CHAPTER 3

JOB SATISFACTION

3.1 <u>INTRODUCTION</u>

Work-related attitudes is an important concept which has been studied extensively in organisational behavioural literature. This is mainly due to the impact it has on various organisational outcomes. Work-related attitudes refer to "... the lasting feelings, beliefs and behavioural tendencies toward various aspects of the work itself, the setting in which the work is conducted, and/or the people involved…" (Greenberg & Baron, 2000:170). Work-related attitudes is a broad concept which includes specific outcomes such as job satisfaction, job involvement, organisational commitment and prejudice. In this study specific reference is made to the attitude of individuals towards the various aspects of their work, thus job satisfaction.

Job satisfaction is a complex concept which has been the focus of numerous publications in organisational behaviour literature. According to Metle (2001:311), over 3 000 studies have been conducted regarding job satisfaction, and it is regarded as one of the most widely studied topics in the management field. Although it has been thoroughly studied, researchers are still not in agreement regarding the factors which cause job satisfaction to prevail, as well as the impact thereof on various organisational outcomes. Job satisfaction has been found to have an impact on outcomes such as job

involvement (Brown, 1996:244), motivation (Pool, 1997:271), organisational commitment (Capelleras, 2005:156) etc. On the other hand, some of these factors have been found to influence job satisfaction (Pool, 1997:271). Previously much of the research on job satisfaction investigated the relationship between this concept and other more concrete organisational factors. This study attempts to explain job satisfaction from a more non-concrete perspective.

3.2   PERSPECTIVES ON JOB SATISFACTION

Job satisfaction has been studied from different perspectives: the dispositional perspective, situational perspective, and person-environment fit perspective.

3.2.1 DISPOSITIONAL PERSPECTIVE TO JOB SATISFACTION

Explaining job satisfaction from a dispositional perspective has a long history. In studies dating back as far as 1913, job satisfaction has been studied in relation to personality (Staw & Cohen-Charash, 2005:60). Fisher and Hanna (1931:vii-viii) determined a strong relationship between dissatisfaction and emotional maladjustment. In 1935 Hoppock (quoted by Staw, Bell & Clausen, 1986:59) established a strong relationship between employees' emotional adjustment and job satisfaction. During the 1970s and early 1980s the dispositional approach lost its momentum. By the mid-80s, the dispositional perspective regained some interest viz. studies examining the sources of stability in job satisfaction (e.g. Levin & Stokes, 1989:752-758; Pulakos &

Schmitt, 1983; Staw *et al.*, 1986; Staw & Ross, 1985). Davis-Blake and Pfeffer (1989:385) have criticised these studies extensively, indicating that dispositional research is an empirical "mirage". They further argue that there may be some dispositional effects on job satisfaction, but these are not as important as situational effects (Davis-Blake & Pfeffer, 1989:386).

Although the dispositional theory has been extensively criticised, it seems to be a well-constructed theory which provides an interesting and acceptable explanation of job satisfaction. In terms of this perspective, job satisfaction is regarded both as a personal trait and one determined by genetic factors (Kreitner & Kinicki, 2001:226). Therefore, some people are more satisfied with life in general (and their work) than others. A person who is disposed to being generally more satisfied with life and work, will experience job satisfaction because of individual differences which prevail.

Research has indicated that some personality traits are related to the tendency to be satisfied with a job. These traits include, *inter alia*, self-esteem (Locke, 1976:1297), coping with stress (Scheier *et al.,* 1986:156), locus of control (Stout *et al.,* 1987:124), patience or tolerance (Bluen, Barling & Burns, 1990:212), social trust (Liou, Sylvia & Brunk, 1990:77), and self-efficacy (Judge, Locke & Durham, 1997:162).

