevertheless his theory does fall short in certain respects. As Lawler and O'Gara (1967) have pointed out, individuals differ in the extent to which they tried to achieve equity. No attempt is made to distinguish inputs from outputs while some factors, such as authority, may be perceived as either depending on individual differences, situational factors or both. A further drawback to the theory is that the person himself might be taken as the point of comparison. Adams acknowledged the possibility of this but it was Weick and Nessel (1968) who highlighted the difficulties this would raise. In this situation, a person may achieve satisfaction if the ratio of inputs to outputs was not balanced, as long as the ratio was in the direction of fewer inputs to outputs. Friedman and Goodman (1967) noted that a person's self perceptions were ignored. They argue that this, too, could affect the input/output balance.

Despite having certain theoretical and methodological drawbacks, the approach of equity theory has provided a useful conceptual framework for considering attitudes towards pay and other job facets. Lawler (1971) for instance, has drawn on equity theory as well as theories of social comparison and discrepancy theory, to formulate a multi-variate model of the determinants of pay satisfaction.

Although numerous studies have acknowledged that feelings of

equity and parity between oneself and a person's reference group affect satisfaction, it is rare to find a job satisfaction study which investigates satisfaction from the equity stance alone. Clearly, individuals who consider themselves to be inequitably paid or treated, are usually dissatisfied. Much of the current industrial unrest (1979) is claimed to stem from inequitable wages. For example, the threatened Civil Service Computer programmer strike (1979) partially arose from a lack of parity between computer operators inside the Civil Service, and their counterparts in the private sector.

However, while equity considerations do influence the standards people use to evaluate pay and other job factors, they are by no means the only factors involved. Probably, recognition of this has led to job satisfaction surveys taking a wider perspective than that offered by equity theory.

2.4. Extent to which the research study contains ideas drawn from equity theory

The present study uses some ideas drawn from equity theory. The view is taken that it is how the person himself feels about his job that will determine his job satisfaction. It is also assumed that if a person feels that an imbalance has occurred in his ratio of inputs to outputs, he will be dissatisfied. Thus, if his work effort remains constant, but his pay drops in terms of real income he may become dissatisfied. The idea that people compare their job with those held by people they take as reference groups is also contained in the study.

The methodology of the present study is not structured around equity theory for three reasons. First, this model seems to provide a partial solution only to the origin of feelings of satisfaction. Secondly, there are still considerable conceptual and methodological problems attached to this approach. Finally, this form of measurement was considered inappropriate to tap one of the main issues of the study - namely the possible fluctuation of satisfaction over time.

2.5. *Expectancy theories*

Expectancy theories suggest that getting what you know you want, especially through your own efforts, is associated with the job satisfaction. Thus emphasis is placed on the anticipation of future events, rationality and cognition. Examples of expectancy theories are those proposed by Georgopoulos, Mahoney and Jones (1957), Vroom (1964) and models based on this approach such as that of Porter and Lawler (1968).

Reviews, replications, and criticisms of the expectancy model can be found in: Campbell and Pritchard in Dunnette (ed.), Handbook of Industrial and Organisational Psychology (1976); Feldman, Reitz and Hiltzman (1971); Heneman and Schwab (1972); House and Wahba (1972); Lawler and Suttle (1973); Mitchell and Biglan (1971); Starke and Behling (1975); Steers and Porter (eds), (1979).

Georgopoulos, Mahoney and Jones (1957) proposed a 'path-goal' instrumentality theory. They considered people were motivated to choose the appropriate 'path' which they considered would lead to a desired goal. Vroom (1964) developed this theory into what is now known as the Valence, Instrumentality, Expectancy (VIE theory). He considers that the amount of effort which a person expends is a function of the desirability of the outcome and the person's estimate of the likelihood of the outcome being achieved. In this model valence refers both to the possible outcomes as well as to the valence of performance. Instrumentality refers to the belief that certain outcomes lead to the attainment of other outcomes, while expectancy refers to the belief that certain behaviour will lead to a particular outcome.

Vroom's model does not directly specify how job satisfaction may be achieved. Presumably, the concept of effort/reward bargaining put forward by Behrend (1953) will operate. Achieving a valued goal through one's own efforts could result in more satisfaction than

achieving the same goal without any effort. This could explain why Herzberg et al's (1959) 'motivator factors' have been found to cause satisfaction more than the 'hygiene factors'. 'Motivator factors' largely relate to matters over which a person has some sense of control or power.

Although Vroom's VIE theory is more concerned with explaining motivation than satisfaction it provides a useful advance to the understanding of both motivation and satisfaction. A large emphasis is placed on the cognitive elements in motivation which provides a contrasting interpretation of behaviour to that of need theorists. Importance is placed on the factors which a person brings into the work situation, namely his specific set of preferences for goals and effort expenditure. Need theories, such as Herzberg et al (1959) disregard this vital area. However, Vroom offers no suggestions regarding the formulation of preferences or expectations, although he does suggest a few areas where performance motivation may affect job satisfaction. These are:- the amount of wages received; promotion opportunities; job content; nature of the supervision received; hours of work; and type of work group of which the person is a member.

The VIE theory and the Porter and Lawler model raise the question of individual differences in valences. Sociologists suggest that such differences are only partly personality based. Social factors such as domestic situation, position in the life cycle, socialisation and relative wage/salary structures are also considered relevant for understanding differences between people's strengths of valence or strength of expressed need.

2.6. Extent to which the present research draws on ideas contained in VIE theory

The value of expectancy theory to the present study, in terms of helping to build a research design, is threefold. First,

it emphasises the cognitive element in satisfaction. It claims that satisfaction does not arise merely because certain factors are, or are not present in the job situation. It emphasises that it is the interpretation of the factors by the individual which is important for satisfaction. Secondly, it points out that what a person brings into the work situation - in terms of expectations - is an important factor in the determination of satisfaction. Thirdly, it brings out the matter of individual differences. People may react differently to a situation; have different expectations, aspirations, background, and evaluations of existing circumstances. All these considerations point to it being impossible to create one work situation which will cause satisfaction for all concerned.

Thus in the research the view is taken that it is the individual's interpretation of the situation and job factors which determines satisfaction. In turn, this interpretation is likely to differ from person to person because of background factors and different experiences.

2.7. *Need theories*

Need theorists believe that a person's job satisfaction is determined by the extent to which his job fulfills or allows the person to fulfill his needs. Generally man is assumed to have two separate but interrelated classes of needs - physiological needs and psychological needs. Major need theorists include: Alderfer (1969, 1972); Herzberg (1959); McClelland (1953); Maslow (1954) and Porter (1962). The works of Maslow and Herzberg have evoked the most criticism and controversy. Reviews of need theories can be found in Alderfer, Kaplan and Smith (1974); Salancik and Pfeffer (1977) and Steers and Porter (eds) (1979).

Probably the majority of studies of job satisfaction have approached the subject from the viewpoint that satisfaction arises from certain needs being met or satisfied. For example, the Job

Description Index asks people to assess a number of predetermined categories which researchers assume contribute towards the attainment of satisfaction. Many other measurement instruments and research designs take the view that meeting a person's 'needs' will lead to that person being satisfied. For instance, sometimes job satisfaction is considered to be the result of a 'fit' between job requirements and the person's needs.

Thus, practically all models of job satisfaction assume - either implicitly or explicitly - that 'needs' and the extent to which they are met or satiated, contributes to job satisfaction. Need theorists, however, usually go further in this direction than other classes of theorists, as they often specify the type of need e.g., physiological or psychological; the classification of the need e.g., achievement, and sometimes the factors which make up the classification of needs e.g., Herzberg's 'motivators' and 'hygiene' factors.

Criticisms of Maslow's work are numerous. First, the greater majority of studies designed to examine Maslow's model have been cross-sectional in nature e.g., Porter (1961). However, in order to show whether or not people do progress up or down the need hierarchy longitudinal studies are needed. A longitudinal study by Lawler and Suttle (1972) did not support Maslow's view of 5 need levels. In a similar vein to Barnes (1960) and Herzberg (1959) they suggested a two-tier structure was a better model. Mitchell and Mondgill (1976) argue that the degree of 'magnification' and method of analysing the data dictates the form of classification and consider that a two tier classification is not mutually exclusive with a five way classification. Porter (1961) identified six need categories while Huizinger (1970) identified seven.

Thus arguments concerning the number of levels of needs are by no means conclusive. While from an academic point of view it

would be useful to clarify the matter, in practical terms it is probably sufficient to accept that people have needs which can be formulated into various classifications.

A longitudinal study by Hall and Nougain (1968) found a positive correlation between need satisfaction and need intensity which is a direct contradiction of the hierarchical structure theory, excepting, of course, for the highest level need. Over the five year period of their study the motive scores of managers changed as they progressed through the organisation. So as needs change over time satisfaction may also change. The degree to which job satisfaction does change across time is one of the main areas explored by the present study. Hall and Nougain (1968) felt that their finding regarding differences in need levels for the same people as they moved through the organisation, indicated interlevel motive differences existed. Morse and Weiss (1955) and Porter (1962, 1963) argued in a similar manner over findings in their studies which indicate that organisation position may affect the type of needs people have.

The present study is concerned with seeing if satisfaction changes per se, whether or not a person moves up the job hierarchy. Although needs may change, satisfaction may not alter. However if it is assumed that satisfaction is related to the fulfillment or satiation of needs, then this is unlikely.

Alderfer (1969) proposed a three fold classification of human needs: existence; relatedness and growth (ERG). His model was one of fulfillment progress - as in Maslow's model - coupled with frustration-regression. He was concerned with the relationship between need satisfaction and the strength of desires. This problem has not been clarified adequately as the work of Hall and Nougain (1968) shows.

Another variation of needs theory is that of achievement motivation. Proponents of this theory include McClelland (1961) and

Weiner (1972). These theories consider that the probability of satisfaction of a need is an important determinant of the intensity of the need.

The importance of McClelland's work for the present study lies in the emphasis placed on a person's own 'internally' set targets.

The two factor theory of Herzberg et al (1959) is now as well known that only a brief outline will be given, followed by a fuller criticism of his ideas.

By using a critical incident method, Herzberg derived factors which he believed to be causes of satisfaction and dissatisfaction. Unlike traditional theorists, Herzberg did not consider that job satisfaction and dissatisfaction were different ends of the same continuum. Instead, he felt that the two sets of factors - which he called 'motivators' and 'hygiene' factors - were separate dimensions affecting different aspects of job satisfaction.

Herzberg's methodology has been criticised by Ewen et al., (1964); Harden (1965); and Myers (1964) and many others. Herzberg's methodology is a post hoc analysis which means that error is likely to enter into the assessment. Also, the wording of the interviews may well lead to self-fulfilling prophecies or socially desirable responses, with people citing factors within their control as causes of satisfaction and vice versa. Hardin's (1965) longitudinal study suggests little relationship between perceived and actual changes in job satisfaction which indicates that genuine longitudinal studies should be used if accurate job feelings are required. Ewen (1964) pointed out that there is no means of assessing the validity and/or reliability of the results. A further methodological criticism comes from Myers (1964) who found that by changing second level factors to first level factors, differences between the favourable and unfavourable

responses in motivation and hygiene categories were almost doubled.

Perhaps the largest omission by Herzberg is his total disregard of individual differences. On this account alone, Herzberg's theory shows itself to be incomplete. Other need theories - such as Maslow (1954) have acknowledged that background factors and previous experiences may affect a persons need requirements. Similarly valence theory acknowledges individual differences as well as stressing that matters which people bring into the work situation - in terms of attitudes and aspirations etc. - are of vital significance to their evaluation of their situation.

Herzberg does not consider a person's overall job satisfaction level and his theory indicates that such a measure is invalid. Also only the extreme factors causing satisfaction and dissatisfaction are examined so no suggestions can be made regarding what is satisfying or dissatisfying at the intermediate levels.

Replications of Herzberg's work are numerous and while some confirm the theory others contradict it. Hulin and Smith (1967) found satisfaction and dissatisfaction were different ends of a single continuum. Lindsay et al. (1967) found satisfaction to be a joint function of motivator and hygiene factors. Friedlander (1963) found three dimensions related to satisfaction. The first dimension - social and technical environment could be classed as a hygiene factor; the second - intrinsic self actualising work - could be classed as a motivator; while the third - recognition through advancement - consists of a combination of both.

Thus the evidence regarding the validity of Herzberg's theory is inconclusive. Between one third and one quarter of Herzberg's own findings contradict his basic theory. There is, in some cases, no clear cut dichotomy between factors which lead to job satisfaction and those which lead to dissatisfaction. This is especially true of the aspect 'pay' dimension.

Many researchers have found that 'intrinsic' job characteristics are more potent with regard to job satisfaction and dissatisfaction than are the 'extrinsic' factors. For instance, Centers and Bugental (1966); Dunnette (1965); Friedlander (1964). This could explain why motivator factors - which can be equated with 'intrinsic' job factors - influence job satisfaction levels. Also, there is evidence indicating that people in the higher occupational and educational levels place more importance on intrinsic rather than extrinsic job factors. Since the greater proportion of Herzberg's work, and that of others replicating his study, has been carried out on people from these types of background, this could be a further explanation for the findings that motivator or intrinsic job factors have positive effects on job satisfaction. Also, bias caused by social desirability responses and the matter mentioned earlier of self-fulfilling prophecies could also be responsible for this result.

Recently Dyer and Parker (1975) published findings of a survey which casts serious doubt on the validity of accepting at face value findings either corroborating or opposing the intrinsic/extrinsic dichotomy. Dyer and Parker hypothesised that the concepts of intrinsic and extrinsic are unclear and confusing to industrial and organisational psychologists. The hypothesis was tested by sending a questionnaire to a randomly selected sample of 200 members of the American Psychological Association. The questionnaire asked respondents to provide their own definitions of intrinsic and extrinsic outcomes and to classify 21 outcomes - each of which had been selected from the motivation literature - as intrinsic, extrinsic or unsure. The results showed that there was little agreement among the respondents over the definition of the two terms. Disagreement was more marked over the intrinsic definition than the extrinsic definition. None of the twenty-one outcomes were classified consistently.

Dyer and Parker concluded that the entire intrinsic/extrinsic issue should be re-examined and the conceptual issue clarified. Thus, unless a researcher has specifically provided a careful definition of 'intrinsic' and 'extrinsic' it does seem dubious to quote their findings as either support or refutation of Herzberg's Two Factor theory.

2.8. Extent to which the present study draws on ideas contained in need theory

In the research study, respondents are asked to rate their satisfaction with a number of predetermined variables. Thus the research design is built on the assumption that satisfaction with the given variables will equate job satisfaction.

The variables which the respondents are asked to consider when assessing their job satisfaction are the classifications which Herzberg et al (1959) used, although the pre-pilot study showed that it was necessary to add several more aspects to Herzberg's original list.

Included in the research design are certain personal individual differences, such as age, in case they help to explain variations in job satisfaction. Some need theorists have acknowledged that background variables and certain individual differences may influence a person's need requirements.

3. The Stability of Job Satisfaction

Investigation of the stability of job satisfaction is a central issue in the present study. On the whole, previous research has either ignored this question or implicitly assumed that job satisfaction is stable. Surveys of job satisfaction are carried out and it may be several months before the data is analysed and any action taken. Thus management may be putting into operation plans based on information which could be at least a year out of date. If job satisfaction is stable, then all is well. However, if job satisfaction is not stable then erroneous actions may be taken.

What little information there is on the question of the stability of job satisfaction, suggests that job satisfaction is not stable. Robert Hoppock (1960) in a survey which compared the job satisfaction scores of the same group of employed adults at intervals of 24 and 27 years found that, by and large, job satisfaction had increased. This corresponds to the literature which finds that job satisfaction tends to increase with age as older employees are better satisfied. Changes in job satisfaction were also found to occur with movement from one job to another.

Hoppock's (1960) investigation appears to be the first truly longitudinal survey of job satisfaction. It can be criticised on the basis of its small sample numbers (26) and because the time gap was so great. While it is interesting to see if job satisfaction does change over such a long period, when this length of time elapses it is hard to pin-point any specific reasons for attitude change.

Smith, Roberts and Hulin (1976) report a large-scale, quasi-longitudinal, cross-sectional investigation of job satisfaction. The authors mention that:

"Most of the more than 4,000 job satisfaction studies (Lawler, 1971) now published have assessed respondents at only one point in time ... Because of the expense involved in conducting truly longitudinal research, the results of which might help dictate policies beneficial to workers, it probably will not be done" (p.462)

The study by Smith et al. (1976) can be accepted as truly longitudinal only if work units rather than individuals are compared, although there was a considerable overlap between samples in some categories. The findings of the survey - which was carried out in America - showed that satisfaction with the majority of facets under consideration changed over a 10 year period in a downward direction. This trend was consistent regardless of tenure, job function or geographical location.

Several other studies - although they did not use a longitudinal method - have found evidence that job attitudes change.

Kerr Inkson (1977) indicated that worker values are dynamic and vary according to the issue under consideration. He argued in line with Daniel (1973) that attitudes to work are complex and flexible. Therefore, as attitudes to work change it seems plausible to assume that job satisfaction is also likely to change. Hall and Nougain (1968) found need levels changed as one progressed through the organisation. In a similar vein, studies by Hackman and Lawler (1971), Kirsch and Lenermann (1972), Shepard (1969, 1971) and Stone and Porter (1975) have found evidence showing that between-job group differences are greater than within-job group differences. Thus, moving to a different job level seems likely to cause changes in a persons values and attitudes and perhaps have repercussions on job satisfaction.

From previous studies, therefore, the evidence does suggest that job satisfaction changes across time. However, the research in this area is particularly sparse. A greater understanding of job satisfaction with practical benefits for organisations is probably more likely to come from an investigation of the stability of job satisfaction, than through an examination of any other issue. It could clarify, challenge or throw new light on previous research, particularly in the area concerned with the causes of job satisfaction. In addition it should be useful to policy makers in organisations. The deficiencies in understanding job satisfaction due to a dearth of longitudinal field studies is becoming increasingly recognised. For example:-

- (a) "... job satisfaction is commonly treated as a static state when as a reality it is a 'dynamic process of balancing one thing against another' (Handyside, 1961, p. 264). The conventional job satisfaction question takes a cross-sectional view at a point in time and very often the situation you're dealing with is altered when the results are produced". (Interview with top manager).
- (b) "What interests policy-makers is precisely the dynamics of the job satisfaction situation - the sharp changes in attitude. No attitude survey has ever succeeded in showing this" (Portugal, 1976, p. 3).

- (c) "With the exception of Strong's (1943) studies of vocational interests, it has been almost unheard of in job satisfaction research to study the same individual across time, yet such studies might provide valuable insights concerning the long range determinants of job attitudes (e.g. see Bray et al 1974). Especially interesting would be studies of how individuals cope with job dissatisfaction (Seashore, 1972)" (Locke, 1976, p.1340).
- (d) "Time trends in various facets of respondents' jobs should be investigated, and their relationship with measures of behaviour and outcome variables in intervening and subsequent time periods examined" (Barth, 1976, p. 67).

Thus the main focus of the present study is the behaviour of job satisfaction across time. One question this poses is whether or not job satisfaction is stable in either the short or long term. The data collection stage of the study only lasted just over a year although data was collected at roughly four monthly periods which gives a relatively short time span to compare job satisfaction changes. Assuming that job satisfaction does change it is then of theoretical and practical interest why changes occur. Any one of a number of possibilities may cause a change in a person's assessment of his job. For instance: the variables making up the job may change; the variables in the working environment may change; the job variables and/or working environment may remain static but a person's assessment of them may alter; variables in the external economic environment may alter. The research study looks at these possibilities.

It is also possible that a person's job satisfaction may have a fairly stable base-line in the long term, but have fluctuations around this line in the short term.

4. *The multi-dimensional nature of Job Satisfaction*

Most job satisfaction surveys have taken a multi-faceted approach to the measurement of job satisfaction. As people can consciously separate and assess elements of their job and its related context it would appear that job satisfaction is multi-dimensional. There is, however, no consensus over the identification of job satisfaction

facets. A further problem is that of combining the various facets together to form an overall measure of satisfaction. In fact, whether or not it is valid to formulate an overall measure of job satisfaction rather than leaving satisfaction scores in an unaggregated or unweighted state is still a matter of much debate.

The common survey question "All in all how satisfied are you with your job?" assumes that job satisfaction is unidimensional. However, it may represent a calculation, which adds up costs and benefits along several dimensions. Moreover Vroom (1964) among others feels that a question asking about general job satisfaction has little operational meaning.

Leaving aside the validity of combining separate facets, there could be a high positive correlation between an overall measure of satisfaction and the combined facets if, in assessing overall satisfaction, the person weighs up his job satisfaction in terms of the individual facets he has been rating. If this condition is not met, then it is unlikely that there will be a correlation between the two measures.

Most researchers have taken job satisfaction to be a multifaceted concept. Surveys have usually looked at different aspects of job satisfaction. For example, the Job Description Index looks at satisfaction with: the work itself; pay; promotion; supervision; co-workers. The Civil Service (1967), in a survey of over 2,000 Executive and Clerical Officers, looked at thirteen different facets of satisfaction. Here, no attempt was made to combine the separate facets into an overall measure and the Wernimont job-satisfaction scale (Weissenberg and Gruenfeld, 1968) was used to examine the relationship between job satisfaction and job involvement.

Howell, Strauss and Sorensen (1975) incorporated the theoretical framework of Maslow's hierarchy and the instrument of Porter's Need Satisfaction Questionnaire in order to measure need satisfaction

and need importance. Five areas of satisfaction were examined.

The consensus of opinion does appear to be in favour of job satisfaction being multi-faceted. Disagreements begin, however, over: which facets contribute to satisfaction; how - if at all - the facets relate to each other; how the facets can be weighted and/or combined to form an overall measure; what relationship overall measures of job satisfaction - which take job satisfaction as a unitary concept - have to the separate and/or combined facets of satisfaction. These last points will be discussed more fully in the section on measurement techniques.

In the present study twenty facets of satisfaction are measured and one overall measure of satisfaction is included. The origin of the facets chosen and the weighting techniques and combination used will be discussed later.

A multi-faceted approach to job satisfaction measurement was adopted for several reasons. First, this approach does appear more reliable and comprehensive than a unitary approach. Secondly, a unitary measure of satisfaction may have provided data which was insufficiently sensitive for the purposes required. For instance, overall satisfaction might remain static, while satisfaction with one particular facet increased and another decreased. As an objective of the study was to relate satisfaction changes to potential causes, as discriminating a measure of satisfaction as possible was required. Thirdly, a multi-faceted approach was adopted to help clarify some of the issues regarding the benefits and validity of weighting and combining separate job facet satisfactions.

5.1. Measurement techniques

The most commonly used method of measuring job satisfaction has been the use of direct verbal self-reports. Other techniques used include: overt behaviour, critical incidents; action tendency scales; rating scales and interviews. Each of these techniques will be

briefly examined in turn.

5.2. *Overt behaviour*

Some researchers have taken overt behaviour as an indication of a person's job satisfaction. However, this does seem to be one of the most doubtful methods of obtaining a true indication of job satisfaction. While certain behaviours, such as terminating one's employment, may be related to job satisfaction, these behaviours usually do not rely solely on satisfaction with one's job. Overt behaviour may be influenced by other factors besides job satisfaction. There are also difficulties in using this type of measurement. The behaviour would have to be directly proportional to the feeling a person held about his job and to follow on from the particular attitude held.

Most researchers who have used behaviour measurements as indications of job satisfaction, have supplemented this method with others. Behavioural measurements have sometimes been used to validate their findings externally. For example, Taylor and Weiss (1972) administered the Minnesota Satisfaction Questionnaire (MSQ) to a group of 475 employees. One year after administering the questionnaire about 20% of employees had left. Re-examination of the MSQ results showed that leavers were less satisfied than those who stayed on 10 of the 27 MSQ scales, suggesting that MSQ had some predictive power.

5.3. *Critical incidents*

Some studies have taken critical incidents as an indication of job satisfaction. The type of data obtained through using a critical incident method can be far more meaningful than that obtained from self-rating scales as it is often more qualitative. With abstract scales, it can be difficult to interpret accurately the meaning which the respondent is attaching to his reply and misinterpretation may occur. A further disadvantage with rating scales is that a person may make a response in order to complete the exercise

and not even have any clear idea himself of what he means by his response.

With the critical incident method, a large burden is placed on a person's memory. Distortions in the recall of any subject matter - especially over events which happened some time in the past - are quite possible. For example, Hardin (1965) found considerable discrepancy between perceived and actual changes in job satisfaction due particularly to memory lapses.

Although the present study uses a critical incident approach in one section, it tries to overcome some of the problems caused by memory lapses by asking for incidents that happened in the preceding few months. This also makes it possible to examine the temporal nature of job satisfaction. Herzberg, for instance, tried to establish the length of time which good and bad job feelings lasted but his methodology placed a large burden on the respondent's memory. This study tackles this problem in a different way. Job satisfaction is measured at at least three different time periods and data on changes in the site or economic environment recorded. This helps to suggest if changes are followed by a reassessment

One serious disadvantage in measuring job satisfaction through the critical incident method, is that the events tapped tend to be atypical, making it hard to generalise from the results.

5.4. *Action tendency scales*

This method of measuring satisfaction asks the person to indicate how he feels like acting, rather than how he actually does feel or act. It is based on the supposition that positive and negative emotions evoke approach and avoidance feelings. This method has some of the disadvantages which are inherent in rating scales. It assumes the respondent does genuinely know how he would feel like acting in the given situations. Also, bias may enter into the evaluation of the

replies because in some cases it is not possible to know what the person himself meant by his answer.

Take, for instance, two questions which appear in some self-rating scales.

- a) When you are at work do you ever wish you could be somewhere else?
- b) When you wake up in the morning do you feel reluctant to go to work?

If a person answered 'yes' to each of these questions, in terms of the scale it would mean that he was dissatisfied with his job. However, every person must at some time in his working life wish he was not at work. Similarly, question b) is also open to misinterpretation. A 'yes' reply could mean that a person hated his work or hated getting up in the mornings. Due to the ambiguity in interpretation of action tendency scales, these will not be used in the present survey.

5.5. *Interviews*

This method of assessing job satisfaction has been used far less frequently than questionnaires. This is mainly because of the time which interviews take. Biases which may creep in through interviewers interpreting replies in different ways, evoking different responses from interviewers or posing questions in varying ways etc. To a certain extent, these difficulties can be overcome by interviewer training.

The interview method does have several advantages. For instance, difficulties regarding the interpretation of the replies can be partially overcome as there is a better chance of ascertaining the true meaning. On the other hand, there is the danger of the interviewers putting words in the manner of interpretations of meanings, into the respondents mouths.

Many difficulties arise in the analysis of unstructured

data, although this is not peculiar to interviews. If responses are categorised, subjective judgments have to be made and errors may arise. For instance, Myers (1964) found it possible to categorise Herzberg's first and second level factors in another manner, which quite drastically altered the survey results.

In some cases it may be better not to categorise qualitative data. The data can then be reported verbatim. Studs Terkel (1974) for example, used this method. In the present study replies to some questions are reported verbatim in order to illustrate the quantitative data and a case study approach is adopted in two chapters.

The present study uses the interview method for several reasons. First, as job satisfaction is being measured at several different points in time with the same respondent, it is essential that a high response rate is obtained throughout the duration of the study. Secondly, this method does seem to be a better method of collecting quantitative and qualitative data, than questionnaires. Issues can be freely explored and errors in responses and misinterpretation of quantitative sections can be minimised. Finally, interviewer bias will not occur as only one person is carrying out the interviews. This means that if any interviewer biases are present in the phrasing of questions, methods of recording data etc. they will at least be consistent biases. Ideally tandem interviews should have been used in order to minimise bias. However, due to lack of resources, this was not feasible.

5.6. *Rating scales*

The most popular method of measuring job satisfaction is by using rating scales. Types of scales used include: Likert scales; Thurstone scales; 'faces' scales; 'yes' 'no' 'unsure' response categories.

Respondents are usually asked to rate and evaluate

descriptive items in this type of measurement. As noted earlier, there are difficulties in asking people to rate any type of item or feeling. Evaluative ratings are subject to slightly more problems of interpretation than descriptive ones. For example, a person would probably be able to reply accurately to the statement "My job involves shift work". This is because the statement is both descriptive and relatively objective. However, he might have more difficulty in replying to the statement "My job is well paid". This type of statement is both descriptive and evaluative. A frame of reference is always needed in order to reply. As people are likely to use different reference points, it becomes hard to compare accurately results between individuals. In addition the degree of value and/or importance which the individual attaches to the response is often worth considering but some rating scales exclude it.

Locke (1969) was one of many researchers to consider the problem of how the separate evaluations of satisfaction should be combined to arrive at a valid sum. He argues that with respect to weighting, importance is already included in and reflected by the satisfaction ratings. Thus multiplying satisfaction scores by importance scores is thought to be a redundant exercise. Locke thought that a valid measure of satisfaction would be one that covered evaluations of all job aspects to which the individual responds. Typical rating scales cover a certain number of aspects which may not correspond with the aspects which each individual values. He thought that the maximum degrees of satisfaction and dissatisfaction obtained from a given job element would differ between individuals due to different importance values being held.

There are major operational problems in using Locke's approach. First, respondents will vary in the extent to which they can articulate their feelings and are able to present accurately all

factors relevant to their job satisfaction. Secondly, a major methodological problem arises in comparing scores for different individuals when a varying number of dimensions are employed. For these reasons his conceptual view of job satisfaction will not be followed.

Porter (1962) has measured job satisfaction by inferring it from responses to descriptive, evaluative and importance replies.

Take, for instance, pay. Porter's measure would ask:

Pay

- a) How much is there? Minimum 1 2 3 4 5 6 7 Maximum
- b) How much should there be? Minimum 1 2 3 4 5 6 7 Maximum
- c) How important is it to you? Minimum 1 2 3 4 5 6 7 Maximum

The results are analysed by taking the discrepancy between how much there is and how much there should be, and weighting this discrepancy by the importance response.

This instrument has been widely used although there are some deficiencies in this method. The person must use some frame of reference with which to judge his job, and, like most rating scales, it is impossible to find from the replies the standard he is using. The use of the words maximum and minimum at the scale ends do not help to make the scale less abstract. Also, the three separate parts of each question are not mutually exclusive. How much a person thinks there should be with regard to any aspect is going to partly depend on how much there is and how important he rates it. Similarly, how important an aspect is will be affected by how much there is and how much it is felt there should be.

Wall and Payne (1973) have pointed out several further problems with the use of deficiency scales. First, the size of the deficiency score is related to existing perceived levels of a job characteristic. Thus people with high perceived existing levels of a job characteristic will tend to have a smaller deficiency score than

those with lower perceived existing levels. In fact, a negative relationship holds between existing level scores and deficiency scores, with the deficiency score being strongly influenced by the existing level score. Thus, any independent variable which is positively related to the existing level score will tend to be negatively related to the deficiency score. This means, for example, that Porter's (1962) original finding that deficiency in esteem, autonomy, and self-actualisation was negatively related to managerial level may reflect no more than a strong relationship between managerial level and the reported existence of the named variables.

A further drawback arises over some of the scale interpretations. How does a person interpret a reply which indicates that there is more of an aspect than there should be? Does this mean that the person is dissatisfied or satisfied? In practice, this situation rarely arises. Porter's research (1962) shows that deficiency scores are predominantly positive suggesting psychological constraint or deficiency inherent in this scale. This psychological constraint is related to the logical constraint of the possible size of the deficiency in two ways. First, it means that deficiency scores for those with high perceived existing levels of a given job characteristic will fall within a more restricted range than they will for those with lower existing levels. Secondly, even if only the magnitude of the deficiency is considered and the direction ignored, this logical constraint still operates. In order to overcome some of these difficulties, Wall and Payne (1973) advocate the use of partial correlation techniques. By this means it is possible to hold existing level scores constant, by following the method of Werts and Linn (1970) and using part correlations.

Porter's measure of job satisfaction, and in fact all existing measurement techniques fail to acknowledge that preferences appear to be dynamic, relative and interrelated. They appear to

depend on the constraints of the situation in which the person finds himself.

It follows from this that there may be little point in asking a person how much he would like of an aspect if (i) this aspect is considered in isolation from all other aspects, and (ii) no constraints are placed on the choice. In real life choices are often based on relative preferences between different items and outcomes. Similarly, there are nearly always constraints on the choices a person has. Most people seem to either consciously or unconsciously make a judgment on the mix which they prefer in any particular situation. Bearing the above in mind, it follows that a person may not necessarily be dissatisfied with a job aspect merely because he gets less than he wants. A person who is getting less pay than he thinks he should get may feel that his job has other compensations. Alternatively he could be dissatisfied but take the view that no one can really realistically expect to get more pay because of, say, economic circumstances. In this event, the 'should be' relates more to an ideal world than to one that is regarded as realistic.

In order to try and overcome some of the difficulties mentioned regarding deficiency scores and rating scales, a modified version of Porter's instrument was used. Locke's argument regarding importance weightings being included in satisfaction assessments was not accepted. Thus an importance scale was used to see if this could improve the overall assessment of satisfaction. Also, movements in satisfaction and importance scores were examined in the analysis partly to see if both concepts were dynamic. However, it was felt that a single question 'how satisfied are you ...' embraced both aspects of the first two questions in Porter's section. Namely, it covered the 'how much is there?', 'how much should there be?' questions. A further reason for changing to this version was that in the pre-pilot study, which used Porter's measure, response sets

were noticeable. Also, the length of the schedule was shortened considerably by the new version. It was also felt that the problems inherent in deficiency scores made the interpretation of them dubious. Asking the person directly how satisfied he is with aspects and changing the words 'minimum' and 'maximum' to 'extremely satisfied' and 'quite dissatisfied' was an attempt to make the scale less abstract. As in Porter's measure, a 7 point scale has been used for both the satisfaction and importance scale.

The drawback of rating scales measuring job satisfaction aspects in isolation from each other, was overcome by devising another measuring instrument. The instrument for measuring relative preferences in changing circumstances was in the form of an exercise. Details of the exercise are given in Appendix II.

5.7. Weighting of Job Satisfaction components

Sarveswara Rao (1974) concluded from a job attitude questionnaire that there was no advantage in weighting components of satisfaction with that of importance. The two dimensions were also found to be unrelated.

Sarveswara's view that there is no justification in using an importance weighting is shared by several others. Ewen (1967) found that there was little benefit to be derived from using importance measurements for weighting satisfaction, in order to obtain an overall satisfaction score. Ewen found that there was little difference between the unweighted total and weighted total. Others have looked at the relationship between a single overall measure of job satisfaction and the weighted and unweighted facet score totals. Schaffer (1953) found that importance weightings did not improve the measurement of overall satisfaction significantly. The weighted total did not show a greater correlation with the single measure than the unweighted total. Larsen and Owens (1965) share this view.

On the other hand Youngberg, Hedberg and Baxter (1962) advocated using both importance and satisfaction scales. Similarly,

Forelich and Wollins (1960) found that items low in satisfaction and high in importance were the ones contributing to a person's overall job satisfaction and hence considered it necessary to measure both importance and satisfaction rather than satisfaction alone.

Blood (1971), Ewen (1967) and Locke (1969) looked at various complex ways of measuring and combining job satisfaction aspects. They all concluded that the assessment of overall job satisfaction was not greatly helped by these complicated measurements.

It is possible that there is no relationship between the overall satisfaction measure and satisfaction with individual aspects. Thurman (1977), for example, in a survey of international job satisfaction studies, found consistent findings that workers are less satisfied with each of the specific aspects of their jobs than with the job taken as a whole. He suggested that it is psychologically easier to be negative about individual job facets than to face up to aggregate dissatisfaction. If Thurman's proposition is right - and findings from national surveys suggest that there is some truth in it - then there is no reason why there should be any relationship between overall job satisfaction, and satisfactions with separate aspects.

From the above discussion on weighting scales, it is clear that there is no conclusive evidence either for or against. Importance ratings were included in the study partly because there did not seem to be sufficient justification to omit them. Including importance ratings had other benefits, namely, it made it possible to see if both job facet importance and job facet satisfaction changed across time and at the same rate. This might help to clarify some of the arguments concerning any association between these two concepts.

Finally, the relationship between overall job satisfaction - as measured by a single item question and overall satisfaction formed by summing together satisfaction scores for separate items, and summing together satisfaction scores weighted by their importance score could be examined.

6. *Conclusion*

This chapter has been concerned with how job satisfaction has been conceptualised and measured by previous researchers. This survey has provided guidelines and ideas concerning how a methodology for the present research should be developed.

Job satisfaction is understood as a feeling or emotion related to work having potential causes and consequences. It has been seen as being related to but distinguishable from the concepts of morale, job involvement, organisation climate, alienation, 'liking' or 'being happy' in a job.

The present study has conceptualised job satisfaction in a manner which borrows and expands on ideas collected from various sources. Implicit in the present study is the belief that certain job aspects relate to satisfaction. This is why respondents are asked to assess a given number of such aspects. The need theory approach to the measurement of satisfaction is apparent here. However, it is also considered that the ideas/expectations which a person brings into his workplace will be of importance in affecting his assessment of job aspects and attitudes. People are accepted as each having a unique background and set of needs and values which will affect their interpretation of their situation. Thus ideas contained in expectancy theory are also pertinent. Similarly importance is placed on relative satisfaction feelings rather than absolute levels as they are regarded as being more meaningful. Here, points contained in equity theory are being extrapolated.

The available evidence though limited, points to job

satisfaction being dynamic and it is of central concern to the present study to follow this issue through in greater depth than previous work. Job satisfaction is also conceptualised as being multi-dimensional in nature and a further point which the study will investigate is how - if at all - to aggregate individual items to compile an overall satisfaction index.

The method chosen to measure satisfaction has been determined by several considerations. First, as mentioned above, one of the main tenets of the present work is to examine the dynamism of satisfaction. Thus in order to compare satisfaction for the same individual over time, as well as satisfaction scores for groups of people over time, a sensitive measurement technique designed so that direct comparisons could be made between people, was needed. This dictated the use of some form of scaling measure containing given job aspect categories in order to make valid comparisons. Similarly, the need to maintain as high a response rate as possible throughout the survey make the use of interviews essential.

CHAPTER 2

THEORIES AND RESEARCH CONCERNING VARIABLES THAT INFLUENCE JOB SATISFACTION

1. *Variables considered*

This chapter examines some of the variables which previous studies have found to be related to job satisfaction. For the sake of clarity, five broad areas will be examined separately. These are:

1) individual and personal variables; 2) social variables; 3) organisational variables; 4) work attributes; 5) external economic environment.

This division into five areas is somewhat arbitrary, especially as many studies have examined variables which can be subsumed under more than one of these headings. The dividing line between social variables and personal variables is, for instance, blurred. In the study, social variables have been taken as those pertaining to a person's membership of a group or community, while with the individual variables a person does not necessarily have to belong to a group or community. However, examining the areas separately should make it possible to see more clearly the main trends and findings regarding the relationship between job satisfaction and variables in each of the categories. Reasons for the inclusion or exclusion in the present study of certain variables associated with job satisfaction are given.

2.1. *Individual and personal variables*

A summary of the main findings regarding individual and personal factors and job satisfaction is shown below. The summary is then elaborated.

TABLE 2.1.

Main findings regarding personal characteristics and job satisfaction	
<u>Variable</u>	<u>Relationship</u>
Age	Satisfaction increases with age. Three possible explanations are: 1) More extrinsic rewards are received; 2) a closer overlap between career and personal identity; 3) young people enjoy work less than their predecessors, therefore older employees will be relatively more satisfied.
Tenure	Results are inconclusive. Satisfaction has been found to have a U shaped relationship with tenure. Satisfaction falls shortly after entry into a job but rises once a person has picked up relevant job characteristics, etc.
Job level	People with high level jobs have been found to have higher satisfaction than those with low level jobs. Two possible explanations are proposed: 1) High level jobs offer more rewards; 2) People in high level jobs feel they should be satisfied. Different evaluations are placed on 'intrinsic' and 'extrinsic' factors as sources of satisfaction and dissatisfaction according to job level. Women in professional jobs are less satisfied than their male counterparts. The reverse holds for women in blue collar jobs.
Sex	It is not possible to assume that the perceptions of all men are alike, and all women are alike. Job level or professional status acts as an intervening variable.

Education	<p>In so far as education level dictates the type of job obtainable, the higher the education, the higher the job satisfaction. However, within any one job level, the higher the education level the less satisfied the people tend to be because of rising expectations which may not be met. College educated managers are also more likely than their contemporaries who have not been to college, to take reference groups from outside of the company.</p>
Personality	<p>Organisational characteristics seem to have more effect on job satisfaction than personality characteristics. Certain personality traits influence the likelihood of obtaining a particular job.</p> <p>Personality seems to have more of an indirect than direct effect on job satisfaction.</p>
Orientations; past experiences, needs, etc.	<p>It is generally accepted that past experiences, orientations, etc. affects the type of variables a person wants in a job and their degree of importance. The measurement of needs and values is not at a very advanced state. The degree of importance orientations have for job satisfaction vis-a-vis job characteristics is inconclusive. A fit between orientations and job characteristics is thought to increase satisfaction. The extent to which orientations are static or dynamic is still a source of debate.</p>

2.2. *Age and Job Satisfaction*

Many studies have shown that among males, job satisfaction has varied directly and positively with age (e.g. Gibson and Klein, 1970; Herzberg, Mausner, Peterson and Capwell, 1957; Hoppock, 1960; Hulin and Smith, 1954; Saleh and Hyde, 1969; Saleh and Itis, 1964). Studies examining the relationship between age and job satisfaction for women are less numerous, although surveys such as that of Glenn, Taylor and Weaver (1977) found that satisfaction does vary directly with age for females as well as males.

While it is generally accepted that satisfaction varies by age in a predictable manner, the reasons for the association are not fully understood. Most authors have assumed that growing older is associated with increased satisfaction, perhaps because people get higher pay, positions and perks as they grow older. If this is true, younger people will automatically become more satisfied as they grow older. Glenn et al (1977) found that an increase in extrinsic job rewards as men grew older contributed moderately to the age variation in job satisfaction. They also considered the possibility that people entering the labour market in recent years may be less inclined to find their work satisfying than those entering in preceding years, but found little conclusive evidence to support this view.

Hall (1972) argued that job satisfaction increases with age due to a closer union being formed between career sub-identity and total identity. If this is true - and the assumption that the identity of a professional person is more closely knit to his work than that of a non-skilled person is correct - then those in professional/managerial jobs should be relatively more satisfied with their jobs than non-skilled personnel as they grow older.

As people grow older they could become more complacent about their job. Saleh and Itis (1964) concluded from a study of pre-retirees that job satisfaction increases monotonically with length of

time in the job, up to the age of 60, and then declines. Hall's (1972) view of a link between career sub-identity and total identity could explain this finding. After the age of 60, people may stress areas other than work as being important.

A relationship has also been demonstrated to exist between tenure (length of time in the job) and satisfaction. Mansfield (1972) showed that entry into a new job or occupation causes a certain amount of uncertainty and stress which impairs satisfaction. Once, however, the new occupational identity has been adopted and the person is accepted by others, stress is reduced and job satisfaction increases. Herzberg et al. (1957) found a U-shaped relationship between tenure and job satisfaction. Satisfaction dropped within the first year of work and remained low for a number of years, after which it increased. They thought that initially high work expectations were not fulfilled but increasing maturity and experience caused an adjustment of expectations to a more realistic level.

It is possible that the concept of cognitive dissonance (Festinger, 1957) may come into operation once a person has entered an occupation. Festinger's theory states that people do not like to experience disharmony between their attitudes and behaviour. This theory could explain why people in professional/managerial positions have relatively high job satisfaction levels vis-a-vis blue collar workers. Those entering professional occupations have normally undertaken extensive preparation and training for their work. Thus if on entering their chosen occupation, they decide they do not like it, an imbalance occurs between their attitudes and behaviour.

2.3. *Job level*

Considerable interest has focused on the relationship between hierarchical job level and job satisfaction. Differences in level are normally associated with differences in power and

authority, status, prestige, responsibility, discretion, task complexity, variety and pay (Centers, 1948; Hoppock, 1935; Katz and Kahn, 1966; Rosen, 1961; Tannenbaum, Kavacic, Rosner, Vianello and Wiessner, 1974). As higher level jobs usually offer more of the above rewards, it is not surprising that job level has generally been found to have a positive effect on job satisfaction (Herzberg, Mausner, Peterson and Capwell, 1957; MacEachron, 1977; Porter and Lawler, 1965; Vroom, 1965).

However, as Herman and Hulin (1972) and Maas (1966) and others have shown, job level is not associated with all types of job satisfaction. People may view and evaluate their job satisfactions from many different perspectives (Wanous and Lawler, 1972). It is the descriptive measures of satisfaction which have been shown to be more frequently related to job satisfaction than the evaluative measures (Ivanecovich, 1976; Porter, 1961, 1962; Rhinehart 1969).

As people are frequently selected for jobs on the basis of the individual differences (Cronbach, 1970; Morse and Lorsch, 1970) and as people may respond differently to similar job conditions and rewards (Hackman and Lawler, 1971; Turner and Lawrence, 1965), the reasons for the relationship between job level and job satisfaction are confused.

Several writers such as Armstrong (1971), Centers and Bugental (1966) and Friedlander (1965) have examined how job level influences the type of factors contributing towards satisfaction and dissatisfaction. Their findings indicated that contextual factors such as working conditions and canteen facilities are more important contributors to both satisfaction and dissatisfaction for those at lower level jobs than higher level jobs. Job content factors such as responsibility and job interest were stronger causes of dissatisfaction and satisfaction for those in higher level jobs. This could

be a reflection more of the elements of the jobs rather than personal preferences, coupled with an acceptance of the existing situation. Also people in high level jobs may only de-emphasize contextual factors while they can take them for granted. Since the above mentioned studies have taken place, there have been various reports of managerial discontent with contextual factors.

Finally, studies examining the relationship between job level and job satisfaction have, by and large, taken samples of male workers. Shapiro and Stern (1975) show that sex differences appear to moderate the job level/job satisfaction relationship.

2.4. *Sex*

There are relatively few good studies of sex differences regarding job satisfaction. Brown et al (1964) found that women tend to be less career minded than men and are reluctant to undertake more responsibility than is essential. Shapiro and Stern (1975) looked at the job satisfaction of male and female professional and non-professional workers. The results show that it is not possible to treat males and females as homogeneous groups. Job level, or 'professional' status is an intervening factor. Women in non-professional jobs were more satisfied with their pay than were their male counterparts, while those in professional jobs were less satisfied than their male counterparts with promotion. This trend held for the aspects of supervision and satisfaction with colleagues. However, regardless of status level, satisfaction with work and promotion was higher for males than females. Their findings are in agreement with the results of Weaver (1974). The satisfaction levels of men in non-professional occupations is lower than their female counterparts; but the reverse holds for professional level jobs.

Hunt and Saul (1975) examined the relationship between age,

tenure and job satisfaction in males and females. They confirmed the finding of Gibson and Klein (1970) that a positive linear relationship exists between age and job satisfaction, but no negative linear relationship between company tenure and satisfaction. No support was found for Herzberg et al. (1957) U shaped relationship. For females, tenure was more strongly associated with overall job satisfaction than age. However, the reverse results held for males. No relationship was found between age and overall job satisfaction for the females in the sample. The survey found that neither age, sex, nor tenure were related in a consistent manner to job satisfaction.

Hunt and Saul (1975) concluded:-

"In particular, longitudinal research is needed to clarify the psychological mechanisms which underlie the changes in job satisfaction that have been observed to occur with increasing employee age and company tenure" (p.701).

2.5. *Education level*

The relationship between education and satisfaction is confounded by educational achievements being a frequent prerequisite for a high status, involving job.

Some writers have found a negative relation between education and satisfaction. Remitz (1960) found that among Swedish bank workers, higher education produces lower satisfaction. French et al (1962) found that engineers with higher education showed by comparison with those of low education, lower satisfaction with achievement, despite having higher level jobs and higher salaries. However, when different types of work per se are considered, a positive relationship between education, ego achievement and satisfaction is frequently found (e.g. Gurin, 1960). Centers and Cantril (1946) found college educated workers less satisfied with certain aspects of their work situation - such as pay - than those who had not attended college. Rising expectation levels and the discrepancy between aspiration level and reality may explain this finding and that of French et al (1962).

A study by Klein and Maher (1968) found education to be associated with relative job dissatisfaction, and this relationship held even when age and skill levels were held constant. However, the findings of Klein and Maher (1968) on the degree of optimism of college and non-college educated managers regarding pay chances contradicted those of Andrews and Henry (1963). College educated managers considered they had less chance of obtaining their desired pay salary within their organisation than did the non-college educated managers. This was because college educated managers tended to take reference groups from outside their company.

All in all, education achievements do tend to lead to higher level jobs, and there is a positive relationship between job level and job satisfaction. However, this relationship is affected by the rising expectation levels, and use of reference groups outside of the immediate work situation, which are often used by those having a high education level.

2.6. *Personality*

The relationship between personality and job satisfaction has been examined in a few studies. Penn (1968) suggested that job satisfaction resulted from the interaction of personality and environmental variables. In 1973 Porter and Steers proposed that there was a relationship between personality traits and job satisfaction.

Recently, O'Reilly and Roberts (1975) have taken up the suggestions of previous researchers and examined the relationship between personality, job satisfaction and job level. The results of their study showed that it was not possible to reject the null hypotheses that no relationship existed between personality and satisfaction. They suggested that organisational characteristics had more effect on job satisfaction than personality characteristics, although personality influenced the likelihood of a person achieving a

particular job level. Wise (1975) corroborated this finding. He found certain personality characteristics such as creativity and initiative to be positively related to the rate of promotion. From these studies it would appear that personality has more of an indirect effect on job satisfaction than a direct effect.

One personality trait which has been found to relate to job satisfaction is that of popularity. Zelst (1951) showed that popular workers were far more satisfied with their job than less well liked employees but did not suggest the direction of any possible cause and effect relationship.

2.7. Orientations: Past experiences:

Order of priorities and needs

Blood and Hulin (1967) and Turner and Lawrence (1965) found that employees from rural backgrounds and employees who have internalised 'middle class work values' such as the Protestant ethic are more likely to respond 'positively' to job enlargement. However Siegal and Ruh (1973) obtained results from their survey which were inconsistent with those of Blood and Hulin (1967) and Turner and Lawrence (1965). This contradiction would make it appear that the development of work values, needs and expectations and the effects of specific background variables such as community size would profit from further investigation.

As far as past experiences are concerned, Blum (1953), in his study of packing-house workers, concluded that the degree of their satisfaction depended on their standard of comparison. Those who were aware of the tough times they had gone through in earlier years were the most satisfied.

Goldthorpe et al (1968) consider that people have a fairly consistent set of priorities regarding the factors which they want to find in their work situation. It is thought that by examining critical choices such as the decision to enter or leave a job, priorities

can be identified. In a similar way, the work orientation is considered to be an indicator of a worker's perceived needs and how he will respond to various work situations and experiences.

Whether or not people adjust their expectations to fit the particular circumstances in which they find themselves has been much debated. Festinger (1957), for example, considers that they do, as does Daniel (1970). This contrasts with the view held by Goldthorpe et al (1968) that work orientation is rather static with the various work orientation groups being formed by self-selected, relatively homogeneous groups. The contrast points to the possibility that there is a fundamental and stable pattern of orientation and a more surface level volatile set of expectations.

2.8. Individual and personal variables included or omitted from the study

On the basis of the examination of research concerning the relationship of individual and personal factors and job satisfaction, certain decisions were made.

Age and tenure were two variables which it was felt were important to include in the present study. The association between age and job satisfaction found in previous research seems fairly consistent. Hence age could explain variations in job satisfaction.

The research design described in Part II includes an examination of two job levels. Two job levels were chosen partly because it was the wish of the sponsoring organisation to look at these particular levels. However, this also made it possible to examine 1) whether job satisfaction varied according to level, 2) whether there was a greater similarity in degree of satisfaction between those at a similar job level at different places of work or between employees at different levels in the same site, 3) whether, at a time when managers can no longer take contextual factors for granted, there is now an

increasing similarity between job levels in the degree of importance placed on contextual factors and job content factors as sources of satisfaction and dissatisfaction. This would also make it possible to estimate the extent to which needs and values are stable or change according to the prevailing circumstances.

Sex of respondents was not taken into consideration as the companies in which the study was taking place all happened to employ men in the jobs examined. Education was not measured in the survey either. This was omitted partly because education level tends to be reflected in the job level which was included already. It was also a sensitive area with some respondents who lacked formal qualifications. The way in which education appears to influence job satisfaction directly is through expectations and by reference groups taken from those with similar educational backgrounds. Direct questions were asked about aspiration levels.

Personality was omitted from the survey for several reasons. First, personality as measured to date, does seem to have less of an impact on job satisfaction than job characteristics. Secondly, personality tests are easy to fake and can obtain data of a low reliability level. Thirdly, personality tests are usually lengthy, partly so they can test for validity, reliability and accuracy. Thus including a personality test would have considerably lengthened the interviews. Finally, a personality test was used in the pilot study but it raised considerable hostility and met with much opposition from the respondents. Hence it was not thought worthwhile to jeopardise the cooperation of the respondents by including a personality test.

3.1. *Social variables*

The main findings regarding the relationship between social variables and job satisfaction are summarised below.

TABLE 2.2.

Summary of main findings regarding social variables and job satisfaction	
<u>Variable</u>	<u>Relationship</u>
Class and Status	A positive relationship between class, status and job satisfaction has been found. However class and status tend to affect the job level a person can achieve and job level affects job satisfaction. A person's self-perceived status, the status of the company, or the persons' status in the organisation affect job satisfaction.
Culture	People from different cultures are inclined to place different values on the satisfaction and importance of job values. The specification of need importance is more culture free than the extent to which needs are said to have been satisfied.
Home Community	The size of the home community and its proximity to middle and working class people affects employees' orientations. Blue-collar workers from large cities are more likely to be alienated from middle class values than blue collar workers from rural backgrounds. The area where a person is socialised (10-20 years of age) affects his value-orientation. (These findings are based on American studies).
Reference groups	The reference group a person takes to compare his job situation with is likely to influence his feelings of satisfaction, depending on the degree of favourability found in the comparison.

3.2. *Class and status*

Certain relationships between class and status and job satisfaction have been identified. Centers (1948) found a positive relationship between job satisfaction and being upper or middle class. However, it is important to remember that education and occupational level are highly associated and therefore Centers' finding could be interpreted as a relationship between job level and satisfaction.

Morse and Weiss (1955) found that middle managers are more likely than blue-collar workers to give extreme answers for satisfaction or dissatisfaction. They attributed this to blue collar workers becoming resigned to their situation while managers have greater opportunities for personal satisfactions at work and place greater emphasis on job content. Therefore they become more critical of their work situation.

A person's perceived status in the community (Walker, 1961) and perceived status in the organisational hierarchy (Walker, 1961 and Zaleznik, 1956) also have a positive association with job satisfaction. Jaccessen, Rettig and Pasamanick (1959) also found that the status of the employing organisation affected the employees' status and satisfaction

3.3. *Culture*

As people are socialised into accepting - or at least being strongly influenced by - the values of their own culture, it seems reasonable to presume that there will be cultural differences in the factors relating to job satisfaction and the importance placed on them.

Howell, Strauss and Sorensen (1975) found differences

in managerial attitudes and specific need levels between managers from Liberia and those from other parts of the world. The conclusions from this study supported the findings of Blunt (1973). Blunt (1973) suggests that the ordering of need importance is much more culture free than is that of need satisfaction.

Greenhaus and Gavin (1972) found that the more unattractive the actual culture or subculture of the employee in terms of poverty, deprivation etc., the greater the job satisfaction is likely to be. This, presumably, is likely to result from the relative expectancy levels between subcultural groups.

The results of national surveys on job satisfaction - such as that reported by Thurman (1977) show remarkably high levels of satisfaction across nations. Japan was an exception to this finding with a comparatively low reported level of satisfaction. Given the large differences in the levels of income, occupational structures, education standards and demographic characteristics of the populations surveyed these findings are remarkable. Thurman attributes this to dissatisfaction being an unstable, transitional state. A person either has to improve his job, leave it or reconcile himself to it. All these adjustments will lead to an increase in satisfaction. Secondly, Thurman notes that satisfaction with individual aspects tends to be lower than satisfaction with the job as a whole. Thus the overall assessments of job satisfaction between cultures may be misleading.

3.4. *Home community*

Most of the work which has examined the effects of home community on job attitudes and satisfaction has been carried out in America. Therefore the findings may not be applicable in Britain.

Hulin and Blood (1968) argued that blue collar city workers are alienated from the norms of the culturally dominant middle class which emphasise the value of achievement, responsibility

and the intrinsic value of hard work. Instead they either develop their own value system or alternatively become 'anomic' or 'normless'.

Hulin and Blood (1968) found that in small communities where there is more mixing of white collar and blue collar workers, there was less 'alienation' and a greater acceptance of middle class values. Turner and Lawrence (1967) arrived at similar conclusions. Blue collar workers in large cities tend to fail to respond to the traditional white collar incentives. Rural workers, however, responded more in accordance with the middle class preferences. Dalton (1948) found that 'rate busters' were usually from rural or small town backgrounds.

A more recent study by Sheppard (1973) suggested that it is not so much the area in which a person is actually living or working which determines work attitudes and values, as the area in which the person has been socialised between the ages of 10-20 years. Sheppard (1973) also showed that employees are more likely to be satisfied with their employment if the area in which they work contains similar characteristics to the area in which they have been socialised, than if this were not the case.

3.5. *Reference groups*

The point of reference used by a person to compare his job situation and job factors could influence his degree of job satisfaction. It is widely accepted that discontent concerning managers wage levels in Britain during 1977-78 is partly due to an erosion of wage differentials, with middle management comparing the rewards for their job with that obtained by other groups in employment. Thus the reference group taken, and the favourability of the comparison may influence a person's job satisfaction.

3.6. *Social factors included or omitted in the study*

No information was collected on class, status or culture. Social class and status were omitted because a common way of measuring these variables is by occupation and this information was already known. Perceptual measures could have been employed to ascertain which class a person felt he belonged to. However, it would have been difficult to adequately interpret these replies, particularly if a person perceived himself as being of a different class to that which his job level would normally place him. The class of a person's parents could have been obtained but again, if the person was now of a different social class to his parents it would have been difficult to assess what - if any - implications this had without exploring the issue in great depth. Thus class and status were excluded from the study as they were not felt to contribute greatly to the objectives of the study.

Information on a person's culture was also omitted largely because all the respondents were British, although it is acknowledged that there may be regional differences in culture in Britain. Data was collected on where a person had grown up and was now living in order to provide a fuller picture of the respondents, rather than to test any 'alienation' thesis. Information on certain personal values - such as the importance placed on leisure activities - was also collected, although 'cultural' values were not.

With regard to reference groups, respondents were questioned on how they considered their jobs compared to those of their friends and relatives. Records were also kept of any references the respondents made to comparisons between their jobs and those of others.

4.1. *Organisational variables and Job Satisfaction*

TABLE 2.3.

Summary of relationship between job satisfaction and organisational variables	
<u>Variable</u>	<u>Relationship</u>
Organisational size	It is not size as such, but factors associated with industry, technology, and specialisation of function and level of bureaucracy which are important in determining individual attitudes. Increasing size is associated with more bureaucratisation and a decrease in satisfaction with interpersonal relationships. Large scale organisations emphasise economic rewards and deemphasise non-economic factors. The opposite holds for small organisation. There seems to be a self-selection by people of where they work according to their preference for economic or non-economic rewards.
Organisational shape	There is some evidence that the shape of an organisation affects the extent to which it can fulfill different types of employee needs. Autonomy and self actualisation needs seem to be better met in 'flat' rather than 'tall' organisations.

4.2. *Organisational size*

Ingham (1970) looked at the relationship between size of the industrial organisation and worker. He examined possible relationships between labour turnover and the size of an organisation. Ingham

concluded that large scale organisations reduced the level of non-economic rewards which he found to be a crucial determinant of absenteeism and labour turnover. On the other hand, he did find evidence that workers in small firms placed more importance on non-economic rewards than those in large organisations. However, in studying the effects of size, the size of the total organisation, the sub-departments, and the work groups must also be taken into account. The size, cohesiveness and morale level of the department and work group will affect employees' attitudes and behaviour, thus perhaps counteracting, reinforcing or neutralising the effect produced by the overall size of the company.

Hewitt and Parfitt (1953) found that the observed and expected association between increased room size and absence from causes other than sickness was statistically significant. Talacchi (1960) postulated that the size of the organisation directly affects the individual through changing both the nature of the job and the interpretation of interpersonal relations on the job. One of Talacchi's findings showed that with increasing size, satisfaction significantly decreased in areas concerned with interpersonal relations - employees/management, employee/supervisor, employee/employee. A related finding was that the level of employee satisfaction is inversely related to absenteeism.

Indik (1963) provides a more elaborate theory. He hypothesises that within organisations increasing size affects communication, control and task specialisation and coordination. These processes affect the level of individual job satisfaction and attraction to the organisation, which in turn Indik suggests, determine levels of absenteeism and labour turnover. Thus it appears that both Indik (1973) and Talacchi (1960) are suggesting that large scale organisation reduces the level of non-economic rewards and that such rewards are crucial determinants of absenteeism and turnover. Ingham (1970) has

modified this conclusion by pointing out that most studies show that labour turnover varies independently of size, and that it should not be thought of as the same type of behaviour as absenteeism. Also, citing Woodward (1970) he suggests that in manufacturing industries at least, task and organisational specialisation is primarily a consequence of technology rather than size. He feels that investigations should control for the type of technology and the related variations in the level of specialisation in the system of production. Ingham does, however, consider that bureaucratisation is directly related to size of organisation and has a marked influence on the structure of non-economic rewards. He feels that the large organisation's emphasis on impersonal controls like disciplinary and administration procedures, encourages a polarisation because the conflicting economic interests of workers and management become more visible.

The recognition by Ingham (1970) that people may choose to work in organisations that reflect their personal values makes it difficult to accept an explanation of the 'size→leftism' hypothesis in terms of group process in the work organisation itself. Differences in political attitudes in workers in large and small firms may be a product of self-selection by workers with different orientations.

A study by Dewey, Stephenson and Thomas (1978) showed that with technological and organisational factors held constant, there is no evidence for an effect of size on attitudes towards absenteeism or towards authority relationships. Also, there does not seem to be any evidence in favour of the 'size→leftism' hypothesis. It is not size alone but mediating variables - such as factors associated with industry, technology, specialisation of function and level of bureaucratisation - which are probably important in determining individual attitudes.

4.3. *Organisational shape*

Carpenter (1971) found that teachers in 'flat' organisations had higher job satisfaction than those in tall or medium organisations. Porter and Lawler (1964) found evidence indicating that a tall organisation structure was better at fulfilling security and social needs than other structural shapes. However, the aspects of autonomy and self-actualisation were better met in a flat organisation.