Demographically some workers are more inclined to be satisfied than others. Weaver (1978:831-840) found that white collar workers tend to be more satisfied with their jobs than blue collar workers. Furthermore, white people have been found to be more satisfied than black people (Gold, Webb & Smith, 1982:255), and older workers are more satisfied than younger workers (Rhodes, 1983:328-367). Job satisfaction has also been found to be related to organisational status and seniority, e.g. the higher an individual's position in the organisational hierarchy, the more satisfied the person is with his or her job (Near, Smith, Rice & Hunt, 1984:33-42). Pond and Greyer (1987:552-557) have found that if employees do not have other career alternatives, they are more satisfied. Surrette and Harlow (1992:92-113) indicate that people are more satisfied with a job if they had the option to choose that job from other alternatives. Oshagbemi (2003:1210) indicates that job satisfaction is positively related to age and job status, and negatively related to length of service. This implies that the longer a person works for an organisation, the less job satisfaction he or she will experience.

Although various physical and psychological characteristics of individuals have been found to be related to job satisfaction, it appears that these findings have not been consistent and therefore they question the importance of these variables to job satisfaction (Schneider, Gunnarson & Wheeler, 1992:60). The question that now arises is, will another belief system such as spirituality not be a more inclusive predictor of job satisfaction?

The dispositional perspective of job satisfaction has recently attracted considerable research interest (Judge *et al.*, 1997:151). This interest has led to the establishment of various diverse theories in order to explain the relationship which exists between job satisfaction and life satisfaction. The spill-over theory suggests a positive association between life satisfaction and job satisfaction, indicating that satisfaction in one area spills over to another. This theory is partially supported, as it seems that life and job satisfaction are interrelated, and satisfaction in one area of life may in fact spill over to satisfaction in another area. However, it does seem that satisfaction in life does not necessarily spill over to job satisfaction. On the other hand, a person who experiences job satisfaction does not necessarily experience life satisfaction.

The compensation theory suggests a negative relationship between life- and job satisfaction, indicating that a person who is dissatisfied in one area will compensate by finding satisfaction in the other area. The opinion is held that a person who is dissatisfied with his or her work will compensate for this state by finding satisfaction outside the organisation. However, it seems unlikely that a person who is dissatisfied with life in general will compensate for this state by finding satisfaction at work.

The disaggregated theory indicates that the importance of a person's work in his or her life moderates this relationship between life satisfaction and job satisfaction. This theory focuses on work as a central life interest. If people view work as a central life interest, their work will be seen as a means to achieve meaning and purpose in life, as well as life satisfaction. On the other hand, life satisfaction will be enhanced if the person (who views work as a central life interest) experiences satisfaction with his or her work.

Contradictory to these theories, the segmentation theory suggests that life satisfaction and job satisfaction are not related. This theory is not supported, as various studies have established a relationship between life satisfaction and job satisfaction. Orpen (1978:530-532) found that job satisfaction influences life satisfaction, whilst Schmitt and Mellon (1980:81-85) found that life satisfaction influences job satisfaction. Smith (1992:9) found job satisfaction to be a sub-component of life satisfaction. Duncan (1995:261) indicates a causal relationship between job satisfaction and life satisfaction. Interesting to note is that life satisfaction has been linked to spirituality.

Although it seems that the dispositional perspective of job satisfaction has made a valuable contribution to the understanding of the complex nature of job satisfaction, it does seem to have limitations. Studies regarding the relationship between job and life satisfaction found it difficult to establish causality between the concepts of job and life satisfaction, and the direction of influence between these two concepts remains uncertain. It therefore seems necessary to view job satisfaction from other perspectives, taking aspects

such as the situation and the match between the individual and his or her job into consideration.

3.2.2 <u>SITUATIONAL PERSPECTIVE TO JOB SATISFACTION</u>

The dispositional approach to job satisfaction assumes consistency in job satisfaction in a variety of settings. Contrary to this assertion, it has been found that work attitudes are only temporarily stable (Schneider & Dachler, 1978:650). The situational approach therefore attempts to explain job satisfaction by referring to the different facets of an individual's work as well as the work environment. According to the situational perspective of job satisfaction, a series of conditions related to an individual's work and working environment should be met in order for the individual to experience a certain level of job satisfaction. This implies that organisations may impose deliberate actions to increase job satisfaction by changing situational factors, such as the individual's remuneration or organisational culture.