Porter and Siegal (1965) carried out a survey the results of which imply that size of an organisation is an intervening variable between the relationship of organisational shape and matters such as job satisfaction. Their study showed that for managers in organisations of less than 5,000 employees, flat structures were correlated with greater satisfaction. However, in organisations above this size, there was no difference in satisfaction levels which could be related to organisational shape.

In 1975 Ivancevich and Donnelly undertook a project which concluded by supporting Porter and Lawler's (1964) finding that flat organisations provide more satisfaction for the facets of autonomy and self-actualisation. However, they did not find any evidence to support Porter and Lawler's findings that tall shape is associated with the satisfaction of security and social needs.

4.4. *Organisational factors included or omitted from the study*

The study did not take account of organisational size as there was little variation in the size of the sites considered. They varied from about 300 to 600 employees. While the size of the work groups varied, this variable was omitted as it was felt that the work group size would not be useful without knowledge of its cohesiveness and morale. Collecting such data would have been too time consuming.

Numbers of levels in the production hierarchy were considered. However, there was little variation in the number of levels between the research sites. Three of the sites had the following levels:- shop floor; supervisor; superintendent; production manager; general manager. In one of these three sites, the superintendents were traditionally known as senior supervisors. The fourth site (Site 1) had an extra level - that of manufacturing manager - between the production manager and the general manager.

There were differences in the spans of control of the supervisors although information on this was not collected as there were variations both within and between sites. On the whole, production supervisors had larger spans of control than maintenance supervisors. Variations between the production supervisors largely depended on the type of work being undertaken, the experience of the shop floor, the number of problems likely to arise etc. As it was felt that there were variables which had a more important effect on job satisfaction than the span of control size, it was not included.

5.1. *Summary of the relationship between Job Satisfaction and work attributes*

TABLE 2.4.

Relationship between job satisfaction and work attributes	
<u>Variable</u>	<u>Relationship</u>
Variety autonomy feedback; task identity	These factors tend to increase job satisfaction but the relationship is moderated by individual differences e.g. differences in worker attitudes and perceptions; degree of higher order need strength.
Involvement in decision making	Involvement of this type tends to increase job satisfaction, but again, individual differences moderate the relationship.
Pay	Pay can be a source of job satisfaction or dissatisfaction. The meaning of pay to a person is diverse and highly subjective. The extent to which feelings regarding pay reflect feeling regarding other aspects of work, or are distinct from feelings regarding other aspects is unclear. More pay is a tangible remedy for dissatisfaction, and its tangibleness may mean that pay is cited as a reason for dissatisfaction while the true cause lies elsewhere.
Role perceptions	Contradictory findings regarding the relationship of role conflict and role ambiguity and job satisfaction. On the whole a negative relationship exists between these variables and job satisfaction. Organisational level and employee ability may be moderating variables, as may be the need for clarity and the need for achievement.

Verbal recognition and supervision	<p>Verbal recognition usually leads to greater job satisfaction, especially among women.</p> <p>Changes in supervisor goal setting can lead to higher satisfaction for most types of jobs.</p>
Working conditions	<p>These tend to be taken for granted unless they are extremely good or bad in which case they affect satisfaction in a predictable manner. When a person changes job or when working conditions change, standards for comparison are present and working conditions tend to be evaluated. Dissatisfaction with working conditions can be a symptom of deeper underlying dissatisfaction.</p>
Mental challenge	<p>Variables containing the element of mental challenge e.g. variety; responsibility; use of skills, tend to be positively related to job satisfaction. Work which a person finds personally interesting and meaningful is positively related to satisfaction.</p>
Other components	<p>The belief that one is well paid; performance instrumental to promotion or pay increases; social satisfactions from work; security; are all variables which studies have found to be positively related to job satisfaction</p>

5.2. *Work attributes*

Certain characteristics and factors in the work situation have been found to be related to job satisfaction. Some common characteristics investigated include job content factors such as the degree of specialisation (Sheppard, 1970), economic factors (Massie, 1963), social factors, promotional opportunities and hours of work (reviews by Herzberg et al 1957, Vroom, 1964). Generally speaking job satisfaction varies, often considerably with one or more of these variables. In Herzberg's Two-Factor theory (1959) variations in job satisfaction and attitudes are seen as a direct reflection of the structure of the work place. Thus it implies that employers can increase the satisfactions of workers by altering certain job characteristics.

Inferring satisfaction from job attributes also does raise specific problems such as individual differences in preferences and evaluations.

5.3. *Variety, autonomy, task identity and feedback*

The above factors have been identified as those which facilitate the development of internal motivation and job satisfaction (Hackman and Lawler, 1971). Short cycle, repetitive jobs lead, it has been argued, to job dissatisfaction, labour turnover, and difficulties in effectively managing employees who perceive their jobs as monotonous (e.g. Blauner, 1964; Guest, 1955; Walker, 1950; Walker and Guest, 1952). Vertical and horizontal expansion of jobs, so that they include more of the elements of variety, autonomy, task identity and feedback, have been called for (e.g. Ford, 1969; Lawler, 1969; Sheppard and Herrick, 1972). Researchers, however, have considered whether enriched jobs do affect motivation and satisfaction, under what circumstances and for which categories of workers (e.g. Blood and Hulin, 1967; Hackman and Oldham, 1974; Hulin, 1971; Hulin and Blood, 1968; Lawler, Hackman and Kaufman, 1973; Turner and

Lawrence, 1965; Wanous, 1974). Brief and Aldag (1975) concluded from an empirical investigation that there were positive associations between a worker's perceptions of his job's characteristics and whether he likes his job.

5.4. *Supervisor-subordinate co-operation; employee participation in co-operation: work relationships*

The above work characteristics have been found to be positively related to job satisfaction (Blake and Mouton, 1964; McGregor, 1960; Odiorne, 1965). Morse and Reimer (1956) looked at the relationship between decision making methods, individual satisfaction and productivity. They concluded that when employees were involved in the decision making process, individual satisfaction tended to be higher than if this were not the case. Productivity was also slightly raised, although there was a tendency for the more hierarchically controlled decision groups - especially those of upper management - to have the greater productivity increase.

5.5. *Pay*

A Government Survey (1967) of sources of satisfaction among executive officers and clerical officers found that pay and conditions of service when viewed as a whole were a strong source of satisfaction to women, with the exception of those who were both aged under 40 and employed in London. It was also a source of satisfaction to some older male officers working in the provinces but a source of some dissatisfaction to some young male clerical officers under 45.

Lawler (1971), Opsahl and Dunnette (1966) among others provide literature reviews of pay. A nationwide survey in America (1974) suggests there is some relationship between demographic variables and pay satisfaction. Some pay theorists (e.g. Lawler, 1971) assume that pay satisfaction reflects other feelings about work. Others, such as Cherrington (1973) argue that satisfaction with any one single

component - such as pay - may differ from satisfaction with the job as a whole. Weitzel, Harper and Weiner (1977) concluded from their survey that employee feelings about advancement opportunities are closely linked to satisfaction with pay.

5.6. *Role perceptions*

The relationship between the variables of role ambiguity and role conflict on the one hand, and employee satisfaction and performance, on the other has been generally hypothesised to be negative (House and Rizzo, 1972; Kahn, Wolfe, Quinn, Snoek and Rosenthal, 1964). Some researchers have found negative relationships between role conflict and satisfaction, but not between role ambiguity and satisfaction (Tosi and Tosi, 1970; Tosi, 1970). Others have found a negative relationship between role ambiguity and satisfaction (Hammer, 1974 and House and Rizzo, 1972). Because of these contradictory findings Hammer (1974) suggested that the organisational level of the employee may be the moderating variable to explain and reconcile these findings. Schuler (1975) and Szilagyi, Sims and Keller (1978) suggested that the employee ability or adaptability may preclude role ambiguity from being detrimental to performance. Kahn et al (1964) have also shown that the more ability and skills the employee has the better able he is to cope with role ambiguity and conflict.

Schuler (1977) undertook a research project which examined the relationships between role perceptions and employee satisfaction and performance moderating by organisation level and employee ability. He found that ability/adaptability view was not supported in the two samples he used except in two situations.

Schuler (1977) also postulated that role conflict and ability may not be so much the result of organisation structure per se but its appropriateness within the organisation's technology. The

results of his study did show that the 'congruent' environment had a significantly lower level of role ambiguity and role conflict than the 'incongruent' environments of simple task-organic structure, simple task-mechanistic structure, or complex task-mechanistic structure.

5.7. *Supervision and verbal recognition*

Locke (1973) found recognition to be one of the single most frequently mentioned events giving job satisfaction and dissatisfaction, especially among blue collar workers. There is some evidence (Herzberg, et al, 1957) that females place more importance than males on recognition.

Arvey et al (1978) demonstrated a significant positive relationship between changes in perceived supervisory goal setting behaviour and indicated job satisfaction. Increases in supervisor goal setting behaviour were associated with increases in intrinsic, extrinsic and total satisfaction.

5.8. *Working conditions*

Barnowe, Mangione and Quinn (1972) found that employees value physical surroundings which are not uncomfortable or dangerous. Most value a location close to home, new buildings, cleanliness and adequate tools and equipment. Chadwick-Jones (1969) has argued that physical working conditions such as the above mentioned, tend to be taken for granted unless they are extremely good or bad. They do not become salient unless some explicit standard of comparison is available.

There is some indication (Herzberg, 1966, Whyte 1956) that complaints about physical working conditions are symptoms of deeper frustrations - such as dislike of the work itself.

5.9. *Mental challenge in jobs*

Many of the work attributes which have been found to have a

positive relationship with job satisfaction contain the element of mental challenge (Barnowe, Mangione and Quinn, 1972). Work attributes that have been found to be related to-work interest and satisfaction include: opportunity to use skills and ability; variety; responsibility; autonomy; responsibility; complexity of work (Alderfer, 1967; Cooper, 1970; Ford, 1969; Hackman and Lawler, 1971; Herzberg, et al, 1957, 1959; Locke, 1973; Patchen, 1970; Walker and Guest, 1952).

Absence of sufficient mental challenge tends to lead to boredom and dissatisfaction (Ford, 1969).

Atkinson and Feather (1966) have found that achievement on the task or success in reaching a specific standard is an important determinant of task and work satisfaction. Evidence for this was also found by Herzberg (1966), Locke (1965), Turner and Miclette (1962) and Vroom (1964). Feedback regarding the degree of achievement attained has also been found to increase feelings of achievement and satisfaction (Hackman and Lawler, 1971).

Work which a person finds personally interesting and meaningful is also a source of satisfaction (Herzberg et al, 1959; Strong, 1943).

5.10. *Other components of the work affecting satisfaction*

Scanlon (1976) has listed work attributes leading to satisfaction. He considers that they are: achievement; the belief that one is well paid; opportunities to use skills and abilities; feedback; participation and performance instrumental to promotion, wage increases etc. Scanlon, however, has not based these views on empirical research.

Ginzberg et al (1951) divided components of satisfaction into three classes; monetary rewards and prestige; intrinsic

satisfaction from accomplishment etc; concomitant satisfaction from, for example, the work group or physical surroundings. Friedlander (1963) distinguishes three underlying job elements important to job satisfaction: the social and technical environment; intrinsic work aspects; and recognition through advancement. Levenstein (1962) formed a composite list of how job satisfaction factors were ranked by employees in sixteen separate studies. They were: security; interest; opportunity for advancement; appreciation from the supervisor; company and management; wages; supervision; social aspects of the job; working conditions; communication; hours of working conditions; communication; hours of work; ease and benefits.

5.11. *Work attributes and components included or omitted from the study*

The following work attributes were included in the study: variety; autonomy, authority and influence. Also included were respondents' perceptions on: feedback on job performance, role conflict and ambiguity, job stress and work problems. Feelings regarding satisfaction with pay; job security; working conditions; status and recognition by management were also collected.

A causal model of job satisfaction was being taken in the research study. It was considered that the assessment of certain job variables would be associated and influenced by, for example, personal background variables. This in turn would be associated with job satisfaction. The work attributes measured were ones which, from the literature review, seemed to be some of the most important. It should also be mentioned, that it was the respondents' perceptions of the job variables that was collected, rather than information on the variables per se. The approach adopted throughout the study was that the persons' perceptions and evaluations of events and job characteristics was the important determinant of job satisfaction.

The areas of role ambiguity, role conflict and feedback on job performance were included because of the important associations which they have been shown to have with job satisfaction. They are also areas which are within management's control. Hence, policy makers may wish to give consideration to these areas if they are found in the research study to influence job satisfaction.

No information was collected on participation in decision making, although data on satisfaction with consultation and recognition by management was sought.

6.1. *External economic environment variables*

There seems to be a lack of research into the association between job satisfaction and the external economic environment, particularly in relation to how changes in the economic environment affects job satisfaction. It would be expected that in times of declining real income and high inflation, people would become relatively more dissatisfied with pay. Similarly, satisfaction with job security might be expected to decline in times of high unemployment, while the importance attached to it seems likely to rise.

Due to the small amount of research in this area, no summary table of main findings will be presented. However, it is worth noting that Smith, Roberts and Hulin (1976) did carry out an examination of job satisfaction trends in an organisation in America over a 10 year period. For the total sample (N=98,000) they found lower satisfaction with each succeeding assessment for most job aspects except pay. Satisfaction with pay rose between 1967-1970 and 1971-72. However, Smith et al (1976) did indicate that this was a time period when the organisation substantially upgraded its pay. They did not describe the economic climate at this time, so the possibility that changes in satisfaction with pay may be associated with this cannot be explored.

6.2. *External economic environment variables included or omitted from the study*

Information was collected on changes in the level of real income, the rate of inflation and unemployment levels. This was done in order to see if alterations in these variables appeared to be associated with fluctuations in satisfaction with pay and job security.

One of the major objectives of the study was to examine variables associated with reasons for change in job satisfaction. Hence it seemed important to include the financial circumstances of the time and the unemployment level. While these matters are naturally outside of the control of people able to influence job satisfaction policies, it would be useful for them to know if and how these variables influenced job satisfaction. They could provide the explanation as to why overall job satisfaction, or satisfaction with particular facets, changes. Indeed it was for similar reasons that the quality of life of the sample members was also considered in the study. The effects of job satisfaction in terms of quality of life are discussed in the next chapter.

7. *Conclusion*

This chapter has looked at some of the factors found to influence job satisfaction. On the basis of this survey - and bearing in mind the requirements of the present study - the variables to be covered in the study are: age; tenure; job level; orientations; job content factors and job context factors; perceived job related tension; perceptions of authority and influence, autonomy, and variety in the job.

Although the effects of each of the four types of variables on job satisfaction were examined separately, it is clearly apparent that there are overlaps between the categories. Thus, as job

satisfaction appears to be influenced by many different variables, not all of which are mutually exclusive, a multi-dimensional approach to the measurement of satisfaction was required and adopted in the study. In chapter 4 the variables included in the study are diagrammatically represented and hypotheses of association between independent and criterion variables are described.

CHAPTER 3

THE EFFECTS OF JOB SATISFACTION

1. *Introduction*

The purpose of this chapter is to draw attention to the importance of the job satisfaction issue and the affects of job satisfaction. It will become apparent that job satisfaction cannot be studied in isolation from other parts of a person's life, as there can be interactions. It was largely on the basis of information contained in this chapter that the research design was broadened to include the effects of job satisfaction on the quality of life and vice versa.

The first section of this chapter looks at the effects of job satisfaction at the individual and family level. The chapter continues by examining managerial interest in job satisfaction with particular reference to the costs of dissatisfaction in terms of absenteeism, labour turnover etc. Schemes to reduce dissatisfaction - such as participation and job enrichment are briefly surveyed. The growing interest in the dissatisfaction of middle management - in terms of wage differentials, effects of rapid technological changes etc - concludes the second section.

2.1. *The effects of Job Satisfaction at the individual and family level*

In this section, links between job satisfaction and the following are considered: general happiness and life satisfaction; general quality of life and leisure; medical effects.

2.2. *General happiness and life satisfaction*

A recent survey (Shaver and Freedman, 1976) which was carried out through the Psychology Today journal, asked people to rate how happy they were with sixteen areas of their life. The degree to

which each dimension contributed to a person's overall happiness was then calculated. Although the sample was not a representative one of the American population, the results showed that a person's job or primary activity had a very high ranking.

Iris and Barrett (1978), Kornhauser (1965) and Weitz (1952) have all found significant correlations between attitudes towards the job and those towards life in general. Kornhauser (1965) also found positive correlations between attitudes towards the family, off the job activities and job satisfaction.

Hulin (1968) studied Canadian employees in two communities. His survey demonstrated that workers' satisfaction with community characteristics and satisfaction with job characteristics, considered jointly, had significant predicted effects on their job in general and their satisfaction with their life in general. However he did not try to establish if there was a cause and effect relationship between job satisfaction and life satisfaction. Blackburn and Mann (1975) also found a high correlation between life satisfaction and job satisfaction. They used path analysis on their data and the results suggested that the direction of causation was from life satisfaction to job satisfaction and not vice versa.

2.3. General quality of life and leisure

London, Crandall and Seals (1977) and several others have adopted the view that job satisfaction and attitudes toward work cannot be understood in isolation. Research on the quality of life encourages a broader view of the individual than that traditionally taken by industrial/organisational psychologists.

Results of investigations into the relationship between work and leisure have been conflicting (see Dubin, 1956, 1973; Kornhauser, 1965; Meissner, 1971; Shepard, 1974). Wilmott (1971) found that the relationship between job, leisure and life satisfaction was moderated



by demographic characteristics. Hulin (1968) found that sex differences moderated the relation of job and recreational items to life satisfaction. Haavio-Mannila (1971) reported the results of a study carried out in Finland showing that work satisfaction was less related to overall life satisfaction than leisure satisfaction for single men compared with other groups studied.

Data from a national survey (1972) reported by Andrews and Withey (1974) demonstrated that job satisfaction and satisfaction with leisure activities contribute independently to individuals' assessments of their quality of life. Overall, leisure items were better predictors of quality of life than job-related items.

London, Crandall and Seals (1977) studied a group of American adults (N=1,297). Their study demonstrated that non-job related variables can be more important to a full life than job satisfaction for many subgroups of the population. This implies that redesigning a job or improving the task environment may have little effect on worker behaviour if satisfaction with job conditions does not contribute to quality of life.

Some support for the findings of London et al (1977) was found by Dubin et al (1975). They found that for industrial workers, work was not their central life interest. However, Orzack (1959) - who took a sample of professional employees - did not substantiate Dubin et al's (1975) findings. For these people, work was a central life interest. Parker (1976) agrees with this view.

Official programmes (Warsaw, 1975) and expert working papers carried out in Poland (Secomski and Szczepanski, 1976) lay much stress on the connection between the quality of work and the quality of life. Job satisfaction is considered an important part of the quality of life as a whole.

In 1969 a survey was carried out by Pomian and Strzeszewski

among urban manual workers in Poland, to see what factors they considered to be particularly important in life. The factors which emerged were welfare; health; job interest and satisfaction; a happy family life; pleasant human relations. A survey by Adamski (1973) however, found that both younger and older employees placed family first and work second.

Wnuk-Lipinski (1977) argues that purely economic development goals have to be balanced by social and cultural ones. He states that many surveys have shown that there has been a significant change in workers' social aspirations, scale of values, and the most frequent sources of job satisfaction or dissatisfaction. Material benefits, he argues, used to be the main source of job satisfaction but are now being displaced by satisfaction derived from suitability, interest, social prestige of the work, pride in the work and the ability to control its pace.

Inglehart (1971) looked at changes in value priorities in Europe over the last generation. His findings corroborate those of Wnuk-Lipinski (1977). He found that overall importance was attached by all respondents to: marriage; family life; health; their general standard of living, and job in that order of decreasing priority. Relatively little importance was attached to: democracy; leisure; education and district in that order of decreasing priority.

Lansbury (1974) examined the careers, work and leisure patterns among new professional classes e.g., management services staff and computer staff. He found that management services staff tended to regard their work as distinctly separate from their leisure. Systems analysts and computer programmers, however, tended to keep their leisure moderately separate from their work, while the operational researchers viewed their work and leisure as strongly interrelated. The implications of these findings are that patterns of work and leisure are strongly influenced by career orientations.

Child and Macmillan (1972) examined managerial leisure in the British and American contexts. The evidence they collected suggested that the relationship between work and leisure tends to be of a different order for most American managers than it is for British managers. The American manager tends to use leisure as an extension of work and to be largely job orientated. On the other hand the British manager is likely to devote more time to his home and family.

This section has shown that while the research evidence is inconclusive it seems useful to take a broad view of job satisfaction and its determinants and effects rather than regarding attitudes towards work in isolation. Research studies suggest a relationship between the quality of work and the quality of life in general but the nature and extent of the relationship seems to be very variable. Some studies have suggested that leisure and non-work activities have a stronger effect on the quality of life than does job satisfaction. This finding has important implications for job enrichment programmes. There are indications too that values are changing with more emphasis being placed on social goals. However, sex, occupation and age tend to moderate this relationship. The extent to which work is a central life interest also appears to be influenced by concerns such as job level or occupation.

Leisure - being an important aspect contributing to the quality of life - has been well researched. However, the relationship between work and leisure is still problematic. The degree to which a person's job affects the type of activities which he chooses to undertake has not been resolved. There is some evidence that a person's career orientation affects his leisure pattern. Cultural differences may also affect the extent to which employees wish to separate work from leisure activities.

2.4. *Medical effects*

Some research has been undertaken into possible links between job dissatisfaction and physical illnesses.

Sales and House (1971) carried out three separate investigations which looked at the extent to which job dissatisfaction was a possible risk factor in coronary heart disease. A correlation of $r = -0.63$ $p < .005$ was observed between job satisfaction and coronary disease for white-collar workers. For blue-collar workers the correlation was $r = -0.72$, $p < 0.05$. As expected, high levels of job satisfaction tended to be associated with low rates of death from coronary disease. Regardless of a group's social status, its average level of job satisfaction was found to be strongly and negatively related to its rate of coronary disease.

Sales and House (1971) concluded that their studies provided reasonable support for the hypothesis that job satisfaction is negatively related to a group's rate of death from coronary heart disease. They discounted the possibility that intervening variables - such as job stress and age - could be responsible for the correlation because people usually become more satisfied as they grow older. Similarly, Sales (1969) found job stress could not account for the observed relationship between job satisfaction and changes in peoples levels of serum cholesterol.

Sales and House (1971) carried out similar analyses, with other major causes of death, but in no case was the pattern reported above duplicated for any of the other major causes of death.

Heart disease is now one of the most common causes of death. Therefore any relationship between it and job satisfaction is of great importance.

Other researchers have found associations between job satisfaction and physical health and longevity. Palmore (1969) carried

out a longitudinal study of 268 volunteers aged 60 - 94 at initial testing. The study showed that: work satisfaction; happiness rating; physical functioning and tobacco use are the four strongest predictors of longevity when age is controlled for.

Burke (1969) found significant correlations between job and/or non-job satisfactions and subjectively reported physical symptoms such as fatigue, shortness of breath, headache, sweating and ill-health.

Whyte (1956, based on work by Dalton) found that 18% of employees who were classed as being in conflict over maximising earning or adhering to group output, were being treated for ulcers.

Complaints of fatigue were found to be high (Chadwick-Jones, 1969) among steel workers on automated plant. This was attributed to fatigue caused through the low level of arousal in their jobs.

Subjects who took part in the study by Herzberg et al (1959) reported physical symptoms such as headaches, loss of appetite, indigestion and nausea related to dissatisfying job incidents.

Job satisfaction has also been considered in relation to mental health. Kornhauser (1965) developed an index of mental health and examined the relationship between this and job satisfaction. He found that there was a consistent relationship between mental health and job satisfaction for the three levels of blue-collar workers considered.

This section suggests that job satisfaction has important effects of both physical and mental health. Regarding physical health, both the propensity for psychosomatic illnesses and physical illnesses seem related to a lack of job satisfaction. Job satisfaction also seems to be of overriding importance as a causal factor relating to longevity.

3.1. *Managerial interest in Job Satisfaction*

Over the years, managerial interest in job satisfaction has

been maintained largely because of the costs which dissatisfaction entails. For instance, job dissatisfaction has been linked with industrial phenomena such as: strikes; grievances; industrial accidents; and absenteeism. It is also associated with: labour turnover; poor performance and productivity and low morale. To some extent, managerial interest in this subject has also been aroused because job dissatisfaction may adversely affect employees' mental and physical health, well-being and general quality of life. Dissatisfaction at work may thus involve companies in both easily quantifiable costs as well as costs which are less easy to measure such as the costs of ill-health induced partly through the work environment.

In recent years, managerial interest in job satisfaction has focused more on middle management. The change in emphasis away from shop floor employees' satisfaction and more towards that of middle management has been instigated by circumstances such as the erosion of wage differentials between job levels, rapid technological changes affecting the type of work of middle management, plus the unionisation of middle management.

Managerial interest in job dissatisfaction has spread to ways of overcoming dissatisfactions. Schemes which managements have implemented with this view in mind include participation and job enrichment experiments.

3.2. *The costs of dissatisfaction*

The hypothesised connection between employee satisfaction and job performance has generated a large amount of research and theoretical discussion. There are three major points of view:-

- a) The view that higher satisfaction leads to higher performance
- b) The view that the satisfaction/performance relationship is moderated by a number of variables

c) The view that higher performance leads to higher satisfaction

The relationship between job satisfaction and work performance is outside of the area of the research study but the reader may wish to refer to reviews of the satisfaction/performance relationship and articles on this topic by: Brayfield and Crockett (1955); Dawis (1964); Lawler (1973); March and Simon (1958); Porter and Lawler (1968); Schwab and Cummings (1973); Triandis (1959); Vroom (1964).

The relationship between job satisfaction and labour turnover has been well explored. Companies are interested in this area because of the costs involved.

No consistent relationship has been found between satisfaction and labour turnover. The theoretical work of Lefkowitz (1967), March and Simon (1958) and Schuh (1967) supports the idea that satisfaction is associated with turnover. However, an empirical study by Talacchi (1968) has found no relationship to exist between satisfaction and turnover.

The reader may wish to refer to literature reviews and articles on this topic by: Brayfield and Crockett (1955); Flowers and Hughes (1976); Kerr, Koppelman and Sullivan (1951); Lafitte (1958); Locke (1975); Newman (1974); Porter and Steers (1973); Taylor and Weiss (1972); Vroom (1964); Weitz and Nickols (1955).

The association between labour turnover and job satisfaction, while still an area of controversy, is more clear cut than the performance/satisfaction area. On the whole, it seems that while dissatisfaction is not a sufficient condition for labour turnover, it is an important consideration in a person's decision to leave. The degree of satisfaction has also been found to be a better predictor of labour turnover than biographical data. It appears that it is overall dissatisfaction, rather than satisfaction with specific individual job items, which has a strong bearing on labour turnover.

Similarly, overall dissatisfaction seems to have a strong effect on absenteeism.

Although there is still much ambiguity in the theorising about satisfaction/performance links, all in all, there would seem to be a positive correlation between performance and satisfaction. The direction of any cause and effect link has not been established categorically. Similarly, there is still uncertainty regarding what - if any - variables mediate the relationship of performance and satisfaction. Nevertheless, it definitely appears that job satisfaction has an important effect on job performance.

4.1. *Schemes to reduce dissatisfaction*

Participation schemes and job enrichment schemes are two means by which companies have tried to overcome employee dissatisfaction and reduce turnover. These methods will be very briefly examined as they are outside of the scope of the present study, but they do help to place current attitudes towards job satisfaction in context.

4.2. *Participation*

Participation has taken on several meanings. However, it is possible to discern an important distinction between immediate and distant participation (Strauss and Rosenstein, 1970).

Immediate participation refers to employees' involvement in matters concerning their everyday work. The focus tends to be on employees' influence in supervisory and first level management decision-making. Research around this view of participation has been extensive. For example, Lawler and Hall (1965); Miller (1967); Sadler (1966). The effects of leadership style on immediate participation and employee satisfaction has also been well investigated. For example, Oaklander and Fleishman (1964); Patchen (1970); Seeman (1957). The trend found by these studies is that satisfaction is

positively associated with the degree of consideration shown by a person's immediate superior.

Distant participation refers to employees' involvement in higher levels of organisational decision-making. This type of involvement is usually achieved through varying forms of representation, such as employee directors and works councils. The emphasis is upon the involvement of individuals in decisions less directly relevant to their own work but of greater concern to the employing organisation as a whole. In order for participation to be successful it is essential that employees want to be involved. Walker (1972) has called this the 'propensity to participate'.

Wall and Lischeron (1976) examined the desire for participation among non-managerial employees, the relationship between participation and satisfaction at work, and employees' reactions to participative systems designed to meet their expressed desires. They found that on the whole, employees wanted slightly more influence and participation than they already had, regardless of their job level or occupation. The relationship between participation and satisfaction was not clear cut, but there was little evidence that job satisfaction was strongly related to participation.

4.3. *Job enrichment*

While the practice of work simplification may be justified on economic grounds, many would oppose it for its effects on employees' well-being. Experiments in job enrichment have been undertaken partly to reduce the harmful effects which repetitive tasks may have on employees, as well as to increase job satisfaction and reduce the adverse affects which dissatisfaction may have on the company.

Shepard (1971) showed a strong relationship between job satisfaction and the degree of specialisation. Least satisfied employees were doing work which involved the greatest specialisation and least variety.

Several investigators such as Hulin and Blood (1968) have questioned the generality of the conclusion that simplified jobs cause negative work attitudes.

That different groups of employees value different features of the work environment has been documented by Centers and Bugental (1966), Friedlander (1965) and several others. Turner and Lawrence (1965) also offered evidence showing that the socio-cultural background of an employee may moderate his attitudes towards job content factors. However most of these studies have been conducted in America where the geographical and social differences between urban and rural communities tend to be more marked than in Britain.

Several ways of organising work in order to avoid the consequences of simplification, while at the same time allowing the economic goals of the enterprise to be attained, have been tried. The methods include: job rotation, horizontal job enlargement, vertical job enlargement, job enrichment and autonomous working-groups. These methods have been implemented in diverse occupations.

The present evidence regarding the merits of work redesign can be viewed as optimistic or pessimistic, depending on the biases of the reader. There are numerous case studies of successful work redesign projects, showing it can be an effective tool for improving the quality of life and productivity. But it is also true that numerous failures in implementing work redesign have been experienced by organisations. Fein (1974), Gomberg (1968), Hulin and Blood (1968) and many others have expressed serious doubts about the effectiveness of job enrichment.

Summaries of research in the area of job enrichment are reported by Argyris (1973) and Birchall and Wild (1973). The reader may also wish to refer to articles by: Baker (1973); Davis and

Valfer (1965); Frank and Hackman (1978/9); Paul, Robertson and Herzberg (1969); Paul and Robertson (1970); Philips Report (1969).

5. *Interest in the dissatisfaction of middle management*

In recent years attention has been diverted away from the satisfaction of blue-collar workers and focused instead on middle management. Literature on the 'impoverishment of the middle classes' the 'erosion of wage differentials' etc. appear frequently. For instance 'Are we neglecting middle-management' (Kerr, 1976); 'Where Line Managers Lose' (Wittingslow, 1975); 'The changing role of the Supervisor' (Tavernier, 1976); 'Managerial Rust Prevention' (Howard, 1975).

Today, white-collar unionism is more extensive than ever before. This seems due not only to the reduction in financial rewards between the blue-collar and managerial levels, but also to the lessening of 'status' differences such as length of holidays and sickness payments.

Some matters, such as job security, which in the past, employees of staff status have taken for granted, are now also being threatened. This is causing dissatisfaction among some middle managers.

The job of first-line supervisor has raised some concern in recent years. Thurley and Wirdenius (1973) have referred to the first line supervisors as industry's forgotten men.

First line supervisors have lost much of the prestige and status they once had. Constraints imposed by legislation has removed much of the authority of first line supervisors while at the same time increasing responsibilities to conform to these outside imposed regulations. A growing range of staff specialists and the growth of unionisation are two other developments which have, in many cases, also impinged on the role and status of supervisors.

It is now possible for supervisors to be left out of the management-unions industrial relations structure, and to be 'by-passed' in negotiations. Worker participation and the growth of autonomous working groups adds to this problem.

Nevertheless, the supervisor still remains a key person for actually communicating and implementing company policies and new procedures. Kerr (1976) has suggested that, in order for organisations to adapt and change and be able to survive the high inflation of the mid 1970s, it is necessary to involve middle management in ways of improving business. This, he feels, can only be successfully accomplished if middle management from first line supervisors upwards are involved.

6. *Summary and conclusion*

In this chapter, some of the effects of job satisfaction and dissatisfaction have been examined. While the evidence in this area is inconclusive, it seems there is a connection between the quality of life, job satisfaction and leisure satisfaction. It is not clear whether job satisfaction or leisure satisfaction is the more important contributory factor to the quality of life. Available evidence points towards it being leisure. However, this relationship may be moderated by the extent to which people differentiate between work and leisure activities, and the degree to which work is their central life interest. There is some indication that job satisfaction effects peoples' general happiness and life satisfaction.

Medical evidence suggests that the propensity for psychosomatic illness and physical illnesses are related to job dissatisfaction. Job satisfaction has also been found to be an important contributory factor in longevity.

There appears to be a link between job satisfaction and

performance although the strength and direction of the relationship is a source of debate. Also, job dissatisfaction may manifest itself in industrial phenomena such as strikes, labour turnover, non-cooperation, absenteeism, etc. It should, however, be borne in mind that while job dissatisfaction may cause labour turnover, it is not usually a sufficient cause in its own right.

From the above, it can be seen that job dissatisfaction may be expensive for organisations - in terms of labour turnover, quality, etc., - and for society generally - in terms of ill health, poor quality of life, affects on happiness, etc. Therefore it is not surprising that schemes such as employee participation and job enrichment have been introduced to try and overcome job dissatisfaction. They have met with varying degrees of success. Overall, it seems that job enrichment schemes have tended to increase job satisfaction, while the relationship between participation and job satisfaction is weak.

In recent years, concern over job satisfaction has moved somewhat away from shop-floor employees to first line supervisors and middle management. The changing status, pay differentials and fringe benefits of middle management and supervisors vis-a-vis the shop floor employees is partly responsible for the growing concern over the job attitudes of these categories of employees.

From the evidence discussed in this chapter, it is apparent that an examination of job satisfaction can benefit from including an examination of leisure, the general quality of life and perceived effects of job satisfaction on health and home life. Thus these aspects were included into the research design of the present study. Costs of dissatisfaction to organisations in terms of labour turnover and performance were not calculated. Although they would have been useful information for policy makers, to have done justice to this area would have involved designing a considerable proportion of the research around this issue. It was felt that, at this stage, more

benefit would come from greater information on the effects of job dissatisfaction on peoples' personal lives. Partly for the reasons given in this chapter, the job levels chosen for investigation were those of middle management and first line supervisors.

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PART 2

THE RESEARCH STUDY

CHAPTER 4

RESEARCH OBJECTIVES AND DESIGN

1. *Introduction*

In this chapter the research objectives are outlined and a summary diagram of the variables in the study is presented. This is followed by a description of the design and analysis of the interview schedule. The full interview schedules are shown in Appendix V. The latter part of the chapter describes the selection of the research sites, number of employees sampled and methods of collecting the research data.

2.1. *Major objectives of the research study*

These are:-

- a) To examine the constituent dimensions of job satisfaction at intervals over one year
- b) To examine reasons for changes in the level of job satisfaction at intervals over one year
- c) To provide information on job satisfaction for those concerned with job satisfaction policies .

2.2. *Subobjectives of the research study*

The subobjectives, instrumental to the major objectives are to consider the following over time:-

- a) To examine differences in job satisfaction between job levels and sites
- b) To show on a site-by-site basis major areas of satisfaction and dissatisfaction
- c) To compare the job satisfaction on a site-by-site basis on selected sites of the Delta Metal Company and that of a company working in a different industry .

- d) To examine the association between peoples' job satisfaction and: economic environmental circumstances; current site circumstances; personal circumstances
- e) To examine possible links between job satisfaction and the general quality of life
- f) To develop a new method of measuring job satisfaction and preferences between given variables dynamically.

3.1. Design and analysis of interview schedule

In order to meet the objectives of the study, job satisfaction needed to be measured at several points in time. Four interview schedules were used.

The first schedule measured: job satisfaction; job variables of variety, autonomy, stress, authority and influence; problems in the job; general quality of life. An exercise involving a trade-off choice between facets was also applied. Respondents were also asked what they particularly liked and disliked about their job.

The second and third schedules were identical. The job satisfaction section was repeated as was the trade-off exercise. Questions were asked on any changes that had occurred at the site or in the person's life - such as managerial changes or working methods - and their effects. Respondents were again asked what they particularly liked and disliked about their jobs. Opinions were sought on how they thought their jobs could be improved and what would make them more satisfied. An abbreviated section on the Quality of Life was used.

The final interview covered all the information collected in the second and third interviews except that the Herzberg type questions were omitted from the job satisfaction section. This was due to time constraints. Measures relating to job variables were reapplied although that pertaining to authority and influence was simplified. Respondents were asked if there had been any changes in the amount of

TABLE 4.1.

Summary of Variables in the Study

INDEPENDENT VARIABLES OUTSIDE OF THE IMMEDIATE CONTROL OF THE ORGANISATION	INDEPENDENT VARIABLES SPECIFIC TO THE ORGANISATION	CRITERION VARIABLES
<i>Personal background variables</i>		
Age, length of time in the job, length of time in the organisation	<i>Importance attached to/preference for:</i>	<i>Satisfaction with:</i>
	variety autonomy	the twenty separate job facets
<i>Situational variables</i>	<i>Job variables</i>	<i>Importance attached to:</i>
job level site	variety autonomy problems in the job stress authority and influence	the twenty separate job facets
<i>External economic environment</i>		<i>Satisfaction with the following relative to its importance</i>
unemployment level changes in real income inflation rate	<i>Specific site circumstances</i>	
	redundancies/short time pay rises managerial changes promotion new plant	
<i>General quality of life</i>		<i>*Trade-off exercise</i>
Satisfaction with life overall, satisfaction with leisure, housing, work, Great Britain, family		job variety job autonomy

* Trade-off exercise is described in Appendix III.

authority and influence they had, and its direction and degree. Although altering the format meant the loss of comparability, the former version did not seem to be fully understood.

The reader may wish to refer to Table 4.1. the Summary Diagram of Variables in the Study, for a pictorial representation of the associations examined in the study.

3.2. Personal background variables

These covered: age; length of time in the job, and length of time in the organisation. Chapter 2 showed that the relationship of these variables to job satisfaction is well documented. Thus it would be interesting to see if the present study found similar associations.

3.3. *Hypotheses*

- a) Personal background variables of age, length of time in the job, and length of time in the organisation will be positively associated with job satisfaction, preference for variety and autonomy.
- b) Personal background variables of age, length of time in the job, and length of time in the organisation will be positively associated with high variety/low routine.

3.4. *Analysis performed incorporating background variables*

- a) Pearson correlation of the variables with the measures of job satisfaction, perceived job variety preference for variety and autonomy.

3.5. Situation variables

The two variables covered here were job level and site.

3.6. *Hypotheses*

- a) Job level will be positively associated with job satisfaction, preference for autonomy and variety.
- b) There will be differences in job satisfaction and preferences for autonomy and variety between members of different sites.

3.7. *Analyses incorporating situational variables*

- a) T-tests and analyses of variance tests between the situational variables and job satisfaction; job variables; preference for variety and autonomy.
- b) An examination of each site's circumstances during the survey.

3.8. *External economic environment*

Throughout the period of the study, figures were collected on the rate of inflation and the unemployment rate to see if the external economic environment affected the satisfaction, importance and trade-off scores given to pay and job security.

3.9. *Hypotheses*

- a) There will be a positive association between rises in the inflation rate and the importance attached to pay
- b) There will be a positive association between rises in the unemployment rate and the importance attached to job security
- c) There will be a negative association between rises in the inflation rate and satisfaction with pay
- d) There will be a negative association between rises in the unemployment rate and satisfaction with job security

3.10. *Analyses performed incorporating external economic environment*

- a) For each time period, tabulation of inflation rate and changes in real income with mean overall job satisfaction score; satisfaction score for pay; and importance score for pay
- b) For each time period, tabulation of the national unemployment rate against satisfaction with the security and the importance of security
- c) Tabulation of inflation rate and changes in real income with the trade-off score for pay at each time period. The trade-off score will be derived from the trade-off exercise, and indicates the importance of facets vis-a-vis each other
- d) National unemployment levels will be tabulated with trade-off scores for security, at each time period
- e) Correlations between: satisfaction and importance of pay; trade-off score and satisfaction with pay; trade-off score and importance of pay; trade-off score and satisfaction of security; trade-off score and importance of security; satisfaction and importance of security

3.11. *General quality of life*

This section focused on areas which the literature search showed as being some of the major ones contributing to the general quality of life. Thus information on satisfaction with leisure activities, overall life satisfaction, satisfaction with housing location and the general state of Britain was collected.

3.12. *Hypotheses*

- a) There will be a positive association between a composite measure of job satisfaction and a composite measure of

quality of life.

- b) The association between the quality of life and job satisfaction will be two-way and interactive

3.13. *Analyses performed incorporating the quality of life*

- a) Descriptive data was collected and presented on leisure; the degree to which a person felt that his work was affecting his life outside of work; satisfaction with geographical location and Great Britain; main ambitions and interests
- b) Correlation of life satisfaction with general job satisfaction
- c) Descriptive data was collected on the interaction between work and the quality of life
- d) The construction of an overall measure of the quality of life.

3.14. *Preference for variety*

The view taken was that it would not so much be job variety itself, or preference for variety, which affected job satisfaction. Instead it would be a match/mismatch between preference for variety and its perceived presence in the job.

3.15. *Hypotheses*

- a) There will be a negative association between age and preference for variety
- b) There will be a positive association between length of time in the job/organisation and preference for variety
- c) There will be differences in expressed preferences for variety between people at different sites.
- d) Supervisors will have a lower preference for variety than managers
- e) The closer the match between preference for variety and perceived variety, the higher the job satisfaction.

3.16. *Analyses incorporating preference for variety*

- a) The measure was tested for internal reliability
- b) Peoples' replies to this measure were categorised into high or low preference for variety. These were then related to the amount of variety the respondents perceived in their job as shown by the Routine and Low variety measure. Perceived variety in jobs was classified into: high variety and low variety. Four new categories were then created: high preference for variety and high perceived job variety; low preference for variety and low perceived job variety; low preference for variety and high perceived job variety; high preference for variety and low perceived variety. These categories were cross tabulated with: general job satisfaction; importance of variety and satisfaction with variety
- c) Partial correlations between the described amount of variety and stated satisfaction with variety, controlling for preference for variety
- d) Stepwise regression with satisfaction with variety as the dependent variable and the amount of variety, importance of variety and preference for variety as independent variables
- e) Pearson correlations between personal background variables and preference for variety, and situational variables and preferences for variety.

3.17. Autonomy

Autonomy questions were included in the schedule as the literature review showed that autonomy is often associated with job satisfaction. Three questions regarding choice over the ordering, methods and work priorities of jobs were asked. They were rated on

a five point scale.

3.18. *Hypothesis*

- a) There will be a positive association between autonomy and job satisfaction.

3.19. *Analysis incorporating autonomy variables*

- a) Pearson correlation of each autonomy measure with job satisfaction.

3.20. *Preference for the same occupation*

Respondents were asked whether or not, if they could start all over again, they would make the same choice regarding their occupation. Presumably, if they would choose to enter another occupation then they did not feel that their present one was ideal for them. The question regarding choice of occupation was scaled on a 1-5 basis with the scale going from 'definitely would' to 'definitely would not'. An open-ended question regarding the reasons for the reply to the scale question was asked to back up the structured data.

3.21. *Hypothesis*

- a) There will be a positive association between choosing to enter the same occupation again and job satisfaction.

3.22. *Analysis incorporating preference for the same occupation*

- a) Pearson correlation of the structured question with job satisfaction.

3.23. *Authority and Influence*

The development of this measure and its scoring is described in Appendix III.

3.24. *Hypotheses*

- a) There will be a positive association between perceived authority and influence and job satisfaction
- b) There will be a positive association between feeling you have more authority and influence than those at a similar job level and job satisfaction.

3.25. *Analyses incorporating authority and influence*

- a) Pearson correlation of authority and influence score with job satisfaction, and satisfaction with authority and influence
- b) Pearson correlation of score relating to perceived influence in comparison with others and overall job satisfaction.

3.26. *Routine and Low Variety*

The history and development of this measure is in Appendix III.

3.27. *Hypothesis*

- a) There will be a positive association between low routine/high variety and job satisfaction.

3.28. *Analyses performed incorporating Routine and Variety*

- a) Factor analysis of the 15 items
- b) Internal reliability test of the total 15 items and, if the alpha coefficient is sufficiently high, the computation of a single, composite measure
- c) Pearson correlation of the single measure and any items forming distinct factor clusters with measures of job satisfaction.

3.29. *Job definition measure*

This measure and its development can be found in Appendix III.

3.30. *Hypothesis*

- a) There will be a positive association between this measure and

overall job satisfaction and satisfaction with job variety.

3.31. *Analyses performed incorporating items from
job definition section*

- a) Internal reliability test on the 7 items
- b) If the result of the reliability test is acceptable, a composite measure will be formed and correlated with overall job satisfaction and satisfaction with job variety.

3.32. *Problems of the job*

Appendix III describes the measure and its development.

3.33. *Hypothesis*

- a) There will be a negative association between problems in the job and job satisfaction.

3.34. *Analyses incorporating problems in the job*

- a) The 18 items were tested for internal reliability
- b) The 18 items and the composite measure formed on the basis of the internal reliability test were correlated with overall measures of job satisfaction and satisfaction with the separate job satisfaction items.

3.35. *Stress*

This section asked questions, scored on a 5 point scale, on areas which the literature review showed were ones where stress could arise, namely: lack of control over the work; role ambiguity and role conflict; lack of knowledge of your job performance and situations outside of a person's control such as machine breakdowns. Open-ended questions regarding examples of job pressures were also asked.

3.36. *Hypothesis*

- a) There will be a negative association between high stress and job satisfaction.

3.37. *Analysis incorporating stress items*

- a) Pearson correlation of stress items with job satisfaction
- b) Use of the examples of stress as quotes.

3.38. *Specific site circumstances*

Information on site circumstances and any changes that had occurred over the duration of the study was collected. For instance, information on: redundancies; short time working; promotions; sideways transfers and managerial changes were collected. This section also explored alterations in a person's home life.

The above information was needed to try and explain any changes in people's job satisfaction scores across time. It could also help to show whether or not satisfaction was influenced by particular changes in work or home circumstances.

3.39. *Hypotheses*

- a) There will be an association between specific site circumstances and related job satisfaction facets e.g. a pay rise will be positively associated with satisfaction with pay
- b) A person's job satisfaction will be associated in the expected manner with changes in the site. For example, if redundancies are announced a person will become dissatisfied with job security and place a greater importance on it
- c) There will be time lags in the degree to which some site changes affect job satisfaction. For example, managerial changes may have a delayed effect on satisfaction with supervision.

3.40. *Analysis incorporating specific site circumstances*

- a) A case study approach was adopted with new events and circumstances at each site occurring between interviews being described. These circumstances were then related to the job satisfaction scores of respondents at the site

- b) A case study approach was adopted with a few individuals to see how changing circumstances had affected their job satisfaction.

3.41. *CRITERION VARIABLES*

3.42. *Structured Job Satisfaction measure*

This section consisted of 20 different job aspects. For each aspect, respondents had to signify how satisfied they were with the aspect and how important the aspect was to them. Seven-point scales were used. Chapter 5 gives details of the measure. The pilot study of this measure is described in Appendix I. As mentioned previously, the 20 items were largely selected from the items used by Herzberg et al (1957).

3.43. *Analytical rationale of structured Job Satisfaction measure*

The items were factor-analysed to see if any clusters were apparent which could be used as a guide to constructing measures of satisfaction. The internal reliability tests showed the feasibility of forming overall measure of satisfaction based on the sum of the items.

Overall measures of satisfaction were developed as it is easier to handle and comprehend one or two composite measures rather than 20 separate items. Also, composite measures are generally more reliable indices.

Different ways of weighting and combining satisfaction and importance items were undertaken and the result correlated with variables, such as age, as the relationship between age and job satisfaction is well established.

Tests were also carried out to see if any relationship between satisfaction and importance was apparent.

3.44. *Analyses of the structured Job Satisfaction measure*

- a) Factor analysis of the 20 satisfaction items to see if distinct clusters could be found
- b) Internal reliability tests of the satisfaction items
- c) Development of an overall satisfaction measure by adding together all 20 satisfaction items and correlating items with variables such as age and job level as the relationship between these variables and job satisfaction is well established
- d) Multiplication of satisfaction and importance items and then adding the results together. Correlation of composite total with variables such as age and length of service
- e) T-tests to see if the mean scores for satisfaction items in the different time periods differ
- f) Pairwise correlation of satisfaction and importance items, for each time period.

3.45 *The Trade-off exercise*

This measure is fully described in Appendix III and Appendix II discusses the pilot study of this measure.

3.46. *Hypotheses*

- a) There will be more similarity within job levels at different sites in the manner in which aspects are rated, than between job levels in the same site
- b) There will be a positive association between the ratings given to the facets and current site circumstances and/or economic circumstances
- c) There will be a negative association between overall job satisfaction and the overall dissatisfaction score calculated from the trade-off exercise.

3.47. *Analyses performed incorporating the trade-off exercise*

- a) For each site/level/time period, tables were drawn up showing how each group rated the aspect as being present, and how they would like the aspects to be reflected (Move 6 and Move 7 score results)
- b) T-tests and analyses of variances showed if there were any significant differences in how respondents at different sites/levels rated the facets
- c) The relative importance of each aspect in relation to each other was found by taking the magnitude of the change, from the start position to the finish position, and from the start position to the Move 6 position
- d) An overall job dissatisfaction score was calculated. This was done by finding the position of the 6 items in relation to each other, and then finding the ordering of the 6 items in relation to each other at Move 6. Any change in the ordering of the items could be an indication of dissatisfaction. For example:

	A	B	C	D	E	F
	Work Relationships	Job Security	Responsibility	Pay	Pro-motion	Work Interest
Start	+5	-3	+2	-1	+2	+4
Move 6	-5	+6	+3	+4	-4	+5

In this example, at the start, work relationships is the aspect which the respondent feels he has the greatest amount of in relation to the other five aspects. Interesting work is the second highest, followed by: responsibility and promotion; pay, and job security. However, if the respondent could change the emphasis given to the individual facets vis-a-vis each other, he would choose a different balance. In this example, the balance he chose was the following order: job security; work

interest; pay; responsibility; promotion, and work relationships.

Thus the original order of the aspects was:

$$A > F \geq C \geq E > D > B$$

However, the order which the respondent would choose if he could rearrange the order of emphasis, even though the overall situation was not changed was:

$$B > F > D > C > A \geq E$$

The change in the order can be taken as an indication of dissatisfaction. The calculation of the difference in positions between the first and sixth move is shown below

Original positions $A > F \geq C \geq E > D > B$

Positions at move 6 $B > F > D > C > A > E$

Change in position order $5 + 0 + 2 + 1 + 4 + 2 = 14$

The change in order of position is calculated by, for example, seeing that A is first to start with, but is given fifth place in Move 6. Therefore the difference is 4. The total differences are added together. In this example, the total difference is 14. The maximum possible change in order of the items is 18. Therefore the change can be represented as $\frac{14}{18}$. This is a 77% change in the order of the items. The percentage change score is taken as a measure of dissatisfaction.

- e) A further overall job dissatisfaction score was calculated by adding together the differences in each column to obtain a total discrepancy score. In this calculation the direction of the change was ignored. Hence in the example given the following calculations would have been carried out

	A	B	C	D	E	F
	Work Relationships	Job Security	Responsi- bility	Pay	Pro- motion	Work Interest
Start	+5	-3	+2	-1	+2	+4
Move 6	-5	+6	+3	+4	-4	+5
Discrepancy	10	9	1	5	6	1

total discrepancy score = 32

The total discrepancy score was correlated with job satisfaction measures and life satisfaction measures.

3.48. *Expressed likes and dislikes of respondents
regarding their jobs*

Respondents were asked open-ended questions regarding what they particularly liked and disliked about their jobs, and what changes would make them more satisfied.

These questions were asked in order to compliment the data obtained by the structured methods and obtain a more complete picture of preferences and satisfactions. They could also illuminate reasons for the replies to the structured sections.

3.49. *Summary of overall analysis of interview schedules*

The interview schedules were designed so as to see if perceived job variables and site circumstances were influenced by personal background variables, situational variables and external variables, and associated with criterion variables of job satisfaction. Hence all these areas were included in the first interview schedule.

The second and third interview schedules sought to see if the level of job satisfaction over time was associated with alterations in site circumstances and the external economic environment.

Finally, in case alterations in job variables between the first and last interviews were associated with changes in job satisfaction, job variables were remeasured in the fourth interview. Information on site circumstances and the external economic environment was also gathered.

4.1. *Selection of sample*

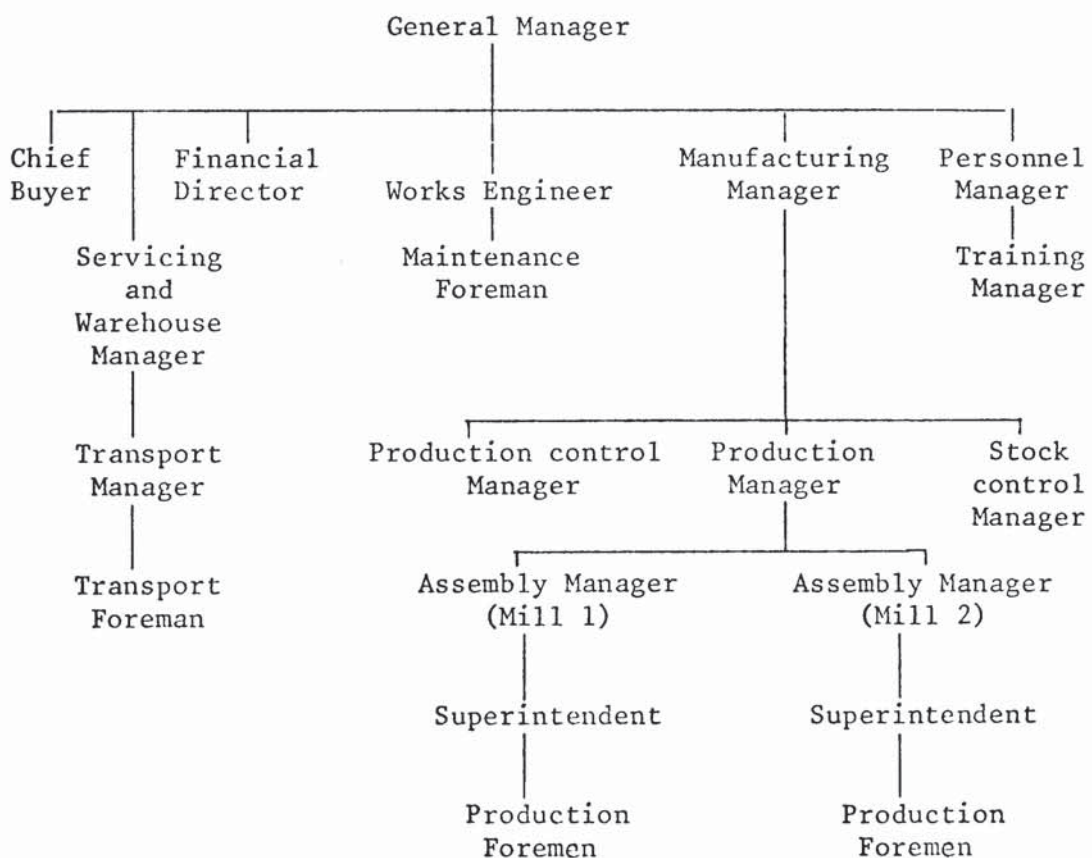
Decisions regarding total sample numbers, selection of research sites, and categories of employees to be studied were formulated

bearing in mind the research objectives outlined. Some decisions were also influenced by other constraints discussed in the following sections.

4.2. *Job level*

To fulfill two of the research objectives, it was necessary to sample from more than one site, and within any one site, to examine at least two hierarchical levels. For the reasons described in chapter 3, section 5 the levels chosen to investigate by interview were first-line supervision and middle management. Interviews were chosen in preference to questionnaires for the reasons given in chapter 2.

In terms of a 'standard' organisational chart, the sampling frame for one of the sites is as shown below



Ideally, all managers should have been interviewed, but this was impossible because of the amount of management time which it would take and also the interviewing resources needed. The top managers of each department were selected as there are several parallels between their work and that of supervisors. For instance, each co-ordinates the work within their section as well as liaising between sections. Each also has overall responsibility for the work in their department. The sampling frame included everyone in production and maintenance departments at managerial and supervisory levels. All superintendents at the sites were also included in the sample. As the total number of superintendents was very small ($N = 8$), for purposes of analysis this group was amalgamated with the supervisors as their work seemed closer to this group than the other managers.

4.3. *Sample numbers*

Several considerations influenced the choice of the total sample number. First, the sample size had to be sufficiently large to perform certain statistical tests on the data, as well as comparative analyses between job levels and sites.

Secondly, time constraints meant that the interview period could not last more than eighteen months. In order to examine job satisfaction over one year and reasons for any changes, follow up interviews were needed. A sample of about one hundred people was therefore chosen. This seemed the largest number of interviews one person could adequately handle, bearing in mind that each person would be interviewed at least three times during the year. At the same time, it was around the smallest number acceptable for the statistical analyses which were going to be applied to the data. The sample broken down by site and level is shown below:

TABLE 4.2.

Sample broken down by site and level			
Site	Overall sample broken down by site	Managers in each site	Supervisors in each site
Site 1	36	15	21
Site 2	22	12	10
Site 3	31	18	13
Site 4	19	7	12
Total	N = 108	N = 52	N = 56

4.4. *Selection of sites*

Several considerations influenced the choice of sites selected for inclusion in the study. On the one hand, decisions had to be made on matters such as whether or not to hold technology and/or physical location constant. On the other hand, matters over which it was impossible to have any control were imposing constraints on the selection of possible sites. Outside constraints were mainly to do with the economic conditions as a whole.

Decisions regarding the selection of sites were being made towards the latter end of 1975 and beginning of 1976. This was a particularly difficult period for the Delta Metal Company, as redundancies even at managerial and staff levels had already taken place and more were anticipated. It would have been unwise to have included a site in the interviews which had either just experienced redundancies or was about to. Such a situation would have been likely to affect co-operation. The sample size may also have been reduced through redundancies.

Several other constraints were placed on the selection of sites. For instance, the consent and co-operation of management and the unions at the sites had to be obtained and this was not easy to obtain, partly because of the general economic climate.

Most of the companies were limiting recruitment and ensuring that they were fully utilising their labour force. So some companies could not afford the interview time. Top management in one or two of the companies approached felt that it was an inappropriate time to carry out such a survey as middle management was feeling somewhat insecure, dissatisfied and overworked. They thought that though such a survey could be useful, it might bring to the fore discontent which - in the short term - they could not rectify.

It also proved to be impossible to hold either technology or geographical location constant but this was not felt to be detrimental to the research, as these considerations fell outside of the immediate research design. Also there are some broad similarities in technology and products between the Delta Metal sites.

To obtain sufficient sample numbers, three sites within the Delta Metal Company were selected. Two of these sites were in the same division and there was a considerable degree of similarity in the work they were doing. The third site was in a different division. One site was in East Anglia and the other two were in London.

The site chosen for comparison with those in the Delta Metal Company was located in the West Midlands. Unfortunately it proved impossible to obtain co-operation from any of Delta's competitors. The site finally chosen was in the furniture industry. Details of the four sites can be found in chapter 7.

5. Number and timing of interviews

The original intention was to interview each member of the sample four times over a period of a year. This plan was modified

for two reasons. First, in most of the sites, four months did not appear to be a sufficiently long period for marked changes in the site or people's attitudes to emerge. Secondly, four months proved to be an insufficient time period to be able to interview the total sample. The interviews were quite lengthy - with the first lasting about one and a half hours - and subsequent ones about fortyfive minutes. Also in scheduling the interviews, shut-downs, public holidays, busy periods and absences through illnesses and holidays had to be allowed for.

The following time periods were therefore adopted. At Site 1 there were four interviews at four monthly periods. This site was more volatile than the others in terms of the size of the order book and hence output. It was also more influenced by changes in consumer taste and seasonal fluctuations.

With the second and third sites, the time lapse between the first and second interviews was four months and an eight-month lapse between the second and last interviews to see if doubling the time period caused more changes in attitudes.

At Site 4 there was an eight-month gap between the first and second interviews and a six-month gap between the second and last interviews. The timing here was a little out of alignment with the other sites, as it was originally going to be used merely as the pilot site. However, the analysis of the pilot survey showed that few alterations in questionnaire or research design were necessary so Site 4 was incorporated into the main study.

6. Data collection methods

For the reasons given in chapter 1, section 5.5 interviews were used to collect the data rather than questionnaires. An additional reason for preferring interviews was because the response rate is usually higher. Also it is easier to gain rapport with people and an understanding of the atmosphere in the site if interviews are used rather than questionnaires.

Several other means of data collection were used. Site records were used to gather some of the personal background information and figures on labour turnover and size of the order book.

Government statistics were used for information on unemployment rates and inflation.

7. Summary

The general approach adopted in the research design, and the variables included in the study resulted from the examination of the literature review in chapters 1 - 3. Meeting the objectives of the study was another determining factor influencing the research design.

In chapter 5, the formation of a composite job satisfaction measure is described. This composite measure is used in some subsequent analyses to test hypotheses described in this chapter. The chapter which contains a large amount of the statistical data analyses described in the present chapter, is chapter 6. Chapters 7 and 8 present the more qualitative analyses discussed here and a case study method is adopted in these chapters. Finally, chapter 9 is concerned with the quality of life and in this chapter all analyses described in section 3.11 of the present chapter are presented.

CHAPTER 5

THE JOB SATISFACTION MEASURE

1. *Introduction*

This chapter examines the grounds for forming a composite job satisfaction measure from the twenty job satisfaction facets. Factor analyses of the job satisfaction measure is used in order to see if distinct clusters of variables are apparent and consistent from Time 1 to Time 2 to Time 4. The relationship between job facet satisfaction and job facet importance is also considered.

2.1. *Construction of an overall Job Satisfaction score*

It was desirable to have a general measure of job satisfaction in order to show how the immediate work conditions at different Delta sites, and for different levels of management, affected overall job satisfaction. It was also needed in order to see whether a crude 'causal model' linking attributes of persons, via immediate working conditions, to job satisfaction could be supported.

The pilot study of the job satisfaction measure and the retest reliability exercise are described in the Appendices. For the reasons given in chapter 3, a standardised measure of job satisfaction such as the JDI was not used. The JDI is more applicable to blue collar employees. Also, in order to capture small variations in job satisfaction, a sensitive measuring instrument of job satisfaction was needed.

2.2. *Internal consistency of the Job Satisfaction measure*

Analyses were undertaken to see whether the twenty job satisfaction items were interrelated or not. The result would show the empirical grounds for constructing an overall measure of job

satisfaction. An overall measure of job importance was felt to be conceptually meaningless, so the internal consistency of the importance items was not considered.

Coefficient alpha was used to determine the reliability based on the internal consistency of the satisfaction and importance items. In this test the size of the reliability coefficient is based on both the average correlations among items and the numbers of items. Cronbach's coefficient alpha was used largely on practical grounds. It was the only readily available internal reliability coefficient on the computer system at that time. The results are shown below:

TABLE 5.1.

Coefficient Alpha Values for all twenty Job Satisfaction facets			
Time Period	Coefficient Alpha for the twenty job satisfaction items	N	
1	.91	108	
2	.94	96	
3 (Site only)	.92	31	
4	.92	84	

The above table shows the job satisfaction items to have a high degree of internal consistency. Nevertheless, the coefficient alpha value could be raised slightly if security and pay were deleted from the items in the time periods 1 and 2, security and relationships with colleagues from time period 3, and pay and physical working conditions from time 4. However, all twenty items were kept so that the measure was the same each time, even though the alpha coefficient was lower than it would have been with a shorter scale.

2.3. *Factor analysis of the Job Satisfaction measure*

The twenty job satisfaction items were factor analysed to see if distinct clusters of items were apparent. This would indicate the desirability of forming sub-scales of job satisfaction items, and when distinguishing between clusters of variables, it would be useful to know if the factor analyses supported the groupings. The factor analyses were carried out for each time period. Varimax rotated factor analysis was used. The factor groupings and the number of factors in the solution was inconsistent across time. However, at each time period, the correlation matrix showed considerable inter-correlations between facets and high communalities which suggests a large general factor. The correlation matrix for time 1 and the communalities are shown in Tables 5.2. and 5.3. respectively.

The scores for all respondents - regardless of site - were included in the factor analyses. This was done because otherwise the number of respondents in relation to the number of variables in the factor analysis would have been too small for statistical analysis. Nevertheless, analysing the replies of all respondents together, regardless of site or job level, could be partly responsible for no consistent clusters of items being found. However, it does suggest that the satisfaction attributed to job facets alters across time.

As the factor analyses did not reveal any distinct clusters of items which were consistent across time, and as this analysis also suggested a large general factor, no subscales of job satisfaction, based on factor cluster, were formed.

2.4. *The overall Job Satisfaction measure*

Given that the new job satisfaction items had a high internal reliability coefficient, that the factor analyses showed no distinct, clusters and that there were considerable inter-correlations between

TABLE 5.2.

Correlation matrix of the twenty Job Satisfaction facets for Time 1, N = 108

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1	1.00																			
2	.60	1.00																		
3	.23	.48	1.00																	
4	.08	.49	.30	1.00																
5	.16	.38	.22	.52	1.00															
6	.09	.51	.28	.55	.54	1.00														
7	.28	.42	.25	.23	.19	.24	1.00													
8	.05	.37	.30	.34	.45	.48	.03	1.00												
9	.30	.52	.39	.49	.53	.41	.26	.41	1.00											
10	.05	.45	.32	.65	.49	.47	.24	.53	.42	1.00										
11	.17	.36	.42	.29	.24	.35	.10	.34	.48	.37	1.00									
12	-.00	.35	.21	.20	.13	.28	.11	.43	.34	.32	.43	1.00								
13	.18	.27	.39	.32	.68	.39	.14	.41	.59	.31	.48	.25	1.00							
14	.08	.28	.33	.26	.25	.40	.09	.47	.28	.45	.43	.49	.32	1.00						
15	.17	.36	.38	.35	.43	.42	.14	.45	.52	.33	.47	.37	.55	.64	1.00					
16	.24	.49	.23	.41	.54	.45	.18	.51	.43	.49	.23	.21	.34	.41	.30	1.00				
17	-.00	.28	.25	.25	.32	.31	.03	.44	.31	.41	.26	.33	.21	.33	.18	.35	1.00			
18	.12	.34	.44	.36	.39	.26	.12	.39	.57	.29	.32	.22	.51	.15	.36	.33	.38	1.00		
19	-.03	.29	.43	.28	.22	.39	.11	.50	.27	.25	.23	.30	.28	.44	.30	.32	.42	.36	1.00	
20	.42	.53	.43	.35	.28	.33	.22	.23	.45	.28	.37	.16	.33	.15	.28	.33	.15	.32	.30	1.00

Key to Table 5.2

- 1 Job security
- 2 Status
- 3 Physical working conditions
- 4 Promotion opportunities
- 5 Supervision received
- 6 Responsibility
- 7 Pay
- 8 Work itself
- 9 Recognition by management
- 10 Opportunities to develop ability
- 11 Relationship with colleagues
- 12 Relationship with subordinates
- 13 Relationship with boss
- 14 Achievements
- 15 Company policy and administration
- 16 Autonomy
- 17 Variety
- 18 Consultation,
- 19 Authority
- 20 Backing by management

TABLE 5.3.

Estimated communalities between job satisfaction facets

N = 108

Variable	Estimated communality
Job security	.36
Status	.63
Physical working conditions	.48
Promotion opportunities	.60
Supervision received	.71
Responsibility	.54
Pay	.26
Work itself	.55
Recognition by management	.62
Opportunities to develop ability	.64
Relationships with colleagues	.50
Relationships with subordinates	.44
Relationships with boss	.69
Achievements	.69
Company policy and administration	.64
Autonomy	.54
Variety	.41
Consultation	.51
Authority	.48
Backing by management	.45

the items it seemed empirically justifiable to construct an overall measure of job satisfaction by summing together the scores allocated to the twenty facets.

The grounds for adding items in a scale were also partly conceptual. Common sense suggests that a person who is satisfied with a large number of facets of his work is more likely to be satisfied with his work in general than someone who is only satisfied with a few facets. An overall measure of 'satisfaction' was also formed by incorporating 'importance' into the measure. Satisfaction scores were multiplied by the importance score given to them and the results were then added together.

The concept of importance has been included in the study as it should provide important information for policy makers. Improving areas that a lot of people consider of high importance should have more benefits than improving areas that a lot of people rate of low importance. The relationship between job facet satisfaction and job facet importance was explored for similar reasons. For instance a certain amount of job facet satisfaction, such as low satisfaction, could be associated with a certain amount of job facet importance, such as high importance. However, as the concepts of importance and satisfaction were considered conceptually distinct and unrelated it was thought unlikely that any consistent association would be found.

Chapter 2 showed that there is a considerable body of evidence reporting reasonably consistent relationships between overall job satisfaction and variables such as age, length of time in the job and length of time in the organisation. This provided an opportunity to ascertain whether external validation was forthcoming for the job satisfaction measures used. Thus the overall measure of job satisfaction formed by summing the facet scores was correlated with these variables to see if there were similar associations. The same process was carried out with the single item question contained in the

interview schedule to measure overall job satisfaction and for the weighted score of satisfaction and importance. This was undertaken in order to see if the single item question provided similar correlation results with variables such as age, as did the computed measures. The variable names allocated to the overall measures are shown below:

GJS = single item question "All in all, how dissatisfied are you with your present job?"

ALLSAT = sum of scores for all twenty items

ALLSATW = (satisfaction of item 1 x importance of item 1)
+ (satisfaction of item 2 x importance of item 2)
(satisfaction of item 20 x importance of item 20).

The variable names for interview period 1, 2 and 4 were: GJS1; GJS2; GJS4; ALLSAT 1; ALLSAT 2; ALLSAT 4; ALSATW 1; ALSATW 2 and ALSATW 4 respectively.

Tables showing the correlation scores between the three overall measures of job satisfaction and selected variables are presented.

TABLE 5.4.

Pearson correlations between GJS (single item measure) and selected variables: criterion level of significance $p < 0.05$												
Time Period	Age	Length of time in job	Length of time in organisation	ALLSAT 1	ALLSAT 2	ALLSAT 4	ALLSAT W1	ALLSAT W2	ALLSAT W4	No. of significant correlations with job satisfaction items	No. of significant correlations with job importance items	
GJS1	.31	N/S	.21	.60	.45	.36	.57	.49	.36	11	0	
GJS2	.40	N/S	.21	.66	.70	.63	.51	.64	.59	15	0	
GJS4	.41	N/S	.21	.61	.39	.63	.54	.46	.60	13	0	

TABLE 5.5.

Pearson correlations between ALLSAT (composite satisfaction measure formed by adding items together) and selected variables: criterion level of significance $p < 0.05$												
Time Period	Age	Length of time in job	Length of time in organization	GJS 1	GJS 2	GJS 4	ALSAT W1	ALSAT W2	ALSAT W4	No. of significant correlations with job satisfaction items	No. of significant correlations with job importance items	
ALLSAT 1	.53	N/S	.23	.60	.66	.61	.89	.70	.71	19	15	
ALLSAT 2	.30	N/S	N/S	.45	.70	.39	.63	.94	.68	20	4	
ALLSAT 4	.43	.20	.21	.33	.62	.63	.53	.62	.90	19	4	

TABLE 5.6.

Pearson correlations between ALSATW (composite satisfaction measure formed by adding together satisfaction x importance items) and selected variables: criterion level of significance $p < 0.05$										
Time Period	Age	Length of time in job	Length of time in organisation	GJS 1	GJS 2	GJS 4	No. of significant correlations with job satisfaction items	No. of significant correlations with job importance items		
ALSAT W1	.39	N/S	N/S	.57	.51	.54	20	15		
ALSAT W2	.33	N/S	N/S	.50	.63	.46	20	13		
ALSAT W4	.53	.31	.36	.37	.59	.60	19	3		

In accordance with the prediction, there is a positive correlation between age and all three overall job satisfaction measures. When the sample was split by job level, similar correlations were found between age and job satisfaction for both managers and first line supervisors.

The correlation tables show hardly any association between length of time spent in the job and overall job satisfaction. However length of time in the job can be associated with other matters such as: age; frustration at not getting promotion; a person coming to terms with the fact that he will not get promotion; a person feeling uncertain if he has only just taken the job, etc. Perhaps, therefore, in order for an association between overall job satisfaction and time spent in the job to be found in this study, such matters should be controlled for. The association between length of time in the organisation and the overall measures of job satisfaction was also weak, possibly for similar reasons.

The computed measures of job satisfaction - ALLSAT and ALSATW - correlated highly with the single overall measure - GJS. This points to the measures ALLSAT, ALSATW and GJS having a considerable degree of common variance. It suggests that a person's reply to a single question regarding overall job satisfaction is composed of their feelings of satisfaction with the separate job facets. This matter has been a source of some debate in the literature. It is worth noting that at each time period the ALLSAT and ALSATW measures correlated higher with the GJS measure for that time period, than with the GJS measures for other periods. This suggests that a positive correlation between overall job satisfaction as measured by a single item question and overall job satisfaction measured by summing together satisfaction with each facet, or by summing together satisfaction weighted by importance, will consistently be found.

As the computed overall satisfaction score - ALLSAT - was formed from the separate job satisfaction facets, it did, naturally correlate in a positive significant direction with most of the twenty facets. However, there were less correlations between the ALLSAT score and job facet importance. Moreover, the number of correlations between ALLSAT and the job facet importance items varied from time period to time period. ALSATW correlated in a similar way to ALLSAT with the job facet satisfaction and importance items.

The single overall score, GJS, tended to show significant positive correlations with slightly over half of the twenty job satisfaction facets. This is further evidence that a persons reply to a question on his overall job satisfaction is influenced by his degree of satisfaction with separate job facets. There were no significant correlations between GJS and the importance attributed to the twenty facets for any of the time periods.

To conclude, the grounds for adding items in a scale to form an overall measure of job satisfaction were partly conceptual and partly empirical, namely that the coefficient alpha value justifies this. The correlation matrix of the job satisfaction items also supported this and the factor analyses showed no grounds for forming separate subscales.

The single overall measure of GJS was found to correlate highly with ALLSAT. Also, GJS correlated to a similar degree and direction as ALLSAT with the variables of age and length of time in the organisation. The correlations between GJS and age, and ALLSAT and age were in the manner predicted based on previous research work.

The correlations between the weighted overall measure of job satisfaction - ALSATW - and selected background variables, were very similar to the correlations of the unweighted overall satisfaction measure - ALLSAT. However, it was decided that only one overall

composite measure of job satisfaction should be used when required in later analyses. The grounds for doing so were mainly that of clarity. To have used two composite measures of overall job satisfaction when the results showed that one would do, was putting unnecessary data in the study. The composite measure of job satisfaction which is used in later analyses in this study is that of ALLSAT. The reasons for choosing this in preference to ALSATW were largely due to difficulties in the interpretation of job satisfaction items weighted by importance. As mentioned in Appendix IV, the result of a low satisfaction score multiplied by a high importance rating could be the same as that of a high satisfaction score multiplied by a low importance rating.

While only one composite measure of job satisfaction was used in the analyses of the data, it was decided that the measure GJS should also be used. Although both this measure and ALLSAT seemed to have a high degree of similarity in their associations with other variables, they were formed by entirely different means. So it seemed justifiable to use both measures, particularly as it was interesting to see if the similarity in associations between these two measures and other variables consistently held. If it did, it would suggest that in future where surveys required a general or overall measure of job satisfaction, the easiest method would be to ask a single item question rather than constructing a measure based on summing facets together.

In chapter 9, which discusses the quality of life, only one measure of overall satisfaction - GJS - is used. Analyses were undertaken incorporating ALLSAT, but as the results proved so similar, correlations of quality of life with ALLSAT were omitted.

3. *The relationship between satisfaction and importance*

As mentioned earlier, the concept of importance was included in the study as it should provide important information for policy

makers. Improving areas that a lot of people consider of high importance should have more benefits than improving areas that a lot of people rate of low importance. The relationship between job facet satisfaction and job facet importance was also explored in case certain consistent associations were found.

Friedlander (1965) reported a V-shaped relation between job facet satisfaction and job facet importance, from a survey of white collar personnel in America. Items given a high satisfaction rating were positively correlated with importance, while those given a low satisfaction rating were negatively correlated with importance. Dachler and Hulin (1969) replicated Friedlander's work and concluded it was artifactual and depended on the measurement scale used.

The present study looked at various possible relationships between facet satisfaction and facet importance, specifically: a V-shaped relation such as Friedlander's (1965) or a linear model with a positive correlation between job facet satisfaction and job facet importance, or a negative correlation between these two areas. For each time period, correlations and scattergrams were used to examine the relationship.

The results of the correlations showed that for eleven of the twenty pairs of items, there was no significant linear relationship. The criterion level of statistical significance was $p < 0.05$. These items were: security; status; promotion opportunities; supervision; recognition by management; opportunities to develop ones ability; company policy and administration; authority; responsibility; physical working conditions; and achievement.

Two of the items had significant positive relationships for each of the three time periods. These items were: relationship with colleagues; variety.

A further three items were significantly correlated at two of the three time intervals. They were: the job itself; relationships with ones boss; backing by management.

Finally, four of the pairs of items correlated at one of the three time periods. They were: pay; relationship with ones subordinates; autonomy and consultation.

Only one of the items correlated negatively. This was pay at the last time period.

This suggests there is no simple relationship between facet satisfaction and facet importance for all the variables. The results of the scattergrams showed no consistent non-linear relationships were evident. While for some pairs of items there appeared to be no association between satisfaction and importance, for others there did. With the exception of pay, the correlations are positive. The scattergram between the importance and satisfaction given to pay showed that the association was one of moderate satisfaction and high importance.

The association between satisfaction and importance when satisfaction scores took certain values was considered. First, all items having a satisfaction score of 4 or less were chosen. These items were then correlated with their appropriate importance items. The pairs of items with either negative or positive correlations are listed in Table 5.7.

Items having a satisfaction score of above 4 were then tested in a similar manner. The results are in Table 5.8.

TABLE 5.7.

Pearson correlations between satisfaction and importance when satisfaction score is less than or equal to 4: criterion level of significance $p < 0.05$			
<u>Time period</u>		<u>Negative</u>	<u>Positive</u>
1	N = 108	Security	Work itself
		Physical working conditions	Autonomy
		Supervision received	Variety
		Opportunities to develop ones ability	
		Authority	
2	N = 96	Physical working conditions	Work itself
		Promotion	Variety
		Pay	
4	N = 84	Pay	Achievements
		Company policy and administration	Variety
		Relationships with ones boss	

TABLE 5.8

Pearson correlations between satisfaction and importance when satisfaction score is greater than 4.		
<u>Time Period</u>	<u>Negative</u>	<u>Positive</u>
1	Physical working conditions	Responsibility
N = 108		Work itself
		Relationships with colleagues
		Relationships with subordinates
		Relationships with boss
		Achievements
		Company policy and administration
		Autonomy
		Variety
		Consultation
		Backing by management
2	Physical working conditions	Responsibility
N = 96		Work itself
		Relationships with colleagues
		Relationships with subordinates
		Relationships with boss
		Autonomy
		Variety
		Consultation
		Backing by management
4	Pay	Responsibility
N = 84		Recognition
		Colleagues
		Subordinates
		Achievements
		Autonomy
		Backing by management

The purpose behind this exercise was to see if the association between satisfaction and importance appeared to be curvilinear for any or all of the items. However, if there was a strong curvilinear relationship then it would have been evident in the scattergrams.

The results suggest that for items where satisfaction is relatively low, importance is also low, while where satisfaction is relatively high, importance is high. There was little evidence to support Friedlander's V-shaped relationship.

The items for which low satisfaction was associated with low importance tended to relate directly to the job itself. For example, the work itself and variety. Job enrichment theorists have argued that these types of variables are the ones which positively contribute to job satisfaction. Nonetheless, these same type of items, when rates as high in satisfaction were also given a high importance score. A further group of variables for which high importance was associated with high satisfaction was that pertaining to work relationships.

All in all, the evidence regarding the association between importance and satisfaction shows they are conceptually distinct areas. There was no consistent patterning between the two dimensions. For instance, some pairs of items correlated positively on one or two occasions, but not at all three times. This means that the scores given to the satisfaction and/or importance facets changed, but not in the same direction. This suggests that if the association between job satisfaction and importance is looked at for only one point in time a false impression might be formed. Previous work has omitted to take this point into consideration. It has presumed that any association found between satisfaction and importance at one point in time will hold at others, and generalisations have been made. The dimensions have been taken as static, while in actual

fact they appear to be dynamic.

Cross-lagged correlations were employed to see if satisfaction in time period 1 correlated with the importance attached to the same facet at time period 2 or 4. On the one hand it might be expected that the correlations would be stronger if a time lag was allowed for. For instance, the impact of a rise in the inflation rate on a person's standard of living might not be fully appreciated for a few months. In this case, lagged correlations might be stronger than that for the satisfaction and importance given to pay at the same time period. The length of the time lags could affect the strength of the correlations. Time lags of a few months - such as those between each interview period - might be expected to show higher correlations than those of a year - such as those between the first and last interviews. On the other hand, cross lagged correlations may not be strong because trends were already underway at the start of the research. The rate of inflation was rising at the start of the interviews and continued to do so throughout the period examined. Therefore it could be more like measuring a continuum than discrete incidents having a delayed impact on facet importance. Few cross-lagged correlations did, in fact, reach the criterion level of significance $p < 0.05$.

4. *Conclusion*

For the conceptual and empirical reasons given in this chapter, an overall measure of job satisfaction was formed by adding together satisfaction scores of the twenty facets the respondents considered. The single item questions on overall job satisfaction seemed to have similar associations with variables as did the composite overall measure. For instance both ALLSAT and GJS correlated in a significant positive direction with age, which is the type of association generally found between age and overall job satisfaction.

Where a general measure of job satisfaction was called for both ALLSAT and GJS were applied.

The factor analyses supported the evidence presented by the internal consistency test regarding the grounds for forming an overall job satisfaction scale from the separate items. The factor analyses showed evidence of a large general factor and considerable inter-correlations between items. There seemed to be no justification for forming sub-scales of job satisfaction based on clusters of items in the factor analyses.

There was little consistent association between job facet satisfaction and job facet importance. Moreover, there were indications that any association found between satisfaction and importance at one point in time, might not be true of another time period.

CHAPTER 6

FACTORS INFLUENCING JOB SATISFACTION

1. *Introduction*

This chapter investigates the association between job satisfaction and certain job, environmental and personal background variables. The general framework of analysis has been derived largely from previous discussion and research, as outlined in the literature review. The research objectives and hypotheses which the model is designed to examine was outlined in chapter 4, as were the variables in the models. The reader may wish to refer to Table 4.1. for a summary diagram of the independent and criterion variables in the study.

The analyses are conducted in stages. At the first stage, multi-item measures are tested for internal reliability and, where appropriate, factor analysed. This is done in order to see if there are any empirical grounds for forming single composite measures from multi-item measures, or sub-scale measures based on factor clusterings.

At the next stage of the analysis, the independent variables will be correlated with the criterion variables and - where appropriate - each other. Independent variables have been grouped into two categories - those outside of the context of the organisation and those specific to the organisation. Those outside of the context of the organisation include personal background variables, while those specific to organisational context include job characteristics. In the study, it was the respondents' perceptions of job characteristics rather than the characteristics per se which were measured. Personal background variables could influence perceptions of job characteristics. Hence this is why appropriate independent variables were correlated together.

It seems likely that a match between perceived job

characteristics and expressed preference for that characteristic would be associated with high overall job satisfaction, or at least high satisfaction with the relevant characteristic. Hence, this was another stage of analysis undertaken. However, it was only for two job characteristics - those of variety and autonomy - that this analysis was possible. These were the only two items for which there was information on the importance/preference for the job characteristic and perceptions of the job characteristic.

In the final stage of the analysis, multiple regression is used to examine how much of the variance in the interior variable of overall job satisfaction can be explained by the independent variables.

Chapter 5 established that the most suitable composite measure of job satisfaction was ALLSAT. Hence this measure will be used whenever a single composite overall score for job satisfaction is required. In addition, as mentioned in chapter 5, the single item question on overall job satisfaction - GJS - will be used.

This chapter does not look at the association between specific site circumstances pertaining at the time of each interview and job satisfaction. As this is an area of central interest in the study it is examined in detail in the following two chapters.

Chapter 7 looks at the relationship between specific site circumstances over the survey period and job satisfaction scores at each interview. This is carried out on a site-by-site basis. In chapter 8 a similar exercise is undertaken but on an individual basis. The job attitudes of a few of the respondents are described over time and related to the specific site circumstances existing at that time.

A further area which this chapter omits is the relationship between the Quality of life and job satisfaction. Again, as this was an important area in its own right, the matter is discussed fully in chapter 9.

2.1. Analysis of independent variables specific to the organisation and job satisfaction

This section looks first at the job variables included in the study i.e. routine and low variety; job definition; autonomy; authority and influence; stress. The trade-off exercise is also considered. Each of these will be discussed in turn.

2.2. Routine and low variety

Table 6.1. shows the factor analysis of this measure. This table shows a remarkable similarity in the factor clusters, to those found by Child and Ellis (1973), as shown in Appendix III. The similarity in findings between the present study and the previous one, indicates that the measure has a high degree of retest reliability as well as being conceptually meaningful.

An alpha coefficient value of .78 for all 15 items for Time 1 was found when the measure was tested for internal reliability. At Time 4 the alpha coefficient value was .74. This result was at an acceptable level to form an overall composite measure.

On the basis of the above analyses, several sub-measures of routine and low variety were formed. The first set of measures was formed by summing together variables contained in each of the distinct factor clusters, shown in the factor analysis. Hence four sub-scales of routine and low variety were formed. Finally, as the coefficient alpha indicated that there was a considerable degree of internal consistency in the measure, an overall composite measure of routine and low variety was formed.

The composite measure of routine and low variety and the four measures formed on the basis of the factor analysis clusterings, were correlated with overall measures of job satisfaction. The results are shown in Table 6.2.

TABLE 6.1 Factor analysis of Routine and Low Variety Measure (Varimax Rotation) Time 1 N = 108

	Factor I Routine charac- ter of problems	Factor II Role definition	Factor III Everyday routine	Factor IV Long term stability
1 Nothing completely unforeseen	0.54	-0.10	0.30	0.14
2 Few new problems	0.63	0.13	0.19	0.05
3 No fresh skills required	0.58	0.08	0.18	0.08
4 Solutions are clear	0.53	0.06	0.18	0.01
5 Room for doubt regarding actions one can take	0.62	0.24	0.07	0.07
6 Precisely-defined responsibilities	0.15	0.88	0.17	0.06
7 Precisely-defined authority	0.13	0.64	0.02	0.08
8 Job content - little change in past year	0.04	-0.01	0.02	0.76
9 Job content - little change expected	0.09	0.24	0.04	0.61
10 Much routine	0.07	0.09	0.69	0.06
11 Days similar to one another	0.19	0.12	0.57	0.12
12 Frequently follow set procedures	0.17	0.30	0.62	0.03
13 Most foreseeable week ahead	0.17	0.01	0.48	-0.08
14 Much information on job description	0.32	0.17	0.28	-0.21
15 Few switches of task	0.14	-0.07	0.22	0.19

Percentage of total variance accounted for 52.1 17.8 15.8 14.3

TABLE 6.2

Pearson correlations between measures of 'routine and low variety' and overall job satisfaction. N = 108 Criterion level of significance $p < 0.05$		
Variable	General job satisfaction	ALLSAT 1
Composite measure from all routine items	-.39	-.48
1st factor cluster 'Routine character of problems'	-.40	-.46
2nd factor cluster 'Role definition'	-.23	-.47
3rd factor cluster 'Long-term stability'	.05 N/S	.05 N/S
4th factor cluster 'Everyday routine'	-.16 N/S	.18

The composite measure of routine and low variety correlated negatively with both overall measures of job satisfaction. This can be interpreted as meaning the lower the perceived routine in a persons job, the higher his overall job satisfaction.

The first factor cluster - routine character of problems - signifies that the more day-to-day routine in jobs and set procedures, the lower the job satisfaction. Similarly the second factor cluster - role definition - indicates that the more jobs are defined, the lower the satisfaction, while the fourth factor cluster - everyday routine - indicates that the more everyday routine the lower the job satisfaction. There appeared to be no relationship between the third factor cluster - long term stability - and job satisfaction.

The results of the pearson correlations of routine and low variety are in general agreement with the relevant hypothesis detailed in chapter 4, section 3.27 as there was a positive correlation between high variety and high job satisfaction.

2.3. Job definition measure - Your Job

Factor analysis of this measure did not show any conceptually

distinct clusters. The alpha coefficient value of the reliability test showed that the items were not particularly internally consistent. Hence no composite scale of job definition was formed. Each item was therefore correlated separately with overall job satisfaction.

Out of the seven items contained in this measure, only replies to the first question 'How often are you able to anticipate and predict the nature of job events?' correlated with the single overall measure of job satisfaction GJS ($r = 0.21$, $N = 108$, $p < 0.05$) and the composite job satisfaction measure, ALLSAT ($r = 0.32$, $N = 108$, $p < 0.05$). Thus the less predictable the job events the higher the overall job satisfaction. This result is in the same direction as that found between the routine and low variety measure and overall job satisfaction, and the job item comes close to the concept of routine. This supports hypothesis 3.30 (a), chapter 4 regarding a positive association between this measure and job satisfaction.

2.4. *Autonomy*

Three questions were asked relating to the amount of autonomy the respondents had in their job. These questions were correlated with GJS and ALLSAT. A correlation was found between one of the questions - freedom to choose the order of job tasks - and GJS ($r = .26$, $N = 108$, $p < 0.05$). No other significant correlations were evident. The autonomy variables were scored in such a way that a high score indicated a lot of autonomy. Thus it appears that the more freedom there is in jobs regarding the order of job tasks, the higher the overall job satisfaction.

The result partly supports the hypotheses proposed in chapter 4, section 3.18 that there would be a positive association between autonomy and job satisfaction.

2.5. *Authority and influence*

None of the correlations between authority and influence and overall job satisfaction reached the criterion level of significance ($p < 0.05$). So it looks as though there is no connection whatsoever between authority and influence - as measured in the interview schedule - and overall job satisfaction. Alternatively, as mentioned in Appendix I, this result may have come about because respondents were not fully comprehending the measure. There was no evidence to support the hypothesis set out in chapter 4, section 3.24 (a).

There was no significant correlation between a person feeling he had more authority and influence than those at a similar job level and job satisfaction. Hence hypothesis 3.24 (b), chapter 4 could not be supported.

2.6. *Stress*

Twelve questions were asked which focused on areas which might induce job related stress or tension. Most of the items showed no correlations reaching the criterion level of significance with the two overall measures of job satisfaction.

The items which did correlate significantly with overall measures of job satisfaction are shown in Table 6.3. These items seemed to relate to role stress and role conflict. The items seemed to go together conceptually. The standardised alpha coefficient for the three items was .57. Thus as it would be easier to have one composite measure of role stress rather than three separate item questions, the replies to the three questions were added together to form a composite score.

From Table 6.3. it would appear that the higher the role stress or conflict, the lower the job satisfaction. The scoring for this section went from 1 - 5, with a score of 5 indicating high conflict/stress and a score of 1 signifying low conflict.

TABLE 6.3

Significant Pearson correlations between stress items and overall measures of job satisfaction.				
N = 108. Criterion level of significance $p < 0.05$				
Variables	Question 7 How frequently do you find conflicting work priorities placed on you?	Question 8 How frequently do you find yourself in the situation where, whatever action you take it is not possible to please everyone?	Question 9 How frequently are you forced to do things against your better judgement?	Composite measure of stress formed by adding together replies to questions 7, 8, 9.
GJS 1	-.27	-.25	-.23	-.40
ALLSAT 1	-.36	-.34	-.33	-.42

The hypothesis proposed in chapter 4, section 3.36 (a) was that there would be a negative association between high stress and high overall job satisfaction. However, there were no significant correlations between the majority of items in this section and overall job satisfaction. Nevertheless, this relationship did seem to hold for the three questions concerning role conflict. In these instances, the lower the role conflict, the higher the job satisfaction.

2.7. Problems in the Job

This section contained eighteen problems. Respondents were asked the extent to which each of these problems - if they occurred - detracted from their job satisfaction.

The measure was tested for internal reliability and factor analysed. The reliability test showed a coefficient alpha value of .87. No distinct factors were apparent from the factor analysis. Hence, as there seemed to be no justification for forming sub-scales of items in the problems in the job section, and as the coefficient alpha value was fairly high, a composite measure of problems in the job was formed. This was done by adding all the items together.

Pearson correlations between the composite measure of problems and overall job satisfaction measures and between the eighteen items and overall job satisfaction measures are shown in Table 6.4.

Table 6.4 shows that the majority of items in the problems in the job section correlated significantly and in a negative direction with overall job satisfaction. Thus there is a strong indication that the more job related problems there are, the lower the job satisfaction. This seems to support the hypothesis proposed in chapter 4, section 3.33, that there would be a negative association between problems in the job and job satisfaction.

TABLE 6.4

Pearson correlations between measures of overall job satisfaction and problems in the job items. N = 108. Criterion level of significance $p < 0.05$			
Problems in the job	GJS 1	ALLSAT 1	
1 Too little authority	-.27	-.43	
2 Being unclear over responsibilities	-.22	-.51	
3 Few promotion opportunities	-.29	-.48	
4 Too heavy a work load	-.47	-.47	
5 Conflicting work demands	-.34	-.54	
6 Not feeling fully trained	-.13 N/S	-.28	
7 Not knowing how your boss evaluates your work	-.25	-.39	
8 Not getting all information needed	-.38	-.40	
9 Deciding things affecting others lives	-.02 N/S	-.13 N/S	
10 Feeling unaccepted by colleagues	-.30	-.40	
11 Being unable to influence boss	-.27	-.22	
12 Not knowing what others expect	-.25	-.17 N/S	
13 Amount of work affecting quality	-.41	-.41	
14 Doing things against your judgement	-.40	-.33	
15 Too much responsibility	-.41	-.36	
16 Feeling pay, relative to others, is unfair	-.13 N/S	-.27	
17 Working to meet deadlines	-.18	-.17 N/S	
18 Not being able to rely on others work	-.50	-.40	
Composite measure consisting of all items in this section	-.56	-.64	

2.8. Trade-off exercise

As described in chapter 4, a composite measure of dissatisfaction was formed from the trade-off exercise scores. Also, the relative preferences between the six facets was calculated.

No correlations were found between the composite measure of dissatisfaction and either ALLSAT or GJS in time period 1.

The relative importance of each of the six facets in relation to each other was calculated in the manner described in chapter 4, section 3.47 (c). The score for each of the six facets was then correlated with the conceptually corresponding job satisfaction score. The correlations are displayed in Table 6.5.

For Table 6.5 it would seem that in some cases, such as the importance of job security, the higher the relative preference for that aspect, the lower the importance given to the aspect on the structured job satisfaction measure. However this result is an artifact of the scoring method because start scores could range from -5 to +5 and it was the difference between the start score and final score which was calculated. Hence if a person perceived he had little job security, he could start with -5. If during the course of the exercise he added 4 points to this facet, he would finish with a score of 1. However a person who started with a score of +5 and added 4 points to this facet would finish with a score of +4.

There was no evidence to support the hypothesis proposed in chapter 4, section 3.46 (c) of a negative association between overall job satisfaction and the overall dissatisfaction score calculated from the trade-off exercise.

3.1. Analysis between the independent variables, outside of the context of the organisation, and job satisfaction

This section considers the relationship between the independent variables presented in Table 4.1. and intervening variables and overall job satisfaction.

TABLE 6.5

Pearson correlations between the derived relative importance score given to each trade-off facet and the appropriate satisfaction and importance rating score					Criterion level of significance $p < 0.05$				
Time Period	Trade-off facet	Pearson correlation with appropriate satisfaction score			Pearson correlation with appropriate importance score				
N = 108 1	Work relationships	-.12	N/S		.14	N/S			
	Job security	.20			-.51				
	Responsibility	.18			-.28				
	Pay	.06	N/S		-.35				
	Promotion	.29			-.18				
	Work interest	.20			-.02	N/S			
N = 96 2	Work relationships	.20			.27				
	Job security	-.03	N/S		-.47				
	Responsibility	.06	N/S		-.03	N/S			
	Pay	.35			-.37				
	Promotion	.17			-.33				
	Work interest	.26			-.17	N/S			
N = 84 4	Work relationships	.10	N/S		.33				
	Job security	.01	N/S		-.63				
	Responsibility	-.03	N/S		.12	N/S			
	Pay	.31			-.20				
	Promotion	.10	N/S		-.36				
	Work interest	.35			.14	N/S			

3.2. *The general Quality of Life*

The relationship between overall job satisfaction and the quality of life is examined in detail in chapter 9. Hence here it is sufficient to mention that a fairly high correlation between GJS 1 and life satisfaction as rated on a 7 point scale ($r = 0.46$, $N = 108$, $p < 0.05$) and between ALLSAT 1 and life satisfaction ($r = 0.33$, $N = 106$, $p < 0.05$). The hypotheses proposed in chapter 4, section 3.12 (a) and (b) are dealt with in chapter 9.

3.3. *External economic environment*

Government statistics covering the General Index of Retail Prices, changes in the level of real income and unemployment figures were collected on the supposition that changes in the level of these figures could effect satisfaction and importance scores attached to security and pay.

Tables below show the mean ratings on a 7 point scale for satisfaction with pay and security and importance attached to pay and security, against the retail price index and unemployment level.

The tables also show that the trend is for satisfaction with pay to steadily decline while the General Index of Retail prices steadily rises and real income drops.. The trend with the importance attached to pay is not quite so clearly defined. Respondents at each site give a fairly high importance rating to the rating attached to pay and there were no significant movements in pay importance over the period of the survey.

Footnote

It is not inflation per se as much as real income which is probably linked to satisfaction with pay. The RPI is quoted as price rises are likely to be very visible and create dissatisfaction. Calculating real income is difficult because of changes in tax allowances etc. Also many occupational groups are considered together. The real incomes of managerial and supervisory groups may have risen less than those of manual workers in the period under consideration. The Diamond Commission (ch. 7, p.184) suggests this could be so.

TABLE 6.6

Ratings for pay and security against the retail price index, and unemployment level							SITE 1. N=36
Time Period	General Index of retail prices Average 1970=100	Satisfaction with pay Range 1-7	Importance of pay Range 1-7	Unemployment excluding school leavers Thousands	Satisfaction with job security Range 1-7	Importance of job security Range 1-7	
Time 1 (March 76)	152.6	4.5	6.2	1,234.6	5.6	5.7	
Time 2 (July 76)	156.3	4.2	6.0	1,402.5	5.1	5.5	
Time 3 (Nov. 76)	165.8	3.5	6.3	(1)	5.3	5.5	
Time 4 (March 77)	175.8	3.4	6.0	1,323.8	4.4	5.6	

TABLE 6.7

SITE 2. N=22						
Time 1 (April 76)	153.5	4.3	6.2	1,241.8	5.9	5.5
Time 2 (Aug. 76)	158.5	2.8	6.1	1,308.8	5.6	5.1
Time 4 (April 77)	180.3	2.7	6.5	1,322.6	5.3	5.2

Footnote (1) Because of industrial action by some staff in the Dept. of Emp. group, figures are not available for Nov. 76.

TABLE 6.8

Ratings for pay and security against the retail price index, and unemployment level.							SITE 3. N=31
Time Period	General Index of retail prices Average 1970=100	Satisfaction with pay Range 1-7	Importance of pay Range 1-7	Unemployment excluding School leavers Thousands	Satisfaction with job security Range 1-7	Importance of job security Range 1-7	
Time 1 (May 76)	155.2	4.5	4.6	1,253.3	4.7	4.9	
Time 2 (Sept. 76)	160.6	4.2	5.0	1,318.7	5.0	4.9	
Time 4 (May 77)	181.7	3.4	5.6	1,315.9	5.2	4.8	

TABLE 6.9

							SITE 4. N=19
Time 1 (Dec. 75)	146.0	3.5	5.3	1,170.7	3.8	5.9	
Time 2 (Aug. 76)	158.5	3.2	5.9	1,308.8	5.1	4.8	
Time 4 (Feb. 77)	174.1	3.3	5.5	1,331.4	4.2	5.5	

TABLE 6.10

Figures showing percentage changes in total disposable income ¹ and percentage changes in the General Index of Retail Prices ² between January 1975 - March 1976			
Year and quarter		Total personal disposable income. Percentage increase over previous quarter	General Index of Retail Prices. Percentage increase over last quarter
1975	1	3.4	3.7
	2	6.3	10.3
	3	5.4	2.5
	4	3.2	3.9
1976	1	2.3	3.2
	2	3.3	3.6
	3	7.1	3.0
	4	0.7	4.6
1977	1	0.8	0.1
January 1975 - March 1976		32.9 percentage increase	46.6 percentage increase

¹ Figures for total disposable income 1975-1977 were obtained from Financial Statistics, Table 10.1 (November 1978). Total disposable income (unadjusted) equalled income minus tax and national insurance plus transfers (e.g. social security payment).

² Figures for the General Index of Retail Prices were obtained from the Monthly Digest of Statistics, November 1976, Table 17.3 and the Monthly Digest of Statistics, January 1978, Table 17.8

In the case of job security, movements on the satisfaction scale do not seem to be closely related to the unemployment figures. However, in chapter 7 when changes over time are considered, it becomes apparent that feelings of security relate largely to the particular circumstances in existence at the site, during that time period rather than to national circumstances.

However, rises in the inflation rate do seem to be negatively associated with satisfaction allocated to pay (hypothesis (c)) although

rises in the unemployment level does not appear to influence satisfaction ratings for job security (hypothesis (d)). There was no evidence of a cross-lag correlation between rises in the inflation rate and the importance or satisfaction attached to pay (hypotheses (c) and (g)). Similarly, no cross-lag correlations were apparent between rises in the unemployment level and the ratings given to job security (hypotheses (f) and (h)).

4.1. Analysis between the independent variables of job level and independent variables specific to the organisation; criterion variables of Job Satisfaction

T-tests were carried out to see if there were any statistical differences in the assessment of job variables or the satisfaction and importance attributed to job facets. The results of each set of analyses are presented in turn. For the sake of brevity and clarity, only results reaching the criterion level of significance ($p < 0.05$) are reported.

4.2. Routine and low variety and job level

The consistent trend with this measure is for managers to describe their job as being more varied and having less routine than do supervisors. The question numbers for which the t-value reaches the criterion level of significance are shown in Table 6.11. Detailed wording of each question is shown in the interview schedule in Appendix V.

4.3. Job definition measure and job level

There were significant differences between replies according to job level for three of the seven items contained in this measure. Again, the direction is for managers to perceive their jobs as being more varied, with different types of problems, than is the case with supervisors and superintendents. Table 6.12 presents the findings.

TABLE 6.11

Results of t-tests showing significant differences at the 5% level in replies to the Routine and low variety measure between job levels. Managers N = 52. Supervisors and superintendents N = 56			
<u>Routine and low variety questions</u>		<u>Mean Score</u>	
		<u>Managers</u>	<u>Supervisors</u>
1	Amount of routine work	3.35	2.34***
4	Days following similar pattern	3.58	2.55***
7	Following regular set procedures	3.17	2.30***
8	Major problems occurring	3.06	2.14***
9	Room for doubt regarding actions to take	2.71	1.96***
10	Need to acquire new knowledge/skills	2.94	2.34**
12	Solutions to problems clear	2.84	2.29**
14	Precisely laid down responsibilities	2.50	2.02**
Range 1 - 5		On t-test *** p < .001, ** p < .01	

TABLE 6.12

Results of t-tests showing significant differences at the 5% level in replies to the Job definition measure between job levels Managers N = 52. Supervisors N = 56 Range 1 - 7			
<u>Job definition questions</u>		<u>Mean Scores</u>	
		<u>Managers</u>	<u>Supervisors</u>
2	Encountering the same kind of problem	3.90	3.21*
3	Jobs requiring different types of investigation	4.65	3.95*
4	Daily decisions different	4.29	3.61*
On t-test * p < .05			

4.4 *Autonomy and job level*

The replies to the question regarding freedom to choose the methods of working was significantly different between the two job levels (t-value = 3.69, $p < 0.05$). With regard to the question concerning freedom to choose the priorities allocated to tasks, a significant difference was also evident in the replies according to job level (t-value = 4.41, $p < 0.05$)

Supervisors tended to allocate themselves a lower score for the degree of autonomy in their jobs than did managers. The reader may wish to bear in mind that there was a correlation between one of these two autonomy variables and the measures of overall job satisfaction. This supports hypothesis 3.6 (a) that job level will be positively associated with autonomy.

4.5. *Authority and Influence and job level*

With regard to the authority and influence questions, the *t*-values showed no significant differences in replies between job levels.

4.6. *Stress and job level*

For three of the twelve items contained in the section on stress, replies were significantly different between job levels, as shown in Table 6.13.

TABLE 6.13

Results of <i>t</i> -tests showing significant differences at the 5% level in replies to the stress questions Managers N = 52.		
Supervisors N = 56.		Range 1 - 5
<u>Stress questions</u>	<u>Mean Score</u>	
	<u>Managers</u>	<u>Supervisors</u>
4 Working to meet deadlines	3.77	4.30**
7 Conflicting work priorities	3.46	2.87*
11 Making major decisions affecting the lives of others or the company	2.23	1.38***

On *t*-test *** $p < .001$, ** $p < .01$, * $p < .05$

Supervisors as a group gave themselves a higher rating in reply to the question regarding working to meet deadlines than did managers as a group. However, managers scored higher on the question relating to conflicting work priorities than the supervisors. It was also managers who had the higher rating regarding major decisions.

4.7. Problems in the job and job level

The differences for two items in this section were statistically different according to job level. For the item 'feeling you are not fully trained to handle all aspects of your job' a difference was found ($t\text{-value} = 2.79, p < 0.05$). The other item was 'feeling that you may not be accepted by the people you work with' ($t\text{-value} = 1.99, p < 0.05$).

The results may be interpreted as indicating that supervisors are more concerned than managers about the two above mentioned problems.

The reasons for this could lie in the changing role of the supervisors. As described in the literature review, supervisors today are having to be aware of a wide range of matters which formerly fell outside of their sphere of influence - such as Health and Safety at Work Act and other government legislation. Also their role is changing in the shop stewards, and council representatives are often consulted by the shop floor rather than supervisors. Hence the supervisor could feel bypassed and unaccepted by those he works with.

4.8. Trade-off Exercise and job level

Several significant differences were apparent between the job levels, in the ratings given in the trade-off exercise. In this section the mean score changes for each level are presented as well as the $t\text{-value}$. This is done as the scoring of the trade-off exercise was such that respondents could start anywhere between -5 to +5. Hence it is interesting to know the total mean score change.

The trade-off exercise provides strong evidence that supervisors place more emphasis on job security than do managers. Table 6.14 shows that this result held for each time period. Moreover, as Table 6.15 shows, this finding also applies between managers and supervisors within the same site.

TABLE 6.14

T-test results showing significant differences between job levels in score changes between the start and final moves in the trade-off exercise. Criterion level of significance $p < 0.05$			
<u>Variable</u>	<u>Mean Score</u>		<u>T-value</u>
	<u>Managers</u>	<u>Supervisors</u>	
	N=49	N=56	
<u>Time 1</u>			
Job security	-.51	2.98	-6.19
Promotion	.84	-.59	2.31
Work itself	1.98	-.04	4.20
	N=41	N=54	
<u>Time 2</u>			
Job security	-.71	2.09	-4.14
Promotion	.46	-1.06	2.37
	N=12	N=19	
<u>Time 3 (Site 3 only)</u>			
Job security	-2.42	1.68	-3.55
	N=37	N=47	
<u>Time 4</u>			
Job security	-1.05	1.87	-5.27
Pay	5.08	2.85	2.44

TABLE 6.15

T-tests showing significant differences between job levels on a site-by-site basis in score changes between the start and final moves in the trade-off exercise. Criterion level of significance $p < 0.05$

Variable	Mean Score		T-value
	Managers	Supervisors	
	N	N	
Time 1 Site 1	12	21	
Security	-1.75	2.09	-3.43
Work itself	1.17	-.28	2.04
Time 2 Site 1	12	21	
Security	-2.41	2.24	-2.74
Time 3 Site 1	12	19	
Security	-2.42	1.68	-3.55
Time 4 Site 1	11	19	
Security	-2.36	1.73	-3.45
Pay	7.69	2.21	3.29
Time 1 Site 1	12	10	
Job security	-.17	3.0	-3.01
Promotion	.25	-3.20	2.13
Time 2 Site 2	8	9	
Job security	-.62	2.55	-2.42
Promotion	.75	-5.33	4.24
Time 4 Site 2	8	9	
Job security	-.37	2.43	-2.58
Responsibility	-.62	1.57	-2.71
Time 1 Site 3	18	13	
Job security	-.44	3.00	-3.03
Promotion	1.05	-1.84	2.80
Work	2.83	.38	2.62
Time 4 Site 3	15	13	
Job security	-.92	2.00	-2.68
Work itself	3.61	.63	2.46
Time 1 Site 4	7	12	
Job security	.85	4.50	-2.70
Time 2 Site 4	7	10	
Pay	1.83	4.09	1.49

As a group, supervisors place less importance on promotion than managers. Perhaps this result occurs through supervisors coming to terms with the situation that there are few promotion openings for them. Of course age differences could also be influencing the result as the average age for managers was 41 and that for supervisors 49. Presumably, supervisors concern over job security is partly accounted for by their age, although they could well feel that they have little market security. Most of the supervisors had worked in their company for a much longer period than the managers. The average length of time in the organisation for managers was 12 years while that for supervisors was 22 years. Hence supervisors might find it harder than managers to adapt to a new environment and few of the supervisors had formal qualifications, which could reduce their chances of obtaining new employment should the need arise.

On the whole managers seem to place slightly more importance on having an interesting job than supervisors. They also tend to place more emphasis on pay.

The evidence so far seems in favour of supporting the hypothesis in chapter 4, section 3.46 (a) which states that there will be more similarity within job levels at different sites in the manner in which aspects are rated than between job levels in the same site. Table 6.15 shows significant differences between job levels on a site-by-site basis for the trade off exercise.

4.9. Preference for Variety and job level

For each of the seven items in this measure, managers have a higher mean score than supervisors. This indicates that managers have a greater preference for variety.

This preference could have developed because managers - in their own eyes - have a job which is subject to change, much ambiguity and variety. Therefore they could have become used to this situation.

Also, the managers are, on the whole, younger than the supervisors and younger people - as shown in the literature review - have a higher preference for variety. The average length of time in the present job for managers and supervisors was four years and seven years respectively, while the average length of time in the organisation was twelve years and twentytwo years. Managers are, therefore, more accustomed to changes and variety. Of course, the difference in expressed preference may not be solely attributable to past experiences. It could arise through personality difference between supervisors and managers which cause them to select the type of job which suits them. Table 6.16 gives the t-test results for preference for variety.

As suggested in hypothesis 3.6 (a), chapter 4, expressed preference for variety was associated with job level, with those at the higher job level having a more marked preference for variety than those at the lower level. It also supports hypothesis 3.15 (d) chapter 4, that supervisors will have a lower preference for variety than managers.

TABLE 6.16

T-tests showing significant differences in the replies according to job level for preference for variety Managers N = 52. Supervisors N = 56. Criterion of significance $p < 0.05$		
Preference for variety	Mean Scores	
	Managers	Supervisors
1 Preferring a job which is always changing	5.93	4.94***
2 Enjoying new and unusual circumstances	5.72	4.98**
3 Preferring a regular pattern in the job	5.39	4.10***
4 Liking having several problems awaiting attention	5.49	4.50**
5 Liking to know exactly what is in store	5.05	3.64***
6 Preferring to do something familiar	5.21	4.14**
7 Getting pleasure from taking on new problems	6.07	5.18**

Range 1 - 7

On t-test *** $p < .001$, ** $p < .01$, * $p < .05$

4.10 *Job Satisfaction and importance facets and job level*

Table 6.17 presents the differences between managers and supervisors in the assessment they give to job satisfaction and importance facets. It is noticeable that most of the differences in assessment of facets between job level occur in the area of importance rather than satisfaction.

For each time period, supervisors place greater importance on job security than managers. This confirms the finding of the trade-off exercise. Two other facets which supervisors consistently give a higher importance rating to than managers are: physical working conditions and supervision received. Probably the working conditions of managers are adequate and therefore they take them for granted, while the working conditions of supervisors would be affected by shop floor conditions. For instance, the majority of the supervisors were working in dirty or noisy conditions. Managers may give less importance to supervision received than supervisors as they may enjoy having discretion in their work rather than being told what to do. They may also be in jobs where they have to make decisions without reference upwards to the same extent as supervisors.

On the whole supervisors place less importance on promotion than managers. Again, this is similar to the findings of the trade-off exercise. As suggested in that section, this may be as a result of supervisors accepting that little chance for promotion exists and therefore accepting their situation.

There is a tendency for supervisors to attach more importance to work relationships than managers. Why this should be so is not clear. Perhaps supervisors have to deal with more work relationships in the course of their work than managers, thus making it more important that these relationships are at an adequate level.

TABLE 6.17 REVISED

T-tests showing significant differences according to job level in the assessments given to job satisfaction and importance facets, for each time period. Criterion level of significance $p < 0.05$. Range 1 - 7			
Time 1. Managers N=52 Supervisors N=56	Time 2. Managers N=42 Supervisors N=54	Time 4. Managers N=37 Supervisors N=47	
Variable	Variable	Variable	Mean Scores Managers Supervisors
Importance of job security	Importance of job security	Importance of job security	4.59 6.23***
Importance of physical working conditions	Importance of physical working conditions	Importance of physical working conditions	4.16 5.45***
Importance of supervision	Importance of supervision	Importance of supervision	3.50 4.87***
Importance of promotion	Importance attached to work	Importance of promotion	5.08 4.39*
Importance of relationships with colleagues	Importance of relationships with colleagues	Importance attached to status	5.59 6.36**
Importance of management backing	Importance attached to variety	Importance attached to subordinates	6.29 6.77**
Satisfaction with management backing		Satisfaction with colleagues	5.42 6.16*
Satisfaction with status		GJS 4	4.67 5.41**
Allsat 1			5.12 5.60**

On t-test *** $p < .001$ ** $p < .01$ * $p < .05$

There seems to be insufficient evidence to support the new proposal in chapter 4, section 3.6 (a) that job level would be positively associated with job satisfaction. The evidence does in fact point to supervisors having a higher overall satisfaction level than managers. There seemed to be little difference in the satisfaction ratings of separate facets by the two job levels considered, although there was some evidence of differences in the importance ratings given to facets.

4.11 Summary of main differences between job levels in the assessment of independent variables specific to the organisation and criterion variables of Job Satisfaction

As a group, managers give themselves a higher rating than supervisors allocate to themselves for: job variety; role ambiguity and conflicting work priorities; autonomy; working to meet deadlines; making important decisions.

Supervisors are more concerned than managers over not being fully accepted by those they work with and not being fully trained for their job.

More emphasis is placed on job security by supervisors than managers. This finding is consistent for each site and time period considered. On the other hand managers place more importance than supervisors on promotion and the actual work itself.

There appeared to be little difference in job satisfaction between the two levels when judged by facets, though supervisors were overall more satisfied than managers. However, differences did occur in the importance attached to various aspects - namely those of work relationships; working conditions; job security and supervision received. Supervisors attached more importance to these aspects than did managers.

From the above it would seem that job level does have some influence on the manner in which job aspects are viewed.

5.1 *Analyses between the independent variable of site and independent variables specific to the organisation; criterion variables of job satisfaction*

Analyses of variance tests were carried out to see if there were any statistically significant differences in the assessment of job variables or the satisfaction and importance attributed to facets between sites. As with section 3.4, only results reaching the criterion level of significance ($p < 0.05$) are reported. Question numbers and an abbreviated wording of the questions are given.

5.2 *Routine and Low Variety and site*

Table 6.18 shows that there were significant differences between sites in the ratings given to the five of the fifteen items contained in this measure

TABLE 6.18

Significant analyses of variance test results between sites and the routine and low variety measure. Criterion level of significance		
$p < 0.05$	$N = 108$	Range 1 - 5
Routine and low variety questions		F-value
6	Job content changes over past year?	3.10
7	Anticipated change in job content next year?	4.41
8	How often do major problems occur?	3.27
12	How often is the solution to problems clear?	2.73
15	Precisely laid down decision areas?	4.78

Question 6 related to the amount of change experienced over the previous year. An examination of the mean scores showed that Site 4 appears to have experienced the greatest amount of change over the last year. This was the site where redundancies had occurred and where new plant and machinery was being installed. Hence this result is readily explicable. Site 1 experienced the next greatest amount of

change. It will be remembered that this site was nick-named the 'Yo-Yo factory' as orders continually fluctuated, so this result seems in the appropriate direction. Site 2 has experienced the least change. This is to be expected as this site had the most stable order book and the technology in this industry had remained quite static for years.

Site 1 was expecting most change over the next year (Question 7). Again this fits in with the picture formed of Site 1. It is also this site which, in comparison with the others, experiences major problems (Question 8) and, when they do arise, finds the solutions clear (Question 9).

It is Site 2 which has the most precisely laid down information regarding which decisions employees can take (Question 15), while Site 1 has the lowest rating regarding which decisions employees may make. As Site 1 is a site where change seems to occur with a greater rapidity than the other sites, this is probably why decision areas are not so clearly laid down. Where changes occur rapidly, it can be futile to have many regulations and procedures as they will soon come to be outdated - Burns and Stalker (1961), found that firms working in an unstable environment tended to lay less emphasis on rules regulations and procedures than those in a stable environment. Site 1 could perhaps be classed as an organisation with an unstable, fluctuating market and environment, while Site 2 - which has the most clearly laid down decision areas - is an organisation working in a comparatively stable environment.

5.3 Job definition measure and site

In this measure, only question 7 'Are the human problems you encounter easy to handle?' showed a greater difference in scores between the sites than within them (F-value = 5.81, $p < 0.05$).

5.4 *Autonomy and site*

A significant F-value was found for each of the three items in the autonomy section. An examination of the mean scores at each site showed that it was Site 4 which gave itself the highest rating for each of the autonomy variables, followed by Site 1. Site 3 seems to have least autonomy out of the sites. This does confirm the views expressed by many people at the site that the general manager did not delegate to a sufficient degree, and hence managers did not have sufficient authority or responsibility.

TABLE 6.19

Results of analysis of variance tests between sites for autonomy variables. Criterion level of significance $p < 0.05$. N = 108		
<u>Autonomy questions</u>	<u>Range 1 - 5</u>	<u>F-values</u>
1 Freedom to choose the order of job tasks		5.98
2 Freedom to choose the method of working		4.79
3 Freedom to choose the priority allocated to tasks		6.06

5.5 *Problems in the Job and site*

Out of the 18 items contained in this section, the F-value was only significant for question 5 (F-value = 6.73, $p < 0.05$) - which concerned conflicting work demands - and question 6 (F-value = 8.25, $p < 0.05$) - which related to not feeling trained to handle all aspects of the job.

The mean scores showed that Site 2 is most concerned over conflicting work demands and Site 4, is least bothered by this matter.

It is at Site 1 that respondents are most concerned over not feeling fully trained to handle all aspects of their job. Perhaps this arises because the Site has a considerable amount of change in its circumstances. Therefore its supervisors and management have to be capable of handling a variety of situations and circumstances. For

example, during a four month period Site 1 went from a situation of working excessive overtime to the announcement of impending redundancies, and a four day week and then back to excessive overtime with the withdrawal of the redundancy notices.

5.6 Trade off Exercise and site

Table 6.20 presents the items and F-values where there was a significant difference in ratings between sites.

It can be seen from the table that for two of the three time periods, there is a greater difference in scores between the sites for the matter of work relationships, than there is within. The mean scores show that respondents in Site 4 tend to place most emphasis on work relationships, followed by Sites 1, 2 and 3 respectively.

Promotion is another aspect for which there is a significant difference between sites for two of the three time periods. Respondents in Site 2 consistently place most emphasis on this aspect in relation to the other sites.

At each time period, the variable of work itself showed differences in assessment between the sites. The pattern was for respondents in Site 3 to continually de-emphasise this area.

TABLE 6.20

Analyses of variance results for trade-off variables (discrepancy between start and final move) by site and time period. Criterion level of significance $p < 0.05$ Range 1 - 10					
TIME 1	N=108	TIME 2	N=96	TIME 4	N=84
<u>Variable</u>	<u>F-value</u>	<u>Variable</u>	<u>F-value</u>	<u>Variable</u>	<u>F-value</u>
Work itself	5.57	Work itself	2.77	Work itself	3.80
Work relationships	3.80	Work relationships	2.63		
Promotion	2.95	Promotion	3.37		
		Pay	3.68		

5.7 *Preference for variety and site*

Only the item question "I get a lot of pleasure from taking on new problems" (F -value = 8.93, $p < 0.05$) showed a significant difference between sites. From the mean scores of each site, it would appear that Site 1 showed a definite preference for variety over any of the other sites, while Site 2 expressed the least preference for variety.

As only one of the seven items in this measure was rated in a significantly different way between sites, there is little evidence supporting hypothesis 3.15 (c), chapter 4, that there will be differences between sites in expressed preferences for variety.

5.8 *Job satisfaction and importance facets and site*

From Table 6.21 it can be seen that there were some differences in the assessment of job facet satisfaction and importance between the sites. Differences tended to occur more in the satisfaction assessments than the importance assessments. However, the differences in the assessments by sites of the facets seemed to vary from time period to time period. The satisfaction rating given to supervision was the only aspect for which the F -value proved significant at each interview period.

It is worth noting that when the job facets satisfaction and importance ratings were examined by job level, the majority of the differences were in importance assessments. There was also considerable similarity across the time periods. Hence it would seem that the differences in assessment of the given job facets are more constant between job levels across time, than between sites across time.

There were no statistically significant differences in assessments of overall job satisfaction between respondents at each site.

TABLE 6.21

Analyses of variance tests showing significant differences between sites in the assessments given to job satisfaction and importance facets, for each time period. Criterion level of significance $p < 0.05$ Range 1 - 7					
<u>Time 1</u> N=108		<u>Time 2</u> N=96		<u>Time 4</u> N=84	
<u>Variable</u>	<u>F-value</u>	<u>Variable</u>	<u>F-value</u>	<u>Variable</u>	<u>F-value</u>
Satisfaction with supervision	3.38	Satisfaction with supervision	3.02	Satisfaction with supervision	5.22
Satisfaction with security	8.36	Satisfaction with physical working conditions	3.64	Satisfaction with work itself	2.90
Satisfaction with recognition by management	3.50	Satisfaction with pay	4.37	Importance of authority	3.32
Satisfaction with opportunities to develop ability	3.91	Satisfaction with work relationships with colleagues	3.11		
Satisfaction with work relationships with boss	4.10	Satisfaction with consultation	4.31		
Satisfaction with company policy	4.13	Importance of status	4.02		
Importance of pay	8.79	Importance of pay	4.13		
		Importance of promotion opportunities	4.38		

5.9 *Summary of main differences in the assessment of:
independent variables specific to the organisation;
criterion variables of job satisfaction between sites*

This section has shown that there are differences in the manner in which job aspects are viewed between sites.

With most of the job variable measures there are differences in the way in which some of the items are viewed. However in total, only about a quarter of all items contained in perceptual measures of job variables were rated in a statistically different manner between sites.

The reasons why particular aspects were allocated different scores according to the sites was sometimes apparent. For instance, Site 1 had the highest score for variety and this was the site where changes of all types occurred with most frequency. However, the reasons behind some other differences were more difficult to ascertain. For instance, it is hard to offer a reason why Site 4 should place more importance on work relationships in the trade-off exercise, than the other sites.

It is worth noting that there were hardly any differences between sites in the importance attached to aspects in the job satisfaction section. There were some differences in the satisfaction scores, however.

Regarding hypothesis 3.6 (b), chapter 4, there does seem to be some evidence to support the hypothesis that there will be differences in job satisfaction, autonomy, and preferences for variety between members of different sites. However, when the total number of variables and job satisfaction and importance facets examined are considered, it becomes apparent that it is only for a small number of these variables that significant differences are apparent between sites.

6.1 *Analyses between the independent contextual personal background variables and: independent variables specific to the organisation; criterion variable of Job Satisfaction*

Differences in job attitudes and satisfaction according to personal background variables of age; length of time in the job and length of time in the organisation, were examined.

As with the previous two sections, the relationship between the variables under consideration and: job variables; job facet satisfaction and importance, and the trade-off exercise will be considered.

6.2 *Routine and Low Variety and personal background variables*

Table 6.22 shows significant correlations between this measure and the background variables.

The correlations are fairly low although the general trend is clear. The older the employee, and the longer he has worked at a particular job or for the organisation, the more likely he is to consider his job to be predictable, well defined and having little variety.

Probably, once employees have worked at a particular job for a few years, they become better able to anticipate and predict the nature of events that arise. Presumably problems and difficulties have also occurred in the past so people gain experience in how to handle them and therefore find that their jobs have a high degree of consistency and patterning.