Davis-Blake and Pfeffer (1989:387) indicate that organisations are "strong situations", and that individual dispositions have only a limited effect on individual reactions in organisations. For them, the organisational culture and structure have a more profound impact on employee attitudes and behaviour (Davis-Blake & Pfeffer, 1989:389). Previously it was indicated that changes which are taking place in the modern organisation, such as restructuring, re-engineering and downsizing, are leaving workers feeling demoralised and unable to cope with their working lives (Bell & Taylor, 2001:A1). This indicates

that the situation may have an impact on employees' experience of job satisfaction, and therefore situational factors should be taken into consideration when investigating a concept such as job satisfaction.

The most commonly identified facets of which job satisfaction consists, are work itself, promotional opportunities, supervision, co-workers, working conditions, and remuneration (Blau, 1999:1101). This approach focuses on the different components of an individual's work or working environment which should be satisfied in order for the individual to experience job satisfaction (thus intrinsic and extrinsic job satisfaction). According to a study by Bibby (quoted by Cartwright & Holmes, 2006:200), today's employees value aspects such as interesting work, a feeling of accomplishment, friendly and helpful colleagues, as well as adding something to people's lives, as more important than pay and job security. The contemporary employee is thus more concerned with the intrinsic aspects of his or her work and the working environment, rather than with the materialist aspects thereof (extrinsic satisfaction).

3.2.2.1   JOB CHARACTERISTICS PERSPECTIVE

One of the facets of job satisfaction mentioned previously, viz. the individual's work itself, has been studied extensively and this has led to the formulation of the job characteristics model. Hackman and Oldham's (1975, 1976) job characteristic model shows that five core job characteristics can be identified which have been shown to predict outcomes such as internal job motivation (and intrinsic job satisfaction), job involvement and job satisfaction (Rentsch & Steel, 1998:165). These five core job characteristics are: skill variety, task identity, task significance, autonomy and feedback. These job characteristics influence three psychological states, namely experienced meaningful work, experienced responsibility for work outcomes, and knowledge of the actual results of work activities (Hackman & Oldham, 1976:256-257).

The job characteristics approach to job satisfaction focuses on the importance of establishing enriched jobs. If an individual has an enriched job, he or she uses a variety of skills; a whole task is completed; tasks are meaningful or important; employees make their own decisions, and feedback is provided on individual performance, which will lead to intrinsic satisfaction.

The situational perspective assumes that people possess the same types of needs and are satisfied by the same job dimensions (Judge *et al.,* 1997:152). This assertion may be true for some people. Others, especially those who view their work as central to their existence, will not experience job satisfaction merely because they receive a fair salary or because they have favourable working conditions. For them, work is viewed as a means to achieve something greater and more significant, such as making a difference in the world at large. It therefore seems inconclusive to focus only on situational factors when attempting to explain job satisfaction. A much better explanation of job satisfaction will be obtained when integrating personal characteristics with situational factors.

3.2.3 <u>PERSON-ENVIRONMENT FIT PERSPECTIVE TO JOB SATISFACTION</u>

In response to the shortcomings of the dispositional and situational perspective of job satisfaction, the person-environment (P-E) fit perspective was developed. The P-E fit theory is not a new theory and it has been applied in areas of organisational behaviour, such as vocational choice, employee selection and job satisfaction. This P-E fit perspective of job satisfaction acknowledges both the situational and dispositional perspectives of job satisfaction, indicating that job satisfaction is influenced by both personality factors and the environment. The environment which is referred to does not only include an individual's physical environment, but also his or her

psychological environment. In accordance with the P-E perspective, job satisfaction may either be a consequence or a predicting factor of the P-E fit.

Harrison (quoted by Furnham & Schaeffer, 1984:295) indicates that two kinds of P-E fits exist, i.e. the extent to which the individual's skills and abilities match the job requirements, as well as the extent to which the work environment provides the resources to meet individuals' needs. The latter perspective is also referred to as the Person-Organisation (P-O) fit. According to Kristof (1996:3) the P-O fit may be viewed bi-directionally. Firstly, from a needs-supply perspective, a fit occurs when the work environment provides the resources needed to meet the individual's needs. Secondly, the demands-abilities perspective suggests that a fit occurs when an individual has the necessary abilities and skills to meet the organisation's demands (Kristof, 1996:3).