6.3 *Job definition measure and personal background variables*

The question 'how often are you able to anticipate and predict the nature of job events?' correlated with age ($r = .28$, $N = 108$,

TABLE 6.22

Pearson correlation between the personal background variables of age; length of time in the job, length of time in the organisation and the routine and low variety measure			
N = 108		Criterion level of significance $p < 0.05$	
Routine and Low Variety questions	Age	Length of time in job	Length of time in organisation
1 Amount of routine work	.27	.26	.33
2 Amount of weekly work foreseeable	.27	.20	.19
4 Days following a similar pattern	.17	.19	.21
5 Amount of job content change this year	.22	.22	.31
6 Anticipated amount of job content change next year	.34	.24	.34
7 Following regular set procedures	.19	.20	.22
8 Major problems occurring	.20	.14 N/S	.19
9 Room for doubt regarding actions to take	.15 N/S	.08 N/S	.20
10 Need to acquire new knowledge/skill	.09 N/S	.03 N/S	.23
12 Solutions to problems clear	.30	.08 N/S	.23
14 Precisely laid down responsibilities	.31	.19	.17

$p < 0.05$). Question 2, concerning the extent to which the same kind of problems were encountered in the job correlated with age ($r = .24$, $N = 108$, $p < 0.05$) and length of time in the organisation ($r = .26$, $N = 108$, $p < 0.05$). Finally question 4 regarding the extent to which the decisions made from day to day were different correlated with age ($r = .29$, $N = 108$, $p < 0.05$), length of time in the job ($r = .23$, $N = 108$, $p < 0.05$) and

length of time in the organisation ($r = .24$, $N = 108$, $p < 0.05$). No other significant correlations were found.

While only a few of the items in this measure correlated with the personal background variables, the trend for those which did so was similar to that found with the routine and low variety measure. Older employees perceive their jobs as more predictable than do younger employees.

6.4 *Autonomy and personal background variables*

The question regarding freedom over working methods correlated negatively with age ($r = -.21$, $N = 108$, $p < 0.05$), length of time in the job ($r = -.25$, $N = 108$, $p < 0.05$) and length of time in the organisation ($r = .23$, $N = 108$, $p < 0.05$). Similar findings were evident for the question regarding task priorities. It correlated with age ($r = -.21$, $N = 108$, $p < 0.05$), length of time in the job ($r = 1.29$, $N = 108$, $p < 0.05$) and length of time in the organisation ($r = -.26$, $N = 108$, $p < 0.05$). The third variable in this section did not correlate significantly with any of the background variables.

It seems that the older respondents are, or the longer time they have been employed in their present company or job, the less freedom they perceive themselves to have regarding work methods and job priorities. Perhaps people develop a certain pattern of working and come to know what for them is the best method of handling a job. Therefore, they come to consider that there is little choice in method of working as jobs can - or should - only be done in a certain way. A similar argument could hold for priorities allocated to jobs. After a while respondents will come to know which jobs are urgent and which can wait, so they may view their jobs as containing little freedom regarding job priorities as it goes without saying that some work must take precedence over others.

6.5 *Authority and Influence and personal background variables*

This measure did not correlate significantly with any of the three personal background variables.

6.6 *Stress and personal background variables*

The only item in the stress section to correlate with all three background variables was Question 8 concerning finding oneself in the situation where it is not possible to please everyone. This item correlated with age ($r = -.22$, $N = 108$, $p < 0.05$), length of time in the job ($r = -.22$, $N = 104$, $p < 0.05$) and length of time in the organisation ($r = -.22$, $N = 108$, $p < 0.05$). The scoring in this measure went from 1 - 5 with a high score indicating low conflict. Thus the older a person was, or the longer he had been in his job or organisation, the less likely he was to say he found himself in the situation where he was not able to please everyone. Perhaps this result could have occurred because older employees have learnt not to bother so much about this situation and therefore may not recognise it as occurring.

There was also a negative correlation between age and being forced to do things against their better judgement ($r = -.17$, $N = 108$, $p < 0.05$). Presumably older employees have learnt to avoid being forced into these matters.

The shorter the time a person had been in a job, the more likely he was to consider his work load varied through the year ($r = .20$, $N = 108$, $p < 0.05$) and not to know if he had made the right decision ($r = .21$, $N = 108$, $p < 0.05$).

The longer a person had been in an organisation the less likely he was to say that he had to make major decisions ($r = -.20$, $N = 108$, $p < 0.05$) or that his work was affected by others' poor performance ($r = -.19$, $N = 108$, $p < 0.05$).

6.7 Problems in the Job and personal background variables

The correlations between items in the problems in the job section and personal background variables are shown in Table 6.23

TABLE 6.23 .

Pearson correlations between items in the problems in the job section and background variables N = 108 Criterion level of significance $p < 0.05$			
Problems in the job items	Age	Length of time in job	Length of time in organisation
1 Too little authority	-.25	-.23	-.13 N/S
2 Being unclear over responsibilities	-.26	-.12 N/S	-.10 N/S
3 Few promotion opportunities	-.33	-.13 N/S	-.12 N/S
6 Not feeling fully trained	-.23	-.32	-.30
7 Not knowing how your boss evaluates your work	-.18	-.12 N/S	-.03 N/S
8 Not getting all information needed	-.30	-.16 N/S	-.07 N/S
10 Feeling unaccepted by colleagues	-.35	-.25	-.18
18 Not being able to rely on others' work	-.27	-.05 N/S	-.05 N/S

Age is the personal background variable which correlates with several of the problems in the job items. The direction of the correlation was consistently negative which means older people are less likely to consider that the problems listed - when they occur - detract from the satisfaction which they get from their job.

Some negative correlations were also apparent between length of time in the job or organisation and problems in the job. Again, this signifies that the longer a person has been in a particular job, the

less he is likely to find that the given problems detract from his job satisfaction.

6.8 *Trade-off Exercise and personal background variables*

There were no significant correlations between length of time in the job and the score given to any of the trade-off variables.

The score for trade-off variables was formed - as before - by taking the discrepancy between the score at the start of the exercise and the final score.

There was a positive correlation between the trade-off variable of security and length of time in the organisation at Time 1 ($r = .25$, $N = 108$, $p < 0.05$) and at Time 4 ($r = .29$, $N = 84$, $p < 0.05$). This indicates that the longer a person has been in an organisation, the more likely he is to emphasise the importance of job security.

Similarly there was a positive correlation between age and the trade-off score for security at Time 2 ($r = .18$, $N = 94$, $p < 0.05$). It would also seem that older employees place less importance on promotion as there was a negative correlation between age and the score for promotion at Time 1 ($r = -.36$, $N = 108$, $p < 0.05$) and Time 2 ($r = -.26$, $N = 94$, $p < 0.05$).

At Time 1, a positive correlation was also found between age and work relationships ($r = .24$, $N = 108$, $p < 0.05$) and age and responsibility ($r = .29$, $N = 108$, $p < 0.05$).

6.9 *Preference for variety and personal background variables*

The relationship between expressed preference for variety and the three background variables was fairly clear. There is a distinct preference for variety among younger respondents. Also, the less time people have been in an organisation, the greater the expressed

preference for variety. This finding could be influenced by age, as on average older employees had been in their jobs for longer than the younger employees. The correlations are shown in Table 6.24.

Several hypotheses regarding variety were proposed in chapter 4, section 3.15. Hypothesis (a) - that there would be a negative correlation between age and preference for variety seems to have been supported. However hypothesis (b) suggested a positive correlation between length of time in the job or organisation and preference for variety. The evidence contradicts this.

TABLE 6.24

Pearson correlations between expressed preference for variety and age, length of time in the job and length of time in the organisation N = 108 Criterion level of significance $p < 0.05$			
Preference for variety questions	Age	Length of time in job	Length of time in organisation
1 Preferring a job which is always changing	-.33	-.22	-.28
2 Enjoying new and unusual circumstances	-.33	-.13 N/S	-.21
3 Preferring a regular pattern in the job	-.42	-.31	-.37
4 Liking having several problems awaiting attention	-.22	-.11 N/S	-.24
5 Liking to know exactly what is in store	-.30	-.15 N/S	-.39
6 Preferring to do something familiar	-.37	-.23	-.33
7 Getting pleasure from taking on new problems	-.40	-.25	-.40

6.10 *Job facet satisfaction and importance and personal background variables*

Age correlated in a positive direction with practically all the job facet satisfaction items. However it only correlated with five of the importance facets. Again, the correlations were positive. For each correlation in this section ($N = 108$, $p < 0.05$).

Length of time in the job correlated with four of the satisfaction facets: physical working conditions ($r = .17$); work itself ($r = .17$); achievements ($r = .17$); variety ($r = -.22$). It also correlated with two of the importance facets: promotion opportunities ($r = .25$); responsibility ($r = -.23$).

Length of time in the organisation correlated with three of the satisfaction facets: status ($r = .18$); physical working conditions ($r = .18$); achievements ($r = .17$). There were two significant correlations between length of time in the organisation and the importance of facets: responsibility ($r = -.16$); promotion ($r = .28$).

From the above it would seem that there is a positive relationship between age and job facet satisfaction, but a much weaker relationship between age and job facet importance.

Length of time in the job and time in the organisation correlated positively with several of the job satisfaction facets. However, both these two background variables correlated negatively with the importance of responsibility which indicates that older employees do not place so much importance on responsibility as younger employees. Interestingly, these two background variables correlate positively with the importance placed on promotion.

As would be expected, the composite measure of job satisfaction ALLSAT 1 correlated with age ($r = .53$) as did the single item question GJS ($r = .31$).

6.11 *Summary of main findings regarding differences in
assessment of: independent variables specific to
the organisation; criterion variables of Job
Satisfaction according to personal background variables*

Significant correlations were found between some of the job variables and satisfaction facets and the above background factors. On the whole, age more than the other two factors correlated with the job variables.

It seems that older employees rate their job as being routine, predictable and stable to a greater extent than do younger respondents. Age correlated negatively with autonomy which perhaps means that older respondents are more aware of the constraints placed on them which limit their autonomy.

One interesting finding was that the longer people had been doing a particular job, the less they considered they could delay work without causing too many problems. Perhaps this comes about because people start to see where their work fits into the overall work of the company, and how any delays in their section will eventually have repercussions elsewhere.

When the problems itemised in the section 'Problems in the Job' occur, they detract from the satisfaction which older respondents get from their job to a lesser extent than they do for younger respondents. Age, however, is associated with increased overall job satisfaction. In addition, it correlates positively with many of the individual job satisfaction facets. Age does not seem to be related to the importance in which job satisfaction facets are regarded. The length of time a person has been in a job or the organisation seemed to have little relationship to his ratings for job facet satisfaction and importance.

Age correlates negatively with preference for variety. Thus it can be deduced that older employees prefer a regular pattern to

their work and not to have an excessive amount of change or variety.

Various hypotheses regarding personal background variables were proposed in chapter 4, section 3.3. Hypothesis (a) stated that personal background variables would be positively associated with job satisfaction. The evidence seems to support this. Hypothesis (b) - that personal background variables would be negatively associated with preference for variety and perceived autonomy was also supported. However, hypothesis (c) - that personal background variables would be positively associated with high variety/low routine - had no support.

7. *The effects of perceived changes in job variables and Job Satisfaction*

The possibility that changes in job variables over time caused job attitudes to vary was explored. Four measures of job variables were used in both the first and last interviews. These measures were: routine and low variety; job definition measure; problems in the job; autonomy. Overall scores for each of these measures were calculated at Time 1 and Time 4. The difference in the scores between Time 1 and Time 4 was then taken and correlated with overall measures of job satisfaction at Time 4. The results showed that none of the differences correlated with the job satisfaction measures. This makes it necessary to conclude that there seems to be no relationship between changes in the manner in which the above mentioned job variables are assessed and overall job satisfaction.

8. *Interaction between job variables and overall measures of Job Satisfaction, controlling for certain variables*

In order to ascertain whether the relationship between job variables and overall job satisfaction was being affected by other variables, partial correlations were computed.

The first set of partial correlations was between the overall job variable facets and two measures of overall job satisfaction - GJS 1 and ALLSAT 1 as shown in Table 6.25. In this analysis age was partialled out. In controlling for age, the correlations between the overall job variable measures and the overall job satisfaction scores were slightly lowered. In one or two instances the correlations were lowered below the criterion chosen for statistical significance ($p < 0.05$).

Similar analyses were undertaken controlling for preference for variety, length of time in the organisation and length of time in the job respectively. These are shown in Table 6.26. In each case a comparable result was found. Controlling for these variables caused a slight lowering of the correlation between job variables and job satisfaction. From this result it may be concluded that the relationship between job variables and overall job satisfaction is slightly affected by other variables such as age, and duration of time spent in the job or organisation.

9. *Interaction between job variables, orientations and/or preference and job variables*

9.1. *Preference for variety, perceived variety and satisfaction*

Preferences for variety were measured as well as the respondent's perception of the routine/variety in their job. This is the only instance in the study where perceptions of job characteristics can be matched with the respondent's expressed preference for the characteristics. Several analyses were performed to see if a match between preference for variety and the appropriate degree of perceived job variety was associated with high job satisfaction.

Two regression analyses were performed. In the first satisfaction with variety was regression against preference for variety, perception of the degree of routine and low variety, and the

TABLE 6.25.

Correlation between composite job variables and GJS 1, controlling for certain variables. N = 108. Criterion level of significance $p < 0.05$					
Composite job variables	GJS 1	GJS 1 Controlling for age	GJS 1 Controlling for length of time in job	GJS 1 Controlling for length of time in organisation	GJS 1 Controlling for preference for variety
Routine and Low Variety	.39	.30	.38	.35	.31
Problems in the job	-.56	-.52	-.56	-.55	-.55
Job definition measure	-.21	-.16 N/S	-.19 N/S	-.17 N/S	-.04 N/S
Stress	-.40	1.34	-.39	-.37	-.35
Preference for variety	-.27	-.23 N/S	-.25	-.21	—

TABLE 6.26

Correlations between composite job variables and ALLSAT 1, controlling for certain variables. N = 108. Criterion level of significance $p < 0.05$					
Composite job variables	ALLSAT 1	ALLSAT 1 Controlling for age	ALLSAT 1 Controlling for length of time in job	ALLSAT 1 Controlling for length of time in organisation	ALLSAT 1 Controlling for preference for variety
Routine and Low Variety	.48	.31	.47	.43	.39
Problems in the job	-.64	-.59	-.63	-.63	-.63
Job definition measure	-.41	-.32	-.40	-.39	-.40
Stress	-.42	-.33	-.41	-.39	-.37
Preference for variety	-.30	-.20 N/S	-.29	-.24	—

importance attached to variety. The multiple r value for this regression was .27. In the second regression a new variable was calculated by taking the rating for preference for variety and multiplying it by the perceptual rating for degree of routine and low variety. Satisfaction with variety was then regressed against the importance given to variety and the new computed variable. In this instance the multiple r value was only .24. From these results it would seem that satisfaction with variety does not depend greatly on preference for variety and the extent to which it is rated as present.

Two further regressions were performed to see if overall job satisfaction was influenced by perceived job variety and the importance attached to it. In the first regression ALLSAT 1 was regressed against perceived routine and low variety, the importance attributed to variety and preference for variety. In this analysis the multiple r value was .67. When the same regression analysis was performed with GJS 1 as the dependent variable the multiple r value was .54.

Hence both high variety and high satisfaction with variety predict high overall job satisfaction. However a matching of preference for variety against variety perceived does not seem to influence satisfaction with variety. Possibly this could be because the preference for variety scores may be affected by what people see as their roles. Preference for variety was monotonically related to job level as you went up the hierarchy. Hence respondents might have felt that they were expected to say they had a higher preference for variety than supervisors. This might account for the difference in scores between managers and supervisors. Also, while high variety correlated positively with high job satisfaction, managers gave themselves a higher rating for variety than the supervisors gave themselves. However, there were indications that supervisors had slightly higher

overall job satisfaction scores than managers.

The final analysis undertaken incorporating job variety was that described in chapter 4, section 3.16 (b). However hypotheses 3.15 (e) and (f) chapter 4, regarding a match between preference for variety, perceived variety and job satisfaction was not substantiated at a statistically significant level.

9.2. *Perceived autonomy and the satisfaction and importance attached to it*

A similar series of analyses to that used on the variety variables was undertaken for those pertaining to autonomy.

Initially, two multiple regression analyses were performed. Satisfaction with autonomy at Time 1 was the independent variable in the equation, while perceived autonomy and the importance given to it were the independent variables. The multiple r from this exercise was only .28. At Time 4, the multiple r for this exercise was even lower as it was .19. Thus it does not seem that the satisfaction rating given to autonomy is greatly influenced by the perceived degree to which it is felt to be present and the importance with which it is regarded.

As with job variety, two further regressions were performed to see if overall job satisfaction was influenced by perceived autonomy, satisfaction with autonomy and the importance rating for autonomy. In the first regression, ALLSAT 1 was regressed against perceived autonomy, satisfaction with autonomy and importance attached to autonomy. In this exercise the cumulative multiple $r = .61$. However, in this regression the simple r correlation between satisfaction with autonomy and ALLSAT was $r = .60$. The importance attached to autonomy raised the cumulative multiple r by an insignificant amount and the F-level or tolerance level for perceived autonomy was insufficient for further computation of the regression equations including that variable.

When a similar exercise was carried out with GJS as the dependent variable, here the cumulative multiple r value = .32. In this instance the first variable to enter the analysis was the importance attached to autonomy. The correlation between this and GJS was $r = .26$. The other two variables entered the equation and raised the multiple r slightly, although neither reached the criterion level of statistical significance.

There are some parallels between the results reported in this section and those in the preceding section. As with job variety, it would seem that satisfaction with autonomy is not greatly influenced by the importance attached to it, together with the perceived extent to which it is present. However, overall job satisfaction does seem to be influenced by these matters. With the computed measure of overall job satisfaction - ALLSAT - the high multiple r was brought about mainly because of the high correlation between this variable and satisfaction with autonomy. With the single item overall job satisfaction measure - GJS - the correlation between this and the importance attached to autonomy partly determined the outcome.

It is interesting that the autonomy variables are differently associated with the two measures of overall job satisfaction. This was also found in the exercise containing the variety variables. This is suggesting that the two overall measures of job satisfaction are tapping slightly different aspects.

10. *Multiple Regression Analyses of criterion Job Satisfaction variables and selected independent variables*

The two overall measures of job satisfaction were regressed against selected independent variables. The independent variables chosen for inclusion in the regression analyses were ones which, earlier in this chapter, were shown to be correlated with job satisfaction. In several instances composite measures were used. The empirical and conceptual grounds for using composite measures were discussed in the former part of this chapter.

Regression analyses were carried out for the first and last time periods. In each case the independent variables which significantly improved the cumulative multiple R^2 were: problems in the job; life satisfaction and age. The other variables contributed little, and the level of confidence of the F-value was insignificant.

In order to see how a more traditional equation fared, the dependent variable of GJS was regressed against three background variables. The background variables were: age; length of time in the organisation and length of time in the job. The outcome was that age entered the equation first. The next variable to enter was length of time in the organisation. This did not raise the cumulative multiple R^2 by a significant amount. The last variable - length of time in the job - did not enter the equation as the tolerance level was insufficient for further computation. Three of the equations are shown below.

Speculating on why the independent variables in the regression analysis did not explain more of the variance in overall job satisfaction, several reasons seem plausible. First, perhaps a different equation of job satisfaction is required for people of different ages, job levels or employed at different sites. In this chapter it is

TABLE 6. 27

Multiple regression of factors associated with overall job satisfaction: three equations						
EQUATION A Dependent variable: Overall job satisfaction measure at Time 4 (GJS 4).						
Independent variables (in order of entry into equation)	Beta coefficient	F	Level of confidence (p)	Simple R	Cumulative Multiple R ²	
Problems in the job (Time 4)	-.3466	13.07	.001	-.49	.25	
Life satisfaction (Time 4)	.3359	13.64	.000	.43	.37	
Age	.2645	4.72	.033	.40	.43	
Routine and Low Variety (Time 4)	-.1143	.77	.382	-.26	.44	
Length of time in job	-.0971	.89	.347	.12	.44	
Stress	-.0601	.36	.54	-.31	.45	
Preference for variety	.0421	.12	.72	-.15	.45	
Length of time in organisation	-.0313	.75	.78	.21	.45	

R² = 0.448; N = 82; F = 7.429; p = 0.000

EQUATION B Dependent variable: Composite job satisfaction measure. Time 4 (ALLSAT 4)						
Independent variables (in order of entry into equation)	Beta coefficient	F	level of confidence (p)	Simple R	Cumulative Multiple R ²	
Problems in the job (Time 4)	-.3837	16.16	.000	-.51	.26	
Life satisfaction (Time 4)	.3550	16.07	.000	.45	.39	
Age	.2550	4.58	.036	.42	.46	
Preference for variety	.1938	2.93	.091	-.02	.47	
Routine and Low Variety (Time 4)	-.1686	1.78	.186	-.21	.48	
Length of time in the organisation	-.0387	.125	.725	.22	.48	
Stress	.0246	.594	.808	-.25	.48	

R² = 0.480; N = 80; F = 9.5117; p = 0.000

EQUATION C Dependent variable: Overall job satisfaction measure. Time 1 (GJS 1)				
Age	.2849	5.65	.019	.30
Length of time in organisation	.0292	.59	.808	.20

R² = 0.303; N = 105; F = 5.184; p = 0.007

evident that these factors can mediate the relationship between job satisfaction and other independent variables. Secondly, the association between independent variables and job satisfaction may vary across time. Chapters 7 and 8 suggest this is so. Evaluations of many independent variables are time sensitive. Thirdly, individual differences may make the search for a general theory of job satisfaction unproductive.

Chapters 7 and 8 describe individual and group case studies. They reinforce the points mentioned above. Moreover, chapter 9 looks at the association between the quality of life and job satisfaction. Evidence is forthcoming of interrelationships between life satisfaction and job satisfaction. In the multiple regression analyses, life satisfaction accounted for some of the variance in overall job satisfaction. This could be the reason.

CHAPTER 7

CHANGES IN SATISFACTION OVER TIME

1. *Introduction*

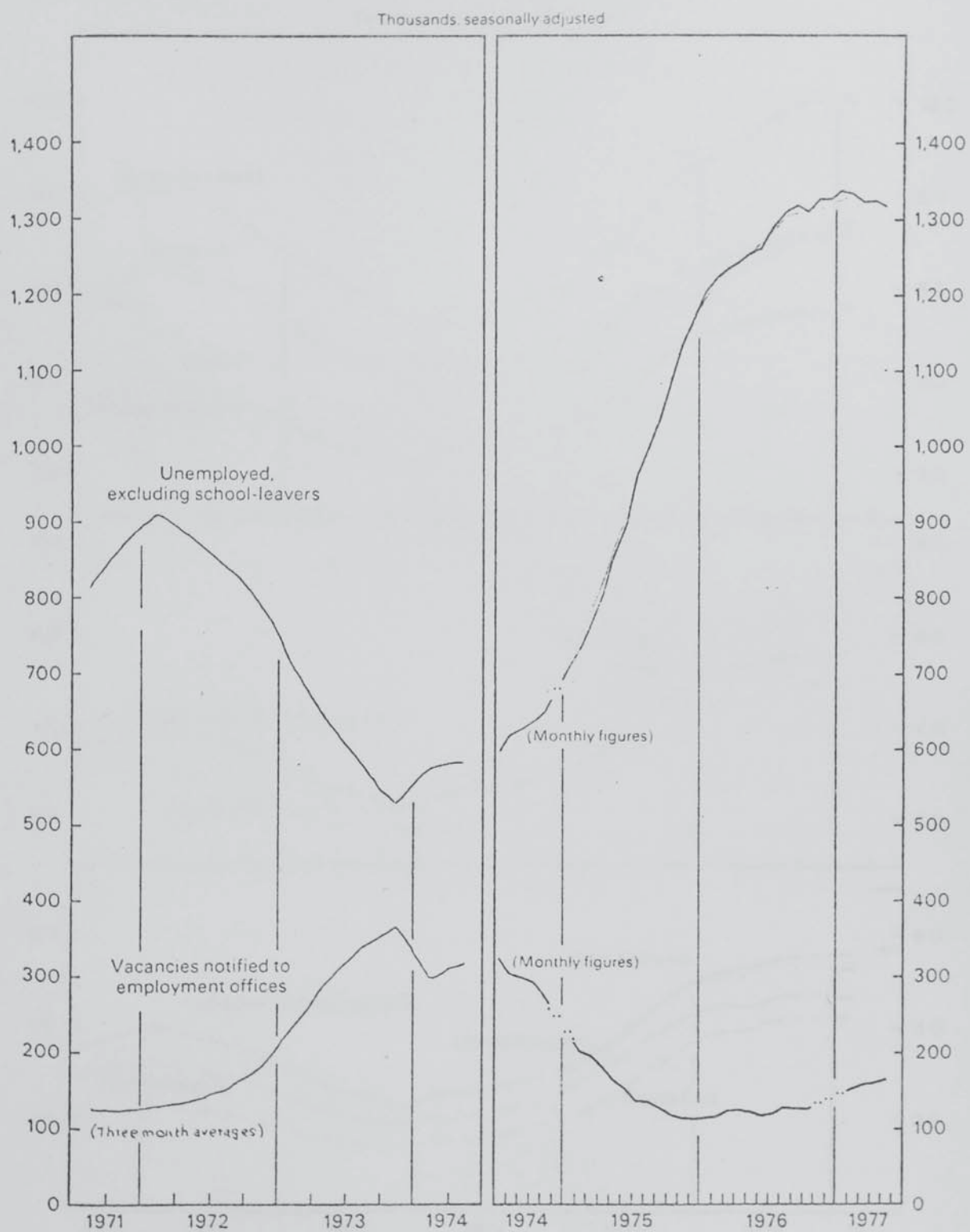
This chapter traces changes in satisfaction scores over the period of the survey i.e., December 1975 - March 1977. The possibility that job satisfaction is associated with alterations in any or all of three separate areas is explored. These areas are: a) External economic conditions e.g. inflation rate, changes in real income, unemployment level. b) Site circumstances e.g. new methods of work; managerial reorganisation, redundancies. c) Changes in personal circumstances e.g. domestic situations

2. *Background against which the survey is set*

The period covered by the study was a time during which inflation and unemployment rates rose at alarming speed. July 1977 saw the highest unemployment figures since 1948. The graph 7.1. illustrates how unemployment rose during the time of the survey. While unemployment levels were rising throughout the country, there were regional differences. Two of the research sites were located in the South East, one in East Anglia and one in the West Midlands. Graph 7.2 shows that the South East and East Anglia have relatively low unemployment rates compared to the West Midlands. But even this area is not so adversely affected as Scotland and the North of England. The graphs showing regional and national unemployment levels are displayed as the regional figures may have a stronger influence on respondents' attitudes toward job security than national statistics.

The rate of inflation, as measured by the percentage increase in the General Index of Retail Prices over the preceding twelve months, also rose rapidly. The annual figures are shown below.

GRAPH 7.1.



National unemployment 1971-1977

GRAPH 7.2.

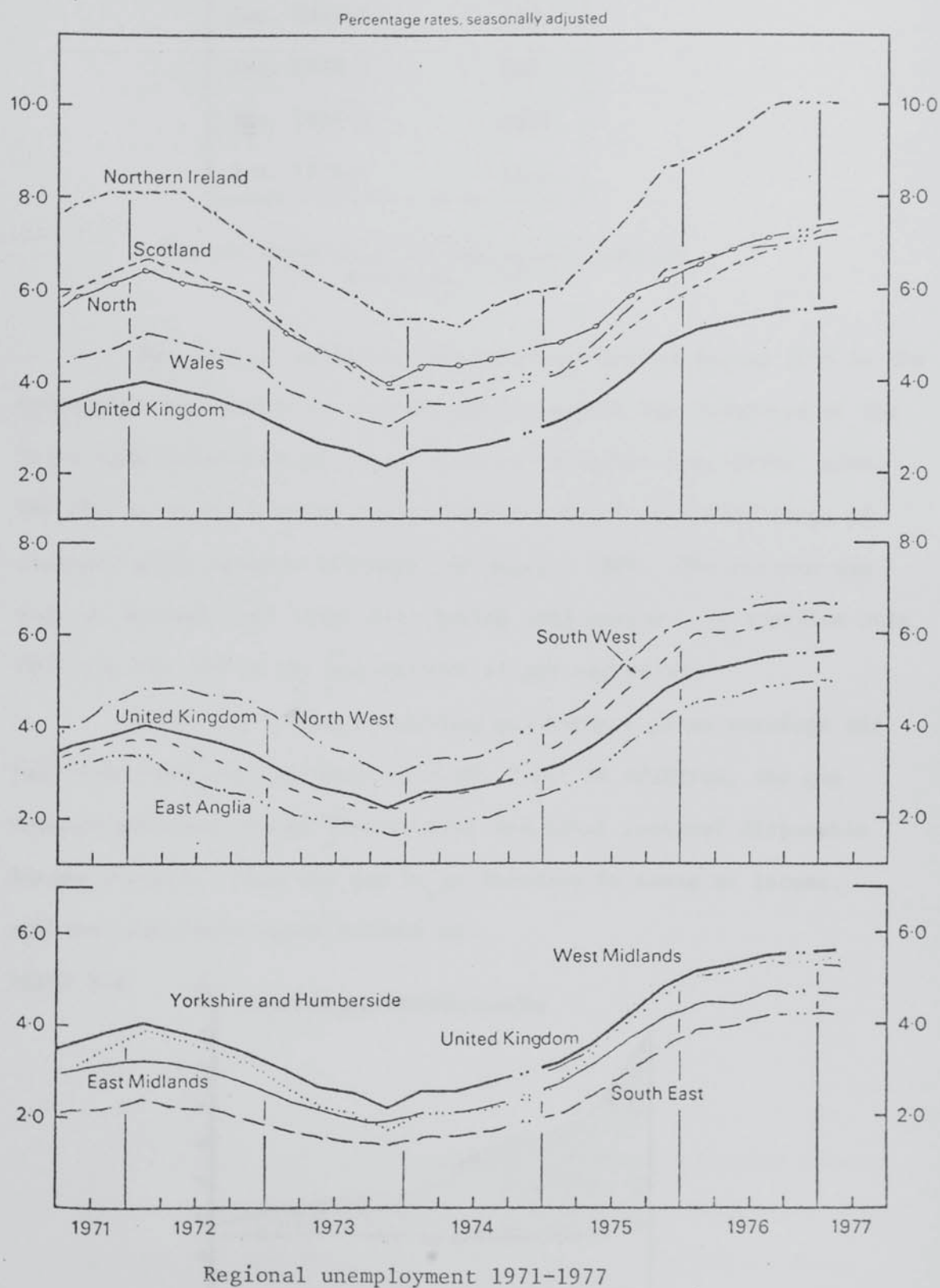


TABLE 7.1.

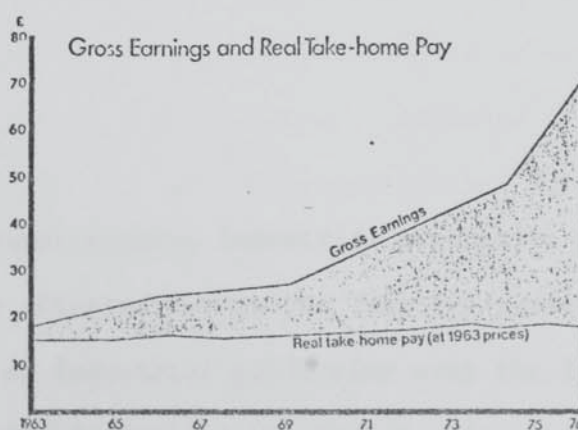
Rate of inflation	
Jan. 1972-3	7½%
Jan. 1973-4	12%
Jan. 1974-5	20%
Jan. 1975-6	23½%
Jan. 1976-7	16½%

Source: Department of Employment Gazette
1977 (March) pp. 226-232

The rate of inflation was somewhat checked during 1976 by the Government continuing to control prices through the operation of the Price Code under Part II of the Counter Inflation Act, 1973. Also, the 'Price Check' limited price increases to 5% on a wide range of consumer goods between February and August, 1976. The outcome was only an average 2.8% price rise during this period. In addition July 1977 saw the end of the second year of pay restraint.

Inflation caused a widening gap between gross earnings and real take home pay, as shown in Table 7.2. In addition, the gap between personal income (before tax) and total personal disposable income widened. This was due to an increase in taxes on income, national insurance contributions etc.

TABLE 7.2.



Source: Bacon & Ellis 'Britain's Economic Problems' and CBI Estimates

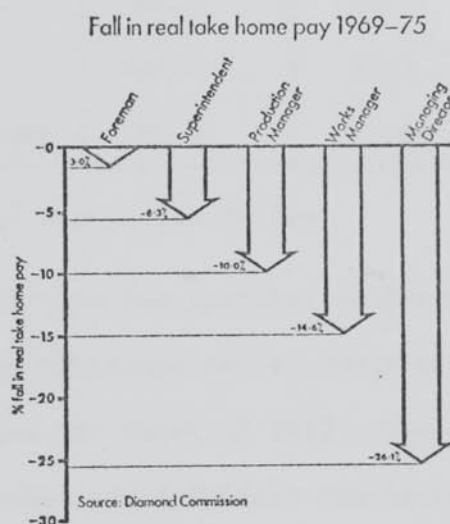
While two years of pay restraints may have served to check the rate of inflation, it also had other side effects. It served to hasten the process of the narrowing of income differentials between the classes.

The first 25 years of Queen Elizabeth II's reign have witnessed an important shift within the British Social system - the relative impoverishment of the professional and managerial middle class, and its consequent demoralisation ... The professor, who had an income four times that of a manual worker in 1939, now has one which is markedly less than twice as big, and still falling fast relatively

Paul Johnson, The Times, 4 Jan.1978

There is certainly no doubt that inflation and tax measures have hit hardest the professional and managerial classes. This has, of course, lead to a drop in real take home pay.

TABLE 7.3.



Not surprisingly, industrial production and company profits were adversely affected during the last few years. Table 7.4. showing the index of industrial production over the last six years is shown below. Statistics for non-ferrous metal manufacture and timber manufacture have been selected as Delta Metal Company is in the

non-ferrous metal industry, while the company not belonging to Delta which was included in the research study manufactures kitchen and bedroom furniture.

TABLE 7.4.

Index of industrial production. Average 1970 = 100			
	Total of all industries	Non-ferrous metal manufacture	Timber furniture etc.
Weights	1,000	14	22
1971	100.3	95.8	103.0
1972	102.5	97.3	113.5
1973	110.0	108.5	132.6
1974	107.0	104.2	112.1
1975	101.7	92.2	110.2
1976	102.2	95.2	111.1
1977(1st quarter)	103.3	99.6	107.5

Source: Central Statistics Office

These figures show how industry suffered a slump between 1973-1974 and how the slump continued for a couple of years before picking up slightly in 1976 and the start of 1977. The fluctuation was a little greater for timber and furniture manufacture than for the non-ferrous metal industries. Information on industrial production was obtained in case the awareness by employees of how the industry in which they were employed was faring, affected job attitudes.

To summarise, the background against which the present survey is set is one of: high unemployment; rising inflation; lowering of the standard of living, a drop in real take home pay; erosion of wage differentials, and a slump in industrial production and profitability.

3. *Changes in mean satisfaction and importance scores of all respondents between the first and last interviews with special emphasis on pay and job security*

An examination of the changes in the mean satisfaction scores between the first and last interviews is quite informative (Table 7.5).

The trend for satisfaction items is clear. The mean scores for nineteen of the twenty items declined over the period of the study.

Interestingly, the eight items which fell by .5 or more - pay; backing by management; company policy and administration; consultation; promotion opportunities; relationship with ones boss(es); status; supervision and/or guidance received - focus more on the context in which the job is done rather than on the actual job itself.

The item which had the largest mean score reduction is pay (-.96). Pay restraints, high inflation and the rapid disappearance of wage differentials between middle management and the shop floor could have caused this.

Satisfaction with job security dropped only -.32 between the time of the first and last interviews (December 1975 - March 1977). However, the statistics show that the unemployment level rose steadily throughout this period.

Table 7.6 shows the mean scores given to job security on a site by site basis.

TABLE 7.5

Changes in mean scores Time 1 to Time 4. Criterion level of significance $p < 0.05$. (N=84)				
Job facets	Mean satisfaction scores, Time 1 minus Time 4		Mean importance scores, Time 1 minus Time 4	
Job security	-.31	N/S	-.13	N/S
Status	-.54		.00	N/S
Physical working conditions	-.39		+.29	N/S
Promotion opportunities	-.60		-.08	N/S
Supervision received	-.47		+.15	N/S
Responsibility	+.06	N/S	+.08	N/S
Pay	-.96		+.36	
Work itself	-.29	N/S	-.27	
Recognition by management	-.45		+.25	N/S
Opportunities to develop ones ability	-.29	N/S	-.21	N/S
Relationships with colleagues	-.08	N/S	+.05	N/S
Relationships with subordinates	-.17	N/S	-.15	N/S
Relationships with boss	-.56		-.26	N/S
Achievements	-.20	N/S	-.14	N/S
Company policy and administration	-.78		+.07	N/S
Autonomy	-.31		-.08	N/S
Variety	-.32	N/S	-.13	N/S
Consultation	-.75		+.14	N/S
Authority	-.43		.00	N/S
Backing by management	-.65		.00	N/S
General job satisfaction	-.52			

Footnote. Range for job satisfaction and importance items 1 - 7

TABLE 7.6.

Mean job security satisfaction scores for each site								
	Site 1	N	Site 2	N	Site 3	N	Site 4	N
Time 1	5.64	36	5.86	22	4.68	31	3.79	19
Time 2	5.09	33	5.58	17	5.03	29	5.06	17
Time 4	4.43	30	5.33	15	5.17	24	4.20	15
Change between Time 1 - Time 4	-1.21	30	-.53	15	+.49	24	+.41	15

These scores suggest that satisfaction with job security is affected more by the immediate circumstances at the site than by national unemployment levels. For instance, at the start of the interview period, Site 1 was in a good market position with a full order book and plenty of overtime. By time 4, however, it was common knowledge that a four day week and perhaps redundancies were only being averted by the work entailed through the introduction of a new product line.

Site 2 mean scores are probably slightly more affected by the current situation prevailing in the country than by any actual events at the site. Profits at the time of the first series of interviews were extremely high. This division was one of the most profitable within Delta. By the time of the last interviews, profits were still extremely good, although they had dropped slightly. At no time during the course of the survey was there the remotest possibility of any redundancies occurring at the site. Nevertheless, despite knowing that their jobs were secure, the satisfaction score given to job security by the respondents declined. This probably reflected a growing unease caused by knowledge of the national unemployment situation, and the state of industry generally.

Site 3 was in an insecure situation at the time of the first interview. Employees knew that if the site did not become profitable

over the next couple of years, it would be shut down. By the second interview the site was in a much better market position. It was producing its own wire instead of having it made by one of the other companies within their division and this was creating extra work. By Time 4 the site was profitable. It was making copper tube shell and welding rod - for which there is a high demand in the Middle East and Europe. Extra people had also been employed. This gave employees a feeling of far greater security.

At Site 4, satisfaction with job security was extremely low at Time 1. This was due to the large scale redundancies in at the beginning of 1975 when 46 people were made redundant including some middle managers and supervisors. Satisfaction with job security was higher in Time 2 as flm was being spent on new plant, machinery and office accommodation. This gave employees a great sense of security, as it was generally felt that such a great deal of money would not be spent if there were any intentions of closing. By Time period 4 the exuberance caused by the go-ahead being received for the expansion programme was somewhat waining. Although orders were coming in there were production problems due to the installation of new machinery. In addition, while the site was now making a profit, it was minimal.

Table 7.5. shows that the importance score attributes to items is a more stable phenomenon than the satisfaction score*. The changes in mean importance scores between the first and last interviews were significant for only two facets; pay ($D = + 0.36$, $N = 84$, $p < 0.05$), and the work itself ($D = -.27$, $N = 84$, $p < 0.05$).

The mean importance score change for pay may as mentioned earlier reflect the dissatisfaction caused by matters such as the decline in real income. However, pay was also the only aspect directly affected by the external economic environment.

*Footnote. D = difference in mean scores given to facets at different periods in time.

Not only was pay the aspect which experienced the greatest increase in mean score for importance, it was also the aspect with which satisfaction declined most. As shown in Table 7.7. in each time period satisfaction with pay declined, while the importance placed on it increased.

TABLE 7.7.

Changes in mean satisfaction and importance scores for pay between time periods. Criterion level of significance $p < 0.05$			
Time period	Satisfaction mean score change	Importance mean score change	
1 - 2 (N=108)	-.54	+.16	N/S
2 - 4 (N=78)	-.41	+.20	N/S
1 - 4 (N=84)	-.96	+ .36	

The Pearson correlation coefficients of satisfaction and importance pay scores are shown below

TABLE 7.8.

Pearson correlations of satisfaction and importance of pay for each time period. Criterion level of significance $p < 0.05$			
	Correlation		N
Time 1	-.01	N/S	108
Time 2	-.08	N/S	96
Time 3	-.47		31(Site 1 only)
Time 4	-.32		84

While all the correlations are negative only the last two are significant. It appears that the satisfaction with pay and the importance attributed to it are becoming increasingly inversely correlated as time goes on. This suggests there may be a threshold relationship between satisfaction and importance attributed to pay

over time. It looks as if as satisfaction with pay decreases, its importance increases. Thus, initially there is a low negative correlation, but over time the strength of the correlation increases.

4. *Score changes by job level*

The sample was divided by level and t-tests performed on the job satisfaction and importance facets at Time 1 and 4. Level 1 consisted of managers while supervisors and superintendents were classed as level 2.

The two subsamples did not differ greatly in the importance they attached to the various facets between Time 1 and Time 4. There were, however, important declines in their satisfaction. The results of the satisfaction scores are shown below.

TABLE 7.9.

Satisfaction mean score changes Time 1 - 4 for Managers		
Criterion level of significance $p < 0.05$		
Aspect	Mean score Change	N
Promotion opportunities	-.89	37
Supervision/guidance	-.77	35
Pay	-1.22	37
Recognition by management	-.76	37
Relationship with ones boss	-.81	37
Company policy and administration	-1.08	37
Autonomy	-.41	37
Consultation	-1.34	32
Backing by management	-.84	32

TABLE 7.10

Satisfaction mean score changes Time 1 - 4 for 1st line supervisors and superintendents Criterion level of significance $p < 0.05$		
Aspect	Mean score change	N
Status	-.47	47
Pay	-.77	47
Company policy	-.51	47
Authority	-.57	37
Backing by management	-.49	37

Managers as a group became significantly less satisfied with 9 : 20 items. Superintendents and supervisors on the other hand, became less satisfied with 5 : 20 items. For neither level was there a significant increase in satisfaction with any of the facets considered.

Not only did managers become less satisfied with a greater number of items than supervisors, they also tended to decrease their scores by a greater amount. Three of the five items which supervisors became less satisfied with were also those with which managers showed dissatisfaction i.e., pay; company policy and administration, and backing by management. Nevertheless, in each instance the dissatisfaction of managers as a whole was greater than that expressed by the supervisors as a group.

5.1. *Circumstances existing at each site at the time of the interviews*

This section looks at whether the specific circumstances existing at each site at the time of the interviews appeared to be associated with the job satisfaction of its respondents. In each case the general background of the site is given followed by a resumé of events which took place between the interview periods and/or the changes in such circumstances as methods of work or output.

5.2. *SITE I. General background*

Site 1 is a manufacturer of kitchen and bedroom furniture employing about 400 shopfloor and 200 staff personnel. It is a subsidiary of one of the top industrial companies in the United Kingdom, although since 1962 the site has operated as an independent entity within the group.

The site is located in the Black Country and the majority of the labour force live within a couple of miles of the plant. Within the plant there are numerous family links, and many of the employees have long periods of service with the company.

Originally the site manufactured bed frames and recruited skilled craftsmen for this work. However, six years ago there was a transference to the production of self-assembly kitchen furniture. Despite the fact that this involves using a high degree of automatic, multi-tooled machinery and a flow line production, a craft trained male labour force is still the main type of recruitment.

The annual turnover of Site 1 is over £10m and it holds approximately 7 - 8% of the domestic kitchen market. Over the last couple of years the site has retained a position of second or third in the market. Considering the depressed state of the domestic kitchen market, and the relatively few years since Site 1 entered this field of work, this result is particularly good. In fact, during the period of the survey the market leaders announced redundancies, factory closures and short-time working. During the same time period, though Site 1 announced proposed redundancies, they did not materialise. Similarly, although Site 1 did work at reduced capacity, the periods of short-time working were minimal.

Site 1 could have been doing comparatively better than its competitors because its product ranges cover the expensive, middle, and cheap price ranges. There is no British competitor with a product

of comparative value to that of Site 1's top range and this consistently sells well despite economic slumps etc. The introduction of a new product in the middle price range also helped to boost the amount of work at the site. All products are continually reviewed and if necessary updated as the market for kitchen furniture is highly fashion orientated.

This site operates a different form of payment system from the other three sites studied. A plant-wide incentive payment system, in the form of a 'value-added' approach or 'share of production' plan is operated. This scheme was introduced in 1972 and is based on the principle of production value added. The difference between the cost of materials, supplies and services and the sales value of the output is calculated. Thus production value added is equivalent to the commercial value of the process of conversion from raw (or bought-in) materials to the finished product. The resulting income is used to pay all internally controllable costs, including wages, profits and investment. The cost-savings derived over a given period are shared between the company and its employees. The scheme operating here differs from profit-sharing schemes in that labour can make directly measurable contributions to productivity and to reducing variable costs. These are then rewarded on a proportionate basis.

The wages paid at Site 1 have nearly always been in excess of that for the industry as a whole. The weekly wage in 1977 for a top grade worker was £62.20, with labourers earning £53.50. In addition, bonuses were received. The average monthly bonus between March 1975 - March 1976 was 25.3% while that between March 1976 - March 1977 was 13%. The period from March 1977 to the end of the interview period in June 1977 was a depressed period resulting in no bonuses.

Salaried staff did not receive bonuses from the share of production plan although supervisors had a built in wage differential between themselves and the shop floor of £6 a week. Due to the relatively high shopfloor wages, bonuses and built in wage differential, supervisors at Site 1 were more highly paid than those for the industry as a whole. They also received more than their counterparts at the three other research sites. However, as managers neither received bonuses nor had built in wage differential between themselves and their subordinates, there were some wage anomalies between managers and supervisors. The managers' salaries were roughly equivalent to those at the other sites.

Labour turnover was fairly low - about 8% - between March 1976 and March 1977. It had been higher in previous years with a 30% turnover in 1974, although even then the stability ratio remained high at about 90%. Absenteeism was also low, averaging 5 - 6%. Due to recent redundancies of other furniture manufacturers in the vicinity, skilled labour was plentiful. A high apprenticeship ratio was still maintained despite the increasing automaticity of the production process.

5.3. *Changes in site circumstances. Site 1.*

Time 1 - Time 2 (March 1976 - July 1977)

At the time of the first interviews, Site 1 was working at full capacity. There was much talk of the 'management team' and 'team spirit' which existed at the site. The impression gained was that everyone at the site was busy - though not unduly pressurised - and quite contented. A high degree of pride in Site 1 was expressed by many of those interviewed. This seemed to be particularly true of the managers, several of whom expressed sentiments such as: 'You'll never find another place quite like Site 1'. 'We're a team and we like to win. We don't take kindly to losing'.

In the four months between the first and second interviews many circumstances had changed.

The site works in a highly competitive , unstable market. Between interview periods 1 and 2 it went from a situation of working at full capacity to a four day week with the announcement of impending redundancies. The announcement of redundancies was then withdrawn as orders increased, and the site reverted to excessive overtime (i.e. more than one hour each evening, plus Saturday mornings). The summer shut down period soon to take place also added to the amount of work, as there was a rush to complete orders. Hardly surprisingly, these swift and drastic reversals in the situation at the site led to a considerable amount of upheaval and uncertainty. The shop floor in particular had been upset by the changing circumstances. At the time of the announcement of redundancies a certain degree of anxiety and panic had been expressed. This later developed into a 'don't care' attitude which affected the quality and speed of work. The withdrawal of the announcement of redundancies coupled with the return to excessive overtime led to further problems. The shop floor were reported to be losing confidence in management and not trusting what they said.

Throughout this period it was the supervisors who bore the brunt of the shop floor discontent and unsettlement. They were the ones who had to face the cross questioning of the shop floor concerning who was to be made redundant etc. Similarly it was the supervisors who had to encourage people to work while the gloom of redundancies was in the air. And again they were the ones who had to change the pace of work when the announcement of a return to full time work and overtime was announced. The supervisors were, therefore, quite discontented over having to bear the brunt of this day-to-day pressure. This discontent was expressed mainly through dissatisfaction with company policy and a general feeling that there was bad management and lack of

foresight and planning.

We've gone up and down like a yo-yo. I'm fed up. Excessive overtime led to a 40 hour week which led to short time, which led to redundancies posted, which led to excessive overtime. I'm disillusioned about my job because of the planning. We haven't got anywhere. We should know when, where and how we'll make things

Supervisor

Absolutely nothing nice or good has happened over the last couple of months. In fact if you'd come a few weeks ago it was even worse! We don't talk about it much or else we'd end up crying on each others shoulders!

Manager

Managers also blamed the dramatic switch in the hours worked on to bad planning and a general lack of guidance.

Recently I've felt more discontent. The company seems to be rudderless. No direction from the top since the last M.D. went (one month before). There's been a lack of direction. No policy e.g. redundancies. Four day week and redundancies notified. We panicked too soon. Lack of planning and direction. I would like to know where we're going - company-wise. If I found a better job I'd go to it. I'd miss some aspects of Site 1. We need direction from the top and then 'The Team' can get there. We can't if we don't know which direction to go in.

Manager

Several other important changes took place between the interview periods. Six out of the fifteen managers interviewed had a change of job. For five out of six managers the change involved taking on more responsibilities, while for the sixth the move was a sideways transfer.

The managerial changes meant that the managers involved had a slight rise in pay (£150 - £200 per annum). Although this mollified them somewhat, the majority were still discontented over pay and in particular wanted company cars. As one of the senior managers put it 'They see the line managers at (subsidiary) with company cars and they want them too. They don't see why they (i.e. those at the subsidiary) should have them and they can't!'.

The change in jobs coincided with a time when the managers

were under a considerable amount of pressure for several reasons.

First, production planning had gone on line to the computer. This had caused the manager responsible for organising and guiding the change over process a lot of work. Inevitably there were many teething problems with the new system. These were not helped by the fact that the vast majority of the managers had very little understanding of or time for the computing system which was being installed.

Secondly, the second interviews coincided with the summer holiday period. Due to holidays it had been many weeks since all the managers had been at work. Also one manager had left and not been replaced. This meant that extra work had to be divided out among those present.

Finally, the changes in jobs meant that people had to put in extra effort and time in order to become fully conversant with their new jobs.

The following are examples of quotes from managers concerning their work load.

It takes longer to switch off at night. I've kicked hell out of my wife recently over petty things. I've been working 12 - 14 hours a day recently. Is it worth it? I'm not actually looking for another job but I'm keeping my eyes open. Same as the rest of them (i.e. other managers)

I'm putting in too many hours. My wife has given me a written ultimatum. For the last three weeks I've been here before 8 a.m. and haven't got away 'till after 9 p.m. I've only had lunch three times during the last three weeks. Also I've been working Saturdays. I've reached the point where I'm actively looking for another job. I've had to cancel my holiday twice this year. Last year we didn't get a holiday 'cos I changed my job. Also now 'knock-down' is going on line with the computer in September when I was thinking of going on holiday, so God knows when I'll get a holiday. Also (Manager) has been away for over two weeks now and (Manager) has gone at the same time and it all adds up to dissatisfaction.

The managers definitely had about them an atmosphere of general gloom and despondency. As one senior manager put it: 'The place (Site 1) will be worse in three months, and even worse in six

months, and in nine months you'll be seeing new managers'.

A few further changes had occurred. One product line had closed down, and although it was planned to replace it with another line, nothing had been finalised. The paint process had been modified. New offices had been built and several of the managers had changed rooms.

Site 1 had its manufacturing units in two separate buildings (A and B), which were separated by a distance of $1\frac{1}{2}$ miles. Alterations were underway at Building A which was causing a temporary shortage of space.

The more expensive ranges are manufactured at Building B. These ranges have a more stable market, and orders for these units had slightly increased. However, when the four day week came into operation employees at Building B were also affected. Management felt it unwise to have one part of the factory working short time while the rest worked overtime. This decision was particularly unpopular with those employed in Building B. It is worth noting that during this period the main competitors of Site 1 were on a three day week.

As mentioned previously, the second interviews took place in the summer of 1976. That particular summer was extremely hot and as part of the shop floor had a perspex roof, the employees in that section were working under very hot unpleasant conditions. There were many arguments over whether free drinks should be supplied, or whether the cost of the drinks should be taken out of the bonuses. Also many argued that effective fans should be installed to make the working conditions bearable and so as not to adversely affect output.

Problems were arising with suppliers. There were several shortages of materials and during the short-time working the suppliers did not buy in much stock. Thus they were unable to increase their

supply quickly enough to meet the sudden increase in demand.

Finally, probably because bonuses had been low over the preceding period, two sections of shop floor workers had asked if they could return to the former piece work scheme.

As one manager said: 'We're having to put an awful lot of effort in just to stay in the black. In good times that amount of effort would have made us a handsome profit'.

To see if the events occurring between interview 1 and 2 reflected themselves in the scores given to the satisfaction and importance facets, t-tests were performed. Mean score changes reaching the criterion level of significance, $p < 0.05$ are shown in Table 7.11.

TABLE 7.11.

Site 1 Job facet mean score changes Time 1 - Time 2 for managers and supervisors (N=31) Criterion level of significance $p < 0.05$	
Job facets	Mean score change
<i>Satisfaction with:</i>	
Security	-.70
Recognition by management	-.64
Achievements	-.55
Company policy and administration	-.61
General job satisfaction	-.63
<i>Importance attached to:</i>	
Achievement	-.55

These results do seem to reflect some of the changes in circumstances which occurred between the interviews.

The decrease in satisfaction with job security probably arose from the uncertainty caused by the recent four day week and announcement of redundancies. Bad company policy and administration - taking the form of over hasty actions - was blamed. This feeling was reflected in the score for this facet.

The movement of the achievements aspect can be understood when the prevailing circumstances are considered. Managers were over-worked because of: the holidays; changes of jobs, and pressure to get as much work out despite the demotivated shop floor attitude. One manager said that he had been: 'feeling like a voice crying in the wilderness'. Another put it: 'At the moment I'm so bogged down doing everyone elses job - two managers on holiday and no distribution manager - that I can't achieve anything much that is good'.

Similarly the supervisors had had little room for achieving worthwhile results in their jobs over the preceding few months. A large amount of their efforts had been consumed in altering the pace of work of the shop floor to suit the requirements of the moment, and boosting shop floor morale. One of the supervisors said that he had spent a lot of time: 'Going around and telling them (i.e. the shop floor) and answering questions about the four day week'.

Why the importance attached to achievements should have declined is unclear. Perhaps at this particular time the respondents were more interested in merely keeping their job and surviving and saw achievements more as 'icing on the cake'.

The differences between scores at Time 1 and Time 2 when the respondents' scores were subdivided by the job levels of manager and supervisor are shown in Tables 7.12 and 7.13.

Comparing satisfaction and importance changes Time 1 - Time 2 for the site as a whole, with the changes apparent when the sample is split by level, several differences emerge. Managers become dissatisfied with promotion opportunities, recognition by management and

TABLE 7.12

Site 1 Job facet mean score changes Time 1 - Time 2 for managers (N=12) Criterion level of significance $p < 0.05$	
Job facets	Mean score change
<i>Satisfaction with:</i>	
Promotion opportunities	-1.33
Recognition by management	-1.17
Consultation	-0.75
General job satisfaction (GJS)	-1.00
<i>Importance attached to:</i>	
Responsibility	-0.50
Opportunities to develop your ability	-0.50
Relationships with colleagues	-0.67

TABLE 7.13

Site 1 Job facet mean score changes Time 1 - Time 2 for supervisors (N=21) Criterion level of significance $p < 0.05$	
Job facets	Mean score change
<i>Satisfaction with</i>	
Security	-0.79
Responsibility	-0.48
Company policy and administration	-0.52
<i>Importance attached to:</i>	
Work itself	-0.43

consultation. Supervisors, on the other hand, became dissatisfied with job security, responsibility, and company policy and administration. From these results it may be deduced that the prevailing circumstances had different degrees of impact on employees according to their job level. This in turn seems to have influenced their opinions of job satisfaction and importance facets.

5.4. *Changes in Site circumstances. Site 1*

Time 2 - Time 3 (July 1976 - November 1976)

Between Time 2 - Time 3 there was an organisational change with important long term repercussions. Two managers were given joint responsibility for the production at Building A while two other managers were allocated joint responsibility for the production output at Building B. Previously, several managers had had responsibilities for certain production matters at both Buildings A and B. Now there was a clear demarkation line between the two parts of the site.

This reassignment of duties signified to many that the end of 'The Team' was approaching. So long as managers had responsibilities for both parts of the site, it was felt that everyone was pulling together. As one of the managers put it: 'In the short term its better, but in the long term? It means the end of the team!'.

This sentiment was echoed throughout the management structure. Another said: 'The management 'team' is disintegrating. . . . (Mr.A) has gone, . . . (Mr.B) has been pushed out . . . (Mr.C) has left and . . . (Mr.D) is going soon'.

Managers also felt they were working hard but not achieving any results. There was a:

general feeling of frustration, of apparent lack of anything positive happening. Nothing concrete that you can put your finger on - a lot of indecisions around at the moment

New developments had also taken place on the shop floor.

In the past:

We used to have full co-operation of the section for changing around jobs but not now. They refuse to go on the back of machines. They don't see that its to their own advantage in the end.

Supervisor

Free movement of labour was one of the reasons why the profit sharing scheme had been introduced. The scheme guaranteed that if a person was asked to do a job below that of his specified grade, he would still be paid at his own rate of pay and not lose financially. As the shop floor were now being awkward about moving jobs, production time was being wasted. Some people were under-employed, while others were very busy. Also it demonstrated that the shop floor were no longer whole heartedly committed to the profit sharing scheme and the principles upon which it was based.

Orders around this time were fairly good. The situation was being helped by a large number of export orders (valued at £¼m). However, the cost of importing materials had risen so not as much profit was forthcoming as would have been the case in earlier months. While the export orders had boosted sales, they had also caused production problems. The export order specifications were slightly different from those made for the home market, resulting in the need for adjustments to machinery settings etc. The shop floor and supervisors were now working excessive overtime to get the export orders out. Some supervisors had been working seven days a week for the preceding seven weeks and while the shop floor had some choice regarding when and if they worked overtime, the supervisors did not. Many were annoyed about the amount of overtime they had to work.

The shop floor come in when they want to and we have to fit in.

Supervisor

Between the second and third interviews production planning for the self-assembly units were put on the computer and some difficulties arose through changing to the new system.

The maintenance section was overworked. There was so much backlog of work that no preventative work was being done and the section was working full time on breakdowns.

Only two other minor changes had happened. A new extractor had been installed on the shop floor. This was more noisy than the old machine and some people were complaining. The other change was that mortgage rates had gone up and there had been an increase in the bank lending rate. Therefore there were quite a few comments from people that they would like more money or alternatively, more fringe benefits.

Table 7.14 shows mean facet score changes in satisfaction and importance for items reaching the criterion level of statistical significance of $p < 0.05$.

TABLE 7.14

Site 1 Job facet mean score changes Time 2 - Time 3 for managers and supervisors (N=29) Criterion level of significance $p < 0.05$	
Job facets	Mean score change
<i>Satisfaction with:</i>	
Consultation	+0.69
Company policy and administration	-0.43
<i>Importance attached to:</i>	
Pay	+0.28
Recognition by management	+0.41

The increase in the importance placed on pay is probably a result of mortgage rate increases, inflation and the declining standards of living, rather than caused by any event pertaining directly to the site.

Both supervisors and managers claimed that they were getting very little recognition from their superiors for the work they were doing. The supervisors complained that it was taken for granted that they would work overtime, while managers said that they were receiving very little encouragement in their work. This is probably why the aspect of recognition is being emphasised.

Regarding the satisfaction aspects, it was mainly supervisors who had complaints on this score. Their complaints centred largely on the circumstances surrounding the export orders. They stated they had not been given full details of the order specifications. Thus many problems were arising which could have been eradicated, had there been sufficient forward planning. They expressed the opinion that management did not appreciate what was involved in changing the programmes to meet the overseas order specifications.

5.5. Changes in Site circumstances. Site 1.

Time 3 - Time 4 (November 1976 - March 1977)

During this time period, orders were very poor. It was general knowledge among employees that only the introduction of a new line, and all the preparatory work which it entailed, was stopping lay offs. The following are quotes from supervisors which reflect their general view of the situation

It makes it that much harder when you're struggling to find people work. That's what we're doing now.

I'm feeling brownd off. Bonuses are down. The shop floor are fed up. It's only the new range which is stopping people being laid off.

It's frustrating now we haven't got much orders. We're doing individual jobs instead of bulk jobs so a lot of time is spent setting up the machinery.

I've been feeling about the same as everyone else - fed up with the low order book. There has been a definite split between the management which has reflected back on us In the past a low order book led to short time working. Now new legislation of £6 a day for six weeks puts us in a bad situation as we can't afford to pay £6 a day to lay people off.

... In an effort to reduce variable costs, there had been a cut back on stocks and no new materials had been bought in. This raised a few production problems as some shortages arose. There were also problems with the quality of some bought-in materials, which had led to customer complaints.

Among managers there was a general consensus of opinion that: "the team" has gone, through no fault of its own . . .' Also, several managers complained that there was now less communication and consultation between managers. For instance, decisions to buy machinery had been taken without consulting all the important interested parties. Similarly, managers were given very little information about the new product line.

I haven't even seen it yet. But I'm to go to a meeting with reps. and a dinner and I'm to talk about it and answer questions. But no-one's shown it to me. It's in development. I don't go poking around development as it's a security area - same as they wouldn't come poking around my confidential papers.

Managers were not alone in feeling that they were insufficiently consulted

I've one or two moans and groans. The main thing is being consulted about jobs after they've been decided. Makes it awkward all the way around.

Supervisor

Supervisors also expressed the view that in many cases other departments had too little understanding of their work.

Among managers in particular, the feeling of not knowing where they were going as a company, and the need for 'clarification of the overall structure' prevailed.

Significant changes in mean scores for job satisfaction facets are shown in Table 7.15. There were no significant changes in the importance given to facets between time 3 - 4.

TABLE 7.15

Site 1 Job facet mean score changes Time 3 - Time 4 for managers and supervisors (N=28) Criterion level of significance $p < 0.05$	
Job facets	Mean score change
<i>Satisfaction with:</i>	
Security	-.82
Promotion opportunities	-.64
Supervision/guidance	-.71
Company policy and administration	-.68
Backing by management	-.61

When managers' job facet scores were examined separately, the only significant mean score change Time 3 - Time 4 was for satisfaction with supervision ($r = -1.50$, $N=10$, $p < 0.05$). There were two significant mean facet score changes for supervisors during this period. They were satisfaction with job security ($r = -1.06$, $N=18$, $p < 0.05$) and satisfaction with the work itself ($r = -0.39$, $N=18$, $p < 0.05$).

Again these results are about what would be expected, given the climate of the site. It is noticeable that practically all the changes pertain to dissatisfaction with the context in which the work is done and/or aspects over which one has little personal control.

5.6. SITE 2. *General background*

Site 2 is a branch of the Cables division of the Delta Metal Company Limited, situated in London.

Originally the site was owned by Johnson and Philips (1925). In 1965 it was bought by the Delta Metal Company. At the time of the takeover the site covered the production of plastic and paper power cables, rubber cables and transformers. After the takeover a rationalisation plan was operationalised and only rubber cables and special cables are now produced.

Site 2 is the second largest manufacturer of rubber cables in Britain. B.I.C.C. is the main manufacturer, and they are the largest rubber cable producer in the world. Over 15% of the market share is held by Site 2. This percentage has been increasing gradually over the last few years, and the ultimate goal of the company is to achieve a 20% share of the market. There is a slightly higher profit margin on special cables than standard rubber cables.

About 20% of the orders received by Site 2 are for Government contracts. The other main bodies supplied are the Coal Board, Admiralty and British Steel. The Cables industry is highly competitive, with competing companies often producing identical cables. However the industry does not have the problem of having to continually reappraise and modify new and existing product lines in order to satisfy the changing tastes of the general public. Although several companies compete with each other for orders, companies tend not to undercut each other as this would lead to a general lowering of the profit margins. Thus the companies working in this market behave in an oligopolistic manner.

The manufacture of rubber cables involves a highly complicated technological process and new entry to the industry is rare.

The length of the order book over the last three years is shown below:

1975	26 weeks
1976	3 weeks
1977	15 weeks

The poor economic climate prevailing in 1976, definitely had an impact on the site. However, 1977 showed considerable improvement over the previous years' order situation, although the comparatively secure order situation of 1975 had not returned.

Site 2 accommodates the staff and works of the Rubber Cables division, and the headquarters and sales staff of Special Cables Division. The breakdown of the employees is shown below.

TABLE 7.16

Breakdown of employees at Site 2			
Employees	Rubber Cables Division	Plastic Cables Division	Special Cables Division
Staff	129	81	18
Hourly paid	203	-	-
Manual workers employed under staff conditions	-	35	-
Total employed	332	116	18

The last redundancies at Site 2 were in December 1968 when approximately 700 people were made redundant as a direct result of rationalisation. The last five years has seen hardly any change in the number of hourly paid employees although staff numbers have increased by 40. This figure includes the 18 people from Special Cables Division who were transferred here at the beginning of December 1977.

The payment system for the shop floor is an individual bonus system. In 1976, shop floor employees earned a flat rate of 80 pence an hour. Normally, they could also earn a 100% bonus amounting to an extra 20 pence per hour, while for some jobs bonuses averaged well over 100%.

There was some night work at the site but the majority of the supervisors were on permanent day work. The hours of work were 7.30 a.m. - 4.30 p.m. It was standard practice for supervisors to work and be paid for one hour's overtime each night. The pay band for supervisors was £3,300 - £3,600 (This figure relates to April 1976).

5.7. Changes in Site circumstances. Site 2.

Time 1 - Time 2 (April 1976 - July 1976)

Around this time a change on the commercial side of the business was imminent. Previously, the Plastics Division provided a service to the Rubber Cables Division for sales. This was not seen as an ideal situation as employees disliked being responsible to two separate organisations which had different styles of operation. Thus the Rubber Cables Division was forming its own sales department. Reactions to the impending change were mixed. Some felt it would improve the current situation as a clear demarkation lines of authority could be made. Others thought it would aggravate the 'us' and 'them' distinction between the Rubber and Plastics Division which already existed. A marketing manager had been recruited which altered the amount of work and extension of powers of the sales managers.

While the number of orders had increased, their average size had decreased, hence more time was spent on changing machines than usual. It was generally agreed that the economic situation was to

blame for the change in the type of orders.

We're under more pressure because of the economic climate. Last year we made a good profit. This year its not so good, next year again it won't be so good. Then probably it'll come up again.

Manager

The technical department was being enlarged. New machinery was being installed on the shop floor which was making the maintenance section very busy, as well as causing overcrowding. A new production control system was also being organised, although it had not yet been installed.

Some of the former powers of senior managers in the site had been withdrawn. Although this had disturbed one or two people, it was regarded more as a 'paper matter' which would have little effect in practice.

The second interviews were taking place in a particularly hot summer which was causing water shortages and drought. Thus, a lot of emphasis being given to water conservation. The site used approximately 19 million gallons of water per year, costing 42 pence per 1,000 gallons. It was anticipated that the price would rise to £1 per 1,000 gallons. So far the site had managed to decrease its water consumption by 25%.

The effects of inflation and wage restraints were giving way to disgruntlement over pay.

The lack of a decent rise with government legislation affects the family and standard of living Still I'm quite happy. Its good to have a job these days with the employment situation.

Supervisor

The erosion of wage differentials was also evident.

I'm always pleased to see that the supervisory staff are coping well. Its hard to replace them. You can't get anyone to replace them because the shop floor can earn more though they put in longer hours.

Superintendent

Finally, there was a certain amount of annoyance expressed over the inequality of office conditions between the various departments.

The people in sales have carpets on the floor. They've a new office etc. but we haven't. Its a sign of what they think of production control. They work in mutual dependence with us. Its in the plans that we're to get a new office but if we don't press for it then it'll be completely forgotten - conveniently.

The job facet mean score changes reaching the criterion level of significance are shown in Table 7.17.

TABLE 7.17

Site 2 Job facet mean score changes Time 1 - Time 2 for managers and supervisors (N=17) Criterion level of significance $p < 0.05$	
Aspect	Mean score change
Pay	-1.47
Work itself	- .65
Recognition by management	- .88
Variety	- .82

The dissatisfaction with pay is probably a reflection of the economic situation. The change in attitude over variety and the work itself could have been caused by the decrease in the average job order sizes which meant that supervisors and the production control department had a lot more tedious work. Score changes regarding management recognition could have come about because of feelings of relative deprivation caused by the accommodation situation. Also, the alterations in the powers of senior managers and the introduction of a marketing manager could have been contributory factors.

No changes regarding importance matters were recorded for the sample as a whole.

When scores were examined by job level the following results were found.

TABLE 7.18

Site 2 Job facet mean score changes Time 1 - Time 2 for managers (N=8) Criterion level of significance $p < 0.05$	
Job facets	Mean score change
<i>Satisfaction with:</i>	
Pay	-2.00
Recognition by management	-0.75
Relationships with ones boss	-0.63
<i>Importance attached to:</i>	
Responsibility	+0.63

Probably the decline in satisfaction with management recognition, relationships with ones boss and the increased emphasis on responsibility are tied together. They may be repercussions caused by a reduction in senior managers' powers, coupled with a curtailment of some of the sales jobs through the impending Rubber/Plastics split and the introduction of a marketing manager.

The only mean score change to reach the criterion level of significance when the supervisory level was examined was that relating to the importance placed on opportunities to develop their abilities which decreased.

5.8. *Changes in Site circumstances. Site 2.*

Time 2 - Time 4 (July 1976 - May 1977)

During this time a couple of important management changes occurred. The works superintendent chose to retire early and a 25

year old production manager was appointed. He had been groomed for this position over the preceding year.

The installation of a new production manager had a lot of repercussions. The new manager was given a flexible budget and more supervisors were being hired. The appointment of two superintendents at a later date was also envisaged. The new supervisors were being recruited from outside of Delta. Although they were from an organisation which had a similar technology, the established supervisors felt strongly that only men who had 'been in rubber' all their working lives, were appropriate choices for supervisors.

As there had been no production manager for a couple of years, other managers had acquired a few duties which would normally have accrued to this job position. The coming of a production manager meant that some of these extra duties were lost. However, this situation did not cause much aggravation mainly because the bulk of the work of the production manager had been split between the works superintendent who had retired, the general manager and the person who was now production manager. Small amounts had also been handled by the personnel section and site administrator.

The new production manager had managed to reduce the relatively high absenteeism on the shop floor from a daily average of twenty shop floor employees absent without leave to about eight.

The production manager had given more responsibility to the supervisors and guaranteed to support them in public if need be. Although the supervisors welcomed this change, the average age of the supervisors was 57. The average length of time in the organisation was 33 years while that for length of time in the present job was 11 years. So most had worked under the last superintendent for about 11 years. Therefore this new found freedom took them a little while to adjust to adequately.

Other management changes had also occurred. The training and development manager for Rubber Cables had taken on the additional responsibility for the Plastic Cable side; as well as helping with all management recruitment. These latter duties had reduced the personnel section's sphere of activity.

Eighteen senior managers from Special Cables Division had been relocated to Site 2 so that all Division managers were located together. However this move was causing a certain amount of friction and internal disputes. In addition, in order to accommodate the newly arrived senior managers, some of the Rubber Cables managers had had to move office. The offices they moved to were in terrapin buildings, and this was seen as 'a step down' in the world. To aggravate matters, the office moves coincided with the start of the summer, and the glass of the terrapin buildings meant that the room temperatures were high. Also a few now had to share their offices, which they did not like.

There was much unrest over pay. Talks were being held involving shop stewards and staff unions. The maintenance section was behind most of this unrest partly because of the complete erosion of differentials between the maintenance and production workers. The maintenance men wanted a £9 a week rise but under phase 3 they were only being offered £5. The 'buying out' of tea breaks in the production department had been the trigger for the discontent as it meant that production workers often earned more than skilled maintenance men. The pay dispute had become so serious that the divisional personnel manager had been called in. The maintenance men were asking for either their job titles or hours of work to be changed in order to get around the pay freeze. Their request was refused.

None of the job facet mean score changes for the site as a whole, between the second and last interviews, reached the criterion level of significance. When the sample was subdivided according to

job level a few significant changes were found. Managers became less satisfied with consultation ($D = -1.83$, $N = 8$, $p < 0.05$) and placed more importance on working conditions ($D = +1.30$, $N = 8$, $p < 0.05$). Supervisors became more satisfied with autonomy ($D = +1.30$, $N = 7$, $p < 0.05$).

These results seem to reflect some of the events which had occurred between the intervening periods. A decrease in satisfaction with consultation may have been caused through some people relinquishing duties to the production manager. One or two did mention that they now felt they were being by-passed. The setting up of separate sales sections for the Plastics and Rubber Cables Division also meant that a few people lost part of their former duties.

The greater importance placed by managers on physical working conditions appears to be a direct reflection of the dissatisfaction caused by the arrival of Special Cable managers.

The greater satisfaction expressed by supervisors with autonomy reflects that the greater scope the production manager had given them over the running of their sections was appreciated.

It is worth noting that the facets for which there were significant mean score changes differ for supervisors and managers. The changes seem to reflect current events and the impact they had on employees at different job levels.

5.9. *SITE 3. General background*

Site 3 is part of the Rod Division of the Delta Metal Company Limited. The site produces wrought semi-finished copper alloys (brass and bronze rods).

The Delta Group holds about 50% of the market share for brass and bronze rods. The market shares held by their competitors in this field are approximately as follows: McKechnie Brothers 17%;

I.M.I. 12%; Vickers 7%; Langley Alloys, N.C. Alloys and various continental suppliers are also in this market.

Site 3 holds around 5 - 7% of the total market share for brass and bronze rods. 1976-77 saw an emphasis away from the production of brasses to that of small volume special alloys. Site 3 now has about 55% of the market share for the production of aluminium bronze special alloys. It also holds around 60% of the United Kingdom market for welding rod. Nearly one third of the total production from this site goes to other parts of the Delta Group, while the remainder is sold to a broad cross section of industry.

Originally, Site 3 was located in East London. However, during the first world war the site was evacuated to East Anglia. A large number of the buildings were transported and many of the original buildings are still in use. The rolling mill, for instance, was fitted in 1890.

Delta took over the site in April 1969. Locally, the site is still referred to by its original name.

At present a total of 345 people are employed here of which 108 are staff and 237 works. There has been hardly any fluctuation in these figures since the redundancies in 1975. At that time 30% of the staff and 15% of the works were made redundant. Prior to this, the site experienced redundancies in the early 1960s.

As Site 3 is placed in a predominantly agricultural part of England, the recruitment of craftsmen and skilled labour is a continual problem. The other three sites in the survey did not experience this difficulty as they were all located in industrial environments.

The length of the order book has declined steadily since 1973. Then there was a 40 week order book. By April, 1977 this figure had been reduced to 12 weeks for bar and 10 weeks for all other types of

work. These figures are a slight improvement over those of the preceding year.

A measured day work payment system based on the Philips payment system is used at the site. According to the report of the Engineering Employment Federation, the semi-skilled pay rates at Site 3 are on a par with the average rate in the district. However, the rates for skilled workers are below average, while salaries for staff and managers are above average. Shop floor employees earned around £47 per week in 1977 while skilled employees received about £52.

5.10. *Changes in Site circumstances. Site 3.*

Time 1 - Time 2 (May 1976 - September 1976)

The second interviews took place one week after the end of the holiday shut down period. Before the shut down period several management changes had been announced. Three managers received promotion and a further three were given sideways transfers. As the reshuffle had only taken place a few days before the second interview, it was too early for anyone to know how beneficial the changes would be. This however did not stop people expressing views on the subject. Below are a few contrasting views on the matter.

I'm tired of teaching idiots - who get paid more than me -
their job

Quote from a supervisor referring to the new production manager who, prior to that, had been personnel manager.

The management has changed again but I don't know what
effect it'll have yet

Supervisor

I think the management changes are generally good.

Supervisor

Although practically everyone who experienced a job change was generally pleased, as one manager put it: 'It's a bit unsettling. You don't know where you are'.

Another manager said that he was

... very pleased. I'm now into production again and I see it as a step towards general management. That's what I wanted when I first came here and I said that at the interview . . . The change in job will have considerable effect on my family because more hours will have to be devoted to work. Eventually it'll normalise out but at first it means I've got to work when and if necessary - but the answer is not to let it obsess you

The site was just about to start producing copper tube shell.

This meant output would rise and about 15 extra people were needed.

These events were a tremendous morale boost to the employees.

This time last year the firm was thinking of closing. But now with the copper shell it looks like being here till I retire.

Supervisor

The site had also started producing its own wire, instead of having it made at one of the other Delta sites. This had also increased the amount of work, and hence the feeling of job security.

The maintenance department was now under considerable pressure. They had been very busy during the shut down and holiday period and problems arising through the undertaking of the manufacture of copper tube shell and wire were causing additional pressures. For instance, several problems had arisen with the coiling process. More basic research was going into copper shell and bore during this period.

I haven't seen much of the family recently. We bought a sailing dingy at the beginning of the summer but I haven't even managed to take the family out once yet. I got out once myself during a weekday but had to go alone because everyone else was busy then. We've had holidays but the one thing we wanted to do (i.e. sailing) we haven't been able to do. I'm working seven days a week and coming back here in the evenings.

Maintenance Supervisor

Slight disgruntlement was being expressed at the site over pay

Money doesn't go so far, and I feel that maybe I'd like a bit more of it.

Supervisor

As usual, Site 3 was experiencing difficulty in obtaining skilled labour. This was particularly annoying because of the increase in work which necessitated extra labour as soon as possible.

A computer visual display link with Birmingham was being installed and sales records, stock control, and accounts were going on the computer link. Considerable time was being devoted to this project, although those involved were finding the work extremely interesting.

Finally, Site 3 - like Site 2 - was carrying out projects into possible means of water conservation in case water supplies became rationed.

Two job facet mean score changes between the first and second interviews reached the criterion level of significance. They were satisfaction with authority ($D = -0.57$, $N = 29$, $p < 0.05$) and importance of autonomy ($D = -0.24$, $N = 29$, $p < 0.05$). When scores were considered according to job level, managers were found to be placing less importance on autonomy ($D = -0.38$, $N = 12$, $p < 0.05$) and supervisors less importance on authority ($D = -0.54$, $N = 13$, $p < 0.05$).

In some ways these results are surprising as it might be expected that the increased work would have resulted in people becoming more contented with job security and perhaps even the work itself. A possible explanation is that a low order book leads to employees becoming concerned over job security, while the reverse does not hold true.

5.11. *Change in Site circumstances. Site 3.*

Time 2 - Time 4 (September 1976 - May 1977)

The final interviews took place near the end of the second year of pay restraint. This meant that pay was very much on people's minds as it was uncertain whether further wage freezes were to be

imposed, or whether there would be a return to free collective bargaining. Managers in particular were disgruntled with pay. They stated that the shop floor could increase their earnings level by working overtime, while they had no such option.

Site 3 was now profitable due to the production of copper tube shell. However, the forge had been closed and was now producing welding rods and the possibility was mooted of closing down the sheet mill and making welding rod here too. Demand for welding rod is high - particularly in the Middle East and Europe.

The change over to the computer system for orders and dispatches had gone fairly smoothly and was now almost fully operational. Unfortunately there were now quite a few production problems and breakdowns occurring. The fear of closure which had been present at the site for the previous two years meant that a lot was at stake if production did not go out on time. However, as the likelihood of the site closure had been looming over employees for so long, as one supervisor put it: 'fear is no longer a motivator here. People have cried wolf for too long'.

The effects of the management changes of the previous months were now being felt. Supervisors were starting to complain about constant changes in direction from management. Also, they expressed the view that the mistakes of the newly appointed managers were being passed on to them.

Finally, as in the past, the site was experiencing labour recruitment problems.

Between the second and last time period, there was a significant change in the rating given to the importance of pay ($D = .78$, $N = 23$, $p < 0.05$) and satisfaction with achievements ($D = -.86$, $N = 23$, $p < 0.05$). Managers scores changed regarding the following job facets: satisfaction with promotion ($D = -0.42$, $N = 12$, $p < 0.05$),

importance of pay ($D = 1.05$, $N = 12$, $p < 0.05$) and importance placed on work itself ($D = -0.33$, $N = 12$, $p < 0.05$). Supervisors' scores changed regarding: satisfaction with pay ($D = -1.18$, $N = 11$, $p < 0.05$) and satisfaction with achievements ($D = 0.90$, $N = 11$, $p < 0.05$).

The decrease in satisfaction with pay, and the increase in its importance seems to reflect the fact that pay was a topical subject around this time. As with the previous sites, there were differences in the manner of viewing job aspects according to job level. This suggests that modifications in assessments of facets are associated with how events affected people rather than changing of their own accord.

5.12. *SITE 4. General background*

Site 4 is part of the Rod Division. It is situated in London. The Delta Metal Company was founded in 1894 at Site 4. Hence this site has a long history and has experienced an enormous amount of change from its inception to the present day. Site 4 produces finished stocks of brass rod.

During 1975, demand for brass rod in the United Kingdom was at its lowest level for two decades; a situation paralleled in most semi-manufactured metal products, not only in the United Kingdom but also in Europe and America. The first two months of 1975 saw an unprecedented rapid decline from boom to slump in this market. Site 4 experienced many difficulties as a result and their problems were magnified because many of their customers had built up stocks which took most of 1975 to run down.

As a result of these circumstances, Delta Metal Company reduced manning levels substantially in the Rod Division. Site 4 was affected and experienced redundancies at all levels. At one time the closure of Site 4 was seriously contemplated, however plans to re-equip the factory by improving costing, extrusion and finishing

operations were already underway. These plans entailed a capital expenditure of £1m. Hence, although the reorganisation was temporarily halted in 1975 it recommenced at the beginning of 1976, ready to meet the upturn in demand which was anticipated from 1977 onwards.

5.13. *Changes in Site circumstances. Site 4.*

Time 1 - Time 2 (December 1975 - August 1976)

By the second interviews, employees were feeling far more secure in their jobs. The installation of new machinery and the building works increasing capacity was engendering this feeling. As £1m was being spent on a five year expansion and reorganisation plan, the general attitude expressed was that such money would not be spent if there were plans to shut the site down.

While the expansion plan was a morale booster, it had created difficulties. Many engineering problems were being encountered, and this was coinciding with a shortage of engineers. Physical working conditions were extremely difficult due to the moving around of the plant. All supervisors were overworked. The maintenance department was working overtime on the installation of the new machinery, while the production supervisors were working under difficult conditions as well as having to learn how to handle the new machinery.

I'm fed up. All the moving around of machinery - the noise and dirt. The men are working under pressure. The upheaval - I've been working for two years on it.

Supervisor

The second interviews were during the holiday period, so people were having to cover for those away, and there were labour shortages. The following quote from a supervisor depicts how he sees the changing role of the supervisor today and his opinion of the reasons for the labour shortage.

All of the government legislation has made the job of a supervisor much harder. There's not one of us that wouldn't go back to the shop floor if we could do it all over again. We're working harder for so little reward. Wage differentials are gone. Social Security is so high that people aren't interested in working anymore. They don't want to work for a full five days. They work a couple and then they're off drawing the social security. The doctors give out certificates too easily. They think that there must be something mentally wrong with a person if he doesn't want to work and so they give him a certificate. When you get a man who asks for all the right forms - for example money advancement when he's worked a day - then you know they know the ropes. The unions are getting too revolutionary. We all went in the unions because of the redundancies. But we don't hold with the letter of the union

A few changes were being planned but they seemed to be fairly uncontroversial. The plans included: new offices for several managers and staff sections; a new warehouse; amalgamating the three canteens into one; employing a superintendent, and putting the stock control on line to the computer. The only intended change to cause a fair amount of discussion was that involving the canteen. This was because the staff received free meals, while the shop floor had to pay for their lunch. As it would be impossible to have - in the same canteen - some people paying for their lunches while others were not, management were looking into the possibility of 'buying out' staff meals. The controversy rested over how much money was required as compensation, and whether or not it should be inflation linked.

Unlike the two other Delta sites, Site 4 had no worries regarding water conservation as they had their own well in the grounds.

The only significant job facet mean score change between the first and second interviews was that regarding the importance of company policy and administration ($D = -0.41$, $N = 17$, $p < 0.05$). When the scores given by the two job levels were considered separately, managers ratings changed for two items: satisfaction with physical working conditions ($D = -1.50$, $N = 6$, $p < 0.05$) and the importance placed on physical working conditions ($D = 1.17$, $N = 6$, $p < 0.05$).

Supervisors' rating for satisfaction with responsibility ($D = 0.90$, $N = 11$, $p < 0.05$) was the only facet to alter significantly.

The decline in satisfaction with working conditions and the increase in its importance seems attributable to the building alterations underway. However, while the managers are expressing concern over this facet, the supervisors show no noticeable decrease in satisfaction between the first and second interviews. Perhaps this is because supervisors had been working under poor conditions for two years, so although they were unhappy about these circumstances their conditions had not deteriorated. Managers, however, had undergone a deterioration in their physical surroundings. As they were shortly to be rehoused, their furniture and equipment was being packed, stored and generally moved around.

5.14. *Changes in Site circumstances. Site 4.*

Time 2 - Time 4 (August 1976 - February 1977)

The major change in attitude related to pay. The shop floor were dissatisfied with government policies. The situation was aggravated because the shop floor were on a flat rate bonus due to the machinery and plant changes. Supervisors also expressed discontent over pay, especially in relation to wage differentials and the different pay bands for different types of work and skill. Some expressed dissatisfaction over salaries resting solely on the job rather than taking into consideration the skills and experience of the job holder. Managers also were feeling the effect of the wage freeze and considered their standards of living to be dropping.

I'm feeling well underpaid. I never bothered about finance but I'm finding it very difficult - a constant nightmare.

Supervisor

The pay code doesn't help. I've got a lot of work on and the men get more than the supervisors because the men get paid overtime.

Supervisor

The wage freezes have made the company drop behind and they're as well off outside (i.e. unemployed) as here.

Supervisor

I've been thinking of my job in relation to entirely outside influences - how well you're keeping up with those you associate with outside. I am dropping - industry is dropping - vis-a-vis commerce.

Manager.

Apart from feelings over pay - very little had happened. Serious delays were occurring over the processing of orders due to the machinery installations. The canteen problem had still not been solved as no solution satisfactory to all concerned could be reached. A few of the managers, however, now had their new offices.

None of the mean score changes between the second and final interviews reached the criterion level of statistical significance ($p < 0.05$).

6. Conclusion of sections concerning site backgrounds and events occurring between interviews

These sections show that people do change in the way they feel about their jobs over a relatively short period of a few months. Alterations in attitudes appear, in many instances, to be induced by the immediate circumstances which the site is experiencing. The external economic environment - especially regarding pay - seems also to be associated with changes in feelings of facet satisfaction and importance. This indicates that job satisfaction is not a stable phenomenon in the short term, but is dynamic in nature.

A further point which the site studies indicate is that it is not the circumstances existing in the site per se which affects attitudes, but the extent to which they directly affect employees.

Hence if most managers are working in poorly equipped offices, a manager may not be concerned about his physical working conditions, unless he himself is working in an inadequately equipped office. It seems that it is how events affect an individual employee which is the crucial determinant of job satisfaction. Some groups of employees tend to be affected in a similar way by events. This could explain why attitude changes tended to vary according to hierarchical position.

In some cases attitude changes may have been masked by some employees interpreting events in one light, while others gave it an alternative assessment. In case this was so some individual employees' views are followed through in detail across the interviews. These individual case studies are in chapter 8.

CHAPTER 8

INDIVIDUAL CASE STUDIES

1. *Introduction*

In this chapter, the working lives of nine people are followed through across the time span of the research to obtain a closer understanding of how events affected the respondents' views of their jobs and the satisfaction which they derived from them. As with any case studies, it is not possible to claim that the reactions of the people examined are typical. The people have been selected solely because they present interesting studies.

2. *CASE A*

2.1. *Interview 1*

At the time of the first interview, Mr A. was working as a supervisor in Site 1. He was contented with the job and liked the site

It's a secure job and I'm satisfied with the position and salary. I'd only leave (Site 1) for a better position and 70% job security I've been a supervisor before. The system at (Site 1) treats you more like a supervisor. Here you're regarded as part of management though not as much as we (i.e. the supervisors) would like.

Mr A. had organised a new despatch system about eleven months ago. The fact that it was still running smoothly was a source of considerable pride. Apparently, the system had meant that production targets were able to be met without the usual hectic end of month rush and need for excessive overtime. 50% of complaints had, according to Mr A. been caused by despatch. Now only 2% of complaints originated from his section.

We've a good atmosphere in despatch - caused by me having more time for the shop floor and being able to listen. There are no industrial problems here.

All in all, Mr A. seemed very contented with his work and the site at this time. While he seemed competent in his job, he did not appear to have any strong desire for promotion. He did indicate that he felt capable of being transport manager, but considered that lack of openings at Site 1 would cause him to remain at his present grade.

2.2. Interview 2

One month before the second interview took place an unexpected event occurred. The transport manager suddenly left the site. Thus Mr A. was given temporary promotion to acting superintendent of despatch. Also, three weeks before the second interview, Mr A's third child - a girl - was born. This particularly pleased him and his wife, as their other two children were boys.

Mr A. said he was feeling:

... on top of the world . . I've more responsibility in my new job . . . making me up to acting transport manager has shown that the managers are satisfied with me.

Mr A. said that he did not want to become transport manager. He mentioned that he had thought of applying for the job but decided against it as he felt that several people would leave if he got the post. He expressed the view that a good manager from outside the company should be brought in. This, he believed, would counteract suspicions of favouritism.

2.3. Interview 3

A month before the third interview, a new transport manager was appointed. Despite Mr A.'s remarks in the second interview that he did not want the job, and hoped someone from outside the company would get it, he appeared none too happy when these events took place.

I feel fed up. There's a new transport manager. I don't know what my job is now. I don't know where I stand. I was made up to acting manager while there was no manager. I

feel I've been used. I feel I've served my purpose and I feel a bit sore about it . . . The new transport manager has hardly seen us yet. He hasn't asked us to do this or that. I'd have thought that one of the first things he'd have wanted to do would be to see the supervisors. He's been here a month now . . . I've been thinking about work at home and feeling dissatisfied at the present moment.

2.4. Interview 4

By this time Mr A. seemed to have recovered somewhat from the feelings of annoyance and dissatisfaction which had accompanied the arrival of the transport manager. Nevertheless, he was not as contented as at the time of his first interview. He felt he was still being used and grumbled slightly about this.

I've been feeling 'fair' about my job. I'm back up here (i.e. Building A) to tidy up this side. Once one side gets in a mess I'm put in to settle it back to normal.

Mr A. acknowledged that there were one or two good things about the job.

I've got a fair amount of job security. It's possibly O.K. for pay, but could be a lot better - the weight of responsibility the supervisors have to carry.

2.5. Job satisfaction scores for Mr A.

Mr A.'s satisfaction scores illustrates how an unexpected and unsought for promotion affected his assessment of his job. Even more noteworthy is the manner in which this temporary promotion affected his satisfaction once it was withdrawn, and he had to return to his former position.

The scores which Mr A. gives to each satisfaction item are presented in four tables. Table 8.1. shows facets which are peripheral to the job itself, but which may be directly affected by promotion. Table 8.2. presents aspects concerned mainly with environmental factors influenced by higher management and company policy. Table 8.3. shows aspects related to the job while Table 8.4. presents those of work relationships.

TABLE 8.1.*

Scores for Peripheral Job variables		Case A		
Aspect	Time 1	Time 2	Time 3	Time 4
Job security	5	6	5	5
Status	4	7	5	4
Physical working conditions	3	5	2	2
Promotion opportunities	4	7	4	4
Pay	5	6	2	4

The behaviour of the peripheral clusters of items is clearly related to the job changes Mr A. was experiencing. Mr A. started off by being moderately satisfied with the items in question. However, his satisfaction increased at Time 2 - the period in which he received temporary promotion. By the next interview satisfaction had dropped due to the removal of the promotion, and in the fourth period it had either returned to its original starting position or was a little below it.

TABLE 8.2.

Scores for Company controlled variables		Case A		
Aspect	Time 1	Time 2	Time 3	Time 4
Supervision received	5	5	2	2
Recognition by management	6	6	2	5
Company policy and administration	6	6	2	3
Consultation	4	5	2	2
Backing by management	4	5	2	2

Footnote*

While the factor analyses solutions described in chapter 5 showed there was no empirical justification for adding together sub clusters of the twenty job satisfaction facets, this exercise was carried out in the individual case studies mainly for ease in presenting the data. There does however seem to be some conceptual grounds for adding together satisfaction scores for certain groups of variables. Also, it must be acknowledged that there are no empirical grounds for joining together graph plots showing satisfaction at different points in time.

A similar trend is apparent for scores in Table 8.2. Moreover, while only two of the items increase in satisfaction due to the promotion, all of them drop sharply following its removal. It is also worth noting that, by the last interview, none of the items had returned to their initial level of satisfaction. So it seems that giving Mr A. temporary promotion had, in the long term, more of a detrimental than beneficial effect for his job satisfaction.

TABLE 8.3.

Scores for job variables		Case A		
Aspects	Time 1	Time 2	Time 3	Time 4
Responsibility	6	6	5	5
Work itself	6	6	5	6
Opportunities to achieve worthwhile results	6	6	5	5
Variety	4	5	3	3
Authority	6	6	2	5
Opportunities to develop ones ability	6	5	3	5
Autonomy	6	5	5	6

With the job variables, there seems to be very little difference between the way they are assessed before and after the promotion. Nevertheless they are viewed in a less favourable light once the supervisor returns to his normal duties. For instance, satisfaction with authority declined drastically. Also this assessment does not become as favourable as it was in the initial interview. This is a similar pattern of movement to the company controlled variables depicted in Table 8.2.

TABLE 8.4.

Scores for work relationships		Case A			
Aspects	Time 1	Time 2	Time 3	Time 4	
Work relationships with one's boss	6	6	5	4	
Work relationships with one's subordinates	5	5	6	5	
Work relationships with one's colleagues	7	6	6	6	

Here, once temporary promotion has been withdrawn, Mr A.'s work relationship with his boss declines. This is consistent with his comments. Relationships with colleagues drop slightly when the temporary promotion commences. Again, this fits in with Mr A.'s remark that it might be better if he did not get the permanent post as some people might leave if he did.

The movements of the job aspects over time have been presented diagrammatically in Graph A. The average mean score for each Table, at the different periods of time, are plotted. Also, overall job satisfaction measure GJS and the composite job satisfaction measure, allsat are shown.

The movements of the aspects over time for the total sample is shown in Graph J at the end of this chapter. If Graphs A and J are compared it is apparent that Mr A.'s scores change far more sharply than the average movement for the sample.

3. CASE B

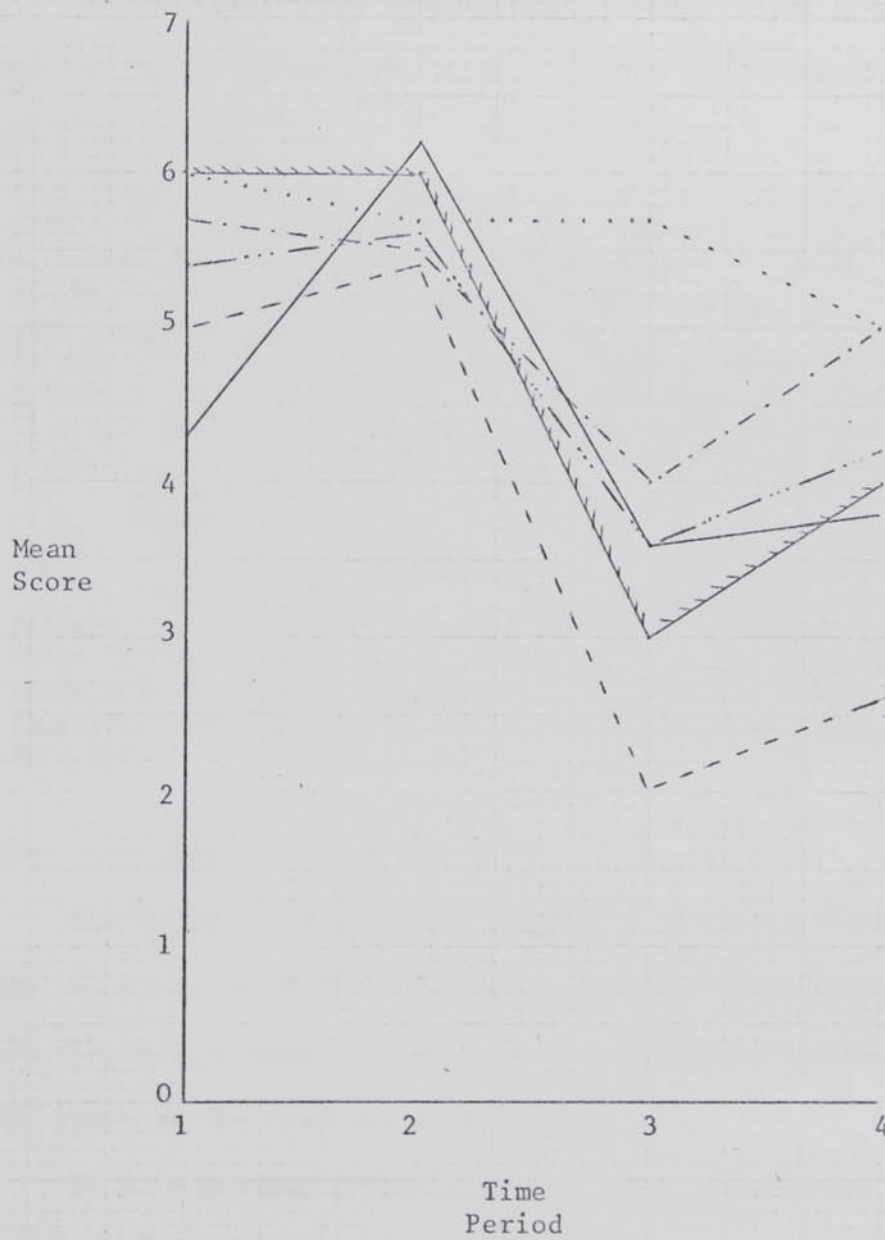
3.1. Interview 1

Mr B. worked as marketing manager at Site 2. He was dissatisfied with his job at the time of the first interview. His main complaints were that he disliked:

KEY

GRAPH A

- _____ Peripheral job variables
- Company controlled variables
- - - - - Job variables
- Relationships
- ////// Overall job satisfaction - GJS
- . - . - . Composite job satisfaction - Allsat



Job satisfaction scores of Mr. A. across time.

- (1) Having no laid down guidelines
- (2) Having no real responsibility
- (3) Having to do all the work himself

I have no official authority. I've a broad brief with no clear objectives laid down by myself or management . . . I haven't liked the way I've been used as a political football between two divisions (i.e. Plastic Cables Division and Rubber Cables Division).

3.2. *Interview 2*

By the time of the second interview Mr B. had found another job and was just about to give in his notice. His reasons for leaving are described below:

I realised that there was no future in my job. My boss didn't care about my future. I realised that I couldn't do anything about it so I decided to leave. I've got another job. It'll be more challenging. I have to prepare and implement marketing plans. Here I don't have any work to do. My boss doesn't delegate or give me anything to do. I have to make my own work. I read the Financial Times for 1½ hours each day. I've been thinking of leaving for two years. I've been looking through the ads. in the Telegraph for a long time and then I finally saw one I liked. It's with a family firm and it's a good job. But I'll have to work for it - if I don't I'm out on my ear. I'm looking forward to the challenge of it . . . I'm leaving because of the reasons above, but also because something is wrong with . . . (Site 2) but I can't put my finger on it. The whole atmosphere and the people in general . . . My job couldn't be improved. My job has got beyond that. Nothing could keep me here now.

3.3. *Job satisfaction scores for Mr B.*

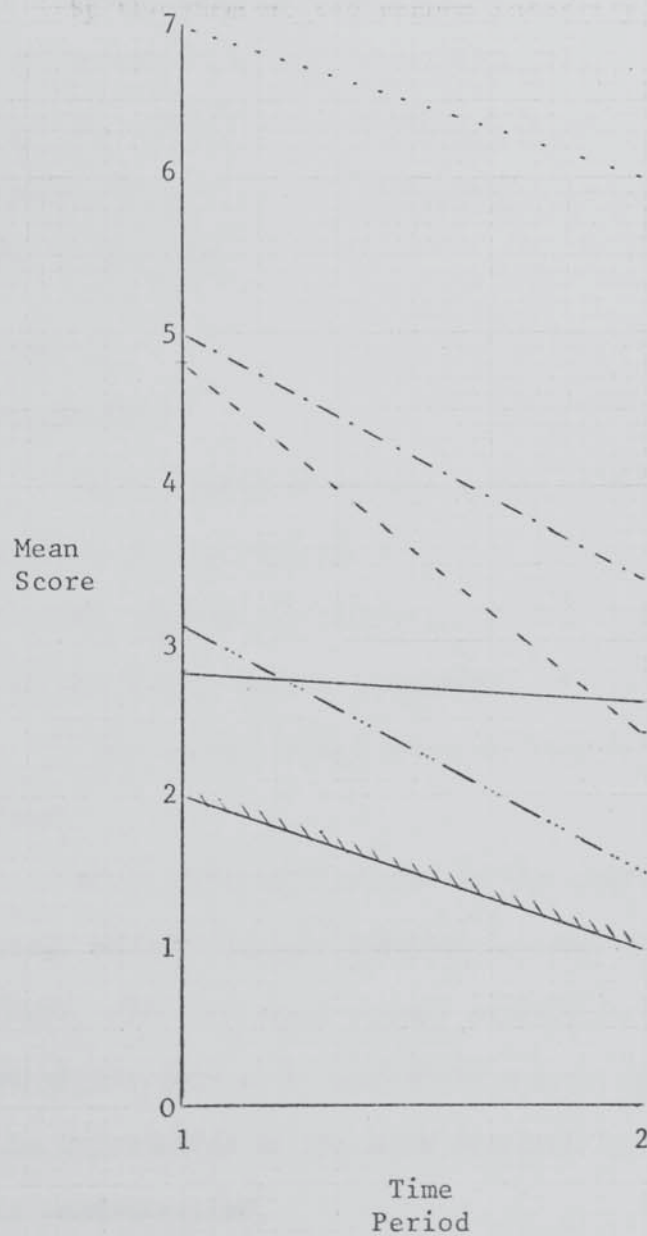
The manner in which Mr B. described different clusters of his job variables is shown in Graph B. As with the previous example, certain clusters of variables have been considered together, and the mean of items in the clusters established.

Mr B.'s growing dissatisfaction, which culminated in his terminating his employment, is clearly evident from the graph. All of the clusters of variables declined between the first and second interview. However, the degree to which they declined varied considerably. In Mr B.'s case it was the company controlled variables

KEY

GRAPH B

- _____ Peripheral job variables
- Company controlled variables
- - - - - Job variables
- Relationships
- \\\\\\\\\\\\ Overall job satisfaction - GJS
- Composite job satisfaction - Allsat



Job satisfaction scores of Mr. B. across time.

and job variables which dropped most, while the peripheral variables were most stable. This is to be expected. The peripheral variables - i.e. security; status; physical working conditions; promotion opportunities and pay - are more likely to remain fairly consistent over time. All things being equal it might be expected that only satisfaction with pay would decline as this aspect has been shown to be strongly influenced by external economic conditions.

While satisfaction with work relationships declined Mr B. was still quite satisfied with these aspects of his work situation. The cause of his resigning definitely seemed to lie in discontentment with the company controlled variables and those variables which directly pertain to the job.

4. CASE C

4.1. Interview 1

Mr C. worked at Site 1 as the production engineer. He was dissatisfied at the time of the first interview. His dissatisfaction was directed towards the organisation and running of Site 1, the value given to his job by senior management, and the pay and office conditions. As far as the actual work was concerned, he was quite satisfied.

Mr C. felt that as far as the organisation of the site was concerned, proper forward planning was needed. Information was not, he thought, obtained early enough to help in decision making. Communications were also considered a problem area. Mr C. thought that the informality at the site resulted in there being insufficient written communication.

You can come out of meetings without knowing the result
and who'll do what and why they'll do it.

Higher management was a further source of annoyance:

The directors have come up with the company. They can't cope because they've been trained in smaller companies.

Mr C. felt that his department was suffering because management did not appreciate fully what his job entailed:

The department is constantly lagging behind because it can't get the increased resources needed for production ranges. Therefore production doesn't get the back up it deserves . . . Management don't understand what the demands of the job are or what I do. They can't control me if they don't understand.

Within his job, Mr C. felt that he was not given sufficient responsibility. For instance, all decisions regarding requisition orders had to receive prior approval from his superior.

Office conditions were a further source of aggravation. The building was a temporary one with a perspex roof so it was very hot in summer. Also, the office was on a mezzanine floor just above the tool room where the apprentices had transistor radios on for most of the day.

The matter of monetary reward was another matter with which Mr C. was discontent:

In terms of a direct relationship with others outside its somewhat less. But shop floor differentials! What's the point in getting qualified if there are no money differentials. They (i.e. the shop floor) don't have the same mental strains. And they get more than me . . . I don't think I'll go much higher. Probably because I'm not prepared to put in the extra effort for so little extra reward.

Mr C. said that he worked from 8 a.m. - 6 p.m. every day, plus weekends and evenings. Thus he was putting in a sixty hour week in return for what he considered to be a paltry salary. He said that:

Work and happiness is a continual balancing. When cons outweigh pros then I don't carry on for a longer time than necessary.

4.2. Interview 2

Mr C. was more dissatisfied at this time than he had been previously. He was now thinking in terms of finding a new job:

If I found a better job I'd go to it. Though I'd miss some aspects of . . . (site 1) The only good times are when I can get away from . . . (site 1).

Again he was claiming that:

In terms of what the job itself entails, I'm quite satisfied.

However, again he felt that the company was:

... rudderless. No direction from the top. No policy. Lack of planning and direction. I'd like to know where we're going as a company.

The only improvement which Mr C. could think of was his new office. However, even that was far from totally satisfactory as it had no roof, and noise carried from the open plan office outside.

4.3. Interview 3

By this time, Mr C. had found another job and was working out his last week of notice. Regarding his job, Mr C. said that he had recently felt nothing but:

frustration, confusion and disappointment . . . The company doesn't take the technical side too seriously. I started off with a staff of five. Eighteen months prior to that there'd been a staff of twelve. Then the five people I had were reduced to three.

Dissatisfaction was not, he felt, confined to himself:

Other managers would go if the jobs were there.

He also said about his work that:

It's been having a very bad effect. I've been going home with a stomach ache and feeling tired and grumpy and taking it out on the wife and kids. The new job is much nearer home. I'll have a company car and I'll get experience in other fields. We (i.e. his wife and himself) hope one day to start our own business - perhaps selling abroad.

A recent event which had particularly displeased him concerned the time when he had said he was leaving:

Neither Mr X. nor Mr Y. asked me why I was leaving and that brought them right down in my estimation. You'd think that after Mr Z. went and another manager went in a very short space of time that they'd start asking what was wrong.

4.4. *Job satisfaction scores for Mr C.*

Graph C shows how this manager's view of his work situation and job changed over the nine months period in which he was interviewed.

It is worth noting that satisfaction scores for the different clusters of variables did not all decline consistently between the interviews. For example, while satisfaction with the job variables dropped between the first and second interviews, it had picked up by the third interview. Likewise, greater satisfaction with the peripheral variables was expressed. Regarding the later bunch of variables, the explanation seems to be that Mr C. had a change of office around the time of the second interview. However, the fact that it was not fully completed (i.e. it did not have a roof!) detracted from his contentment with it. By the third interview his office was completely finished, hence the satisfaction increased.

Throughout the interviews, Mr C. had claimed that he liked his job and was quite satisfied with it. The job variable scores seem to reflect this. Although they had dropped between the first and second interviews, they rose again at Time 3.

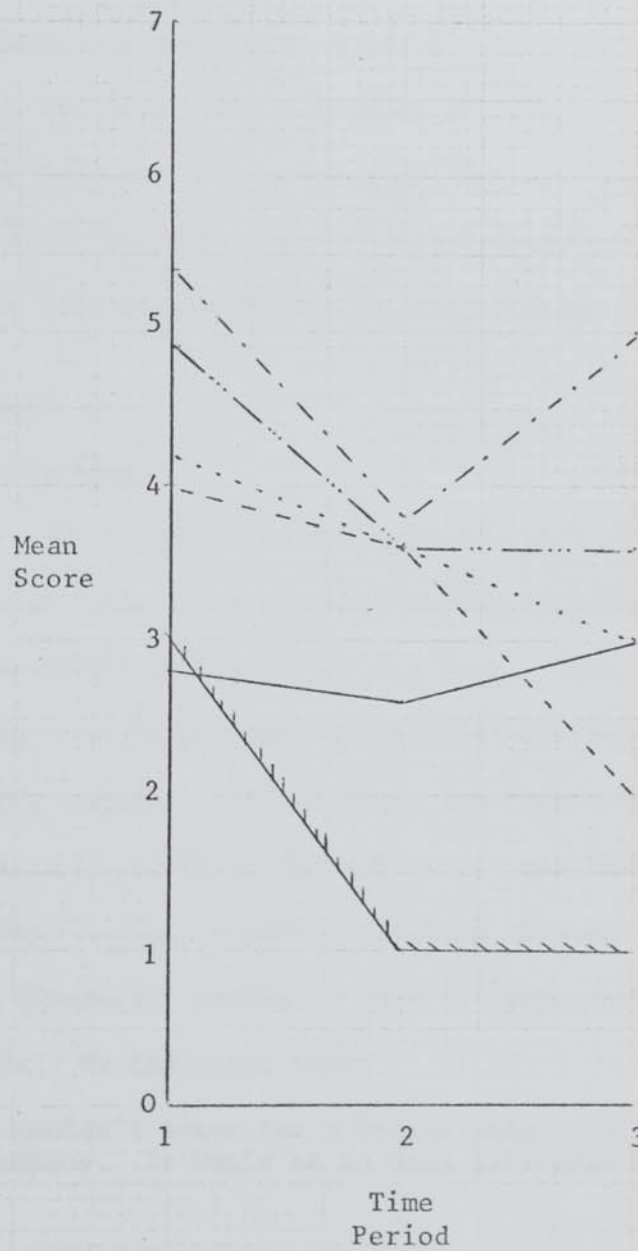
Company policy and administration was Mr C.'s greatest source of disgruntlement, as the graph reveals. Relationships with higher management was another point over which he took issue. It is this matter which caused the relationships cluster of variables to decline. While relationships with his colleagues and subordinates remained stable, satisfaction with his boss(es) changed in the following way:

Time 1 = 7; Time 2 = 5; Time 3 = 2.

KEY

GRAPH C

- _____ Peripheral job variables
- Company controlled variables
- .-.-.- Job variables
- Relationships
- \\\\\\\\\\\\ Overall job satisfaction - GJS
- Composite job satisfaction - Allsat



Job satisfaction scores of Mr. C. across time.

The reader may like to make a quick comparison of Graph B and Graph C, as both these people left their respective companies. In the case of Mr B. the cause seemed to be a combination of dissatisfaction with the job and with the company controlled variables. With Mr C. however, dissatisfaction over company controlled variables alone was sufficient to cause him to look elsewhere.

It should be noted that the last interview with Mr C. took place a couple of days before the end of his month's notice. Mr B.'s last interview took place a matter of hours before he handed in his notice. As Mr C. was just about to leave the company he could have been looking back on his job and place of work with nostalgia. On the other hand, Mr B. had only just received the new job offer and so had not time to look back with nostalgia on the job he was leaving.

5. CASE D

5.1. Interview 1

Mr D. was contented with his work as Management Services Officer at Site 3 but he had a strong wish to further his career. His work consisted solely of project work. This gave him a high degree of autonomy - as he was able to set his own priorities - and also considerable variety. All of these job facets were much valued. However, the negative points of the job were: not having any executive type authority; having to pass everything through someone else; not fitting into a hierarchy; having to have all secretarial work done at headquarters. He indicated that:

I wouldn't leave for a better salary or a better company. It would be to have a clearer future.

5.2. Interview 2

By the second interview, Mr D.'s ambitions had come to fruition:

I've been feeling very pleased. I've changed job - promotion - to Personnel Manager. It means more security. The change happened last week. Now I can put plans into action myself and don't have to go through others. If I hadn't got this opportunity I would've had to look outside (town). The new position has been verified. It means no house move and I'm pleased about that because I like (town). I moved house two years ago. The move (i.e. promotion) has been in the wind for some time. Now it's resolved and therefore clarified my position. Promotion equals an acknowledgement of my personal objectives. Prior to this I didn't know where I was going and felt insecure. I didn't know when or where I was going to get a job.

5.3. *Final interview*

Mr D. had been in his job for eight months by the time this interview occurred.

I'm earning my bread and butter . . . I'm under far more pressure and it takes a while to unwind . . . Satisfaction is relative. Its an inward feeling of whether you're earning your bread and butter. I was raised on a Delta diet. All training was done by Delta. I set my sights on the job in 1969 and got here seven years later.

The effect of the current economic climate was also mentioned at this stage. Mr C. said that the current climate had affected his job as Phase II regulations had meant that people were getting more pernickety. Also, Phase II was affecting his standard of living.

5.4. *Job satisfaction scores of Mr D.*

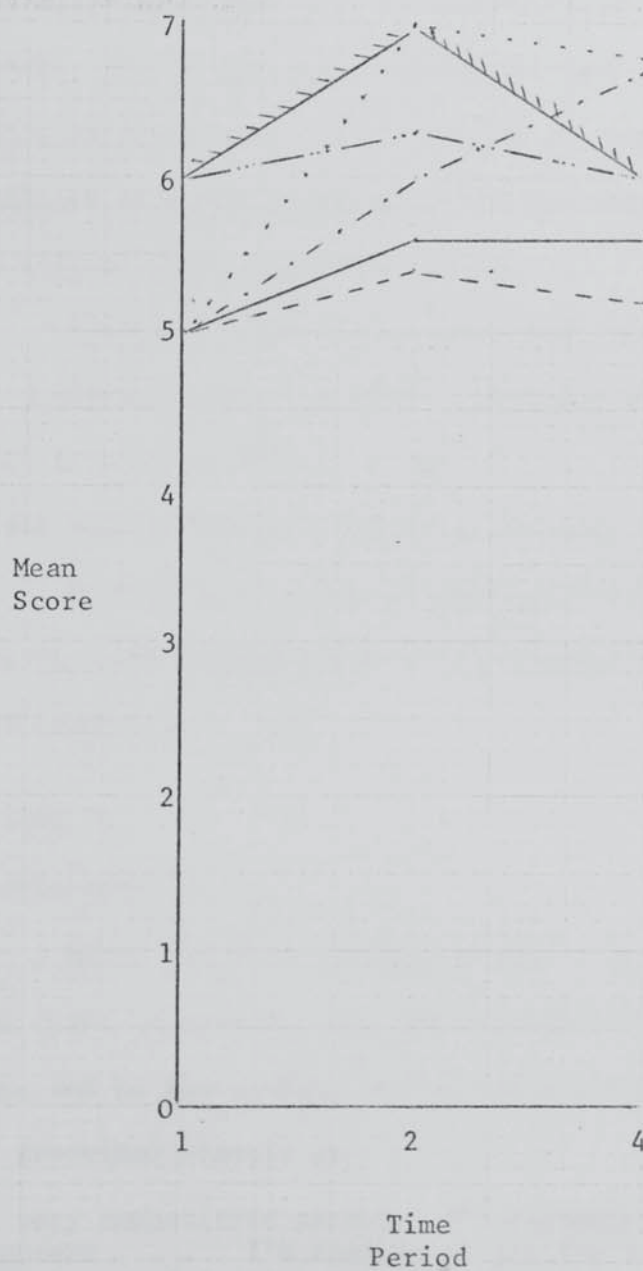
Graph D illustrates the behaviour of satisfaction scores of a person who received promotion. The promotion happened just before the second interview. As the graph shows, Mr D. was very satisfied before the promotion. Nevertheless, the promotion brought an across the board increase in satisfaction. While in some areas job satisfaction had dropped by the final interview, in every instance the final level was higher than that of its original starting point.

The variables which increased in satisfaction even after the first excitement of the promotion had died away were those relating to peripheral variables and to the job itself. Again, this is what would be expected. The change of job brought with it a quite different type

KEY

GRAPH D

- _____ Peripheral job variables
- Company controlled variables
- Job variables
- Relationships
- //// Overall job satisfaction - GJS
- Composite job satisfaction - Allsat



Job satisfaction scores of Mr. D. across time.

of work. As this was what Mr D. had wanted he was more satisfied than in the first interview. However, by the final interview he probably had the additional satisfaction of now knowing that he had proved he could cope with the work. This, therefore, heightened further his satisfaction with this group of variables.

Regarding the peripheral variables, promotion brought with it: a better office; higher salary and a clearer promotion path. Thus it is not surprising that Mr D.'s satisfaction with this cluster of items improved. All in all, it would appear that while promotion initially makes an employee more satisfied with all aspects of his job, it is the aspects relating directly to the job and peripheral circumstances which suffer a more permanent effect.

Finally, it should be noted that Mr D. did start off from quite a high satisfaction level. Probably the explanation for this lies in a sentence uttered by Mr D.:

The move has been in the wind for some time . . .

Obviously, Mr D. was expecting promotion, and this is probably why he had such a high level of satisfaction for all the aspects prior to his promotion.

6 CASE E

6.1. Interview 1

Mr E. had been working at Site 1 for six months at the time of the first interview. His job was that of production control manager and he was working on the installation of a computer system. Mr E. described himself as:

a very competitive person. I'm reasonably sure of success . . . I'm capable of getting to be Managing Director and I think I'll get there.

At the first interview he said he was:

under pressure, but I like it because I can take it and many can't. Therefore it cuts down on competition. Though some (i.e. managers) aren't under pressure.

6.2. Interview 2

When things have gone well I've enjoyed it.
When things have gone badly I've wanted out.

The above quote sums up Mr E.'s feelings around this period. The computer link was now in operation. Although Mr E. had enjoyed setting up the system, now it was working it was entailing more office work which he did not find so appealing. At this time, he felt he was practically doing the job of a progress chaser. He wanted more staff. A requisition for another member of staff had been passed in February but the coming of the four day week around that time had resulted in a clamp down on staff recruitment. When full production was again resumed the decision was not reversed.

6.3. Interview 3

By this time a further step in Mr E's career advancement plans had been accomplished. He had been made joint manager of Building B. The move was one which greatly pleased him. However there were disadvantages - namely the hours of work entailed.

I get home at 8.30 every evening. On Saturdays I work to 3 p.m. I take work home on Sundays.

Not surprisingly, his wife was complaining about the amount of hours he was working.

I'm under a written warning from my wife because of the hours I'm putting in.

However, he gave one the impression that he felt it was all worth it, in terms of his career:

I'm in a good bargaining position now. I know what I'm worth outside and I'll use it and get out if I don't get an extra £1,000 or a company car.

He said the job change meant:

More work and responsibility for the shop floor, and time involved in more day to day shop floor matters. I'm master of my own destiny . . . Though I'm joint manager with Mr T. I've been told unofficially that I'm to be the dominant person here. I've taken over from a person who

couldn't do the job and it's been hinted that I've to take responsibility from Mr T. if I want to get on.

6.4. *Interview 4*

At this time, Mr E.'s dissatisfaction with the company was becoming quite marked. He was also disgruntled over the monetary rewards his job gave:

It's a bad time now because there's no communication at the top. The wife's expecting so I need security more. Last week I'd have walked out of three meetings if it hadn't been for the fact that security is more important to me now.

. . . I'm dissatisfied with the degree of consultation and communication at the site. People are being left out of the picture . . . I'm not satisfied with the . . . (site 1) part of my life. I'm not satisfied with the concept of the job at . . . (site 1). I think I'm being used. In the last two months it has got to the stage where I draw lines around it. I won't do things unless I'm asked - for example going to meetings - because there's no communication and there are a lot of passengers.

Regarding his job he said:

I can set down priorities - which is significant as it means that I'm running Building B and not the directors . . . I've a job with a big carrot in front of me. My job takes a lot of time and I don't think that anyone else could do it. Most in the company recognise that I'm the only one that could do it. But in terms of rewards from the directors I've a bloody bad job.

6.5. *Job satisfaction scores for Mr E.*

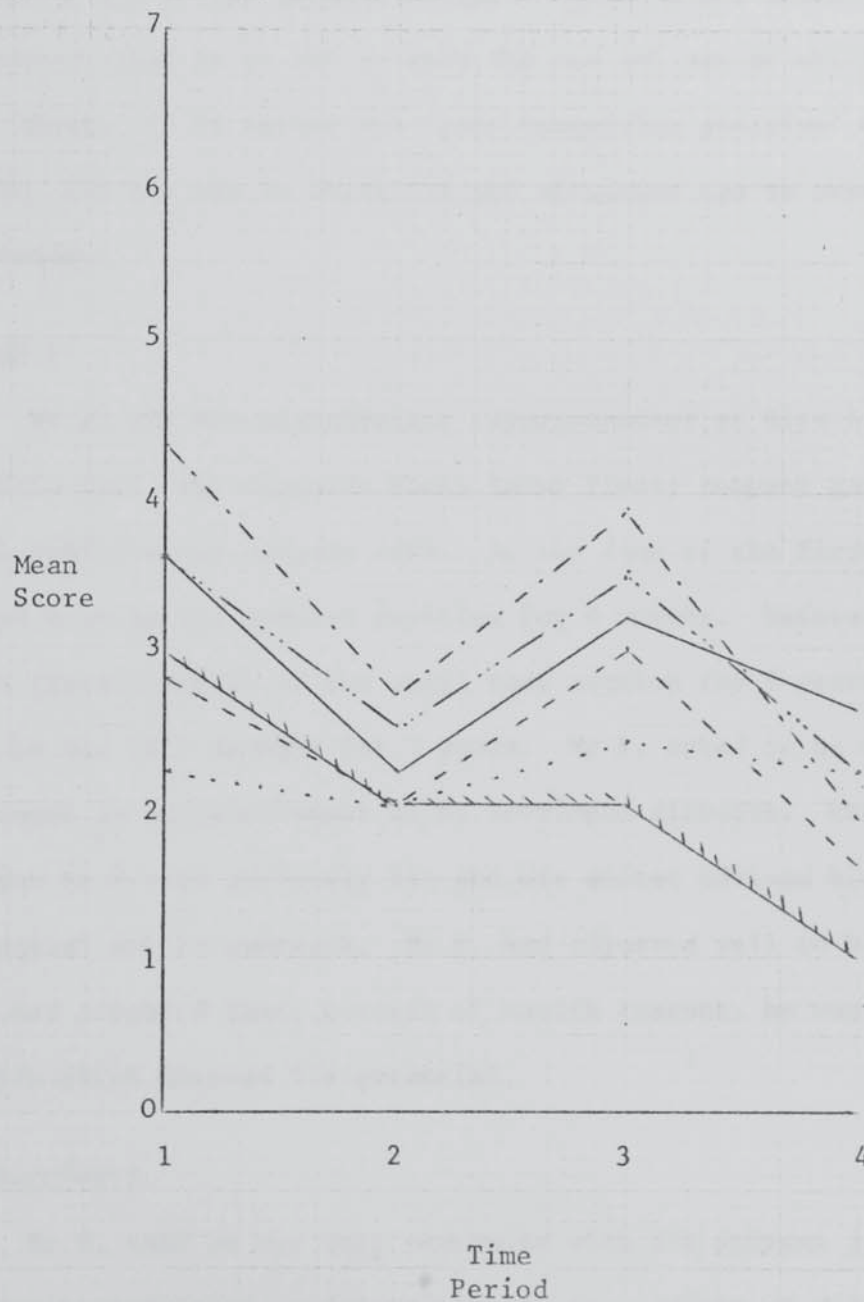
Graph E shows how the different clusters of variables were assessed over the year. A clear pattern is evident. Satisfaction with all areas of the work lessens between the first and second interview. The coming of promotion at Time 3 caused all facets - except the single overall job satisfaction measure GJS - to rise. However, this movement was short lived and all facets dropped by varying degrees. Moreover, with the exception of the relationships cluster, all clusters of variables fell to below their original position.

The way in which promotion only gave a very temporary boost to

KEY

GRAPH E

- _____ Peripheral job variables
- Company controlled variables
- Job variables
- Relationships
- \\\\\\\\\\\\\\\\ Overall job satisfaction - GJS
- Composite job satisfaction - Allsat



Job satisfaction scores of Mr. E. across time.

the job satisfaction scores is interesting. It illustrates the dangers that lie in assuming that a certain event will have a predictable effect, without considering the aspirations of the person. The way in which the person views the change may be totally different to what would normally be expected.

In Mr E.'s case, promotion to joint manager of Building B was by no means his ultimate goal. It was merely a fairly small stepping stone on his way to far greater heights. From Mr E.'s quotes, it is quite evident that it is not so much the new job per se which Mr E. is pleased about. It is rather the 'good bargaining position' which it gives him, and the way in which the new situation can be used to his own advantage.

7. CASE F

Mr F. was the distribution superintendent at Site 4. He was responsible for: the dispatch bank; lorry fleet; company garage; all internal vehicles and company cars. At the time of the first interview Mr F. had been in his present position for 6 months. Before that he had been superintendent of the small rods section for 5 years and prior to that he was mill manager for 7 years. Mr F. asked to be demoted from mill manager to superintendent as he developed diabetes. When the illness began Mr F. was seriously ill and his doctor advised him that it was essential not to overwork. Mr F. had adjusted well to his circumstances and accepted that, because of health reasons, he would never hold a job which matched his potential.

7.1. Interview 1

Mr F. said he was very contented with his present job. In particular he expressed satisfaction with the variety of different tasks and the freedom the job gave him. He preferred his present job to the previous one of superintendent of the small rods section as that was

mainly a laboratory job and he considered he had achieved all that could be accomplished there.

7.2. Interview 2

Mr F. thought that nothing major had changed in his job, but there had been a few technical problems and people problems which had absorbed some of his attention.

Drivers are a discontented bunch because they eat at transport cafes and come into contact with other drivers and get the worst moans of the lot. They compare themselves with what other people are getting. The shopfloor and supervisors don't have this comparison

He said that nothing much had happened to affect his actual job although:

I have been in the job for a bit longer now - so its getting more routine . . . I dislike the routine bits.

7.3. Final interview

Mr F. described himself as:

. . . Well satisfied. Only the drag is pay problems caused by outside (i.e. the government restrictions). It's annoying. Internally (i.e. in the company) it can't be helped. I would like more perks - we only get minor things. When I judge my job in terms of whether its a good or bad job I do it entirely on outside influences - how well you're keeping up with those you associate with outside and I'm dropping.

With regard to the job, Mr F. said that everything was much the same as usual. The only difference was that he now had a new office.

7.4. Job satisfaction scores for Mr F.

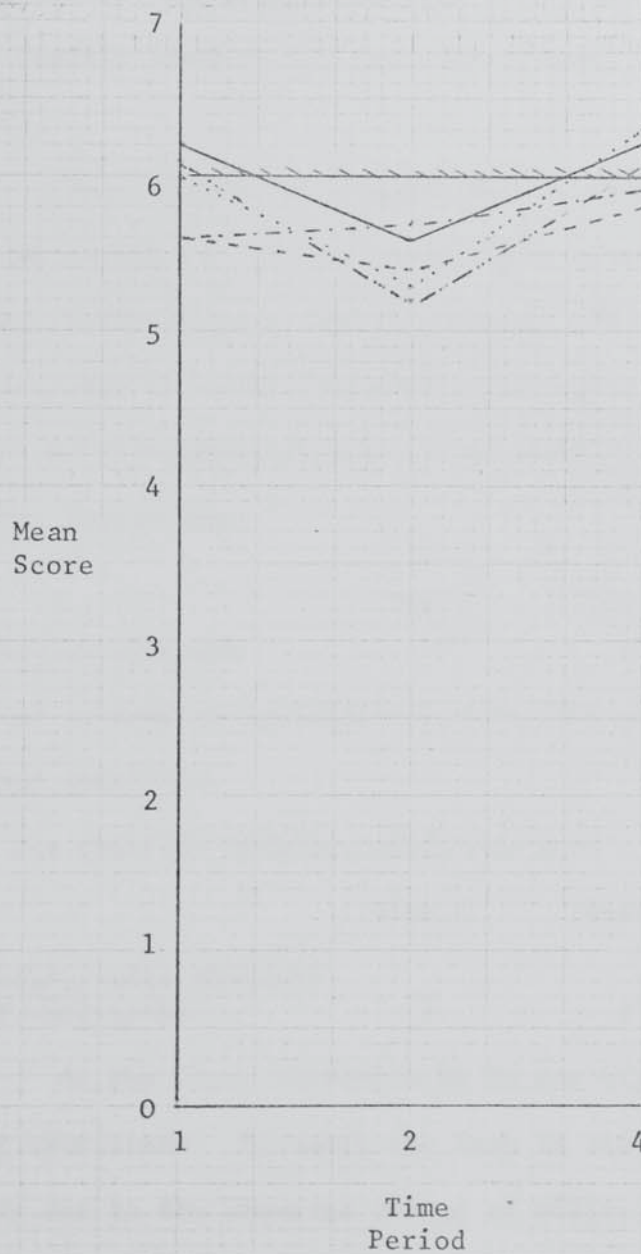
From graph F, it can be seen that there is little movement in the job satisfaction variables across the survey period. Mr F. starts with a comparatively high level of job satisfaction. This is consistent with how he describes his situation and his statement that he prefers his present job to his previous one.

By the second interview the mean scores for the four clusters

KEY

GRAPH F

- _____ Peripheral job variables
- Company controlled variables
- . - . - . Job variables
- Relationships
- \\\\\\\\\\\\ Overall job satisfaction - GJS
- Composite job satisfaction - Allsat



Job satisfaction scores of Mr. F. across time.

of variables had dropped slightly. Mr F. does say that there have been technical and human problems so this may be the explanation. Also, Mr F. has now been in his job for well over a year and seems to be finding the work routine. Boredom may be setting in, particularly as this job is below Mr F.'s capabilities. The initial challenge of a new job may be evaporating. Scores pertaining to work relationships drop from the first to the second interview and this fits in with Mr F.'s description of 'human problems' and drivers' discontentment induced by having readily identifiable reference groups to compare their situation against.

The clusters of variable mean scores rise between the second and final interview. On the whole, they reach a similar level to that existing at the start of the interviews. Mr F. does say in the final interview that he is well satisfied and his scores reflect this. Pay is the main matter singled out as a source of discontent and his scores for each time period were:

	Time 1	Time 2	Time 4
Satisfaction with pay	6	5	5

There was no drop in satisfaction with this aspect between the second and final interview.

Scores for physical working conditions were

	Time 1	Time 2	Time 4
Satisfaction with physical working conditions	7	6	7

At the first interview Mr F. was highly satisfied with his working conditions. Probably the drop in attitude at the second interview was due to the imminent change of office which meant packing equipment etc. By the final interview Mr F. was installed in his new office and again contented with his surroundings.

All in all, Mr F. seems to be a man who is well satisfied

with his job and has come to terms with the limitations which his health imposes on his career. Perhaps because he has done a more demanding job in the past, Mr F. appears well in command of his job and relatively unconcerned or disturbed by site circumstances. Mr F. was not, for example, concerned about job security although redundancies had occurred a matter of months before the first interview commenced. Similarly, Mr F. was not troubled by the extra work caused through the holiday period and employee absences.

8. *CASE G*

Mr G. was a senior supervisor at Site 2 and had been in his present job for 37 years. During the whole of this period Mr G. had reported directly to a works superintendent. The works superintendent was management to Mr G. and the supervisors. The majority of even trivial decisions made by supervisors had to pass through the works superintendent and any management communication downwards similarly passed through this person. This situation had existed for so long that supervisors accepted it automatically.

The works superintendent was persuaded by top manager to take early retirement. Mr G.'s interviews have been selected to see if the removal of the works superintendent affected his attitudes. It perhaps is worth noting that the general manager described Mr G. as 'dead from the neck upwards'. I was also aware that as soon as he had been interviewed, Mr G. went straight to the works superintendent to discuss it. Senior management told me that this was because Mr G. - like all the other supervisors - was scared of the superintendent. Therefore any conversation/interview of any importance had to be reported to the works superintendent.

8.1. *Interview 1*

With regard to communications/consultation with higher

manager, Mr G. said:

I don't think people at my level should be involved in communications with higher manager. My involvement with management and policy goes through Mr P. (the works superintendent).

He said that his job satisfaction was determined by meeting the weekly budget. The machinery, he claimed, had not changed over the last 50 years, but what he did like was being able to circulate around the site.

You're not confined to one spot. You're able to participate personally and physically and see jobs through . . . In the past my dissatisfaction has been with the poor quality of labour intake that you had to contend with. Now absenteeism is the main problem.

8.2. Interview 2

There's been no change in how I feel about my job. It's been run of the mill over the last few months . . . There is a set pattern in industry and little room for manoeuvre . . .

There were some commercial changes about to take place at Site 2 but Mr G. did not mention these. These alterations would have no direct impact on his job. Apart from this everything at Site 2 was as Mr G. described it - "run of the mill".

8.3. Interview 3

Shortly before this interview, Mr P. - the works superintendent - had been persuaded by top management to retire early. He had been replaced by a 26 year old production manager who had been working as personal assistant to the general manager for nearly a year. Mr G.'s reaction was as follows:

Mr P. - my boss - has gone. It means more work for me. There'll soon be some new senior supervision to get the factory running on more proven lines. Maybe production can be sorted out a bit - but very little. I know the changes that he (i.e. the new production manager) has got lined up and how it will affect my job. The only way my job can be improved is by the site being improved through the wage structure - and being paid overtime.

8.4. *Job satisfaction scores for Mr G.*

It the graph of Mr G.'s scores is consulted, it is evident that Mr G. started off with a high satisfaction for most facets. His scores at the time of the second interview were virtually identical. Between the second and third interview, the works superintendent left. The reaction this had on Mr G.'s scores is interesting. Mr G. expresses an increase of satisfaction with all four clusters of variables. This is despite his somewhat sceptical comments. What is also surprising is that Mr G. expresses no emotion over the departure of Mr P. - despite the fact that he had been working with him for 37 years, and as Mr G. is 61 years of age, may have found a change of boss difficult to accept. Perhaps the scores reflect the general manager's earlier assessment - that while Mr G. appeared to be 'hand-in-glove' with Mr P., he really disliked and distrusted him.

The small movement in facets between the first and second interviews probably reflect the static nature of the site. As described in chapter 7, Site 2 had a more stable market demand than Site 1 - or indeed any of the other sites - and was not markedly affected by technological change or consumer demand.

9. *CASE H*

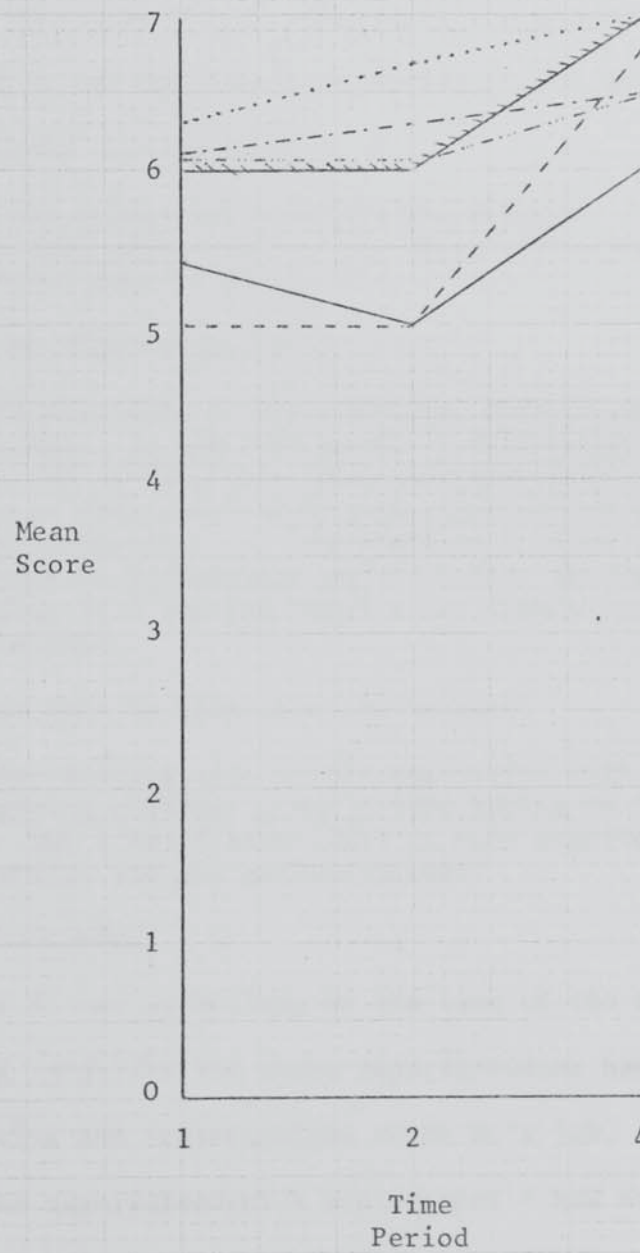
Mr H. was employed as a personnel officer in Site 2. He had no formal qualifications and his duties included: selection of shop floor employees; enforcing legislation on Health and Safety at work and contracts of employment; record keeping regarding appointments etc; responsibilities for telephone room; cleaners and canteen workers. Personnel policy formulation, important union negotiations etc. were undertaken by staff at head office in Stalybridge. The selection of managerial and staff employees was done by the management development manager at Site 2.

Mr H. has been included in the case studies as, like Mr G., his

KEY

GRAPH G

- _____ Peripheral job variables
- Company controlled variables
- .-.-.- Job variables
- Relationships
- \\\\\\\\\\\\ Overall job satisfaction - GJS
- .-.-.- Composite job satisfaction - Allsat



Job satisfaction scores of Mr. G. across time.

job was affected by the removal of the works superintendent. Therefore it was interesting to see if the departure of the works superintendent seemed to affect Mr H.'s job satisfaction and whether any changes in attitude were similar to those expressed by Mr G.

9.1. Interview 1

Mr H. reported directly to the management services officer. However, he had a fair amount of dealings with the works superintendent through his involvement with shop floor recruitment.

Mr H. was moderately satisfied at the first interview. He was particularly pleased over:

. . . the redecoration of all the offices. It made coming to work more pleasurable. The whole environment improved. They took a year to do it.

However he was disgruntled over:

The fact that some of the personnel work is going to Stalybridge. It has been going to Stalybridge for 6 months. Mr - there has personnel qualifications. All records of entry/departures and increases in numbers have to go there . . . It leads to a 'them' and 'us' feeling, (i.e. Stalybridge and Site 2). The same way that there is a feeling between the Rubber and Plastics sections here.

Mr H. did say that he liked his job because:

. . . its dealing with people and mixing with them. I like helping them but I don't like having to fire them . . . But I would have liked to have started in this work earlier and got qualifications.

9.2. Final interview

Mr H. was on holiday at the time of the second interview. By the final interview the works superintendent had left and, indirectly this had repercussions on Mr H.'s job. The new production manager - the superintendent's replacement - had started to reorganise employees' work loads and this had resulted in a reduction in Mr H.'s responsibilities.

Since you were here last there have been some changes. Mr P. (the works superintendent) has left and Mr Q.

(the production manager) is in charge now. The whole procedure of starting people in the factory is changing. Things should run more smoothly as Mr P. was a bit haphazard. Mr Q. has a proper system . . . The management development manager is doing quite a bit of my work now. I mentioned this with the management services officer but Mr Q. had arranged it. Mr Q. has taken on the factory superintendent and works manager of one of our competitors who closed down. The management services officer does not like that as it means that a bit of his job is going to go.

A matter which Mr H. expressed dissatisfaction with was having to move offices.

They are moving the personnel department to a temporary building - a terrapin building. Its very hot and not very nice and the offices here are lovely. We're having to move because of the Special Cables executives coming here. They haven't been here 5 minutes and they're getting the best offices.

9.3. *Job satisfaction scores for Mr H.*

Graph H shows that the scores for this employee were fairly low to start with. Nonetheless they had dropped still further by the last interview. The only cluster of variables which had not declined was work relationships. This remained static - at quite a high level. The variables peripheral to the job itself declined quite drastically:

	Time 1	Time 4
Job security	6	3
Status	5	2
Physical working conditions	6	4
Promotion	2	1
Pay	3	1

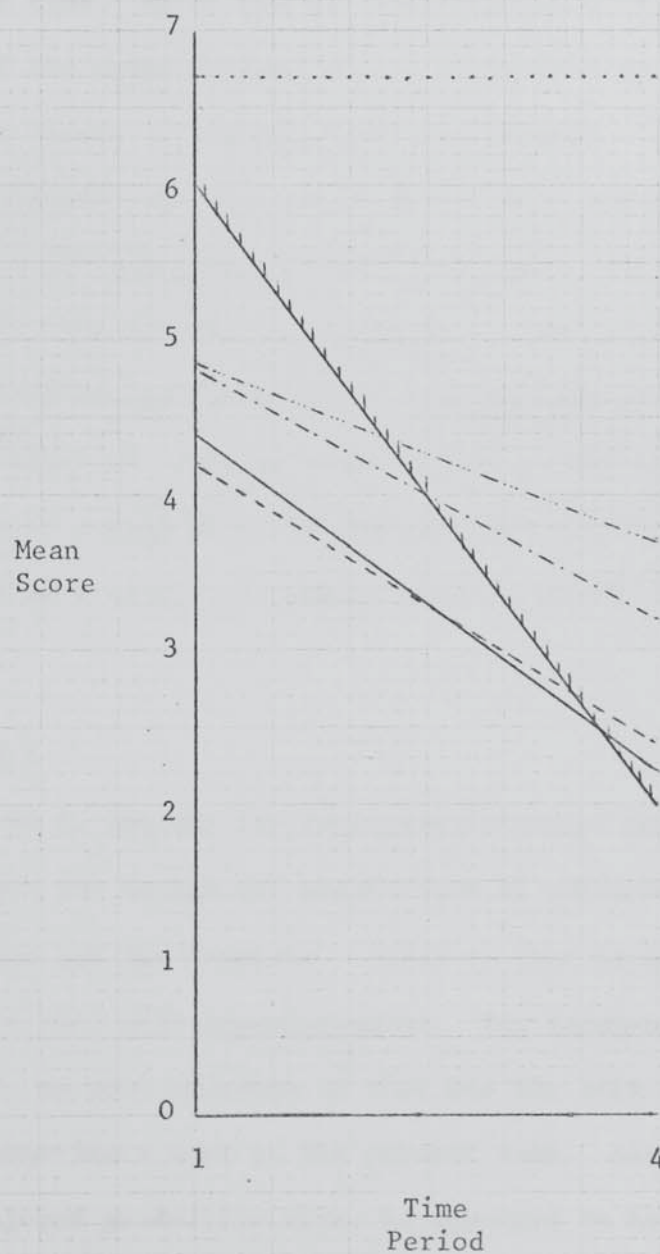
The impending change of office and the removal of certain work responsibilities seems to have had an adverse effect on Mr H.'s attitudes generally.

Company controlled variables also show a decline:

KEY

GRAPH H

- _____ Peripheral job variables
- Company controlled variables
- - - - - Job variables
- Relationships
- ===== Overall job satisfaction - GJS
- Composite job satisfaction - Allsat



Job satisfaction scores of Mr. H. across time.

	Time 1	Time 4
Supervision received	4	7
Recognition	3	1
Company policy and administration	5	2
Consultation	5	1
Backing by management	4	1

Nevertheless satisfaction with supervision received has risen over time. Mr H. had not had a change of boss, although the removal of the works superintendent would have had some effect as he had a fair amount of contact with this person.

Clearly the changes at Site 2 seem to have had an adverse effect on Mr H.'s attitudes towards his job. The score changes are more marked than was the case with Mr G. While lessening the responsibilities and authority of a person may be expected to lead to dissatisfaction, what is worth noting is the strong reaction brought on by asking Mr H. to move offices, although he had mentioned his office as a source of considerable satisfaction in the first interview.

10. CASE I

Mr I. was the toolroom superintendent at Site 4 with responsibility for the design and manufacture of extrusion tools. He had been in this job for 4 months. Prior to that he had been in production as the extrusion mill superintendent. Top management at Site 4 had asked Mr H. to move sideways as that was the area where they thought he could contribute most at the present time. Although Mr I. had clearly enjoyed production work, he appeared to have accepted the sideways transfer very well.

10.1. Interview 1

At this interview Mr I. talked a little about his transfer

of job:

I was moved sideways from production - extrusion mill superintendent - to toolroom superintendent. I took over the job in September/October and I'm now getting to grips with it and liking the challenge There was a period when too many people were getting involved in my decisions . . . and I had a criticism from senior management about the way I was spending money (on tools). But with the help of outside suppliers I got costs down and saved the company money.

10.2. *Interview 2*

By this time Mr I. had been working as toolroom superintendent for nearly a year and seemed to be coping well with it.

New machinery has been installed which will change the method of shop floor working. I've liked the result of the change in the tool design. Its the key to the job. I've liked that part - its the most important part

One thing which Mr I. did regret was that in moving from production to the toolroom he now had less contact with people.

There is not enough involvement with people because there is not the people to be involved with in my part of the work. I like working with people and getting involved with people. I have a lot of friends here.

The autonomy he had in his job was mentioned as a positive aspect of the job.

I've got a free hand in my job

Another source of satisfaction around this time came from Mr I.'s family life:

One of my kids is doing well . . . going to a private school - he got a scholarship. I'm delighted he's doing so well. There was a lot of competition too.

10.3. *Final interview*

At this interview, Mr I. said he was

. . . Quite happy. There's more work now, but alterations have made the job more difficult. Main problems and pressures are keeping senior management happy. Its mainly technical problems - like trying to get the

job correct particularly in the retooling and die development . . . But for me its the contact with people that makes the job what it is.

10.4. *Job satisfaction scores for Mr I.*

From Mr I.'s interviews he appeared to be a fairly contented person who was not unduly concerned about his sideways transfer. The graph of his scores reflects this picture.

The cluster of variables concerned with job variables is quite stable over time as is the work relationships cluster of variables. There is, however, a fair amount of movement in the peripheral job variables. They move in the following way:

	Time 1	Time 2	Time 4
Job security	2	6	5
Status	5	5	5
Physical working conditions	6	5	2
Promotion	3	4	3
Pay	5	4	4

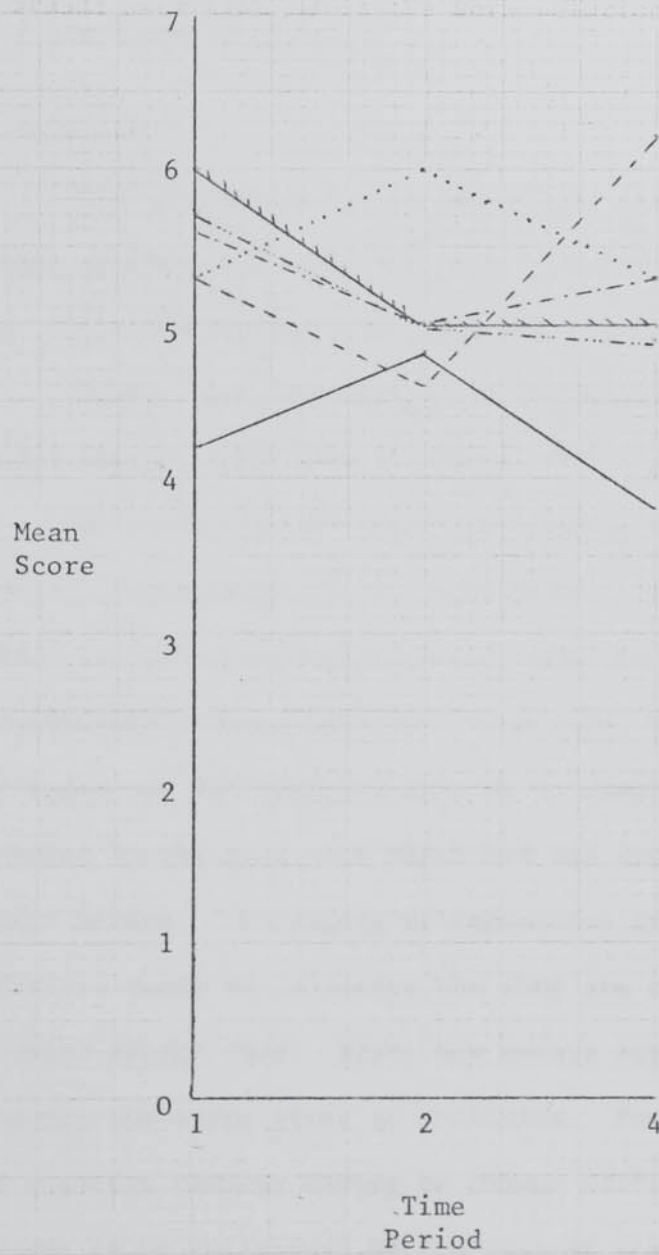
The score for job security starts off very low. However, although Mr I. had not mentioned it, there had been a large number of redundancies less than a year before the interviews. Mr I. expressed more satisfaction with this aspect at Time 2. Again, site circumstances probably were a contributing factor as large sums were being invested in capital equipment which was inducing feelings of job security.

Satisfaction with physical working conditions declined over the survey period. Again, although Mr I. made no reference to it, working conditions in the site were deteriorating because of the installation of the new equipment and the general upheaval that was causing. Space, for instance, was at a premium around that time and all working conditions were cramped. Satisfaction with promotion was

KEY

GRAPH I

- _____ Peripheral
- Company controlled variables
- Job variables
- Relationships
- ===== Overall job satisfaction - GJS
- Composite job satisfaction - Allsat



Job satisfaction scores of Mr. I. across time.

fairly low throughout the course of the interview but, as Mr I. had had a sideways transfer 4 months before the interviews began, it seems fairly natural that this would be so. Pay is also an aspect with which satisfaction declines slightly, but then this may have been caused by the economic circumstances existing outside of the site.

The other group of variables with which there is a swing in attitude is that relating to company controlled variables. The reason for this change is unclear although the variable of variety is given a low score at Time 2.

11. *Conclusion*

The individual case studies have shown different people's attitudes towards their job and work situation over the duration of the survey. They illustrate some important points.

First, job satisfaction is dynamic in the short term. Attitudes towards work seem to change over a space of a few months.

Secondly, people react differently to the same circumstances or events. For example, Mr H. reacted more strongly than Mr G. to the departure of the works superintendent and the lessening of his areas of responsibility and authority. Similarly, Mr F. started with a higher score for job security than Mr I. despite the fact that they both worked in the same site which had had redundancies only a matter of months before. The degree of importance or value attached to job satisfaction seems to influence how they are assessed when alterations occur which affect them. Also, how events are interpreted may be influencing the score given to variables. For example, Mr H. showed a marked reaction towards having to change office. However, his attitude seems to be influenced by feelings of resentment against the staff who were being relocated to the site.

Thirdly, the studies show that not all job satisfaction variables move in the same direction over time. People can and do

distinguish between different areas of their job and work situation and assess them in different ways.

Fourthly, job satisfaction seems to be heavily influenced by events occurring at the place of work. Moreover, the degree to which a change of circumstance or event at the site affects people's attitudes seems to be directly related to the extent to which the event/circumstance actually impinges on people's jobs. For example, the installation of new plant on the shop floor will be unlikely to affect employees' attitudes in the personnel department. However, if the installation of the new plant on the shop floor alters the profitability of the company, then attitudes in the personnel department may be changed.

Fifthly, the economic circumstances in the environment at large do effect job attitudes towards pay. Throughout the survey, the trend was for satisfaction with pay to drop. This can be attributed to the rising cost of living and decline in real income.

One matter which the case studies do not provide an answer to is the speed with which attitudes revert back to their original position following an alteration in circumstances. The studies do indicate that when attitudes rise or drop sharply, they do in time come to be assessed in a more moderate light. In fact, the studies have not been able to show if job attitudes ever return to a base line of how they are normally viewed. For example, the score given to job security was, for the majority of those employed at Site 4, very low at the first interview. Mr I. was a good example of this with a starting score of 2 for job security. However, by the second interview his score was 6 and by the last interview 5. So his attitude towards this aspect had reverted to a more moderate position.

Similarly, Mr A. was given temporary promotion and so his assessment of the majority of job aspects rose between the first and

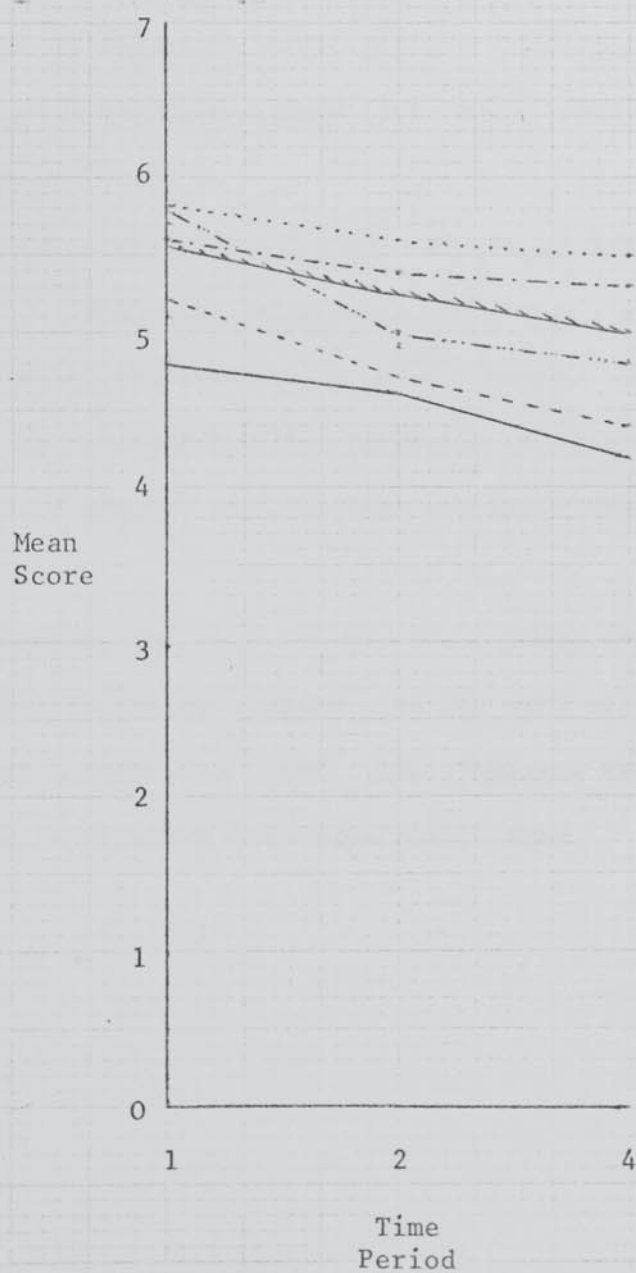
second interview. The withdrawal of the temporary promotion caused much dissatisfaction and at Time 3 the job satisfaction scores were way below their original position. Nevertheless, by Time 4 Mr A.'s scores had risen although they had not reverted to their original starting position. The evidence does seem to point to there being a form of equilibrium in peoples minds regarding job attitudes. The duration of attitude movements away from this equilibrium is probably dependent on the seriousness of the event/change in circumstance and the manner in which it is interpreted by an employee.

One point which the case studies illustrate is that as job satisfaction does fluctuate over time, the actual point in time at which job satisfaction is measured will influence the results. For instance, if job satisfaction is measured after a person has just received promotion then attitudes will probably be particularly favourable. Likewise, if job satisfaction is measured after a person has just been demoted then his job attitudes will probably be low. This finding does have important implications for all surveys of job satisfaction. It also has implications for the present study. While job satisfaction was being monitored at approximately four monthly intervals, it is possible that even this was too long an interval. If, for instance, the survey had been carried out one month earlier or later, an entirely different picture may have emerged. For example, if interviews were carried out in January and there had been redundancies in December then satisfaction with job security would probably have been very low. On the other hand, if interviews had been undertaken in April four months after the redundancies, feelings regarding job security may have had time to rise considerably. This shows the danger of carrying out a survey at one point in time and then using the results at a later point, especially if the situation is in a state of flux. The earlier results may be no longer applicable.

KEY

GRAPH J

- _____ Peripheral job variables
- - - - - Company controlled variables
- . - . - . Job variables
- Relationships
- \\ \\ \\ \\ \\ Overall job satisfaction - GJS
- Composite job satisfaction - Allsat



Job satisfaction scores for total sample across time.

Individual case studies were used partly to ensure that compensating movements in job attitudes among the respondents did not serve to mask the results. For example, if half of the total sample had become more satisfied with the amount of variety in their work and the others had become more dissatisfied with this aspect, the score movement would have cancelled itself out. It is possible that these types of compensating movements have occurred in the statistical interpretation of the data. Also, the length of time between the occurrence of an important event and the measurement of job attitudes will affect attitudes and, across the sample as a whole, compensating movements could occur.

Graph J shows the movement of job satisfaction across time for the total sample. It shows that there was a slight decline in most job satisfaction scores across the survey. The reader may wish to compare the relatively modest movement shown by the total sample, against some of the job satisfaction movements revealed by individual respondents.

Finally, the case studies demonstrate that it is possible to relate qualitative data closely to the more structured, numerical data obtained in the interviews. This suggests that reliance can be placed on the structured job satisfaction data.

THE GENERAL QUALITY OF LIFE

1. *Introduction*

The literature review described how it is difficult and sometimes impractical to examine job satisfaction in isolation from attitudes towards other parts of peoples lives. Hence this chapter examines the links between job satisfaction and the general quality of life.

The purpose of this chapter is threefold.

- a) To examine the areas taken as contributing to the quality of life
- b) To explain how a general measure of quality of life was constructed
- c) To test the hypotheses described in chapter 4, 3.12. That is:-
 - There will be a strong positive association between the composite measure of quality of life and the composite measure of job satisfaction
 - The association between the quality of life and job satisfaction will be two-way and interactive..

2.1. *Aspects contributing to the quality of life*

As described in chapter 4, the following areas were taken as the ones contributing to the general quality of life: leisure and free time; housing location; the state of the country as a whole; family, work. Detailed questions were asked about these areas.

2.2. *Leisure and free time*

The study examined whether or not respondents were satisfied with the way in which they spent their free time. In reply to a

Yes/No question, "Generally speaking, are you as satisfied as you'd like to be with the way in which you are able to spend your free time?", the following replies were obtained.

TABLE 9.1.

Satisfaction with free time by site and level showing all percentages and actual numbers											
	Site 1		Site 2		Site 3		Site 4		All Sites		Both levels % 100
	%	No	%	No	%	No	%	No	%	No	
	100	36	100	22	100	31	100	19	100	108	
Satisfied Managers	47	7	66	8	67	12	100	8	66	35	53
Satisfied Supervisors	81	17	90	9	77	10	82	9	82	45	55
Both levels satisfied	67	24	77	17	71	22	89	17	75	80	108

These results show that satisfaction with the way in which free time is spent tends to be lower for those at a managerial rather than a supervisory level. This is particularly so at Site 1.

The reasons for managerial discontent with the way they were able to spend their leisure time tended to fall into the following categories: insufficient time and/or insufficient money. Three were dissatisfied because their job overlapped into their free time. Two of these were working an excessive amount of overtime and taking work home. The third was spending a large proportion of his free time studying for a work-related qualification.

Supervisors were inclined to give the actual hours of work as a reason for dissatisfaction with their free time. Those on shifts found their leisure time did not necessarily coincide with that of others. Thus, they could not take part in regular evening activities. However, quite a number of those on shifts found it did have positive benefits. The 6 a.m. to 2 p.m. shift was particularly popular as the whole afternoon and evening was free. This, for instance, meant they could play golf at off-peak times or have a greater amount of time

with their children.

Table 9.2. shows a breakdown of the activities the managers and supervisors did in their spare time.

TABLE 9.2.

Percentages of Managers and Supervisors undertaking the listed free time activities			
ACTIVITY	Managers (N = 52) %	Supervisors and Superintendents (N = 56) %	Both job levels (N = 108) %
Sport	53	55	54
Do-it-yourself	36	36	36
Gardening	40	27	33
Socialising with friends, etc.	21	27	24
Family-related activities	34	13	23
Cinema/theatre/music/ television	24	15	19
Car drives, etc.	6	15	10
Reading	5	4	9
Miscellaneous/others	34	40	37

Although Table 9.2. shows there are differences in the leisure activities of managers and supervisors, there is quite a high similarity in leisure pursuits. Supervisors and managers tend, however, to participate in or watch quite different types of sport. A greater number of managers than supervisors mentioned that they participated in sports such as golf, squash, sailing and hang-gliding. Supervisors mentioned sporting activities such as darts, snooker/billiards and football. On the whole, the sporting activities of managers were more expensive to participate in than those undertaken by supervisors and they frequently necessitated membership of a club. The majority of studies that have

looked at the relationship between leisure and occupational grouping have found that it is the middle classes which tend to join formal clubs and associations. White (1975) conducted a survey which showed that class differences in leisure pursuits tended to widen with age.

One noticeable difference in the activities of managers and supervisors is the extent to which family-related activities were mentioned. A greater proportion of managers mentioned that some of their free time was taken up in playing with their children, joining their family in activities such as swimming or watching their children participate in activities such as boxing or football.

More supervisors than managers mention car drives as a free-time activity. No data was collected on the amount of car driving respondents did, so only tentative reasons for the differences can be suggested. Possibly, managers do more non-pleasure related car driving - such as business trips and driving to work - than supervisors. This might make them reluctant to take the car out for a drive at a weekend or evening. Managers did, on average, take longer than supervisors travelling to work.

Accurate comparisons of the leisure pursuits of the participants in this study with those obtained by previous studies is difficult as different categorisation systems and methodologies have been used. All in all, the results do seem in line with other findings. Rapoport and Rapoport (1975) and Sillitoe (1969) found a predominance of home-based leisure activities. Also a large proportion of men participated in some form of sport. The present study showed that 55% of managers and 44% of supervisors belonged to a club, society or professional association. These findings are similar to those of Young and Willmott (1973).

T-tests were used to see if there were any significant

differences in overall job satisfaction and life satisfaction between those who were satisfied with their leisure time and those who were not. The results show that there are differences in the way the overall job satisfaction measure - GJS - and the life satisfaction measure - LS - are assessed according to these groupings.

TABLE 9.3.

T-tests showing differences, at the 5% level of significance, in the assessment of overall job satisfaction and life satisfaction between those who are and are not satisfied with their leisure time.				
Variable	Overall job satisfaction (GJS) (Time 1)	Overall job satisfaction (GJS) (Time 2)	Overall life satisfaction (Time 1)	Overall life satisfaction (Time 2)
T-value	-2.92	-2.42	-2.26	-2.26

The results show that people who are not satisfied with their leisure time have lower overall job satisfaction and lower levels of life satisfaction than those who are satisfied. There are numerous economic explanations suggesting that poor work and poor leisure tend to go together.

When asked about their main interests in life, the replies tended to fall into the categories of: family; work; hobbies; sport; home in that order of descending priority. There was no significant difference in the replies of respondents according to job level or site. Less than one fifth of the respondents gave work as their main interest. This would seem to support the view of Dubin and Champoux (1977) that work and the work place are not central life interests for the majority of people. Howard (1975) suggested that middle management are becoming more and more reluctant to pursue career goals whole-heartedly if this will impair the quality of their lives - for instance, in terms of health or family life. Certainly, the results

of the present study indicate that work cannot be considered to be the main or central life interest of the majority of those interviewed. Likewise, success at the workplace was a main interest of less than 5% of the sample.

Responses to a question on the main ambitions of the respondents tended to fall either into the category of job advancement or one of general contentment happiness and health. Managers were more inclined than supervisors to mention job advancement.

2.3. *Housing location*

Attitudes towards the housing location lived in was investigated on the assumption that this would influence the general quality of life. A Yes/No question was asked on whether or not the respondent was satisfied with his present housing location. Information was also sought: whether people preferred living in their present area to that where they were brought up; numbers living in the area they were raised in; time spent in getting to work and the distance covered.

T-tests were carried out to see if there were any significant differences in overall job satisfaction or life satisfaction between those who were satisfied with their housing and those who were not. None of the t-values reached the 5% level. Hence, unlike satisfaction with leisure time, satisfaction with housing location does not seem to impinge in any measurable way on general job satisfaction or satisfaction with life in general.

Table 9.4. shows the percentage of people who are satisfied with their present housing location.

A high proportion were satisfied with their housing location. Probably, if a person was not satisfied with his housing location, he would move or else come to terms with his present situation.

Site 3, the site at which respondents were most contented

TABLE 9.4.

Satisfaction with housing location by site and level showing all percentages and actual numbers											
	Site 1		Site 2		Site 3		Site 4		All Sites		Both levels % 100
	%	No	%	No	%	No	%	No	%	No	
	100	36	100	22	100	31	100	19	100	108	
Satisfied Managers	73	11	66	8	100	18	87	7	83	44	53
Satisfied Supervisors	95	20	60	6	92	12	82	9	87	48	55
Both levels satisfied	66	24	64	21	97	30	84	16	91	98	108

with their housing location, is situated in East Anglia. House prices were lower in this area than the regions where the other sites were placed and accommodation is more plentiful. One of the London sites had the highest percentage of people dissatisfied with their housing location, although employees at the other London site only five miles away were quite satisfied.

Generally speaking, most of those who were dissatisfied with their housing location said it was because the area had deteriorated in recent years. What was once a sought-after, select area had been changed by housing development schemes and/or influxes of people. In the majority of cases, the respondents said that this had adversely affected the price of their houses and therefore they could not afford to move. Others said there were various domestic reasons why they could not contemplate moving, such as children's education, nearness to work or wife's work and family ties.

Practically half of the total sample would prefer to live in their present location than any other area. The percentage of managers (57%) was somewhat higher than that of supervisors (40%). Figures on the distances from home to work show that, on average, managers live eleven miles from their place of work, while supervisors live less than five miles away. On average, it took managers

31 minutes to get to work, and supervisors 17 minutes.

Presumably managers must consider the extra time spent travelling to work worthwhile in terms of an improved quality of life. It would be instructive to know if the distance from home to work is related to salary level, or whether it indicates a different set of priorities and values between occupational levels. Today, wage differentials between job levels are narrowing so difference in housing location preferences between occupational classes may vanish. On the other hand, cultural and social factors, such as social class distinctions, could perpetuate the differences in location preferences.

A surprisingly high proportion of interviewees - 69% - were living in the area where they were brought up. As would be expected, the percentage was higher for supervisors (76%) than managers (60%). Managers tend to be more mobile than supervisors, as they usually have a more easily transferable skill.

2.4. *The state of Britain as a whole*

Opinions were sought on this area as the social, economic and political situation of any nation must have a considerable impact on the lives and general quality of life of the people.

The question asked was open-ended: "All in all, are you as satisfied as you'd like to be with the general state of Britain at the moment?" The replies given are shown in Table 9.5.

Only six respondents who were all supervisors said they were satisfied with the state of Great Britain. Table 9.5. shows there were numerous reasons for dissatisfaction with the state of Great Britain.

The 'NHS/Welfare State' was a source of dissatisfaction, some of those interviewed claimed it was possible for people to receive

TABLE 9.5.

Response frequencies for reasons for dissatisfaction with Great Britain			
Reply	Both levels response frequencies	Managers response frequencies	Supervisors response frequencies
Bad management (political)	20	11	9
State of economy	12	6	6
NHS/Welfare State	11	6	5
Attitudes of people - money first, apathy, etc	11	5	6
Taxation/wage legislation	11	6	5
Always room for improvement	9	4	5
Unions are trying to run the country	8	3	5
Middle classes are being hammered/standards of living are being whittled away/no incentives	8	7	1
We belong to a second-rate nation	5	2	3
Disillusioned with all parties	5	5	-
Inflation	4	3	1
Racial policies	4	3	1
Socialist policies, especially nationalisation	2	1	1
We run ourselves down too much	2	1	1
The government doesn't understand companies	1	1	-
Still an 'us' and 'them' attitude	1	1	-
Other	10	1	7

more money from Social Security payments, unemployment benefits, rent and rates rebate, etc. than they could earn. In other cases, the differences in the total amount of money received from the state and that received from employment was minimal. Because of this, some respondents claimed they had difficulty in filling particular vacancies.

T-tests were used to see there were differences in the evaluation of life satisfaction and general job satisfaction between those who were and were not satisfied with the state of Great Britain. A t-value of -2.78, $p < 0.05$ for the overall measure of satisfaction, GJS, was found, and a t-value of -3.82, $p < 0.05$ for life satisfaction. Thus those who are satisfied with Great Britain had slightly higher overall job satisfaction and life satisfaction scores. This is similar to the findings regarding satisfaction with leisure and overall job and life satisfaction. While satisfaction with one area of life might affect feelings of satisfaction with others, it could be that some people are more easily satisfied/dissatisfied than others.

2.5. *Family life*

In all probability, a person's general satisfaction with his home/family life will have a considerable influence on his general quality of life. Regrettably, it was not possible to pursue this issue. After a complete set of interviews at one of the sites, questions relating to satisfaction with family life were excluded. This turned out to be a rather delicate issue. If respondents were unhappy with their home life or were experiencing problems such as divorce, then they were reluctant to discuss the matter. An examination of the data from the interviews where questions on family life were asked showed there was practically no variation in replies. The overwhelming majority stated that they were satisfied and declined to comment further.

2.6. *Work*

An area which probably has a great deal of influence on a person's general quality of life is his work. The model shown in chapter 4, Table 4.1 does indicate that a two-way association between general quality of life and overall job satisfaction is thought to exist. This is also one of the hypotheses which the study seeks to examine. In the quality of life section of the interview no specific questions were asked on satisfaction with work as this had been thoroughly explored in other sections of the interview. However the effects of work on non-work and vice versa were explored. This issue will be dealt with later in this chapter.

The two overall measures of job satisfaction, ALLSAT and GJS, were correlated with the aspects contributing to the quality of life. The only significant correlation was between satisfaction with leisure and ALLSAT at time 1 ($r = 1.32$, $N = 105$, $p < 0.005$).

3. *The construction of a general measure of Quality of Life*

A composite measure of the general quality of life was formed by adding together the replies to the Yes/No questions on whether the respondents were satisfied with: their leisure; housing; and Great Britain, a 'yes' reply was given a score of 2 and a 'no' reply scored 1. This was done for the first and last interview data. The new measures were called quality of life time 1 and 2.

While there was little empirical justification for doing this, if the assumption that each of these areas contributed to the overall quality of life was correct, it did seem to be conceptually justifiable. The score given to the single overall measure of life satisfaction was not included in the variables added together to form the composite quality of life measure in case it was an alternative form of measuring the quality of life. The standardised alpha reliability coefficient for the three items was .56.

A low correlation was found between the composite measure of

quality of life at time 1 and the overall measure of job satisfaction ($r = 0.22$, $N = 108$, $p < 0.05$). The correlation between the composite measure of quality of life and overall job satisfaction at time 4 was only marginally higher ($r = 0.26$, $N = 96$, $p < 0.05$). However, correlations between the single item question on overall life satisfaction and the overall job satisfaction measure at time 1 was fairly high ($r = 0.46$, $N = 108$, $p < .001$). At time 4 a similar result was found ($r = 0.44$, $N = 96$, $p < .001$). Thus, while the association between the composite measure of quality of life and overall job satisfaction seems fairly weak, there does seem to be clear evidence of a positive association between overall life satisfaction and overall job satisfaction.

4. *Extent to which given aspects contribute to the Quality of Life*

Respondents were asked to distribute 100 points across the five areas being taken as contributing to the quality of life. The results showed that the aspects were rated in the following order of descending importance: family; work; leisure; housing location; Great Britain as a whole. This ordering held even when sub-samples of the respondents by job level and site were separately examined. These results are similar to those found by Adamski (1973) and Inglehart (1971) which were mentioned in the literature review.

These results are instructive as they show that a person considers his family has a greater bearing on his general quality of life than does his work. This implies that if policy makers are interested in improving peoples' general quality of life then they should direct attention to peoples' lives outside of work.

5. *General life satisfaction*

In addition to the scaled item question asking respondents

to rate their general life satisfaction, respondents were also asked a Yes/No question regarding whether they were satisfied with their life at present. 85% of the total sample (N = 108) said yes, they were satisfied with their life at present. 64% of managers (N = 52) and 84% of supervisors (N = 56) were satisfied.

Dissatisfaction with life as a whole tended to arise from financial reasons, career prospects, and in some cases personal reasons such as ill health. Some of the replies are illustrated below.

No, I'm not satisfied. There are so many things I haven't done. It has been a hard slog and I should see the benefits from the work I've put in but I'm not.

Manager

No, I'd like more of everything - money plus consumer durables plus a better house. I'd like my wife to stop working and my child to go to a better school.

Supervisor

Yes, I'm satisfied . . . well, not quite, especially regarding personal rewards (money).

Supervisor

Looking back, it could've been better. It has been enjoyable. But it could've been better. At present it's workwise as satisfying as I need it. Would've preferred and expected to have a better standard of living and I'm disappointed that I haven't.

Manager

Yes, I'm satisfied, except for minor things. I've got a house, a car and a job.

Supervisor

Yes, I'm satisfied, especially when I consider what I started with to now.

Supervisor

Analyses showed that managers at Site 1 were less satisfied with their life than any other sub-sample of job level or site. The reason for this group's dissatisfaction seemed due to financial reasons coupled with a belief that a person never can - or should - be entirely satisfied with their life. Table 9.1 also shows that managers at this site have a lower rating for satisfaction with free

time than any of the other sub-samples. The following quotes from managers at Site 1 will illustrate this view.

No, I'm not satisfied because many things are still out of my reach. I have to keep thinking of them to keep going.

No-one can be really satisfied with their life.

It's mainly geared to finance. Salary levels are low and I'm not too happy with the government or country or local politics.

6. *The association between the Quality of Life and Job Satisfaction*

The extent to which work affected non-work or leisure time and any effects which work had on peoples' health or lives generally was explored. The literature review - chapter 3 - showed that links have been found between work and physical and psychosomatic illnesses and between work satisfaction and the quality of life. As described in chapter 4, section 3.12, it was expected that a two-way and interactive association would be found between the quality of life and job satisfaction.

The first topic discussed in this section of the interview was the extent to which people think about work after office hours. Managers were more inclined to think about their jobs after work than supervisors. The mean score for managers and supervisors to a question on this subject was 2.76 and 1.98 respectively, $t = 2.10$, $p = .04$. A 5 point scale was used. Much of the work-related thinking was along the lines of planning the next day's work. Typical comments were:

I plan my day while shaving in the morning. Manager

I think about my job while I'm driving to and from work
Manager

In response to the question on the ease with which work problems were forgotten, there was no discernable difference in answers according to job level. All in all, only a few people said they found

it very easy. Again, only a small number mentioned that they found it very difficult. The majority of the interviewees said that they found it fairly easy or moderately easy to switch off but with qualifications. Below are some examples of the replies:

For about two hours after work, I do think about it. But after that, I find it relatively easy to switch off.

Manager

Not particularly easy. Supervisors can't switch off.

Supervisor

It's only when I'm on my holidays that work starts to disappear. Then, towards the end of the holiday, it all comes back again.

Supervisor

I can push them into the back of my mind but I can't forget them.

Supervisor

As a rule, I can forget it. But that's only after going through 23 years of waking at night and thinking about it.

Supervisor

As I've got older I find it easier.

Supervisor

Very easy. Even if I've been worried all day, I can put it all behind me.

Manager

Hard. My wife can speak to me and I'm miles away.

Supervisor

It depends on the type of pressure.

Manager

On the whole, there did seem to be an implicit assumption that it was good to be able to 'switch off' and forget work and any work problems once the day was over. As one person put it:

It's essential or else you live work and never relax.

Manager

However, someone did say:

I can forget work problems but I don't want to forget work. I think about it constructively when I'm at home. I've got more time to plan things at home as I get less interruptions.

Manager

While only a small number actually took work home with them, the majority of both supervisors and managers did work overtime. The amount and frequency of the overtime varied. With some respondents, it was only at the end of the month and when important deadlines had to be met. For others, a certain amount of overtime was worked every day. Most of the overtime was carried out for no extra money. None of the managers were paid for overtime and most supervisors were not paid for the first hour's overtime they worked on any one day.

Relatively few people said that working overtime interfered with the home life or social life. The majority seemed to accept overtime as part of their job. Some mentioned that overtime did not adversely affect their non-working hours as:

. . . it's too infrequent. When it was two or three times a week it did.

Supervisor

Others - especially day supervisors - mentioned that, despite overtime, there was still a lot of the evening left.

Working overtime doesn't matter because, when you finish it, it's still only 5.20 p.m.

Supervisor

On the whole, managers found overtime more of a strain on their home life than supervisors. Some of the comments were:

My wife thinks I'm a fool to work so hard. Manager

Overtime used to interfere a lot. I used to do a lot of travelling which meant I was away from home quite a bit and when I was home I was tired. Two years ago I had a nervous breakdown through it all.

Manager

It (i.e. overtime) impinges on one's day less than it did because I'm not so involved in day-to-day matters. I use the weekend to recover from the week. My wife says I do too much. I take work home at deadlines. I used to take it home more frequently. Looking back, I've been foolish to take work home so much.

Manager

One supervisor made the following comment:

I reckon it's part of the work to be on call. But I left Enfield as a toolmaker because of night work, as soon as I didn't need the high income.

Supervisor

The supervisor's comment shows how the quality of a person's life may be balanced against priorities/necessities. Some of the managers' replies indicate the extent to which the job can have a detrimental effect on health and/or home life. Several other managers mentioned suffering from illnesses which they attributed to work pressures. For instance, three had ulcers and a few had, at times of stress in the past, suffered from general feelings of nausea and stomach pains which did not seem to have a physical cause, and two had heart complaints. Two other supervisors died during the course of the interview period of heart attacks.

The respondents were asked 'To what extent does what happens at work affect your mood/behaviour after work?' The question was accompanied by a 5 point scale going from 'not at all' to 'a great deal'. The mean score replies to the question 2.92 and 2.35 for managers and supervisors respectively, $t = 2.40$, $p = .02$. Throughout all the sites, managers - when taken as a group - gave a higher rating to the extent to which work events affected them outside work, than did supervisors when taken as a group. The mean ratings for the reverse situation, i.e. what happens outside working hours affecting one's mood and/or behaviour at work, was 1.77 and 1.50 for managers and supervisors respectively, $t = 1.60$, $p = .12$. Again the average rating was higher for managers than supervisors, although not to a significant degree.

These results are very interesting. They indicate that, regardless of job level, people perceive work events to have a stronger general effect on their mood and behaviour after work than vice versa. They were also more inclined to blame work pressures for ill health rather than matters not related to work. On the other hand, the respondents did claim that family/home life contributed more to their

overall quality of life than work.

The scores show that managers are less likely to compartmentalise their lives than supervisors. With both work and non-work, managers claimed to have a greater spillover effect than supervisors. Perhaps this is because managers are more involved in their jobs - or their jobs necessitate or provide them with more involvement - than is the case with supervisors. Alternatively the self-image of a manager might revolve around his job to a greater extent than that of supervisor. These matters might provide an answer to why managers perceive themselves to be more affected by work events than supervisors but they provide no explanation of why managers also perceived themselves to be more affected at work by non-work events than supervisors. Possibly, if a person does not divorce his work from his non-work life he may not separate his non-work life from his work. These explanations are extremely tentative. On the basis of the information obtained in this study, it is impossible to reach any definite conclusions. However, the points raised could be usefully taken up by further research.

To conclude, it does appear that work and its ramifications permeates the leisure and free time of managers and supervisors. However, the effect is somewhat more marked for managers than supervisors. The reverse situation, i.e. the permeation of free-time experiences on a person's attitudes and behaviour while at work, is less noticeable - or perhaps less obvious. Again, however, there does seem to be a stronger spillover effect for managers than supervisors.

7. *Summary*

In the examination of the areas contributing to the general quality of life, it became apparent that there were some noticeable differences according to job level, in the way these areas were assessed and generally regarded. For instance, supervisors as a group tended to be more satisfied with their leisure time than did managers

as a group. The emphasis on leisure activities tended to vary according to job level as did reasons for dissatisfaction with leisure activities. While a high proportion of all those interviewed were satisfied with their housing location, slightly more managers than supervisors were satisfied with this aspect of their life. Regardless of geographical location of the site, managers tended to live further from their place of work than did the supervisors. Practically everyone was dissatisfied with the state of Great Britain as a whole.

When the above areas were examined to see if satisfaction with them affected a persons general life satisfaction several points emerged. First, people who were satisfied with their leisure time in comparison to those who were not, were also more likely to be satisfied with their general life. However there seemed to be no association between feeling satisfied with housing location and general life satisfaction. Those who were satisfied with Great Britain as a whole were also more likely to be satisfied with their life as a whole than those who were not.

A composite measure of quality of life was formed by adding together replies to the questions asking people to rate on a 7 point scale how satisfied they were with: leisure; housing and the state of Great Britain. The hypothesis proposed in chapter 4 was that there would be a high positive association between a composite measure of the quality of life and overall job satisfaction. While there was a positive association between these two areas, the correlation was low. A much stronger association was found between replies to a single item question on overall life satisfaction and overall job satisfaction.

When respondents were asked to distribute 100 points over five areas which the research study had taken as contributing to the overall quality of life, the same ordering was found regardless of a person's job level or site. Respondents consistently gave the

following rank ordering to the items: family; work; leisure; housing; state of Great Britain. This finding was supported by the replies to a question asking for the respondents' main life interests. Here, family tended to be placed first and work second. When asked about their main ambitions in life, respondents tended to either give career advancement or general happiness/contentment.

Regarding the association between the quality of life and job satisfaction, there did seem to be some interaction in the association. The extent to which respondents thought about work after working hours varied from person to person. On the whole, managers thought about it slightly more than supervisors and found it a bit harder to 'switch off'. When the scores of managers and supervisors were compared, managers perceived themselves as having a higher overlap than supervisors, between the affects of work on non-work life and vice versa.

Respondents were inclined to blame work pressures for causing ill health. They did not mention home pressures as causes of ill health.

The findings of this study have important implications for anyone concerned with the general quality of life. While differences in satisfactions with the various areas felt to contribute to the quality of life were apparent between job levels, it is interesting to note that the rank ordering of importance placed on these aspects as contributory factors for the overall quality of life is similar between sub-samples of job levels and site. Family is consistently rated as more important than work. It seems that perhaps instead of focusing attention on work as a means of improving the overall quality of life, resources should be directed towards means of improving family life. Funding such improvements implies additional public sector expenditure. But perhaps the greatest improvement in family life would come from

reducing the length of the average working week.

It is worth noting that while 'family' is consistently given a higher rating than 'work' as a factor contributing to the general quality of life, 'work' is more likely to be cited as a cause of ill health than 'family'. If respondents are accurate in attributing the cause of some of their health to work, then people concerned to improve the overall quality of life should direct attention to this area, as well as to areas of family life.

Evidence supporting the hypothesis of a strong positive association between a composite measure of quality of life and overall job satisfaction was weak. This might have been caused by it being a poor measure, as there was evidence of a strong positive association between general life satisfaction and general job satisfaction.

Regarding the hypothesised two-way interactive association between the quality of life and job satisfaction, there was slightly more evidence showing that the job affected quality of life than vice versa.

PART 3

RESULTS, CONCLUSIONS AND IMPLICATIONS

RESULTS AND CONCLUSIONS

1. *Introduction*

In chapter 4 (p.82), the major objectives of this study were stated as:-

- a) To examine the constituent dimensions of job satisfaction at intervals over one year.
- b) To examine reasons for change in the level of job satisfaction at intervals over one year.
- c) To provide information on job satisfaction for those concerned with job satisfaction policies.

In this chapter the results and conclusions of this study are discussed with specific reference to the first two objectives. The final chapter deals with the implications of the research for practice.

The first two major objectives subsume several of the sub-objectives outlined in chapter 4 (p.82). For instance, rises in the retail price index partially accounts for alterations in the respondents' job satisfaction levels across time. However, the subobjectives are discussed separately where necessary.

Towards the end of this chapter, the extent to which the original purpose of the research has been satisfied is considered.

2. *The constituent dimensions of Job Satisfaction
at intervals over one year*

The satisfaction and importance ratings of twenty job facets were examined at intervals over one year. Factor analyses suggested that the underlying structure of the selected items vis-a-vis each other, changed across time. In addition, the scores respondents gave to each facet did not necessarily change in the same direction over time. Nor did they change to the same degree. This suggests that the dimensions

of job satisfaction may not be given the same rating at different time periods.

The number of job facets which may contribute to a person's job satisfaction is very large. The job facets selected for consideration were a reflection of the researcher's attitudes and interests. Nevertheless, there were high positive correlations between the satisfaction scores given to the facets and the single overall measure of job satisfaction (GJS). Presumably, the single overall job satisfaction score reflected attitudes towards aspects which each respondent considered important. Hence the close association between this rating score and that given to the selected twenty job facets suggests the measures have a lot in common. This is also substantiated by the high positive correlation between the single overall job satisfaction measure (GJS) and the composite overall job satisfaction score (ALLSAT).

As other researchers have concluded, job satisfaction appears to be multi-dimensional. Respondents were not equally satisfied with all aspects. Nor did they necessarily allocate the same ratings to facets at different points in time. To have done so would have implied that job satisfaction is totally independent of different outside influences and is also unidimensional.

The research study showed that the criterion variables of job satisfaction were related to certain independent variables and the main associations are depicted in Table 10.1.

Table 10.1 shows that job satisfaction is positively related to certain independent variables which were specific to the organisation. The main correlations are listed in Table 10.1. These findings were discussed at length in chapter 6.

Chapters 7 and 8 - which described the individual case studies and site case studies - revealed that job satisfaction levels

TABLE 10.1

Summary table of main Pearson correlations between overall measures of job satisfaction and the independent variables specific to the organisation		
INDEPENDENT VARIABLES	General job satisfaction (GJS 1)	Composite measure of job satisfaction (ALLSAT 1)
Composite measure of routine/low variety	-.39	-.48
Ability to anticipate and predict job events	.26	.32
Freedom to choose the order of job tasks	.26	N/S
Composite measure of role stress/role conflict	-.40	-.42
Composite measure of job related problems	-.56	-.64

could fluctuate according to influences such as those peculiar to a site at a certain moment in time. However, it would seem that the association between site circumstances and job satisfaction is mediated by the employee's interpretation of event. The meaning and interpretation of events could differ between individual or between particular groups of people. This point will be elaborated later.

Job satisfaction levels were also affected by some independent variables outside of the direct control of policy makers in organisations. For instance, positive correlations existed between life satisfaction and ALLSAT 1 ($r = .36$, $N = 108$, $p < 0.05$) and GJS 1 ($r = .46$, $N = 108$, $p < 0.05$). It could be argued that policy makers have little control over the life satisfaction of employees. While in many instances this may be so, correlations do not demonstrate cause and effect. Perhaps high levels of job satisfaction could induce high life satisfaction rather than vice versa. Alternatively, there need be no cause and effect relationship whatsoever.

It would appear that the national economic environment can influence job satisfaction levels. In particular, rising inflation seems to be associated with dissatisfaction over pay. Again, those in a position to influence job satisfaction policies may feel that this is an area over which they can have no direct control, especially if wage freezes are in operation. However it may be possible for them to compensate for negative attitudes towards pay by directing resources towards other facets of employees' jobs. This point is discussed in chapter 11.

The degree to which people take a localised frame of reference when assessing their job satisfaction was illustrated by reactions towards national unemployment figures. All in all, there seemed to be little association between the increasing size of the population unemployed and respondents' satisfaction and importance ratings for job security. Here, the factor determining attitudes towards job security related to the conditions prevailing in the site where the respondents were employed. If the respondents felt their jobs were in jeopardy, then they were concerned about job security. If they considered that their jobs were secure, then national unemployment levels did not seem to have much bearing on their ratings for job security.

Age correlated positively with both ALLSAT 1 ($r = .53$, $N = 108$, $p < 0.05$) and GJS 1 ($r = .31$, $N = 108$, $p < 0.05$). It also correlated positively with the majority of the twenty job facets. Age is another variable which would seem to be outside of the immediate sphere of control of policy makers concerned with job satisfaction. Nevertheless, over time the age distribution may be open to some control via selection, early retirement, redundancy and other management or union actions. Naturally, the full implications of such policies would have to be carefully scrutinised before any such actions were implemented. The finding of a correlation between age and job satisfaction does not

in itself justify attempts to control the age distribution. Nor does it indicate its desirability.

To summarise, it would seem that the constituent dimensions of job satisfaction are related to a number of independent variables. Some of these variables pertain largely to the specific organisation under consideration. Included in these variables would be matters such as organisational policies and practices. Other variables relate largely to how employees perceive and assess their actual job and total situation. Included here are perceptions of job characteristics. Further variables associated with job satisfaction are the personal characteristics and background data of the job holder in terms of their age, length of service in the company and general life satisfaction. Finally, national economic circumstances such as the rate of inflation in comparison to wage rises can impinge on job satisfaction levels.

The associations between independent variables and criterion job satisfaction variables are not necessarily constant across time. This was illustrated in the research when some of the independent variables showed significant correlations with job satisfaction for only one or two of the time periods measured. With other independent variables - such as age - the association seemed constant across time. This suggests that needs and expectations may change with time. In addition the meaning or interpretation attached to matters such as job characteristics, events or particular circumstances may vary. The same person may differ in his evaluation of a particular event at two points in time. Similarly, different groups of employees may react to an identical event in different ways. With cross-sectional studies of job satisfaction, this type of phenomenon is concealed. Implicit in most cross-sectional studies is the notion that relationships existing at one point in time are representative of what would be found at other points in time. The research has demonstrated that merely correlating

variables together at one moment in time can conceal the complexity of the existing associations. Correlating variables together across time reveals the extent to which the associations are constant. However, even this is insufficient to be able to fully appreciate the reasons for the associations. An understanding of why people evaluate particular variables in a certain way, and what causes their evaluations to fluctuate would help to complete the picture.

Many of the independent variables bore a different relationship to job satisfaction according to the job level and/or site to which a person belonged. Age also mediated between other independent variables and job satisfaction. Table 10.2 summarises the main findings concerning the moderating role of age, job level and site.

Table 10.1 showed that job satisfaction was positively associated with: a low degree of role stress/role conflict; few job related problems, and the ability to predict and anticipate future job events. Table 10.2 shows a positive association between age and the perception of the above job characteristics. This could account for the strong association between job satisfaction and age. In chapter 6 (section 8) partial correlations between the afore mentioned job characteristics and overall job satisfaction, controlling for age, were undertaken. The results showed that controlling for age did lessen the correlations, although only to a marginal degree. The variables of autonomy and high variety were also positively associated with job satisfaction. However, there was a negative association between age and the perception of autonomy in the job. There was also a negative association between age and preference for variety. Perhaps the lower preference for variety among older employees signifies a desire for predictability and certainty in their work situation. The economic circumstances prevailing when the study was undertaken were such that the possibility of redundancies could not be discounted.

TABLE 10.2

Summary of main findings concerning the moderating role of age, job level and site.
<i>Age</i>
1.1. Age is positively associated with perceiving the job as being predictable, well defined, having little variety.
1.2. Age is positively associated with perceiving little autonomy in the job.
1.3. Older employees are less likely than younger employees to perceive themselves as: having to do things against their better judgement; not being able to please everyone.
1.4. Older employees are less likely than younger employees to consider that job related problems detract from their job satisfaction.
1.5. Age is negatively associated with preference for variety.
<i>Job level</i>
2.1. Managers have a higher preference than supervisors for variety.
2.2. Managers score higher than supervisors regarding perceived job variety; different types of problems; autonomy regarding task priorities; conflicting priorities; major decisions.
2.3. Supervisors score higher than managers regarding matters of:- working to meet deadlines; not feeling fully trained; not being accepted by others.
2.4. Managers place more emphasis than supervisors on promotion.
2.5. Supervisors place more emphasis than managers on: job security; supervision received; physical working conditions.
<i>Site</i>
3.1. Respondents at the sites examined differed in their assessment of: conflicting work demands; not feeling fully trained; the ease of handling human problems; autonomy; pleasure received from taking on new problems; perceived and anticipated job change; major problems; precision of laid down responsibilities; solutions appearing clear to problems; assessments of work itself and work relationships.

Hence this could have brought a desire for certainty to the fore. Alternatively, the explanation could be that older people find it harder to adapt to change. It should be noted that chapter 6 showed no significant correlations between age and either the importance or satisfaction attached to job security. The trade-off exercise did, however, illustrate that supervisors were far more likely to emphasise the importance of job security than were managers.

In many instances analyses of variance tests showed that there were more similarities in the replies of respondents of the same job level - despite them being employed at different sites - than between respondents at different job levels in the same site. High variety and autonomy were some of the variables on which managers gave themselves a higher rating in comparison to supervisors. These particular variables were positively associated with job satisfaction. Other variables for which managers scored higher than supervisors related to conflicting work priorities. These variables were negatively associated with job satisfaction.

Findings regarding the inter-relationships between independent variables - in particular those between age, job level and job characteristics - suggests why the associations between independent variables and criterion job satisfaction variables are not exceptionally strong. Age moderated the relationship between job satisfaction and some job variables. In addition the assessment of some job variables seemed to vary according to the job level of the respondent. Chapter 6 demonstrated this by examining the association between independent variables and job satisfaction while controlling for age. In addition, when job level was kept constant, the assessment of independent variables varied as did their association with job satisfaction.

As expected, there were differences between respondents working at different sites in the assessment of job characteristics and job

satisfaction. All in all, however, these differences were not that great. The differences in ratings of variables between respondents at different sites were not consistent across time. Differences in respondents' assessment of job variables when level was held constant did tend to be consistent. For instance, supervisors consistently emphasised the importance of job security and working conditions, while managers consistently emphasised the importance of promotion.

3. *Reasons for changes in the level of Job Satisfaction at intervals over one year*

The research clearly shows that job satisfaction changes over relatively short periods of time. It also shows that the ratings given to the job satisfaction and importance facets did not change by equal amounts or in the same direction. Several possible explanations for these findings can be proposed.

There did seem to be a connection between events experienced and changes in job satisfaction. However in most instances it seems necessary to move beyond the mechanistic concept of cause and effect to a consideration of the meaning of the events to respondents.

Chapter 7 showed that there was some degree of consensus among respondents over the interpretation of events experienced. There were also some common reactions to events. However reactions to and interpretations of events did vary from person to person. For instance, satisfaction with pay declined over the period of the study. As the study took place during times of rising inflation, declining real incomes and government wage restraints, this reaction is not surprising. However the extent to which satisfaction with pay declined varied according to the job level of the respondents. There were also variations in the extent of dissatisfaction with pay between employees based at different sites. Again, however, the variations in degree of dissatisfaction did not remain consistent across time. For instance, the

site where respondents were most dissatisfied with pay varied from time period to time period. Similarly, managers show a more marked decline than supervisors in satisfaction with pay across the whole time period. Nevertheless, at certain points in time supervisors were more dissatisfied with pay than managers.

The above suggests that the meaning of pay restraints and rising inflation to respondents must be considered both on an individual level and a collective level. On a collective level, there is likely to be some consensus in attitudes over pay between people working together. Probably, this is especially so for employees at the same job level and at the same place of work.

Equity theory, as discussed in chapter 2, postulates that people compare their own inputs and outcomes to assess whether they are being fairly treated. In addition they compare their own total situation with that of selected reference groups. Where comparisons are unfavourable dissatisfaction may arise, followed by attempts to redress the imbalance.

In this study, instances have been given where feelings of inequity are responsible for dissatisfaction. For example, at Site 1 managers were discontented because their counterparts working at a sister company had company cars while they did not. Likewise, supervisors employed at Site 3 were disgruntled over pay as they believed their counterparts in Birmingham were receiving higher wages. In fact, this was not so. Nevertheless this was the perception which respondents held of the situation. It was sufficient to cause feelings of inequity.

Equity theory does, therefore, appear to partly account for the collective interpretation of events by respondents. Need theories and expectancy theories - as discussed in chapter 2 - also contribute to the understanding of why respondents differed in their evaluation

of and reaction to events.

Needs will vary from person to person. They will also differ for the same individual across time. Chapters 7 and 8 illustrated this point. For example, one supervisor said he was having to give financial support to his married daughter. This meant that pay was becoming more important to him than it had been in preceding years. Another mentioned that he was contributing to his son's university grant which was leaving him short of cash. Yet another said that now his family was grown up, he was not so bothered about working at the place which paid the highest wage. He was more interested in doing a job he liked and which was relatively secure.

Expectations - at both an individual and group level - also influenced the interpretations and reactions to some events and job facets. There are indications from this research that employees at a particular job level expect to have a higher standard of living than those at others. Many of those interviewed mentioned the decline in their standard of living in comparison to that now enjoyed by shop floor as a reason for discontentment. Differences were also noted between people in levels of expectation. For instance some of the respondents considered that taking on additional responsibilities warranted extra monetary payments. Others considered that the additional responsibilities were sufficient payment in their own right. Naturally, over time expectations, needs and assessments of what is equitable will vary both on an individual and collective level.

The case studies discussed in chapters 7 and 8 presented numerous examples of how events had led to a change in job satisfaction levels. In most of these examples the indications were that the interpretation of the event, its meaning and effect on individuals and/or groups of people, was the main factor inducing job satisfaction levels to alter.

The possibility that some changes in recorded job satisfaction scores were due to the interviews themselves cannot be discounted. Questioning respondents about their job satisfaction every four or eight months could have caused them to examine their situation in a more critical light. One or two of the respondents did mention something to this effect. In addition, all respondents were given a feedback report after each set of interviews. The reports contained a brief summary of the main findings. There were several reasons why reports were issued after each set of interviews. First, top management at each company wished to be informed of the findings as quickly as possible. Secondly, the participants in the study were interested in seeing the findings and it seemed a fair return for their excellent cooperation. Thirdly, it did help to maintain the cooperation and interest of people at all levels in the organisations studied. If reports had been sent only to top management, the danger of influencing respondents' replies might have been overcome. However, the moral basis of such a decision is open to question.

To summarise, this section has argued that changes in job satisfaction levels seem to be strongly associated with the meaning and interpretation respondents attached to events rather than the events per se.

4. *Major areas of dissatisfaction on a site-by-site basis*

In chapters 7 and 8 major areas of dissatisfaction for each site were discussed. One of the subsidiary objectives of the research was to establish this information. Table 10.3 summarises the main areas of dissatisfaction. This is followed by a discussion of their interpretation.

TABLE 10.3

Major areas of dissatisfaction on a site-by-site basis.
<i>Site 1</i>
1.1. Uneven work flow attributed to: seasonal demands for products; the payment scheme whereby bonuses were calculated monthly on output; poor planning and control of work.
1.2. Dwindling enthusiasm for 'team work' among the managers.
1.3. Pay and fringe benefits.
1.4. A feeling by supervisors that higher management was insufficiently aware of, or concerned about, the problems facing supervisors, and was unwilling to face up to their responsibilities.
<i>Site 2</i>
2.1. Having two general managers at the same site and the problems this caused for those who were responsible to one of the managers but had to provide a service to the other.
2.2. Repercussions on peoples jobs and areas of responsibility caused by a new production manager being appointed.
2.3. Repercussions caused by new room allocations due to senior managers from headquarters being relocated.
<i>Site 3</i>
3.1. Insufficient delegation by the general manager.
3.2. Inconsistent attitudes and support from the general manager towards his subordinates leading them to feel uncertain of the role and position.
3.3. Discontentment over the work and behaviour of some of the managers by supervisors.
3.4. Repercussions caused by managerial changes.
<i>Site 4</i>
4.1. Poor working conditions caused by the rebuilding plans and installation of new plant.
4.2. Adverse effects on production caused by the installation of the new plant.
4.3. Dissatisfaction over the loss of wage differentials.

Hardly surprisingly, major areas of dissatisfaction varied from site to site. However, one trend did emerge. There seems to be a general dislike of uncertainty and change. This trend was not so marked at Site 1 as at the other sites. Nevertheless, uncertainty caused by uneven work flows was a major problem at Site 1. In the three other sites, uncertainties due to managerial changes; plant changes; accommodation changes; imprecisely defined areas of responsibility and authority were major sources of discontentment. This can be interpreted as indicating that people like to have a fairly high level of predictability and stability in their work.

Throughout all four sites there was noticeable dissatisfaction over remuneration. Many people mentioned dissatisfaction over pay. Others complained of too few fringe benefits or the erosion of wage differentials.

5. *Links between the general quality of life and Job Satisfaction*

Chapter 9 dealt in depth with this topic. The finding that a person's job was rarely considered to be the main factor contributing to a person's quality of life bears reiterating. It is difficult to interpret the possible implications of this. For instance, it could signify that the job was not the main factor contributing to the quality of life because it was not a good job. Therefore the job was being discounted. Alternatively, it could be that, in Britain at any rate, a job is not considered by most people to be the most important area of a person's life. This could be true regardless of whether people feel that they have a good job or not.

The multiple regression analyses in chapter 6 showed that the single item question concerning life satisfaction accounted for more variance in the single overall job satisfaction measure (GJS), than it

did for the composite job satisfaction measure (ALLSAT). Perhaps people are taking a similar frame of reference when considering their job as a whole and their life as a whole. The composite measure (ALLSAT) required people to use a different frame of reference as they had to assess given facets.

All in all, there would seem to be links between the quality of life and job satisfaction. Both the qualitative and quantitative data supports this. However the process by which life satisfaction and job satisfaction become intertwined was not established. There was evidence of individual differences in the degree of inter-relationship between job satisfaction and the quality of life. There were also indications that a persons job level mediated the degree to which job satisfaction and the quality of life were intermingled. For instance those at a managerial level seemed to think about their jobs after work more than did the supervisors. However, the extent to which the managers' replies were biased towards making the response which they felt was appropriate for their role is unclear. Chapter 9 suggested that a person's job was more likely to affect his health, home life and quality of life overall than the reverse instance. Again, social desirability could have affected the responses. People may be more willing to admit that their job affects their life outside of work than to admit the reverse situation.

6. *The development of a new method of measuring Job Satisfaction and preferences between given variables dynamically*

The new approach to the measurement of job satisfaction was the trade off exercise. This exercise tried to overcome some of the drawbacks inherent in more traditional approaches to the measurement of job satisfaction.

In the traditional approach, each facet is considered relatively independently. A respondent is given no opportunity to effect changes in his job situation and therefore his view is necessarily static. In the trade-off exercise, facets are considered together. However, only six facets are compared while twenty facets are assessed in the other job satisfaction measure. During the trade-off exercise a respondent can work out the relative value to himself of different positions in a dynamic, learning process. This process also subsumes the importance dimensions. Thus it attempts to overcome the problem concerned with the recognition of the importance as well as the satisfaction attributed to facets.

The trade-off exercise also had further advantages over traditional approaches to job satisfaction measurement. It overcomes some of the short-comings of discrepancy measures. For instance in discrepancy measures the difference between how much there is of a facet and how much there should be may be calculated. However, the frame of reference which a person uses to assess the 'should be' part of the equation is unknown. While this is also true in the trade-off exercise, the replies are constrained within a known boundary. The respondent is allocated a certain number of points to distribute as he wishes across the facets. Thus the exercise has a more realistic basis. In the Porter and Lawler exercise, a respondent might feel that he should have the maximum amount of each facet. While he might feel this in the trade-off exercise too, the respondent is constrained by the realities of the situation. He cannot have the maximum amount of every facet. Therefore, he is forced into considering the importance to him of facets along with the extent to which he feels that they should be present.

The trade-off exercise also overcomes some of the short-comings of deficiency scores which Wall and Payne (1973) described.

They pointed out that the deficiency score for those facets with high-perceived existing levels of a given job characteristic will tend to be smaller than the deficiency score of those with lower perceived existing levels. This criticism is not true of the trade-off exercise.

There were some consistencies between the trade-off exercise and the more traditional measure of job satisfaction. There were also inconsistencies. Regarding the consistencies, both measures found that managers placed more importance on promotion and less importance on job security than did supervisors. Similarly, there were significant negative correlations between the discrepancy scores given to pay, promotion and job security in the trade-off exercise, and their importance rating in the traditional measurement.

It is not easy to account for the differences in findings of the two types of measures. Perhaps the trade-off exercise causes people to emphasise certain facets to a greater degree than is possible in the more traditional measures. The start position in the trade-off exercise asks a person to describe his present position. The moves in the exercise equate more to asking a person what his situation should be like in given circumstances and how much importance he places on each facet in comparison to others.

Attempts to form an overall measure of job satisfaction from the trade-off exercise scores proved unsatisfactory, in that the composite score did not significantly correlate with any other job facet. It may be that there is no justification in forming an overall measure of job satisfaction from this exercise. The conceptual justification for forming an overall measure was based on the premise that a person would wish to have the best possible combination of job facets. Thus a large discrepancy between his assessment of his current situation and how he would like his situation to be if he could control changes, should signify dissatisfaction. Perhaps the facets chosen for

consideration in the exercise were not ones which the respondents themselves considered to be of overriding importance to the job satisfaction.

7. *Extent to which the original purposes of the study have been met and methodological problems incurred*

The present study failed on several accounts to meet all of its original objectives.

The study was possibly too ambitious in that it looked at a large number of variables and included four sites and two job levels. This meant that there were sometimes insufficient numbers of respondents within any one category for statistical analysis. Reducing the number of sites and variables and increasing the sample numbers might have improved the research. For example, it would have been useful to have seen how a particular type of change - such as promotion - affected respondents. The writer did select out all those people who had received promotion during the survey and examined their scores. However the sample numbers proved small and no trends were apparent.

One of the objectives of the study was to examine the reasons for change in the level of job satisfaction at intervals over one year. To a certain extent this objective was achieved and job satisfaction was seen to alter across time. Nevertheless, this objective could have been more adequately met by a different research design. Ideally, continuous monitoring of job satisfaction was needed. As it was, interviews might have occurred immediately after an important event had taken place. Therefore respondents might have displayed a marked change in job satisfaction levels. On the other hand, interviews could have occurred when strong reactions against a situation or event were fading. In this instance, no effect on attitudes might have been noted. If

there had been continual monitoring of attitudes it would have been possible to estimate the strength of feeling which different situations and events caused people and the length of time that the feelings lasted. However continuous monitoring may not have been feasible for two reasons. First, respondents may have answered in terms of an established 'response set'. Secondly, respondents may not have been willing to be monitored continuously.

The study did not manage to establish why people sometimes reacted differently to the same type of event. For example, if two people had to move out of identical offices, one person might strongly dislike this move and the other might be indifferent to it. It would have been useful if the study design had been arranged in such a way that this aspect had been fully explored. This might have been achieved by exploring fully the meaning of the event to the person. The information would have had practical and theoretical value.

The study did show that, on average, there was a steady decline in job satisfaction throughout the survey. No firm explanation can be offered for this. As mentioned earlier, the possibility that the research study was affecting attitudes cannot be ruled out. This is a matter of some concern. Possibly asking people about their job satisfaction could have caused them to think more deeply about areas which they had previously taken for granted. People could also have expressed strong attitudes about matters which they wanted to be changed, rather than those which caused them dissatisfaction. For example, respondents became more dissatisfied with pay as the survey progressed. This may have been due to the external economic climate causing genuine dissatisfaction. However, it is equally plausible that pay was given a low satisfaction rating in the hope that so doing would cause the company to give them a pay rise. However, this would probably

have happened only if they already attached a very high importance to pay.

Not all of the job satisfaction dimensional scores moved downwards. Likewise they did not move to the same degree and there were individual differences in the assessments of facets. Thus respondents discussing interviews with each other did not seem to have an overwhelming influence on responses.

There was considerable similarity in answers between those at the same job level. Again, this could have been affected by respondents discussing the interviews with each other and influencing each others opinions. As mentioned earlier, respondents did get a report after each set of interviews although it was designed in such a way that too much information was not revealed.

National economic circumstances did seem to be influencing attitudes to pay. If this impression was in reality a true reflection of the situation, there is no means of knowing whether this situation always exists. It could be that the rising inflation rate and decline in the real standard of living was causing national economic circumstances to have an impact on attitudes which was more marked than normal. This point can only be established by examining the association between job attitudes towards pay and economic circumstances over a considerable period of time.

Home life and life outside of work in general did not seem to have much impact on job satisfaction. Again whether or not this is a true reflection of the situation is debatable. Possibly, people may not have been aware of the effect which their general life satisfaction had on their work life. Alternatively they may have been unwilling to admit any adverse effects of home life or life outside of work on their job. The type of questions contained in the interview schedule designed to tap this area may have been at fault. They may have been

interpreted as implying that people should not bring problems from home into the work place.

One finding which was somewhat surprising, was that, on average, supervisors and superintendents had higher job satisfaction levels than managers. This is against the trend usually found. This may be an honest reflection of peoples attitudes. On the other hand, supervisors were far more concerned over job security than were the managers. So supervisors may have been hesitant to admit dissatisfaction in case this somehow went against them, and reflected on their chances of being made redundant.

As with all pre-categorised methods of recurring responses from people, the structured parts of the interview schedules suffer from several shortcomings. There is no concession to each individual's frame of reference, language or structure of meaning. In the study, it was assumed that a person with a high job satisfaction score was more satisfied than one with a low satisfaction score. The study can be criticised in this respect. Meanings and interpretations of questions and responses should have been discussed. This shortcoming is particularly evident in hindsight. For instance, the case studies demonstrate that the meaning and interpretation of events influence reactions towards them. However, with the structured job satisfaction questions no opportunity was given for respondents to discuss the meanings people attached to the questions or responses.

The approach adopted in this research is that it is the perception of job characteristics, rather than the absolute job characteristics themselves, which influences job satisfaction. However, as perceptual views were gathered, it becomes impossible to say that employees at one site have for example, more job variety than those at another. All that can be said is that one site has a collection of people who express perceptions of high variety.

In the study respondents were asked to rate twenty given job satisfaction facets and importance facets. There are several reasons for questioning the validity of this approach. First, people may have been expressing a view on an aspect which they had never before considered. Secondly, respondents may have been rating aspects which did not actually contribute to their job satisfaction. Thus the extent to which they were contented with the facets would be irrelevant as far as their job satisfaction was concerned. The assumption was made that the given twenty facets contributed to the job satisfaction of each and every member of the study. Thirdly, the questions on the facets may have been expressed by the researcher in terms which did not correspond with the respondents' understanding.

The study failed to establish the precise relationship between overall job satisfaction - as measured by the single item question (GJS) - and satisfaction with separate facets. There did appear to be a fairly strong relationship between the sum of the satisfaction scores given to all twenty facets (ALLSAT) and the overall job satisfaction measure (GJS). However, it must be admitted that in many respects the form of the two questions was similar. It would have been interesting to have seen if any of the twenty job facets had an undue influence on overall job satisfaction. For instance, dissatisfaction with one particular aspect may have been sufficient to colour a person's assessment of his overall job satisfaction. The closest this study came to considering this possibility was in the case studies. Here, a person mentioned that he was dissatisfied with one or two aspects of his situation. In later interviews he became dissatisfied with a greater number of facets and finally he left.

The study did not show which of the two overall measures of job satisfaction - GJS and ALLSAT - was the more valid measure of job satisfaction. It is possible that the two measures were tapping

slightly different areas of satisfaction. There was some evidence to support this as GJS correlated more highly with life satisfaction than did ALLSAT. Nevertheless, the two measures did seem to be correlated in a similar direction and degree with many independent variables.

The research showed that there were differences in the importance assessments of facets between managers and supervisors. This suggests that policy makers in organisations should be aware that people at different job levels will have varying values. Moreover, policy makers should perhaps consider different job satisfaction schemes for people according to the person's job level. This point will be taken up in chapter 11.

Ideally, information on peoples' perceptions of job characteristics should have been gathered at each time period. These measures were omitted from the second interviews because of shortage of time. The researcher also believed that the perception of job characteristics would remain stable over a period of four months. The outcome of this omission means that it is not possible to examine precisely the association between perceptions of job characteristics and job satisfaction. However, alterations in perceptions of job characteristics between the first and last interviews seemed to have little association with job satisfaction.

To conclude, the research study has brought out some important points which have a bearing on the conceptualisation of job satisfaction. It has shown that job satisfaction is related to the perception of certain job variables. Moreover, it has suggested that the perception of job variables and the association of these variables with job satisfaction does not necessarily remain constant across time. It seems that numerous factors can induce fluctuations in job satisfaction levels. Often it is not so much the factors themselves which influence job satisfaction levels, but the meaning and interpretations people

place on the factors. In some instances, there can be a collective response and reaction to events. This was borne out by the considerable similarities in attitudes between respondents of the same job level. In other cases, the response of a person is determined more by his own needs, values and expectations.

The overall picture to emerge is that job satisfaction is dynamic. While it is possible to find significant correlations between certain variables and job satisfaction this is only an initial starting point. Correlations between variables and job satisfaction will tend to vary between groups of people according to their job level, place of work or age. Even within these groups, there will be individual differences in assessments of variables. Hence it is necessary to adopt a dynamic approach to the measurement and meaning of job satisfaction. General trends in job satisfaction for groups of people provide a useful starting point, but it is necessary to explore reasons for deviations from the norm.

IMPLICATIONS OF THE RESEARCH

1. *Introduction*

This final chapter considers the implications of the research for those concerned with job satisfaction policies. The implications of the work for the future study of job satisfaction is also discussed.

2. *Implications of the research for those concerned with policy on Job Satisfaction*

This section looks at the implications of the research for management, union officials and employees themselves.

The research has shown that job satisfaction levels fluctuate over relatively short spaces of time. Those concerned with job satisfaction policies should be aware of the possible dangers in measuring job satisfaction at one period of time and implementing the recommendations of the survey at a later period in time. This is particularly true if circumstances have altered substantially in the intervening period.

The research has highlighted the difficulties in pursuing standard job satisfaction policies in the light of individual differences. The research showed that job satisfaction and facets of the work situation tend to be assessed in different ways according to the age or job level of respondents. For instance, supervisors were less interested than managers in promotion. Older people had less preference for variety than younger people. This raises the question of the extent to which different job satisfaction policies should be pursued for people of different job levels or ages. In some cases it may be desirable to follow different job satisfaction policies. For example, there may be few opportunities for employees aged 55 to progress much

higher in their careers. Thus ways of motivating such employees by means other than promotion need to be found. In other instances it may not be desirable to pursue separate job satisfaction policies for employees according to their job level. The fact that supervisors were found to be less concerned than managers over promotion may signify that they have come to terms with their situation. They may see that there is little chance of being promoted into higher management. Perhaps management and union officials should stop to question the desirability and implications of the current practices they are following regarding the promotion of supervisors.

Those concerned with job satisfaction policies should also acknowledge that each employee is different. Each will vary in their needs, expectations and values. Also, over time these needs, values and expectations will alter. Similarly, there will be differences between people in their interpretation of and reaction to situations. Some people may be deeply affected by an event, others may not. In addition the research suggested that for many people there is a strong inter-relationship between life satisfaction and job satisfaction. However, people probably vary in the degree to which dissatisfaction with one area of their life will influence attitudes towards other parts of their lives. Thus policy makers should try to get to know and understand their employees. This will help them anticipate and appreciate their behaviour and attitudes.

The research has numerous implications for policy makers regarding the measurement of job satisfaction. Pre-coded questions and interview schedules have advantages in that they provide standardised, comparable data. However, the interpretations of the questions and meanings attached to responses may vary from person to person. Often it is only by pursuing open-ended questions and

discussing particular areas in depth that a full appreciation of responses emerges.

The research suggested reasons why job satisfaction levels altered. Some reasons lay outside of the immediate sphere of influence of management and union officials. For instance, rises in the inflation rate and governmental control over incomes affected satisfaction with pay. The question this raises is the extent to which policy makers can counteract such reactions through other measures. Putting resources into fringe benefits such as sports/social clubs, trade discounts or canteen facilities could alleviate discontent over pay. Longer holidays or a shorter working week might also have beneficial effects. Alternatively policies such as improvements to the physical working environment might boost morale and counteract dissatisfaction with other spheres of the work.

The extent to which employees take a localised view of their work situation was illustrated by the reactions towards the level of unemployment in Britain. National unemployment figures seemed to have little bearing on the satisfaction with, or importance of, job security. Rather, localised conditions in the company where a person was employed appeared to be the operative influence on satisfaction with job security. The finding that people take a limited view of their job situation has numerous implications. Today, the tendency is for union officials to argue for national agreements for their members over wage policies, conditions of work etc. However, the research suggests that employees are far more affected by the local circumstances prevailing in their place of work. Perhaps agreements negotiated at the national level and imposed on all union employees do not have as much impact as locally negotiated agreements. Even if both have the same outcome, employees might feel more involved with and committed to the agreement. The degree to which employees

in one organisation are genuinely interested in the conditions of fellow union members in other organisations or parts of the country is also open to question.

From management's point of view, it is encouraging that employees take a parochial view of their job situation. It implies that widespread dissatisfaction among one group of workers need not necessarily contaminate the satisfaction levels of their employees. This applies even if a company's employees belong to the same occupational group as those who are dissatisfied. Naturally, the reverse situation also holds. Nevertheless, this does point to management policy makers being able to control and direct the job satisfaction levels of employees. This is a very powerful position. Put to good use, this power can have far reaching benefits. On the other hand, bad management will have detrimental effects.

The research study suggests that people prefer a high degree of predictability and certainty in their work situation. Despite this, high variety was positively associated with job satisfaction. Maybe, while employees enjoy variety, they need a high degree of stability as well. Perhaps it is only once they feel secure in their job that they seek variety. Those concerned with job satisfaction policies should remove unnecessary ambiguities and uncertainties from peoples' job. At the same time they should allow scope for autonomy and variety.

In recent years, job security is an area which cannot be taken for granted. The research demonstrated that while job security cannot be guaranteed, attitudes towards job security can be influenced. Despite redundancies at Site 4, management was able to induce feelings of job security by its capital investment plan. Morale rose and employees felt secure. The reverse happened at Site 1. Impending redundancies were announced. Shortly afterwards the order situation

improved and redundancy notifications were withdrawn. Employees were returned to full-time working, plus overtime. In this case feelings of insecurity lingered even though there had been no redundancies. The actions had induced feelings of distrust in management, the future of the company, and forward planning strategies.

The above illustrates that some events will have an immediate and often lasting affect on job satisfaction. Many situations call for careful handling. Touched on also, is the area of disclosure of information. In the case of Site 1, disclosing the current state of the company caused more harm than good. Occasionally it is essential to disclose information. Government legislation, for instance, requires that employees are given a certain amount of notice of redundancies. In other circumstances, the degree and extent to which information is disclosed is a management decision. Many would argue over the moral basis of withholding information from employees. Others quite rightly point out the distrust such policies can raise. Notwithstanding these arguments, reasons against disclosure of information need consideration.

Where policies likely to have a detrimental effect on job satisfaction levels must be implemented, management and unions should monitor the situation carefully. Where possible, positive steps should be taken to counteract dissatisfaction. The situation should not be left to rectify itself.

It would appear that job satisfaction and life satisfaction are interrelated. In addition most respondents stated that home life contributed more than their job to their overall quality of life. The difficulties in interpreting this finding were discussed in chapter 10. Taken at face value, this raises several issues. Maybe union and management policy makers should direct their efforts away from the work place. Concentrating resources on employees' lives

outside of work may have more spin-offs for their job satisfaction and overall quality of life. Perhaps shortening the working week, providing better leisure facilities, or adopting flexible working hours might have more constructive results than concentrating on improving jobs. With growing numbers of the population likely to be permanently unemployed, these types of policies may be urgently needed.

In short, while at first sight it seems that some of the factors affecting people's job satisfaction - such as inflation and pay restraints; unemployment levels; job security; personal life satisfaction - fall outside of the control of management or union policy makers, they may nevertheless be subject to some degree of potential managerial or union influence.

3. *Implications for Job Satisfaction of the individual and group case studies*

The case studies demonstrated that job satisfaction was affected by the personal and collective interpretation of and reaction to events. They emphasised that policy makers should be aware of the way in which events are received. On occasions, it may be feasible for them to control for, direct, or guide reactions to events.

During the research survey, several sample members were promoted. They became more satisfied with the job facet of promotion. Furthermore, they became more satisfied with a wide range of aspects of their job. The high level of job satisfaction following a promotion seems short lived. There appears to be rapid adjustments to the new job and its demands. The reactions of colleagues and subordinates towards the promoted person seemed to account for some of the readjustment. Resentment of the promoted person was not uncommon. All this suggests the need for a supportive attitude towards the promoted person and an awareness of the difficulties he may face. The

problems subordinates may have in adjusting to a new manager should be appreciated likewise.

At Site 2 the works superintendent was persuaded to take up early retirement. He was replaced by a much younger man. Many of the supervisors found difficulty in adjusting to the new manager's personal style.

At Site 3 the replacement of the personnel manager caused problems. Employees were accustomed to an informal, friendly management style. Hence some complained that 'the new personnel manager doesn't even say hello to me' (supervisor) and made comments such as 'we call him the iron duke' (supervisor).

Those in a position to change parameters relevant to job satisfaction should realise that events such as promotions will have many repercussions. Not only will the job satisfaction levels of the promoted person be likely to change, but also the job satisfaction levels of those around him.

Several people had sideways transfers during the research study. This proved to be a situation calling for careful handling. It appears that the way the move is communicated to the person concerned strongly influences how the change is received. In some cases, people saw their sideways move as a demotion. Others believed they were being moved to the area where their services were most needed. They saw the move as indicating they were valued employees of the company. They did not interpret the job change as signifying they were unfitted for their present post.

From the evidence in the study, it appears that giving someone temporary promotion can cause more harm than good. It seems hard to avoid the situation where the person feels he has been used by top management while it suited their purpose. Disappointments are inevitable when the employee has to return to his former duties.

Another area calling for delicate handling concerns the removal of responsibilities or areas of authority from a person. Several instances were cited in chapters 7 and 8 where this had occurred. Usually, the people concerned had acquired duties not normally accruing to their job position, through manpower shortages. For instance, at Site 2, there had been no production manager for 18 months. During this time several managers had acquired additional responsibilities. With the appointment of a production manager, many of these extra duties were removed from the managers. Reactions to this varied from person to person. A couple were pleased to be relieved of their extra burdens. Others were offended at having to relinquish jobs they had undertaken for so long. They saw this as an affront to their competence.

The case studies cited many examples of how people can react differently to the same event. For instance, a manager at Site 2 was extremely annoyed and upset over having to move offices. Several other managers who moved offices did not feel the event was worthy of comment.

While there were individual differences in reactions, there was also evidence of consensus within groups. For example, some supervisors at Site 1 had been more upset than others over the announcement of impending redundancies. Nevertheless, all agreed that it had made their job a lot harder. Mutual reactions and opinions probably derive through people discussing events and influencing each other's ideas.

In short, this section has shown the importance of sensitivity in the handling of people. An awareness of how individuals and groups are likely to react is highly desirable. Coupled with this should be an appreciation of factors causing fluctuations in job satisfaction levels. Moreover, considerate treatment of employees at all times is

called for. This is true especially when matters likely to cause anxiety or distress are involved.

4. *Implications for the future study of Job Satisfaction*

The research has demonstrated that job satisfaction is dynamic across time. Other researchers have reached the same conclusion. This raises the question of whether or not the construct of job satisfaction - when viewed from a static perspective - has outgrown its usefulness.

Plenty of studies have demonstrated significant correlations between job satisfaction and particular job and/or personal variables. Indeed, this study has added to this literature. Nevertheless, the present investigation has advanced beyond a static correlational survey of job satisfaction. It shows that the association between job satisfaction and other variables may alter. Associations found at one point in time, may not be reflected at other times. In contrast, some of the relationships between job satisfaction and independent variables look consistent across time. There was a consistent, positive association between age and job satisfaction. Likewise with life satisfaction.

The above has implications for the future status of job satisfaction as a concept and its future development. Many questions need answering. Why are only some variables consistently related to job satisfaction? Why are some variables differently assessed at different points in time? Do the variables themselves change or is it the interpretation and evaluation of them that changes? If so, why does this happen? Are there any theories which explain this phenomena? Might not cognitive dissonance theory in general, be helpful? What causes similarities in attitudes among members of a definable group - be they an occupational group, work group or age

group? What causes individual differences in interpretations, meanings and reactions? By explaining such issues a better understanding of the concept of job satisfaction will emerge. It no longer seems fruitful to ponder solely on what is correlated with job satisfaction. Why this is so and what causes frames of reference to shift needs understanding. Moreover only through this will it be possible to know how frames of reference, meanings and interpretations can themselves be influenced, guided or controlled.

Many of the answers to the above questions can only be found by including a time dimension into the research design. Cross-sectional studies conceal much of the complexity in the associations of variables with job satisfaction.

5. *Implications of the research for future methodology*

The present study implies that if knowledge about job satisfaction is to advance, we may need first of all to retrace our steps. Instead of devising increasingly sophisticated techniques for measuring job satisfaction, we need to question what we are trying to achieve. If we are seeking a greater understanding of what job satisfaction is, then may be quantitative techniques alone is not the most fruitful avenue to explore. As defined in chapter 1, we are measuring an attitude of mind. This attitude of mind seems best expressed through the feelings it brings to bear on less abstract constructs. We seem a long way from understanding the attitude of mind we are calling job satisfaction. Perhaps we can never hope to fully understand it in abstraction from the factors related to, affecting, and being affected by it. Adopting a case study approach to the measurement of job satisfaction seems the best way of exploring these issues. The unit of analysis in the case study needs to be the individual. Only by

first understanding the job satisfaction of individuals, will it be possible to advance towards generalising about job satisfaction.

Case studies facilitate the exploration of areas in depth. Hence the interpretation the individual places on questions and replies can be investigated. If rapport is established between interviewer and interviewee and the job satisfaction of individuals is followed across time, meaningful information should emerge. From this starting point, trends concerning associations, meanings and frames of reference and their inter-relationship with other variables such as job level should emerge. In this way future research can progress on the basis of a sounder understanding. Once it is known what a person means by marking a certain point on a scale to represent his attitudes, and once the researcher knows what to explore and for what reasons, methodologies in this area will advance. At this stage, it should become more legitimate to employ quantitative techniques in data collection and analyses. Once researchers appreciate what they are measuring and why, they will know how to interpret the results.

The trade-off exercise was applying a new approach to the measurement of job satisfaction. It was an attempt to capture what the researcher believed was a valid picture of how people assess their job situation. As discussed earlier, it tried to show how job facets were currently viewed vis-a-vis each other. It also tried to show how people would like to see the facets in comparison to one another. The validity and reliability of this methodology is unproven. Perhaps future studies may like to take up this omission as at face value the methodology looks like having considerable potential. Much time is required with each person who tries the trade-off exercise. What needs to be established first is whether or not people do consider facets in isolation from each other. If they do, then the exercise is invalid.

If they do not, then how and why facets are considered in relation to one another must be explored. For instance, there may well be individual differences in the number or type of variables people consider. Maybe each person should be allowed to choose variables which have most bearing on his job satisfaction before the exercise commences. Alternatively, the most representative facets can be selected, which may be different from those currently used in the trade-off exercise. Meanings and interpretations for each person's initial starting point need to be discussed. Likewise, how people are interpreting the changes introduced in the trade-off exercise and why they choose to rearrange their positions in a certain way needs to be established. Finally, it was assumed that the size of the discrepancy between a person's start position and his final position indicated his degree of dissatisfaction. This is a further matter to discuss with people taking part in this exercise.

The reliability of the trade-off exercise might be indicated by comparing the scores with those obtained through other job satisfaction measures. Specifically, the start scores could be compared with scores from job satisfaction measures which require a person to rate facets on a 'how much is there?' basis. Likewise the final scores could be compared to the 'how much should there be?' type of job satisfaction measure. Moreover, it may be necessary to compare the final scores to that obtained by 'how much should there be?' multiplied by 'how important is it to you?' type questions. This should indicate whether or not the trade-off exercise is reliable. Nevertheless the researcher is not aware of any job satisfaction measures which call for facets to be compared and assessed in relation to each other - as in the trade-off exercise. Thus the trade-off exercise has no directly comparable measure of job satisfaction which might help establish its reliability. The retest reliability might

be demonstrated by asking people to carry out the exercise and then repeat it a few days later. Too long an interval between tests should not elapse in case a person's frame of reference had altered due perhaps to current circumstances in the place of work.

6. *Future developments based on the present research*

This research raises many ideas regarding what should now follow on. Demonstrating that the components of job satisfaction are dynamic suggests that future research may need to reconsider their concept of job satisfaction. Issues to explore in this area were outlined in section 5 of this chapter.

The methodology adopted needs to be one appropriate to the measurement of job satisfaction across time. Section 5 argued that initially future methodology should rely heavily on the use of case studies and interviews. Moreover if job satisfaction is to be traced across time, the measurement techniques employed must be carefully selected. If measurement techniques are varied across time, then comparability is lost. However if the same technique is used a person may remember his past responses. This is a difficult problem to overcome and one that future researchers need to give some thought to. Open ended questioning may overcome some of the difficulties but it is hard to compare peoples' replies. A technique based on the lines of the trade-off exercise might help. It did seem to have more novelty value than the other measures of job satisfaction. People may not mind completing an exercise that interests them. Also, the number of moves and hence possible combinations of positions is such that people are unlikely to recall their past positions.

The current research suggests that plenty of variables are associated with job satisfaction. Earlier it was suggested that the

reasons for the associations and in particular any fluctuations over time, should be investigated. In addition researchers now need to establish if there are any 'key areas' or factors which have an overriding influence on job satisfaction levels. The current research did not set out to investigate this issue. Rather, in the measurement of job satisfaction, it was assumed that all facets were of equal value regarding the formation of a composite job satisfaction measure. The case studies suggest this assumption is fallacious. Several incidents were cited of people being satisfied with many facets of their job, but dissatisfied with other areas. In some cases the areas of dissatisfaction seemed strong enough to be the incentive driving a person to leave the organisation. In other instances, areas of dissatisfaction seemed to contaminate attitudes towards other parts of the job. This suggests that more attention needs to be focused on 'key areas' affecting job satisfaction. Again, these areas could vary from person to person. Or they could be influenced by the holders job level or organisation. This avenue of approach would have many benefits for all concerned with job satisfaction policies. It implies that key areas are ones which management and unions would need to give much attention to.

The research found considerable agreement in peoples' attitudes towards their jobs. This area would benefit from more investigation. Issues to explore include the extent to which a person's attitude is influenced by other people. For instance, if a department employs one dissatisfied person, will that person cause those he is working with to become dissatisfied? Informal groups and leaders within those groups may have a powerful impact on the job satisfaction levels of its members. Likewise, the press, television or union journals could moderate job satisfaction levels. For instance, the publicity given to pay rises received by some occupational groups could

influence the attitudes of other groups of employees. There is a general consensus of opinion that this does happen. What needs to be established is the mechanism by which it operates. Also, the degree to which people vary in their susceptibility to such influences probably differs. Knowing this could help policy makers take counteracting steps if necessary.

The desirability of adopting a holistic framework regarding the examination of job satisfaction levels, is emphasised by the research. It seems that job satisfaction is influenced by, and associated with, a number of different areas. First, the job itself and all it entails influences job satisfaction levels. Included in this category would be the personal assessments of the job variables and work situation as a whole. Secondly, it is influenced by, and interacts with, a person's complete life. Therefore the overall quality of a person's life and their life satisfaction needs considering. Thirdly, the economic environment looks as if it affects job satisfaction levels. In this instance, the affect on job satisfaction levels seems to be a localised influence regarding pay. Nevertheless, pay may be one of the 'key areas' to do with job satisfaction levels. Satisfaction or dissatisfaction with pay might colour attitudes towards other spheres of the job. Finally, current events and circumstances in the place of work have a bearing on job satisfaction levels. Therefore, in order to get a full appreciation of job satisfaction all these areas need to be explored. Perhaps, initially each of these areas impinging on job satisfaction should be explored separately. Then, once an understanding has been reached of how these areas separately contribute to job satisfaction, interacting between areas can be explored. A complete framework containing all these areas can then be formulated.

7. Conclusion

With hindsight, defects in the present research are apparent. Despite this, the researcher firmly believes that the study is a step forward in the understanding of job satisfaction. By demonstrating that the components of job satisfaction change in value and interrelationship across time, reasons for current confusions in the literature become apparent and avenues for future research are opened.

APPENDIX I

PILOT SURVEYS

1. *Preliminary Pilot Surveys*

Pilot surveys were carried out primarily to test the measure of job satisfaction. A job satisfaction schedule in the form of a questionnaire was given to students attending a post experience management course at the University of Aston. A job satisfaction questionnaire was also given to female shop floor employees at one site of the Delta Metal Company.

The job satisfaction sections were laid down in a similar manner to that used by Lawler and Porter. Seven point scales were used with the word maximum at one end and the minimum at the other. Each item had three parts to it: 'how much is there,'; 'how much should there be?'; and 'how important is it to you?'. The items contained in the questionnaire were selected from the categories used by Herzberg in his study of satisfaction.

An examination of the results of the questionnaire coupled with discussion and feedback from the students who participated indicated that the 'maximum' and 'minimum' labels were felt to be too abstract. Also, there was a marked tendency for response sets to the answers and having three parts to each question on job satisfaction meant that the total section was quite lengthy.

Unfortunately, the questionnaire which was tested on female shop floor employees met with a situation of almost total non-co-operation because of circumstances prevailing at the site. The shop floor were aware that top management were: deciding whether or not to shut the site completely; continue operations as usual at the site, or transfer part of the operations to another of their companies and shut down the remainder. Thus the shop floor viewed the questionnaire

as a management ploy to tap attitudes of the shop floor and use the information to decide who should be made redundant.

A revised version of the job satisfaction schedule was formed. Each question had two sections. For example respondents were asked 'How satisfied are you with pay?' 'How important to you is pay?'. The wording at the ends of the seven point scales was changed to 'extremely satisfied' and 'quite dissatisfied'. For the importance scale the wording was altered to 'extremely important' and 'little importance'. The new format is shown below.

PROMOTION OPPORTUNITIES

- (a) How satisfied are you with the opportunities of promotion in your job?

quite	:	:	:	:	:	:	:	:	extremely
dissatisfied									satisfied

- (b) How important is promotion to you?

little	:	:	:	:	:	:	:	:	extremely
importance	Average								important

Amalgamating the 'how much is there?' and 'How much should there be?' scales into one scale i.e. 'How satisfied are you . . . ?' was considered justified as what the earlier version was tapping seemed to amount to asking 'how satisfied are you?'. The direct question was therefore preferred.

Adding words such as 'little importance' at the ends of the scale, rather than the maximum/minimum wording, seemed to make the scale more acceptable.

The revised version of the job satisfaction section was tried on supervisors in two sites of the Delta Metal Company. It formed part of a larger interview schedule on The Role of the Foreman in Industry.

The job satisfaction section was analysed on a site by site basis. The results are shown below.

APPENDIX I. TABLE 1.

Satisfaction and importance given to job facets by supervisors in a pre-pilot study. Site A. N = 15			
Aspects of the job in order of dissatisfaction		Aspects of the job in order of importance	
Increasingly dissatisfied	Pay	Very important	Achievements in job
	Status		Company policy and administration
	Company Policy and Administration		The work itself
	Promotion		Pay
	Job security		Relations with managers

Increasingly satisfied	Recognition by management	Important	Job security
	Opportunities for increasing ability		Relations with workers
	Supervision received		Relations with colleagues
	Achievements in the job		Opportunity for increasing ability
	Responsibility		Recognition by management
	Physical working conditions	Quite important	Responsibility
	Relations with colleagues		Physical working conditions
	Relations with workers		Status
	Relations with managers		Promotion
	The work itself		Supervision received

Supervisors at Pilot Study A were not very satisfied with several aspects of their jobs which were very important to them. This was especially true of pay, but also applies to company policy and administration, and job security. They were, however, reasonably

satisfied with two important aspects of their job - the job itself and relations with managers.

APPENDIX I. TABLE 2.

Satisfaction and importance given to job facets by supervisors in a pre-pilot study. Site B. N = 13	
Aspects of the job in order of dissatisfaction	Aspects of the job in order of importance
<p>Increasingly dissatisfied ↑</p> <p>Promotion</p> <p>Opportunities for developing abilities</p> <p>Status</p> <p>Pay</p> <p>Physical working conditions</p> <p>-----</p> <p>Company policy and administration</p> <p>Achievements in the job</p> <p>Recognition by management</p> <p>Responsibility</p> <p>The work itself</p> <p>Supervision received</p> <p>Increasingly satisfied ↓</p> <p>Relations with workers</p> <p>Job security</p> <p>Relations with managers</p> <p>Relations with colleagues</p>	<p>Very Important ↑</p> <p>Job security</p> <p>Pay</p> <p>Opportunities for developing ability</p> <p>Achievement in job</p> <p>The work itself</p> <p>Relations with colleagues</p> <p>Relations with managers</p> <p>Recognition by management</p> <p>Company policy and administration</p> <p>Relations with workers</p> <p>Responsibility</p> <p>Physical working conditions</p> <p>Status</p> <p>Supervision received</p> <p>Quite important ↓</p> <p>Promotion</p>

At pilot Site B, the supervisors were not very satisfied with two aspects of their jobs which were very important to them - pay and opportunities for personal development. An aspect given extreme importance and which the supervisors were reasonably satisfied with was job security. Achievements in the job and the work itself were important aspects for most of the supervisors and ones with which they were moderately satisfied. The factor with which the supervisors were generally most dissatisfied was the opportunity for promotion. However, less importance was attached to promotion than to having opportunities for personal development.

Comparison of the two tables shows similarities in the factors causing satisfaction and dissatisfaction, as well as degree of importance attached to aspects.

In discussions of the results, participants said that they felt the exercise had been meaningful and that the results accurately reflected their attitudes.

Scores on the importance scale were skewed towards the 'extremely important' end of the scale, and the supervisors said that few aspects were considered to be of little importance and the wording was too extreme.

To reduce the skewedness of responses the wording at one end of the importance scale was altered to that below.

Generally speaking, how do you normally feel about the following aspects of your job? Please put a tick in the space which comes closest to expressing your view.

PROMOTION OPPORTUNITIES

The opportunities available for promotion in your job

extremely	:	:	:	:	:	:	:	:	quite
satisfied									dissatisfied

How important is promotion to you?

not particu-	:	:	:	:	:	:	:	:	extremely
larly important									important

It should also be noted that 'extremely satisfied' is on the left hand side of the scale while 'extremely important' is on the right hand side of the scale. This was changed to further reduce the possibility of response sets.

2. *Main Pilot Study*

A site in London formed the final pilot study. The complete interview schedule used in the research study was tested. This site was later incorporated into the main research study as the outcome of the interviews and analyses showed that necessary changes were largely in terms of sections to omit. The final pilot site is designated as Site 4 of the main study.

As each interview took at least two hours to complete the overall length of the schedule had to be reduced if respondent and company co-operation was to be maintained.

The section on background information proved very time consuming. This section included questions on: the number of previous jobs held and for what length of time, reasons for leaving past jobs; type of previous work; size of organisation worked in. These questions were omitted from the final interview schedule as there were no indications of any relationship between these variables and current job satisfaction.

In the main research study, some background information such as: age; length of time in present job; length of time in the organisation, was collected from record cards. This saved valuable interview time and proved more accurate than respondents' replies.

A self-analysis questionnaire on anxiety was included in the pilot study. It was considered that people high in measured anxiety might dislike change or new circumstances which were areas investigated in the study.

The measure used was the IPAT Anxiety Scale Questionnaire (R.B. Cattell and I.R. Schreier, 1963).

The scores obtained from this measure seemed to discriminate in a meaningful way between members of the pilot survey. However, an overwhelming majority of the pilot sample members objected to filling in the self-analysis test. Because of the strong reaction against this measure, it was not included in the main survey.

In the section on authority and influence, it was not altogether clear that the respondents were fully understanding the questions. Respondents had to read eight statements and mark the two most appropriate to themselves. A similar exercise was then carried out in order to form a check on the previous section. These sections had been used in a previous study by Child and Ellis (1973) where they had proved to be useful research instruments. However, the sample of Child and Ellis (1973) consisted of senior managers.

As the authority and influence section seemed too complicated for the supervisors only the first set of statements was used. A simpler question on authority and influence was also added.

Another section pertaining to changes in job satisfaction from the preceding two/three months was dropped. This data was not particularly useful unless reasons for the change or stability could be established. This would involve further questions and added to the length of the interview. It was thought preferable to ask such questions in the follow up schedules where more time could be devoted to this important issue.

APPENDIX II

PILOT STUDY OF THE TRADE-OFF EXERCISE

1. *Trade-off Exercise Pilot Study*

The trade-off exercise was piloted on two groups of students at the University of Aston: members of a Masters in Business Administration course (N = 19) and members of the Masters in Public Sector Management course (N = 19).

In the pilot study the exercise was carried out exactly as described in Appendix III, section 7. The results of the exercise are shown in the tables below.

APPENDIX II. TABLE 1.

Results of the pilot study on the trade-off exercise for students on the Masters in Public Sector Management course. N = 27			
Facets	Average initial starting position	Average position at Move 6 (Zero position)	Average final position (Move 7)
Work relationships	1.67	0.74	1.59
Job security	2.67	1.30	2.03
Responsibility	1.70	2.0	2.92
Pay	.96	2.37	3.41
Promotion	-0.59	-0.07	1.07
Work interest	1.85	2.33	3.78

The points to be allocated during the trade-off exercise were selected in order to find two different types of satisfaction.

First, there was the reorganisation of facets with no increase in the general level. The results show that job security and relationships with colleagues have been sacrificed to improve pay and interesting work.

Secondly, when the overall level of resources was allowed to increase the position given to most of the facets was increased with the largest increases being for: interesting work, promotion and pay.

APPENDIX II. Table 2.

Results of the pilot study on the trade-off exercise for students on the Masters in Business Administration course. N = 19			
Facets	Average initial starting position	Average position at Move 6 (Zero position)	Average final position (Move 7)
Work relationships	0.32	-1.11	0.11
Job security	0.26	-1.79	-0.26
Responsibility	2.68	2.79	3.74
Pay	0.84	2.95	3.37
Promotion	-0.16	-0.11	0.68
Work interest	1.63	2.63	3.79

At move 6 - which is the zero position where the number of plus increments is cancelled out by the negative increments - the students on the MBA course were willing to sacrifice relationships and job security in order to improve pay and work interest. These changes are in the same direction as that for the Masters in Public Sector Management course. This indicates that the measure has some validity. Students on the Public Sector Management course lay more emphasis on security than do the MBA students which suggests validity since it is in line with what would be expected given the ethos of public versus private sector. This is particularly so as these MBA students had all been business executives and must have been prepared to leave their jobs to attend the course.

When the overall level of resources was increased (Move 7) the largest increase in facets positions were given to: interest in work; promotion and pay. Again the direction was the same for students from both courses.

Discussions with the groups of students over the methodology and results of the exercise showed that they had found no difficulty understanding the procedure of the exercise. They also felt that the exercise was meaningful, and the results were an accurate reflection of their feelings. The similarity in results between the two groups of students added confidence in the reliability and validity of the measure.

APPENDIX III

THE HISTORY AND DEVELOPMENT OF MEASURES USED IN THE INTERVIEW SCHEDULES

1. *Preference for variety*

The original measure was designed by Dennis Pym as a measure of 'the versatile worker'. It was developed by Child and Ellis (1973) and it is the latter measure which is used in the study.

2. *Problems in the job*

This section was based on the Job Related Tension Index developed by Katz. The measure was modified from its original form by asking respondents the extent to which the given situations/problems detracted from the satisfaction they got from their job. This modification was done as it was felt that it was not so much the extent to which the problem was seen as being present which was important, but the degree to which the person was bothered about it.

3. *Authority and Influence*

This scale was developed by Inkson, Hickson and Pugh (1968). It has been used by Child and Ellis (1973).

The original scale described different degrees of authority in the organisation. Eight statements were given and the respondent had to tick twice (✓✓) the most descriptive statement and tick once (✓) the next most descriptive statement. This was followed by a similar scale scored in the same way.

For reasons described in the pilot study, Appendix I, the second scale was omitted and two questions regarding the amount of influence people felt they had in comparison to those at a similar job level were added. These were scored on a 5-point scale. They were added as it was felt that the favourableness of a person's perception

of his authority in relation to others at a similar level would influence his job satisfaction.

4. *Routine and Low Variety*

This measure was developed by Inkson, Hickson and Pugh (1968) as a measure of role prescription. The measure consists of 15 items which are scored on a 1-5 basis. Using factor analysis, Child and Ellis (1973) found that the 15 items divided into four clusters. These were named: routine character of problems; role definition; long-term stability; everyday routine. In a separate sample of German managers, Kieser found a comparable set of clusters (Child and Kieser, 1979). The results of the factor analyses of this measure found by Child and Ellis (1973) is shown below.

5. *Job definition measure*

This was developed by Child et al. from an operationalisation of Perrow's dimensions of technology carried out by Lynch (1974).

The measure contains 7 items scored on a 7 point continuous scale.

6. *Herzberg et al. Section*

The approach used by Herzberg, et al (1957) was used. Respondents were asked to recount the story of something which had happened at work and made them feel really happy or pleased. The same method was used for dissatisfying events. As in Herzberg et al's (1957) study respondents were questioned on the strength and duration of their feeling, and if it affected their lives outside work.

Unlike Herzberg's original questions, people were being asked about events that had occurred in the preceding few months between their present and last interview.

This section was used in order to get people to talk freely

APPENDIX III. TABLE 1. Factor analysis of Routine and Low Variety Measure, performed by Child and Ellis (1973). (Varimax Rotation). N = 787

	Factor I Routine charac- ter of problems	Factor II Role definition	Factor III Long term stability	Factor IV Everyday routine
1 Nothing completely unforeseen	0.78	0.03	0.07	0.14
2 Few new problems	0.68	0.10	0.22	0.21
3 No fresh skills required	0.68	-0.01	0.27	0.01
4 Few switches of task	0.56	0.15	-0.16	0.07
5 Solutions are clear	0.50	0.01	0.00	0.24
6 Precisely defined responsibilities	0.03	0.87	0.06	0.07
7 Precisely defined authority	0.05	0.86	0.04	0.05
8 Much information on job description	0.13	0.45	-0.13	0.22
9 Job content - little change in past year	0.08	-0.05	0.87	0.11
10 Job content - little change expected over next year	0.13	0.04	0.86	0.06
11 Much routine	0.14	0.10	0.06	0.77
12 Frequently follow set procedures	0.06	0.19	0.12	0.74
13 Days similar to one another	0.17	-0.01	0.13	0.71
14 Most foreseeable, week ahead	0.28	0.14	-0.19	0.47
Percentage of total variance	24.6	12.8	10.0	8.6
Mean intercorrelation between the items marked	r = 0.31	r = 0.36	r = 0.63	r = 0.34

about their jobs and events which had been important to them. The information was used to support the results of the more structured job satisfaction measure and to provide quotes.

7. *Trade-off Exercise*

With most measures of job satisfaction, respondents are asked to consider the various facets in isolation from each other. The trade-off exercise was an exploratory attempt to examine preferences for job facets vis-a-vis each other, alterations in preferences and possible reasons for changes. It was also an attempt to develop a new measurement technique for job satisfaction. The measure is in an early stage of development and a considerable amount of work is still needed to explore the validity and reliability of this approach.

The exercise consisted of a pegboard which was sectioned off into rows and columns. There were six columns which were headed: pay; work interest; work relationships; responsibility; promotion; job security. The rows across the columns on the board represented a rating scale. Half-way up the board was an average row. Below the half-way mark scores were marked from -1 to -12. Above the average mark, scores were marked from +1 to +12.

At the start of the exercise each person describes how he views his present situation. To do this, the person has to place a peg in each of the columns i.e. he has 6 pegs available. Each column represents a different facet of the respondents work situation. At this start position, the person may place a peg anywhere in a column, within the constraints of 5 points above average to 5 points below average, in order to describe his job. Thus he may consider his pay to be average; the interest his work gives 5 above average; his work relationships 1 below average; his responsibility 2 below average; and the remaining two facets to be average.

The next stage in the exercise involves the person being given a number of decrements. Decrements indicate an adverse change in the overall situation. The person has to move his pegs in order to detract the negative increment which he has been given. He may detract this score in any way he wishes. For instance, if he has to detract 4 points from the total, he could lose 4 points from one of his columns. Alternatively, he could lose 1 point from 4 columns, or 2 points from 2 columns, etc.

There is a start move and seven rounds in the exercise. At each round in the exercise, the respondent is given a certain number of positive or negative increments and he has to move his pegs accordingly. Positive increments indicate that the overall circumstances have changes for the better.

The series of increments are given in a set order. The number of points are chosen in such a manner that at one stage in the game (Round 6) the person has received an equal number of positive and negative points. This is done in order to see if and how a person would change the emphasis he gives to the different aspects, if the overall situation remained the same.

Imagine, for example, that a person is given 10 pieces of fruit in the form of 5 apples, 3 oranges and 2 pears. Would he, if he had the choice, take an alternative combination, such as 1 apple, 5 oranges and 4 pears. The overall number of fruit has remained constant but the distribution making up the number has changed.

By the last move in the game, the person has a total increment of points over that with which he started. At this stage it is possible to see how a person would re-organise the emphasis placed on the various elements if his total situation improved.

For instance, returning to the example of fruit above, what

would a person do if, instead of 10 pieces of fruit, he could have 15 pieces of fruit. Would he add three more of each type of fruit onto that which he was given at the start. Or would he add to only one or two types of fruit as he felt he had sufficient of one but would like more of the other types.

Thus, analysis of the trade-off exercise should reveal two types of satisfaction: 1) the amount of dissatisfaction which could be reduced if facets could be modified but without any fresh input of resources into the total situation; 2) the amount by which satisfaction could be improved if the facets could be modified and if there could also be a fresh input of resources.

Instead of making each person go through a series of moves, it would have been possible to achieve the same end objective with only two moves. For instance, the start - where the person describes his position - could have remained the same. The first move could then have asked the player to re-organise his points to a more preferred pattern - but keeping to the same overall number of points as the start. The second move could have asked him to move his pegs to a position he would like if he had an increase of a certain number of points. This approach was not adopted, as it was felt necessary for players to go through a learning process before they could arrive at their chosen position.

The exercise was carried out at each interview so it was possible to relate the facet positions vis-a-vis each other to circumstances outside of the exercise itself such as economic circumstances or site circumstances. The round moves were designed to represent an historic acceleration of changes which could happen naturally over a long period of time.

A P P E N D I X IV

SELECTION OF A FRAMEWORK RELATING VARIOUS FACETS OF JOB SATISFACTION TO OVERALL JOB SATISFACTION AND RETEST RESULTS OF THE CHOSEN MEASURE

The measurement techniques used by previous researchers seemed to depend on the conceptual framework which the author held of job satisfaction. They tended to fall into one of the following definitions:

- i) Job satisfaction (JS) = \sum^{facets} (Job Facet Satisfaction) (JFS)
- ii) JS = \sum^{facets} (JFS x Importance)
- iii) JS = \sum^{facets} (Is now) i.e. satisfaction with existing facets
- iv) JS = \sum^{facets} (Importance x Is now)
- v) JS = \sum^{facets} (Should be - Is now)
- vi) JS = \sum^{facets} (Importance (Should be - Is now))
- vii) JS = \sum^{facets} (Would like - Is now)
- viii) JS = \sum^{facets} (Importance (Would like - Is now))
- ix) JS = \sum^{facets} (Importance - Is now)

The above nine definitions fall into one of three categories.

- a) The goal attainment or amount of reward that is present
- b) Discrepancy scores between the present amount of reward and that desired/expected
- c) The weighting by importance of either discrepancy scores or goal attainment

The nine definitions were examined first from the angle of how conceptually meaningful they appeared to be. Secondly, the relationship of the equations to overall job satisfaction found by previous researchers was considered. Finally, the appropriateness of the various equations for the research study was considered.

Equation i) is the simplest definition of job satisfaction. A person is merely asked about his satisfaction level with each facet and the total score is obtained by summing the facets. In addition it is an easy measure to apply as the respondent only needs to be asked one set of questions. However, the validity of this measure rests on one assumption - that each of the respondents' job facets is of equal importance. If they are not of equal importance the validity of this measure is undermined.

Equation ii) is a more sophisticated formulation as it takes into consideration the importance persons give to different facets. It seems reasonable to assume that satisfaction multiplied by importance would give better results than either of the measures taken separately unless 'importance' and 'satisfaction' are conceptually distinct.

Sarveswara Rao (1974) looked at whether or not satisfaction scores multiplied by their appropriate importance score were more strongly related to a single item overall satisfaction than were the satisfaction scores alone. In this study he found that the weighting of satisfaction by importance did not provide a better result. None of the multiple correlation coefficients of satisfaction multiplied

by their relevant importance score were greater than the correlation coefficients of the satisfaction or importance dimensions alone. This result held for all of the groups he studied. Also the standard error of estimate in the multiplicative equation was four times greater than that for satisfaction or importance dimensions alone. A product moment correlation coefficient showed little correlation between satisfaction and importance. From this it appears that the two dimensions are unrelated and tap different frames of reference.

Evans (1972) also examined the extent to which the weighting of facets by their importance reduced the variance in overall job satisfaction. He found that the sum of the facets provided the best predictor of overall job satisfaction. In this study the facets were measured by the JDI and overall job satisfaction by the Brayfield-Rothe instrument. The sum of the facets explained 65.6% of the variance, while the facets multiplied by their importance value explained 54.8%.

The use of importance scales may not contribute much to improving the correlation between overall job satisfaction and satisfaction with individual facets because:

- 1) There is a tendency for people to report that every facet of the job is of equal importance to him and/or of high importance.
- 2) A straightforward multiplication of satisfaction by importance may not provide very meaningful results. Consider for instance the equations below.

	<u>Satisfaction</u>	<u>Importance</u>		(s x I)
(1)	7	1	=	7
(2)	1	7	=	7

Clearly although the results of (1) and (2) are the same, they are not likely to have the same meaning and may require quite different

interpretation. Perhaps, therefore, different weighting procedures - such as weighting items high on satisfaction with items high on importance or items low in satisfaction with items low in importance - should be considered. Alternatively it might be a good idea to only weight once importance is past a threshold.

Equation iii) $JS = \sum^{\text{facets}} (\text{is now}) - \text{is a quite straight}$ forward measurement. However, while it may be useful to know the extent to which a person considers a facet to be present it does not necessarily help in the understanding of their satisfaction unless the value they place on the aspect or the extent to which they are satisfied with it is known.

Equation iv) overcomes some of the problems present in the previous measurement since it takes importance into account. However, it would be incorrect to automatically assume that if a person gave an aspect a presence rating of 7 : 7 and an importance rating of 6 : 7 he was dissatisfied.

The fifth equation ($JS = \sum^{\text{facets}} (\text{should be} - \text{is now})$) again does not unambiguously indicate how satisfied a person is with his situation. Nor does it consider the importance he allots to the aspects.

The sixth equation is one of the more conceptually sophisticated techniques. In this measure the discrepancy between what there is and what there should be, is multiplied by the importance score. This measure assumes that the discrepancy between what there is and what there should be, is equal to dissatisfaction. This may not necessarily be true. Also, the question of how to deal with a negative discrepancy arises. For instance a person may be getting more pay than he feels he should have. Does this mean he is very satisfied or very dissatisfied? Equity theory as discussed in chapter 2 suggests possible answers to

this question. Furthermore, the three scales may be interrelated. For instance the importance placed on a facet may be influenced by how much there actually is. Similarly, the degree of importance a person gives to various parts of his job may influence his feelings towards the extent to which he feels it should be present.

Despite the fact that the three questions in equation six are not totally independent of each other, studies have found this measure to be highly related to overall job satisfaction. However the question arises that if the point of constructing composite scales is to avoid the limitations of a single overall measure, should we be using that measure as a criterion of validity? If what is being sought is a way of operationalising job satisfaction which correlates highly with a single measure then it seems sensible to use a single measure in the first place. However if this is not what is sought then it becomes difficult to validate the measure. Validation has to be established by other external validators such as age as there is considerable research linking age and job satisfaction. This is the approach adopted in the research study. Barth (1976) found that out of the nine measurement techniques under consideration equation vi) had the second highest correlation with a single measure of overall job satisfaction. This finding, however, only held for an engineering sample he looked at and not for the blue-collar sample. However out of the nine equations considered this equation had only the sixth highest correlation with the mean facet satisfaction items. Barth concluded that internal/external control (Rotter, 1966) seemed to be affecting the strength of the relationships of the equations with overall job satisfaction. He felt that those with high internal orientation were more likely to perceive a clear job progression path, and to take a 'path goal' approach to their work. On the other hand, satisfaction scores of those with an external orientation were perceived as being more influenced by a function of

how much of each aspect was present in their job at that particular time.

Using equation vi) in an interview does have one disadvantage over all the equations considered so far. It requires subjects to rate each aspect three times. This lengthens the interview considerably. In addition, this procedure may be viewed as somewhat tedious by the respondents, especially as the objectives of the research dictated that each respondent needed to be interviewed at least three times. Equation viii) also shares this drawback.

Equation vii) presumes - as does equation vi) - that a discrepancy score can be equated with dissatisfaction. Again, it says nothing about how a person feels about his job. Hence the conclusions drawn from this measure may be misleading.

Equation viii) has similar shortcomings to the previous one although it has a slight advantage in comprehensiveness by considering the importance factor. But again it means that each person has to answer three sets of questions.

Equation ix) appears to be almost conceptually meaningless and does not seem to have been seriously suggested by anyone as a valid measure of satisfaction.

After careful consideration of the nine formulae it was decided not to use any form of discrepancy measure. This decision was based on the premise that:-

- a) It is not possible to be sure of the true interpretation which should be placed on the discrepancy score.
- b) It seems far simpler to use a direct satisfaction question which is less ambiguous to interpret.
- c) Asking a direct question on satisfaction rather than a discrepancy measure shortens the length of the interview.

- d) As discussed in chapter 3, discrepancy scores can themselves be deficient (see Wall and Payne, 1973)

This narrowed the choice of formulae down to four. Although the value of weighting items by their importance value is a continuing source of debate, an importance rating was included because:

- a) It would be useful for policy makers to know whether some items are rated of high importance or of low importance by a lot of people.
- b) If importance ratings were collected, different weighting techniques could be tried which might help to clarify the debate regarding the value of importance weightings.

1. How Job Satisfaction was measured in the main study

The formula selected was: $\text{Job Satisfaction} = (\text{Job Satisfaction} \times \text{Importance})$. Using this equation also meant that it was possible to use a simple sum of the facets if required. This was done in the analysis.

All the nine job satisfaction formulae discussed rest on the assumption that overall job satisfaction is made up of satisfaction with separate job facets. However, overall job satisfaction and satisfaction with separate job facets could be conceptually different spheres. For instance, national surveys of job satisfaction carried out in Australia (1973), Belgium (1974), Canada (1973, 1974), Japan (1974), Soviet Union (1976), United Kingdom (1973), United States (1973) and as reported in Thurman (1977) found high reported overall levels of job satisfaction. However, the surveys consistently found that people were less satisfied with each of the specific aspects of their job than with the job taken as a whole. This result brings into doubt the validity of using overall job satisfaction as a criterion measure to test different ways of measuring and combining job facet satisfaction. Also,

single measures tend to be less reliable than composite measures.

Nevertheless the view taken in the present research is that there would be a strong relationship between overall job satisfaction and satisfaction with the separate facets. As mentioned in chapter 2, the facets respondents were asked to consider were largely those categories specified by Herzberg et al (1957).

A few changes were made to the categories. One category - that relating to personal life - was omitted because it seemed better placed in the section on the Quality of Working Life and Overall Life Satisfaction. Five extra items were added. These concerned variety; autonomy; backing by management; consultation and company policy and administration. These items were added after the preliminary pilot studies as discussions with respondents in feed-back sessions showed that these were areas about which they felt strongly.

2. Retest Reliability of the Job Satisfaction Measure

As the same measure of job satisfaction was going to be used on respondents on at least three occasions, it was necessary to have some idea of the measure's retest reliability. If this proved to be low, fluctuations in assessments given to job satisfaction facets could be due to the unreliability of the measure.

A retest reliability assessment of the job satisfaction measure was carried out on a sample of twentyfive people, most of whom were either mature students or staff at the University of Aston. The job satisfaction questionnaire was given to the sample on a Monday. On the following Friday the sample were asked to complete an identical questionnaire. Correlations for the total sample for each item were calculated. The items and correlations are shown below. Unless otherwise stated, all correlations were at the .05 level of significance or less.

APPENDIX IV. TABLE 1.

Retest correlation results for the job satisfaction measure N = 25 Criterion level of significance $p < 0.05$		
Items considered	Correlation for satisfaction scores	Correlation for importance scores
Job security	.90	.68
Status	.70	.65
Physical working conditions	.47	.53
Promotion	.79	.61
Supervision received	.70	.85
Responsibility	.69	.68
Pay	.82	.81
Work itself	.88	.16 N/S
Recognition by management	.66	.54
Opportunities to develop one's ability	.56	.34
Relationships with colleagues	.66	.69
Relationships with subordinates	.66	.19 N/S
Relationships with boss	.66	.71
Opportunities for achieving worthwhile results	.76	.50
Company policy and administration	.62	.63
Autonomy in the job	.86	.59
Variety in the job	.78	.51
Consultation by higher management	.79	.76
Authority in the job	.28 N/S	.83
Backing by management	.70	.79
General job satisfaction	.74	

Two other correlations were also calculated.

- i) The correlation of all job satisfaction items added together e.g.
Security + Status + Physical working conditions
Management backing.

The added totals for the two tests were correlated. The correlation was $r = 0.94$, $N = 25$, $p < 0.05$.

- ii) The weighted job satisfaction totals for each test score were correlated. In this exercise the satisfaction scores were weighted by their importance scores and the results added together e.g. (Satisfaction x Importance of security)
+ (Satisfaction of status x Importance of status) +

The correlation here was $r = 0.84$, $N = 25$, $p < 0.05$

The results of this exercise indicate the measure of job satisfaction to have a fairly high level of retest reliability. Only one of the satisfaction facets and two of the importance facets had retest correlation results which were not of a significant level. The results do indicate that it is possible to have more confidence in the retest reliability of the aggregated measure unweighted by importance.

Although the retest exercise can be criticised on the grounds that the time lapse between questionnaires was so short that respondents might have remembered their replies, if a longer period had been left and the reliability had been low, it would have been difficult to interpret the result. It could have indicated that the measure was unreliable or that the respondents' circumstances had genuinely changed.

A P P E N D I X V

INTERVIEW SCHEDULES

The first, second and final interview schedule - denoted third interview schedule (second edition) - are presented. Respondents at Site 1 had four interviews. The extra interview schedule completed by those at Site 1 was identical to the second interview schedule. Hence it is not shown here.

THE UNIVERSITY OF ASTON IN BIRMINGHAM

RESEARCH PROJECT ON MANAGERIAL STAFF

First Interview Schedule

PRIVATE AND CONFIDENTIAL

Research Unit
The University of Aston Management Centre
Birmingham

PARTICIPATION IN THE INFORMATION SYSTEM

1. Are there any decisions made in the firm that you think you should have a greater say in? Do you think things would work more smoothly in the firm if you were included in discussions on certain decisions?

- 1.1 What type of decisions?

- 1.2 Which decisions?

2. Do you think your communications with higher management could be improved?

- 2.1 In what ways?
(for example, amount of information, type or timing)

3. Could your communications with other departments be improved?

- 3.1 In what ways?
(for example, amount of information, type or timing)

4. Could communications within your own department be improved?

- 4.1 In what ways?
(for example, amount of information, type or timing)

AUTHORITY AND INFLUENCE

1. Here is a scale which describes different degrees of authority in the organization.

Please read each of the eight statements below. Tick twice the single statement which most accurately describes your status and practices in carrying out your duties, and tick once the next most descriptive statement.

Tick twice (✓✓) = most descriptive statement.

Tick once (✓) = next most descriptive statement.

MARK TWO STATEMENTS ONLY

I have complete authority for establishing policies and goals of a general scope and establishing the lines of organizational authority and responsibility for the attainment of these goals

I am authorised to make all decisions necessary for the implementation of long range plans

In the main, I can make and carry out all decisions which fall within the realm of established policy without consulting my superior or obtaining his approval

I have complete authority on routine matters but refer the majority of unusual items to my superior for approval

All questions of policy must be referred to my superior for his decision

I frequently refer questions to my superior before taking any action

I seldom make decisions or take action without approval from my superior

My work procedures are fully outlined and allow little freedom in making decisions

2. Would you like to see any changes made with regard to the amount of authority you have?

2.1 What changes?

2.2 What would be their effect?

3. How much influence would you say you have in comparison with others at a similar level in the organization to yourself?

(card 1)

far more

a bit more

about the same

a bit less

far less

AUTONOMY

1. Can you choose the order in which you carry out the various parts of your job, or are these dictated by circumstances, etc.?

2. How much of the time are you free to decide the order in which you carry out your job tasks?

(card 2)	practically all the time	___
	most of the time	___
	quite a lot	___
	sometimes	___
	a little	___

3. Do you have much choice with regard to the methods by which you carry out your job?

4. How much of the time are you free to decide the methods by which you carry out your job?

(card 2)	practically all the time	___
	most of the time	___
	quite a lot	___
	sometimes	___
	a little	___

5. Are you able to choose your own priorities in your job?

6. How much of the time can you choose your own priorities?

(card 2)

practically all the time _____

most of the time _____

quite a lot _____

sometimes _____

a little _____

CENTRALITY OF SECTION IN THE ORGANIZATION

1. Which departments do you have most contact with?

2. How quickly would they be affected if your department suddenly closed?

(card 3)	instantly	_____
	in a few hours	_____
	in a few days	_____
	in a few weeks	_____
	not for a long time	_____

3. How quickly would the closing of your department affect the shipping of finished goods from the plant?

(card 3)	instantly	_____
	in a few hours	_____
	in a few days	_____
	in a few weeks	_____
	not for a long time	_____

4. How easy would it be to replace the members of your section - for example, by hiring new recruits from outside or recruiting internally?

(card 5)	easy	_____
	fairly easy	_____
	difficult	_____
	very difficult	_____
	impossible	_____

THE JOB ITSELF

Now some questions about the kind of work your job involves. In each case, place a tick against the answer which comes closest to describing your job. At this stage we are more concerned with the job itself than with how you personally go about it.

- | | | | |
|----|---|--------------|-------|
| 1. | How much of your work do you think of as routine? | most | _____ |
| | | quite a lot | _____ |
| | | some | _____ |
| | | a little | _____ |
| | | almost none | _____ |
| 2. | When you begin a working week, how much of what you will actually do during the week can you foresee? | almost none | _____ |
| | | a little | _____ |
| | | some | _____ |
| | | quite a lot | _____ |
| | | most | _____ |
| 3. | If someone completely new to your job had to take it on at short notice, how much of it would he be able to find out from a job description and/or a record of previous work? | almost none | _____ |
| | | a little | _____ |
| | | some | _____ |
| | | quite a lot | _____ |
| | | most | _____ |
| 4. | How many of your working days follow a similar pattern to one another? | most | _____ |
| | | quite a lot | _____ |
| | | some | _____ |
| | | a few | _____ |
| | | almost none | _____ |
| 5. | How much of the content of the job you are now in has changed in the past year? | almost none | _____ |
| | | a little | _____ |
| | | some | _____ |
| | | quite a lot | _____ |
| | | most | _____ |
| 6. | How much of the content of the job you are in now do you anticipate will have changed in a year's time? | most | _____ |
| | | quite a lot | _____ |
| | | some | _____ |
| | | a little | _____ |
| | | almost none | _____ |
| 7. | How often does your work involve following regular set procedures? | very often | _____ |
| | | often | _____ |
| | | sometimes | _____ |
| | | occasionally | _____ |
| | | seldom | _____ |
| 8. | How often do major problems occur in your job which have never occurred before? | seldom | _____ |
| | | occasionally | _____ |
| | | sometimes | _____ |
| | | often | _____ |
| | | very often | _____ |

- | | | | |
|-----|---|----------------------|-----|
| 9. | How often is there room for doubt as to what actions you can take within the scope of your job? | very often | ___ |
| | | often | ___ |
| | | sometimes | ___ |
| | | occasionally | ___ |
| | | seldom | ___ |
| 10. | How often does something come up in your work which necessitates acquiring fresh knowledge or new skills? | very often | ___ |
| | | often | ___ |
| | | sometimes | ___ |
| | | occasionally | ___ |
| | | seldom | ___ |
| 11. | How often do completely unforeseen things happen in your job? | very often | ___ |
| | | often | ___ |
| | | sometimes | ___ |
| | | occasionally | ___ |
| | | seldom | ___ |
| 12. | Considering the various problems that arise in your work, how often is the solution clear? | seldom | ___ |
| | | occasionally | ___ |
| | | sometimes | ___ |
| | | often | ___ |
| | | very often | ___ |
| 13. | How often do you have to switch from one thing to another? | very often | ___ |
| | | often | ___ |
| | | sometimes | ___ |
| | | occasionally | ___ |
| | | seldom | ___ |
| 14. | How precisely are your responsibilities laid down? | very precisely | ___ |
| | | fairly precisely | ___ |
| | | not very precisely | ___ |
| | | very imprecisely | ___ |
| | | not laid down at all | ___ |
| 15. | How precisely is it laid which decisions you can take yourself | not laid down at all | ___ |
| | | very imprecisely | ___ |
| | | not very precisely | ___ |
| | | fairly precisely | ___ |
| | | very precisely | ___ |

YOUR JOB

Here are some questions about your job. Could you please answer them by ticking the space on each scale which comes nearest to representing the nature of your own job.

1. Think of the various events that make up your work.
How often would you say that you are able to anticipate
and predict the nature of these events?

all the time : : : : : : : never

2. How often do you encounter the same kinds of problems
in your work?

all the time : : : : : : : never

3. Many jobs require some investigation of a problem and
search for information. In your job to what extent
are these different from one day to another?

completely : : : : : : : not at all
different different

4. To what extent are the decisions you make at work different
from one day to the next?

completely : : : : : : : not at all
different different

5. How possible is it to learn enough about your job to
handle all the problems that come up?

quite : : : : : : : completely
impossible possible

6. On the whole, are the technical problems you encounter
in your work easy to handle?

very easy : : : : : : : very difficult

7. On the whole, are the human problems you encounter in
your work easy to handle?

very easy : : : : : : : very difficult

MANAGERIAL STYLE

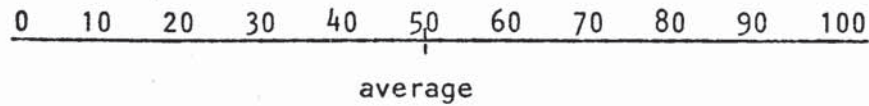
Here six pairs of statements expressing opposing viewpoints on styles of supervision. Could you indicate what style of supervision managers ought to adopt and to what degree? Please tick in one of the seven spaces provided.

- | | | |
|--|---------------|--|
| 1. Feels that his men work better <u>without</u> close supervision | : : : : : : : | Feels that his men work better <u>with</u> close supervision |
| 2. Feels that it is not normally necessary to place his workers under a great deal of <u>pressure</u> | : : : : : : : | Feels that best performance is achieved if he keeps up the <u>pressure</u> on his men |
| 3. Feels his job is best done if his relationship with his workers is not just confined to matters of production | : : : : : : : | Feels his job is best done if his relationships with his workers are confined to matters of production |
| 4. Feels he should consult the men before changes are made | : : : : : : : | Feels it is not necessary to spend time conferring with his men about changes |
| 5. Feels it is best to leave each man to do the job relying on the man's own experience | : : : : : : : | Insists that standard methods of doing the job are always followed |
| 6. Feels that discipline must be strictly maintained in every case | : : : : : : : | Feels that it is better not to make an issue of minor breaches of the rules |

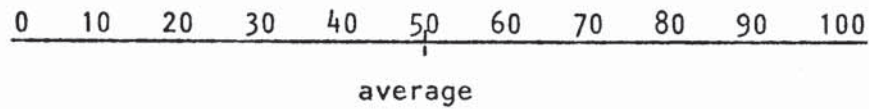
MANAGERIAL PERFORMANCE

How would you rate your general performance in the following areas?

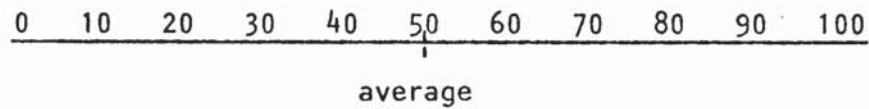
1. Dealing with technical problems



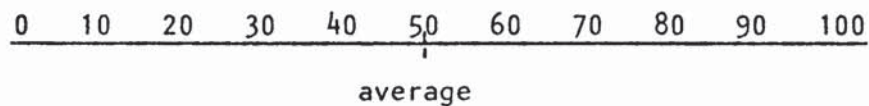
2. Dealing with human problems



3. General administration



4. Overall performance as a manager



ROLE AMBIGUITY AND ROLE CONFLICT

Performance feedback

1. How do you judge your own performance in your job?

2. Do you get any feedback on your own work?

3. Who do you get feedback from?

3.1 Amount of feedback

3.2 Type of feedback

3.3 Speed of feedback

4. How often do you know if you've made the right decision or not?

(card 6)	most of the time	___
	quite often	___
	sometimes	___
	occasionally	___
	rarely	___

5. How often can you judge how good a job you're doing?

(card 6)	most of the time	___
	quite often	___
	sometimes	___
	occasionally	___
	rarely	___

6. Would you find it helpful to get more feedback on your performance in any area of your work?

6.1 What areas?

6.2 What type of feedback?

Amount and timing of workload

7. In your job, do you have:

roughly the same amount of work to do throughout the year

far more work at certain times than others

some variation in the amount of work you have to do during the year

8. How often do you find that you have more work to do than you can reasonably be expected to get through in a normal working day?

(card 6)

most of the time

quite often

sometimes

occasionally

rarely

9. How often are you working to meet deadlines?

(card 6)

most of the time

quite often

sometimes

occasionally

rarely

10. How often is your work hampered by inadequate resources for example, lack of equipment or shortage of staff?

(card 6)	most of the time	___
	quite often	___
	sometimes	___
	occasionally	___
	rarely	___

11. (If 'yes' to 10.)

How is it hampered?

12. Is it possible for you to delay doing some parts of your job and to spread your workload out, if you find you have a lot of work to do one week?

13. How much of your work can you delay doing without causing too many problems?

(card 8)	most	___
	quite a lot	___
	some	___
	a little	___
	hardly any	___

- 13.1 What part of your work is it that you can delay doing?

- 13.2 How long for?

Priority conflicts

14. How frequently do you find conflicting work demands or priorities placed on you?

(card 6)	most of the time	___
	quite often	___
	sometimes	___
	occasionally	___
	rarely	___

15. What causes these situations?

- 15.1 Could this situation be avoided or alleviated?

16. How often do you find yourself in the situation where, whatever action you take, it will not be possible to please everyone?

(card 6)	most of the time	___
	quite often	___
	sometimes	___
	occasionally	___
	rarely	___

17. How often are you forced to do things against your better judgment?

(card 6)	most of the time	___
	quite often	___
	sometimes	___
	occasionally	___
	rarely	___

18. How often do you have to make unpopular decisions?

(card 6)	most of the time	___
	quite often	___
	sometimes	___
	occasionally	___
	rarely	___

19. How often do you have to make major decisions, for instance, decisions which affect the wellbeing of the company or the lives of others?

(card 6)	most of the time	___
	quite often	___
	sometimes	___
	occasionally	___
	rarely	___

20. How often is your work affected by other people's poor performance?

(card 6)	most of the time	___
	quite often	___
	sometimes	___
	occasionally	___
	rarely	___

21.1 There has been a lot of talk recently about the amount of strains and pressures in work today.

What are your views on this?

21.2 What would you say are the major strains and pressures in your job?

21.3 Take this week for instance, what particular strains and pressures have you been under in your job?

21.4 Is this a typical week?

ASPECTS OF YOUR JOB: Section A

Generally speaking, how do you normally feel about the following aspects of your job? Would you please put a tick in the space which comes closest to expressing your view.

1. JOB SECURITY

1.1 The amount of job security you have in your present job

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

1.2 How important is job security to you?

not										extremely
particularly	:	:	:	:	:	:	:	:	:	important
important	:	:	:	:	:	:	:	:	:	

2. STATUS

2.1 Your status within the company

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

2.2 How important is status to you?

not										extremely
particularly	:	:	:	:	:	:	:	:	:	important
important	:	:	:	:	:	:	:	:	:	

3. PHYSICAL WORKING CONDITIONS

3.1 Your physical working conditions

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

3.2 How important are physical working conditions to you?

not										extremely
particularly	:	:	:	:	:	:	:	:	:	important
important	:	:	:	:	:	:	:	:	:	

4. PROMOTION OPPORTUNITIES

4.1 The opportunities available for promotion in your job

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

4.2 How important is promotion to you?

not										
particularly										
important	:	:	:	:	:	:	:	:	:	extremely

5. SUPERVISION

5.1 The supervision you receive

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

5.2 How important is supervision to you?

not										
particularly										
important	:	:	:	:	:	:	:	:	:	extremely

6. RESPONSIBILITY

6.1 The amount of responsibility you have in your job

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

6.2 How important is responsibility to you?

not										
particularly										
important	:	:	:	:	:	:	:	:	:	extremely

7. PAY

7.1 The amount of pay you receive

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

7.2 How important is pay to you?

not										
particularly										
important	:	:	:	:	:	:	:	:	:	extremely

8. THE WORK ITSELF

8.1 The amount of interest you find in your job

extremely quite
satisfied : : : : : : : dissatisfied

8.2 How important to you is being able to do an interesting job?

[illegible]

9. RECOGNITION BY MANAGEMENT

9.1 The extent to which your work efforts are recognised and appreciated by management

extremely quite
satisfied : : : : : : : dissatisfied

9.2 How important to you is having your work efforts recognised by management?

[illegible]

10..OPPORTUNITY FOR DEVELOPING YOUR ABILITY

10.1 The opportunity your job gives you to develop your skills and abilities

extremely
satisfied : : : : : : : : quite
dissatisfied

10.2 How important to you is being able to increase your abilities?

not
particularly
important : : : : : : : : : : extremely
important

11. RELATIONSHIPS WITH THOSE YOU WORK WITH

11.1 Your relationships with those at a similar job level to yourself

extremely
satisfied : : : : : : : : quite
dissatisfied

11.2 How important is it to you to have a good relationship with those at a similar job level to yourself?

not
particularly
important : : : : : : : : extremely
important

12. RELATIONSHIP WITH THOSE WHO WORK FOR YOU

12.1 Your relationship with your subordinates

extremely
satisfied : : : : : : : : quite
dissatisfied

12.2 How important is it to you to have a good relationship with your subordinates?

not
particularly
important : : : : : : : : extremely
important

13. RELATIONSHIP WITH THOSE YOU WORK FOR

13.1 Your relationship with your boss(es)

extremely
satisfied : : : : : : : : quite
dissatisfied

13.2 How important is it to you to have a good relationship with your bosses?

not
particularly
important : : : : : : : : extremely
important

14. ACHIEVEMENTS

14.1 The opportunities your job gives you of achieving worthwhile results

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

14.2 How important is it to you to be able to achieve worthwhile results in your job?

not										
particularly										extremely
important	:	:	:	:	:	:	:	:	:	important

15. COMPANY POLICY AND ADMINISTRATION

15.1 The general way in which the company is run

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

15.2 How important to you is the way in which the company is run?

not										
particularly										extremely
important	:	:	:	:	:	:	:	:	:	important

16. AUTONOMY

16.1 The amount of freedom you have in your job

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

16.2 How important to you is having freedom of action in your job?

not										
particularly										extremely
important	:	:	:	:	:	:	:	:	:	important

17. VARIETY

17.1 The amount of variety you have in your job

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

17.2 How important is it to you to have variety in your job?

not particularly important	:	:	:	:	:	:	:	:	extremely important
----------------------------------	---	---	---	---	---	---	---	---	------------------------

18. CONSULTATION

18.1 The extent to which you are consulted by higher management?

extremely satisfied	:	:	:	:	:	:	:	:	quite dissatisfied
------------------------	---	---	---	---	---	---	---	---	-----------------------

18.2 How important is it to you to be consulted?

not particularly important	:	:	:	:	:	:	:	:	extremely important
-------------------------------	---	---	---	---	---	---	---	---	------------------------

19. AUTHORITY

19.1 The amount of authority you have in your job?

extremely satisfied	:	:	:	:	:	:	:	:	quite dissatisfied
------------------------	---	---	---	---	---	---	---	---	-----------------------

19.2 How important is authority to you?

not particularly important	:	:	:	:	:	:	:	:	extremely important
-------------------------------	---	---	---	---	---	---	---	---	------------------------

20. BACKING FROM MANAGEMENT

20.1 The extent to which management backs up your authority

extremely satisfied	:	:	:	:	:	:	:	:	quite dissatisfied
------------------------	---	---	---	---	---	---	---	---	-----------------------

20.2 How important to you is the extent to which management
backs up your authority?

not particularly important	:	:	:	:	:	:	:	:	extremely important
-------------------------------	---	---	---	---	---	---	---	---	------------------------

21. GENERAL SATISFACTION WITH YOUR JOB

All in all, how dissatisfied are you with your present job?

quite dissatisfied	:	:	:	:	:	:	:	:	extremely satisfied
-----------------------	---	---	---	---	---	---	---	---	------------------------

ASPECTS OF YOUR JOB: Section B

1. Could you think back over the last two to three months to something which happened at work which made you really pleased or happy?

Could you tell me about it?

1.1 Strength of feeling (card 9)

1.2 Duration of feeling

1.3 Frequency of feeling

1.4 Carry-over effect with home life

1.5 Does that sort of even normally cause that reaction?

1.6 Meaning of event to the individual.

ASPECTS OF YOUR JOB: Section C

2. Could you think back over the last two to three months to something which happened at work which made you really displeased or unhappy.

Could you please tell me about it?

2.1 Strength of feeling (card 9)

2.2 Duration of feeling

2.3 Frequency of feeling

2.4 Carry-over effect with home life

2.5 Does that sort of event normally cause that reaction?

2.6 Meaning of event to the individual.

PROBLEMS IN THE JOB

To what extent do you find that the following situations detract from the satisfaction which you get from your job?

	Nearly all the time	Rather often	Some- times	Not often	Never
1. Feeling that you have too little authority to carry out the responsibilities assigned to you	5	4	3	2	1
2. Being unclear on just what the scope and responsibilities of your job are	5	4	3	2	1
3. Thinking that few opportunities for promotion or advancement exist for you	5	4	3	2	1
4. Feeling that you have too heavy a workload, one that you can't possibly finish during an ordinary workday	5	4	3	2	1
5. Thinking that you'll not be able to satisfy the conflicting demands of various people over you	5	4	3	2	1
6. Feeling that you're not fully trained to handle all aspects of your job	5	4	3	2	1
7. Not knowing how your boss evaluates your performance	5	4	3	2	1
8. The fact that you can't get all the information needed to carry out your job	5	4	3	2	1
9. Having to decide things that affect the lives of people that you know	5	4	3	2	1

	Nearly all the time	Rather often	Some- times	Not often	Never
10. Feeling that you may not be accepted by the people you work with	5	4	3	2	1
11. Feeling unable to influence your immediate boss's decisions and actions that affect you	5	4	3	2	1
12. Not knowing just what other people expect of you	5	4	3	2	1
13. Thinking that the amount of work you have to do may interfere with how well it gets done	5	4	3	2	1
14. Feeling that you have to do things on the job that are against your better judgment	5	4	3	2	1
15. Feeling that you have too much responsibility delegated to you by your superiors	5	4	3	2	1
16. Feeling that your pay relative to other groups is not determined on a fair basis	5	4	3	2	1
17. Working to meet deadlines	5	4	3	2	1
18. Not being able to rely on the quality of other people's performance	5	4	3	2	1

ORIENTATION TO WORK

1. If you could start all over again, would you choose to do the same type of work you are doing now or not?

(card 10)

definitely would _____

probably would _____

uncertain _____

probably would not _____

definitely would not _____

1.1 Why?

1.2 What would you do instead?

2. What do you particularly like about your job?

3. What do you dislike about your job?

4. What sorts of things would make you consider leaving your job?

5. Generally speaking, what sort of things make you feel pleased with you day's work?

6. What sort of things make you feel displeased with your day's work?

7. Why did you take your present job?

8. How long have you been in your present job?

9. Have you held any jobs in the past which you prefer to your present job?

Yes ____ No ____

If 'yes', would you please

9.1 say which job _____

9.2 why you left the job _____

9.3 why you preferred that job to your present one

If 'no', would you please

9.4 say why you prefer your present job to past jobs _____

10. Do you think you would have achieved as much as you have done if you had entered another type of career, or worked for another firm?

10.1 Might you have done better?

11. On the whole, how favourably do you think your job compares with the jobs held by your close friends?

(card 11)

far better than most	_____
somewhat better than most	_____
about the same	_____
not quite as good	_____
far worse than most	_____

12. Disregarding matters such as luck, what job do you think you are capable of reaching in your career?
13. Given all the usual constraints, what job do you think you will reach?
14. (If replies to Q.12 and 13 are different)

What do you think will prevent you from getting the job you think you are capable of reaching.

GENERAL QUALITY OF LIFE

1. Generally speaking, are you as satisfied as you'd like to be with the way in which you are able to spend your free time?

2. What sort of things do you do in your free time?

3. Do you belong to any clubs/societies Yes ____ No ____

3.1 Do you hold any official post? Yes ____ No ____

If yes, please specify:

4. How frequently do you find yourself thinking or talking about your job when you get home from work?

(card 12)	a great deal	_____
	quite a lot	_____
	sometimes	_____
	a little	_____
	never	_____

5. How easy do you find it to forget work problems, etc., when you come home from work?

6. Do you sometimes find that you have to work late or take work home in the evenings?

6.1 How often?

6.2 Do you find that this interferes with your social life or your home life at all?

6.3 In what way?

7. Are there any other ways in which your job affects your social life or home life? For example, having to work shifts, or feeling tired at the end of the day.

8. Generally speaking, to what extent would you say that what happens at work affects your moods or behaviour after work?

(card 12)	a great deal	_____
	quite a lot	_____
	sometimes	_____
	a little	_____
	never	_____

8.1 How does it affect you?

8.2 How frequently does this happen?

9. To what extent does what happens outside of working hours affect your moods or behaviour at work?

(card 12)	a great deal	_____
	quite a lot	_____
	sometimes	_____
	a little	_____
	never	_____

9.1 How does it affect you?

9.2 How frequently does this happen?

10. If you have a free choice, where would you prefer to live?
11. Where were you brought up?
12. Generally speaking, are you as satisfied as you would like to be with the location in which you live?
13. Where do you live?
14. How many miles is that from your place of work?
15. On the whole, are you as satisfied as you'd like to be with the general state of Britain at the moment?
16. What would you say are your main interests in life?
17. What are your main ambitions in life?
18. All in all, are you as satisfied as you'd like to be with your life as a whole?
19. Generally speaking, are you as satisfied as you'd like to be with your family life?

23. Finally, to what extent would you say the following contribute to your general life satisfaction?

23.1 your family

0 10 20 30 40 50 60 70 80 90 100

23.2 your leisure

0 10 20 30 40 50 60 70 80 90 100

23.3 your work

0 10 20 30 40 50 60 70 80 90 100

23.4 your housing/housing location

0 10 20 30 40 50 60 70 80 90 100

23.5 the country as a whole

0 10 20 30 40 50 60 70 80 90 100

23.6 other - please specify:

0 10 20 30 40 50 60 70 80 90 100

VIEWS ABOUT YOUR JOB

Here are some statements about yourself and the views you might have about doing a job. Please answer each question by ticking the space on the scale which comes closest to what you think is true of yourself.

	Definitely true							Definitely false
1. I prefer a job which is always changing	:	:	:	:	:	:	:	:
2. I enjoy finding myself in new and unusual circumstances	:	:	:	:	:	:	:	:
3. I like to have a regular pattern in my working day	:	:	:	:	:	:	:	:
4. I don't mind having several problems awaiting my attention at any one time	:	:	:	:	:	:	:	:
5. I like to know exactly what is in store at the beginning of each day's work	:	:	:	:	:	:	:	:
6. I would generally prefer to do something I am used to rather than something that is different	:	:	:	:	:	:	:	:
7. I get a lot of pleasure from taking on new problems	:	:	:	:	:	:	:	:

THE UNIVERSITY OF ASTON IN BIRMINGHAM

RESEARCH PROJECT ON MANAGERIAL STAFF

Second Interview Schedule

PRIVATE AND CONFIDENTIAL

Research Unit
The University of Aston Management Centre
Birmingham

Section 1: Recent changes in the site/peoples jobs

1. How have you felt about your job recently?
2. Have there been any changes in your job?
(job content, method of work, amount of work, etc.)
3. How have these changes affected you?
4. Have there been any changes in the site recently?
(promotions, transfers, organisation of work, etc.)
5. What difference has this made to you?
6. Has anything happened outside of work which has altered
the way you feel about your job?

Section 2: Orientation to work

1. Over the last few months, what parts of your job have you particularly liked?
2. Recently, what parts of your job have you particularly disliked?
3. What is the most interesting part of your job?
4. What is the least interesting part of your job?
5. How could your job be improved?
6. What changes would make you feel more satisfied with your job?

Section 3: General satisfaction

1. Over the last few months, to what extent have the following contributed to your overall satisfaction with life?

your leisure %

your work %

your family	%
1. How often do you talk to your family about the importance of saving for retirement?	
2. How often do you talk to your family about the importance of investing for retirement?	
3. How often do you talk to your family about the importance of diversifying your investments?	
4. How often do you talk to your family about the importance of rebalancing your portfolio?	
5. How often do you talk to your family about the importance of staying on top of your investments?	
6. How often do you talk to your family about the importance of keeping your investments on track?	
7. How often do you talk to your family about the importance of staying on top of your investments?	
8. How often do you talk to your family about the importance of keeping your investments on track?	
9. How often do you talk to your family about the importance of staying on top of your investments?	
10. How often do you talk to your family about the importance of keeping your investments on track?	

your housing/
housing location

the country as a whole	%
------------------------	---

Other (please specify)	%

100 %

2. All in all, how satisfied are you with your life?

[illegible]

3. What impact has your job had on you/your family recently? For example, have you been: feeling really pleased about how things have been going at work; thinking about your job after work; working late, etc.

Section 4: Aspects of your job (1)

1. Could you think back over the last two to three months to something which happened at work which made you really pleased or happy?

Could you tell me about it?

- 1.1 Strength of feeling (card 9)
- 1.2 Duration of feeling
- 1.3 Frequency of feeling
- 1.4 Carry-over effect with home life
- 1.5 Does that sort of event normally cause that reaction?
- 1.6 Meaning of event to the individual.

Section 5: Aspects of your job (2)

2. Could you think back over the last two to three months to something which happened at work which made you really displeased or unhappy.

Could you please tell me about it?

- 2.1 Strength of feeling (card 9)
- 2.2 Duration of feeling
- 2.3 Frequency of feeling
- 2.4 Carry-over effect with home life
- 2.5 Does that sort of event normally cause that reaction?
- 2.6 Meaning of event to the individual.

Section 6: Aspects of your job (3)

During the last couple of months how have you felt about the following aspects of your job? Would you please put a tick in the space which comes closest to expressing your view.

1. JOB SECURITY

1.1 The amount of job security you have in your present job

extremely : : : : : : : **quite**
satisfied : : : : : : : **dissatisfied**

1.2 How important is job security to you?

not particularly important : : : : : : : : extremely important

2. STATUS

2.1 Your status within the company

extremely
satisfied : : : : : : : : quite
dissatisfied

2.2 How important is status to you?

not particularly									extremely
important :	:	:	:	:	:	:	:	:	important

3. PHYSICAL WORKING CONDITIONS

3.1 Your physical working conditions

extremely
satisfied : : : : : : : : quite
dissatisfied

3.2 How important are physical working conditions to you?

not particularly important : : : : : : : : extremely important

4. PROMOTION OPPORTUNITIES

4.1 The opportunities available for promotion in your job

extremely satisfied	:	:	:	:	:	:	:	:	quite dissatisfied
------------------------	---	---	---	---	---	---	---	---	-----------------------

4.2 How important is promotion to you?

not particularly important	:	:	:	:	:	:	:	:	extremely important
-------------------------------	---	---	---	---	---	---	---	---	------------------------

5. SUPERVISION

5.1 The supervision you receive

extremely satisfied	:	:	:	:	:	:	:	:	quite dissatisfied
------------------------	---	---	---	---	---	---	---	---	-----------------------

5.2 How important is supervision to you?

not particularly important	:	:	:	:	:	:	:	:	extremely important
-------------------------------	---	---	---	---	---	---	---	---	------------------------

6. RESPONSIBILITY

6.1 The amount of responsibility you have in your job

extremely satisfied	:	:	:	:	:	:	:	:	quite dissatisfied
------------------------	---	---	---	---	---	---	---	---	-----------------------

6.2 How important is responsibility to you?

not particularly important	:	:	:	:	:	:	:	:	extremely important
-------------------------------	---	---	---	---	---	---	---	---	------------------------

7. PAY

7.1 The amount of pay you receive

extremely satisfied	:	:	:	:	:	:	:	:	quite dissatisfied
------------------------	---	---	---	---	---	---	---	---	-----------------------

7.2 How important is pay to you?

not particularly important	:	:	:	:	:	:	:	:	extremely important
-------------------------------	---	---	---	---	---	---	---	---	------------------------

8. THE WORK ITSELF

8.1 The amount of interest you find in your job

extremely
satisfied : : : : : : : : quite
dissatisfied

8.2 How important to you is being able to do an interesting job?

not particularly
important : : : : : : : : extremely
important

9. RECOGNITION BY MANAGEMENT

9.1 The extent to which your work efforts are recognised
and appreciated by management

extremely
satisfied : : : : : : : : quite
dissatisfied

9.2 How important to you is having your work efforts recognised
by management?

not particularly
important : : : : : : : : extremely
important

10. OPPORTUNITY FOR DEVELOPING YOUR ABILITY

10.1 The opportunity your job gives you to develop your
skills and abilities

extremely
satisfied : : : : : : : : quite
dissatisfied

10.2 How important to you is being able to increase your abilities?

not particularly
important : : : : : : : : extremely
important

11. RELATIONSHIPS WITH THOSE YOU WORK WITH

11.1 Your relationships with those at a similar job level to yourself

extremely
satisfied : : : : : : : : quite
dissatisfied

11.2 How important is it to you to have a good relationship
with those at a similar job level to yourself?

not particularly
important : : : : : : : : extremely
important

12. RELATIONSHIP WITH THOSE WHO WORK FOR YOU

12.1 Your relationship with your subordinates

extremely
satisfied : : : : : : : : quite
dissatisfied

12.2 How important is it to you to have a good relationship with your subordinates?

not particularly important : : : : : : : : extremely important

13. RELATIONSHIP WITH THOSE YOU WORK FOR

13.1 Your relationship with your boss(es)

extremely
satisfied : : : : : : : : quite
dissatisfied

13.1 How important is it to you to have a good relationship with your boss(es)?

not particularly
important : : : : : : : : extremely
important

14. ACHIEVEMENTS

14.1 The opportunities your job give you of achieving worthwhile results

extremely
satisfied : : : : : : : quite
dissatisfied

14.2 How important is it to you to be able to achieve worthwhile results in your job?

not particularly								extremely
important	:	:	:	:	:	:	:	important

15. COMPANY POLICY AND ADMINISTRATION

15.1 The general way in which the company is run

extremely : : : : : : : quite
satisfied : : : : : : : dissatisfied

15.2 How important to you is the way in which the company is run?

not particularly important : : : : : : : : extremely important

16. AUTONOMY

16.1 The amount of freedom you have in your job

extremely satisfied	:	:	:	:	:	:	:	:	:	quite dissatisfied
------------------------	---	---	---	---	---	---	---	---	---	-----------------------

16.2 How important to you is having freedom of action in your job?

not particularly important	:	:	:	:	:	:	:	:	:	extremely important
-------------------------------	---	---	---	---	---	---	---	---	---	------------------------

17. VARIETY

17.1 The amount of variety you have in your job

extremely satisfied	:	:	:	:	:	:	:	:	:	quite dissatisfied
------------------------	---	---	---	---	---	---	---	---	---	-----------------------

17.2 How important is it to you to have variety in your job?

not particularly important	:	:	:	:	:	:	:	:	:	extremely important
-------------------------------	---	---	---	---	---	---	---	---	---	------------------------

18. CONSULTATION

18.1 The extent to which you are consulted by higher management?

extremely satisfied	:	:	:	:	:	:	:	:	:	quite dissatisfied
------------------------	---	---	---	---	---	---	---	---	---	-----------------------

18.2 How important is it to you to be consulted?

not particularly important	:	:	:	:	:	:	:	:	:	extremely important
-------------------------------	---	---	---	---	---	---	---	---	---	------------------------

19. AUTHORITY

19.1 The amount of authority you have in your job

extremely satisfied	:	:	:	:	:	:	:	:	:	quite dissatisfied
------------------------	---	---	---	---	---	---	---	---	---	-----------------------

19.2 How important is authority to you?

not particularly important	:	:	:	:	:	:	:	:	:	extremely important
-------------------------------	---	---	---	---	---	---	---	---	---	------------------------

20. BACKING FROM MANAGEMENT

20.1 The extent to which management backs up your authority

extremely satisfied : : : : : : : : quite dissatisfied

20.2 How important to you is the extent to which management backs up your authority?

not particularly								extremely
- important	:	:	:	:	:	:	:	important

21. GENERAL SATISFACTION WITH YOUR JOB

All in all, how dissatisfied are you with your present job?

quite dissatisfied : : : : : : : : extremely satisfied

THE UNIVERSITY OF ASTON IN BIRMINGHAM

RESEARCH PROJECT ON MANAGERIAL STAFF

Third Interview Schedule
(second edition)

PRIVATE AND CONFIDENTIAL

Research Unit
The University of Aston Management Centre
Birmingham

RECENT CHANGES IN THE SITE/PEOPLE'S JOBS

1. How have you felt about your job recently?
2. Have there been any changes in your job?
(Job content, method of work, amount of work, etc.)
3. How have these changes affected you?
4. Have there been any changes in the site recently?
(Promotions, transfers, organisation of work, etc.)
5. What difference has this made to you?
6. Has anything happened outside of work which has altered the way you feel about your job?
7. How could your job be improved?
8. What changes would make you feel more satisfied with your job?

AUTHORITY AND INFLUENCE

1. Over the last year has there been any change in the amount of authority and influence you have in your job?

My authority
has increased
significantly

: : : : :
no
change

My authority
has decreased
significantly

- 1.1 In what way?

2. How much influence would you say you have in comparison with others at a similar level in the organization to yourself?

(card 1)

far more	_____
a bit more	_____
about the same	_____
a bit less	_____
far less	_____

AUTONOMY

1. Can you choose the order in which you carry out your job tasks?

(card 2) practically all the time___
 most of the time ___
 quite a lot ___
 sometimes ___
 a little ___

2. Can you choose the methods by which you carry out your job?

(card 2) practically all the time___
 most of the time ___
 quite a lot ___
 sometimes ___
 a little ___

3. How much of the time can you choose your own priorities?

(card 2) practically all the time___
 most of the time ___
 quite a lot ___
 sometimes ___
 a little ___

4. Is it possible for you to delay doing some parts of your job and to spread your workload out, if you find you have a lot of work to do one week?

5. How much of your work can you delay doing without causing too many problems?

(card 4)	most	_____
	quite a lot	_____
	some	_____
	a little	_____
	hardly any	_____

6. In your job, do you have:

roughly the same amount of work to do throughout the year _____

far more work at certain times than others _____

some variation in the amount of work you have to do during the year _____

THE JOB ITSELF

Now some questions about the kind of work your job involves. In each case, place a tick against the answer which comes closest to describing your job. At this stage we are more concerned with the job itself than with how you personally go about it.

- | | | | |
|----|---|--------------|-------|
| 1. | How much of your work do you think of as routine? | most | _____ |
| | | quite a lot | _____ |
| | | some | _____ |
| | | a little | _____ |
| | | almost none | _____ |
| 2. | When you begin a working week, how much of what you will actually do during the week can you foresee? | almost none | _____ |
| | | a little | _____ |
| | | some | _____ |
| | | quite a lot | _____ |
| | | most | _____ |
| 3. | If someone completely new to your job had to take it on at short notice, how much of it would he be able to find out from a job description and/or a record of previous work? | almost none | _____ |
| | | a little | _____ |
| | | some | _____ |
| | | quite a lot | _____ |
| | | most | _____ |
| 4. | How many of your working days follow a similar pattern to one another? | most | _____ |
| | | quite a lot | _____ |
| | | some | _____ |
| | | a few | _____ |
| | | almost none | _____ |
| 5. | How much of the content of the job you are now in has changed in the past year? | almost none | _____ |
| | | a little | _____ |
| | | some | _____ |
| | | quite a lot | _____ |
| | | most | _____ |
| 6. | How much of the content of the job you are in now do you anticipate will have changed in a year's time? | most | _____ |
| | | quite a lot | _____ |
| | | some | _____ |
| | | a little | _____ |
| | | almost none | _____ |
| 7. | How often does your work involve following regular set procedures? | very often | _____ |
| | | often | _____ |
| | | sometimes | _____ |
| | | occasionally | _____ |
| | | seldom | _____ |
| 8. | How often do major problems occur in your job which have never occurred before? | seldom | _____ |
| | | occasionally | _____ |
| | | sometimes | _____ |
| | | often | _____ |
| | | very often | _____ |

- | | | | |
|-----|---|----------------------|-----|
| 9. | How often is there room for doubt as to what actions you can take within the scope of your job? | very often | ___ |
| | | often | ___ |
| | | sometimes | ___ |
| | | occasionally | ___ |
| | | seldom | ___ |
| 10. | How often does something come up in your work which necessitates acquiring fresh knowledge or new skills? | very often | ___ |
| | | often | ___ |
| | | sometimes | ___ |
| | | occasionally | ___ |
| | | seldom | ___ |
| 11. | How often do completely unforeseen things happen in your job? | very often | ___ |
| | | often | ___ |
| | | sometimes | ___ |
| | | occasionally | ___ |
| | | seldom | ___ |
| 12. | Considering the various problems that arise in your work, how often is the solution clear? | seldom | ___ |
| | | occasionally | ___ |
| | | sometimes | ___ |
| | | often | ___ |
| | | very often | ___ |
| 13. | How often do you have to switch from one thing to another? | very often | ___ |
| | | often | ___ |
| | | sometimes | ___ |
| | | occasionally | ___ |
| | | seldom | ___ |
| 14. | How precisely are your responsibilities laid down? | very precisely | ___ |
| | | fairly precisely | ___ |
| | | not very precisely | ___ |
| | | very imprecisely | ___ |
| | | not laid down at all | ___ |
| 15. | How precisely is it laid down which decisions you can take yourself | not laid down at all | ___ |
| | | very imprecisely | ___ |
| | | not very precisely | ___ |
| | | fairly precisely | ___ |
| | | very precisely | ___ |

YOUR JOB

Here are some questions about your job. Could you please answer them by ticking the space on each scale which comes nearest to representing the nature of your own job.

1. Think of the various events that make up your work.
How often would you say that you are able to anticipate
and predict the nature of these events?

all the time : : : : : : : : never

2. How often do you encounter the same kinds of problems
in your work?

all the time : : : : : : : : never

3. Many jobs require some investigation of a problem and
search for information. In your job to what extent
are these different from one day to another?

completely : : : : : : : : not at all
different : : : : : : : : different

4. To what extent are the decisions you make at work different
from one day to the next?

completely : : : : : : : : not at all
different : : : : : : : : different

5. How possible is it to learn enough about your job to
handle all the problems that come up?

quite : : : : : : : : completely
impossible : : : : : : : : possible

6. On the whole, are the technical problems you encounter
in your work easy to handle?

very easy : : : : : : : : very difficult

7. On the whole, are the human problems you encounter in
your work easy to handle?

very easy : : : : : : : : very difficult

ASPECTS OF YOUR JOB: Section A

Generally speaking, how do you normally feel about the following aspects of your job? Would you please put a tick in the space which comes closest to expressing your view.

1. JOB SECURITY

1.1 The amount of job security you have in your present job

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

1.2 How important is job security to you?

not										extremely
particularly	:	:	:	:	:	:	:	:	:	important
important	:	:	:	:	:	:	:	:	:	

2. STATUS

2.1 Your status within the company

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

2.2 How important is status to you?

not										extremely
particularly	:	:	:	:	:	:	:	:	:	important
important	:	:	:	:	:	:	:	:	:	

3. PHYSICAL WORKING CONDITIONS

3.1 Your physical working conditions

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

3.2 How important are physical working conditions to you?

not										extremely
particularly	:	:	:	:	:	:	:	:	:	important
important	:	:	:	:	:	:	:	:	:	

4. PROMOTION OPPORTUNITIES

4.1 The opportunities available for promotion in your job

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

4.2 How important is promotion to you?

not										
particularly										extremely
important	:	:	:	:	:	:	:	:	:	important

5. SUPERVISION

5.1 The supervision you receive

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

5.2 How important is supervision to you?

not										
particularly										extremely
important	:	:	:	:	:	:	:	:	:	important

6. RESPONSIBILITY

6.1 The amount of responsibility you have in your job

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

6.2 How important is responsibility to you?

not										
particularly										extremely
important	:	:	:	:	:	:	:	:	:	important

7. PAY

7.1 The amount of pay you receive

extremely										quite
satisfied	:	:	:	:	:	:	:	:	:	dissatisfied

7.2 How important is pay to you?

not										
particularly										extremely
important	:	:	:	:	:	:	:	:	:	important

8. THE WORK ITSELF

8.1 The amount of interest you find in your job

extremely									quite
satisfied	:	:	:	:	:	:	:	:	dissatisfied

8.2 How important to you is being able to do an interesting job?

not									extremely
particularly	:	:	:	:	:	:	:	:	important
important	:	:	:	:	:	:	:	:	

9. RECOGNITION BY MANAGEMENT

9.1 The extent to which your work efforts are recognised and appreciated by management

extremely									quite
satisfied	:	:	:	:	:	:	:	:	dissatisfied

9.2 How important to you is having your work efforts recognised by management?

not									extremely
particularly	:	:	:	:	:	:	:	:	important
important	:	:	:	:	:	:	:	:	

10. OPPORTUNITY FOR DEVELOPING YOUR ABILITY

10.1 The opportunity your job gives you to develop your skills and abilities

extremely									quite
satisfied	:	:	:	:	:	:	:	:	dissatisfied

10.2 How important to you is being able to increase your abilities?

not									extremely
particularly	:	:	:	:	:	:	:	:	important
important	:	:	:	:	:	:	:	:	

11. RELATIONSHIPS WITH THOSE YOU WORK WITH

11.1 Your relationships with those at a similar job level to yourself

extremely : : : : : : : quite
satisfied : : : : : : : dissatisfied

11.2 How important is it to you to have a good relationship with those at a similar job level to yourself?

not
particularly : : : : : : : extremely
important : important

12. RELATIONSHIP WITH THOSE WHO WORK FOR YOU

12.1 Your relationship with your subordinates

extremely : : : : : : : : quite
satisfied : : : : : : : dissatisfied

12.2 How important is it to you to have a good relationship with your subordinates?

not
particularly
important : : : : : : : extremely
important

13. RELATIONSHIP WITH THOSE YOU WORK FOR

13.1 Your relationship with your boss(es)

extremely : : : : : : : quite
satisfied : : : : : : : dissatisfied

13.2 How important is it to you to have a good relationship with your bosses?

not
particularly
important : : : : : : : extremely
important

14. ACHIEVEMENTS

14.1 The opportunities your job gives you of achieving worthwhile results

extremely
satisfied : : : : : : : : quite
dissatisfied

14.2 How important is it to you to be able to achieve worthwhile results in your job?

not
particularly
important : : : : : : : : extremely
important

15. COMPANY POLICY AND ADMINISTRATION

15.1 The general way in which the company is run

extremely
satisfied : : : : : : : : quite
dissatisfied

15.2 How important to you is the way in which the company is run?

not
particularly
important : : : : : : : : extremely
important

16. AUTONOMY

16.1 The amount of freedom you have in your job

extremely
satisfied : : : : : : : : quite
dissatisfied

16.2 How important to you is having freedom of action in your job?

not
particularly
important : : : : : : : : extremely
important

17. VARIETY

17.1 The amount of variety you have in your job

extremely
satisfied : : : : : : : : quite
dissatisfied

17.2 How important is it to you to have variety in your job?

not particularly important	: : : : : : : :	extremely important
----------------------------------	-----------------	------------------------

18. CONSULTATION

18.1 The extent to which you are consulted by higher management?

extremely satisfied	: : : : : : : :	quite dissatisfied
------------------------	-----------------	-----------------------

18.2 How important is it to you to be consulted?

not particularly important	: : : : : : : :	extremely important
-------------------------------	-----------------	------------------------

19. AUTHORITY

19.1 The amount of authority you have in your job?

extremely satisfied	: : : : : : : :	quite dissatisfied
------------------------	-----------------	-----------------------

19.2 How important is authority to you?

not particularly important	: : : : : : : :	extremely important
-------------------------------	-----------------	------------------------

20. BACKING FROM MANAGEMENT

20.1 The extent to which management backs up your authority

extremely satisfied	: : : : : : : :	quite dissatisfied
------------------------	-----------------	-----------------------

20.2 How important to you is the extent to which management backs up your authority?

not particularly important	: : : : : : : :	extremely important
-------------------------------	-----------------	------------------------

21. GENERAL SATISFACTION WITH YOUR JOB

All in all, how dissatisfied are you with your present job?

quite dissatisfied	: : : : : : : :	extremely satisfied
-----------------------	-----------------	------------------------

PROBLEMS IN THE JOB

To what extent do you find that the following situations detract from the satisfaction which you get from your job?

	Nearly all the time	Rather often	Some- times	Not often	Never
1. Feeling that you have too little authority to carry out the responsibilities assigned to you	5	4	3	2	1
2. Being unclear on just what the scope and responsibilities of your job are	5	4	3	2	1
3. Thinking that few opportunities for promotion or advancement exist for you	5	4	3	2	1
4. Feeling that you have too heavy a workload, one that you can't possibly finish during an ordinary workday	5	4	3	2	1
5. Thinking that you'll not be able to satisfy the conflicting demands of various people over you	5	4	3	2	1
6. Feeling that you're not fully trained to handle all aspects of your job	5	4	3	2	1
7. Not knowing how your boss evaluates your performance	5	4	3	2	1
8. The fact that you can't get all the information needed to carry out your job	5	4	3	2	1
9. Having to decide things that affect the lives of people that you know	5	4	3	2	1

	Nearly all the time	Rather often	Some- times	Not often	Never
10. Feeling that you may not be accepted by the people you work with	5	4	3	2	1
11. Feeling unable to influence your immediate boss's decisions and actions that affect you	5	4	3	2	1
12. Not knowing just what other people expect of you	5	4	3	2	1
13. Thinking that the amount of work you have to do may interfere with how well it gets done	5	4	3	2	1
14. Feeling that you have to do things on the job that are against your better judgment	5	4	3	2	1
15. Feeling that you have too much responsibility delegated to you by your superiors	5	4	3	2	1
16. Feeling that your pay relative to other groups is not determined on a fair basis	5	4	3	2	1
17. Working to meet deadlines	5	4	3	2	1
18. Not being able to rely on the quality of other people's performance	5	4	3	2	1

ORIENTATION TO WORK

1. When you think about your job in terms of whether it is a good or bad job, what sorts of things do you use to judge it by? For example, friends' jobs; other jobs you could get; jobs others are doing in the site; money or fringe benefits; convenient distance to home, etc.

2. What would you say are the major strains and pressures in your job?

3. Take this week for instance, what particular strains and pressures have you been under in your job?

4. Is this a typical week?

GENERAL QUALITY OF LIFE

1. How frequently do you find yourself thinking or talking about your job when you get home from work?

(card 6)	a great deal	_____
	quite a lot	_____
	sometimes	_____
	a little	_____
	never	_____

- 1.1 What sort of things do you think about?

2. How easy do you find it to forget work problems, etc., when you come home from work?

3. Generally speaking, to what extent would you say that what happens at work affects your moods or behaviour after work?

(card 6)	a great deal	_____
	quite a lot	_____
	sometimes	_____
	a little	_____
	never	_____

- 3.1 How does it affect you?

4. To what extent does what happens outside working hours affect your moods or behaviour at work?

(card 6)	a great deal	_____
	quite a lot	_____
	sometimes	_____
	a little	_____
	never	_____

- 4.1 How does it affect you?

5. All in all, are you as satisfied as you would like to be with your life as a whole?

GENERAL SATISFACTION

1. Over the last few months, to what extent have the following contributed to your overall satisfaction with life?

your work _____ %

your family _____ %
and/or leisure

2. All in all, how satisfied are you with your life?

[illegible]

3. What impact has your job had on you/your family recently? For example, have you been: feeling really pleased about how things have been going at work; thinking about your job after work; working late, etc.

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