In terms of the discussed perspectives of job satisfaction (dispositional, situational and P-E perspectives), the following propositions can be made:

- Dispositional perspective: Spirituality assists individuals to experience life satisfaction which positively influences individuals to experience of job satisfaction.

- P-E fit perspective: People prefer to work for organisations which are congruent with their personal orientation (e.g. being spiritual). Therefore, if individuals are spiritual, and the organisation is perceived to be spiritual (congruent with their spiritual orientation), they will experience job satisfaction.

- Situational perspective: People who are spiritual will prefer enriched and meaningful jobs which may lead to them experiencing job satisfaction. Or, spirituality and job satisfaction are not necessarily related.

3.3   MOTIVATIONAL THEORIES

Because of the centrality of work to many people's lives, it is necessary for organisations and management to understand how people are motivated. Having motivated workers will imply many benefits to organisations, therefore it is important to create a working environment in which motivation is fostered. In order to create this type of working environment, cognisance should be taken of the various motivational theories which have been developed over the years. Motivational theories have been formulated in order to explain and predict the impact of motivation on organisational variables such as job satisfaction, productivity, absenteeism and labour turnover (Swanepoel, Erasmus, Van Wyk & Schenk, 2003:339).

Motivational theories provide a theoretical foundation to understanding job satisfaction. The different content and process theories of motivation provide an adequate explanation of what causes job satisfaction to prevail. For example, should an employee have a strong social need, but never have the opportunity to affiliate with others in the organisation, this need will remain unfulfilled and may cause the person to be dissatisfied with his or her work.

3.3.1 CONTENT THEORIES

Content theories attempt to explain individual motivation in terms of what arouses and energises employees' behaviour (McKenna, 2000:92). When managers understand that individuals are motivated by different needs, they will be in a position to satisfy these needs in order to attain organisational goals (Pinnington & Edwards, 2000:127). Thus, the content theories of motivation focus strongly on situational factors which the organisation can provide to satisfy the needs of workers. An organisational goal which proves to benefit organisations to a great extent, is job satisfaction.

The content theories which are relevant to this study are Maslow's (1954, 1970) need hierarchy theory, Herzberg's (1966) two factor theory, and Alderfer's (1972) Existence, Relatedness and Growth (ERG) theory. Although McClelland (1961) also formulated a content theory on motivation, it is not applicable to this study and will therefore not be discussed.

3.3.1.1 MASLOW'S NEED HIERARCHY THEORY

Maslow's (1954, 1970) need theory postulates that an employee will experience job satisfaction at a specific time if his or her needs are met. The theory postulates that if an employee's dominant need is met through his or her work, he or she will experience job satisfaction. On the other hand, if an employee's dominant need is not satisfied the employee will experience frustration, conflict and stress (Ivancevich & Matteson, 1999:150), and therefore will not be satisfied.

Maslow (1954, 1970) postulates that individuals have a need to grow and develop until they reach the highest level of the needs hierarchy. This level is referred to as self-actualisation, a state in which an individual experiences complete intellectual, emotional and spiritual fulfilment (Quatro, 2004:228). Although this is not true for all individuals, many people strive towards achieving self-actualisation.

Maslow (1954) distinguished between people achieving self-actualisation as "transcenders" and "merely healthy" (Dye, Mills & Weatherbee, 2005:1380). Achieving self-actualisation as a transcendent (as explained in the context of workplace spirituality) means the achievement of full potential, personal development, and acting with integrity. Maslow (1966:111) further proposes that individuals who reach this state of self-actualisation will be striving towards ultimate and self-transcending values such as truth, goodness, beauty, justice, oneness, order, comprehensiveness, perfection, etc. These

values of transcendent individuals are in line with the previously mentioned values of a spiritual individual. Fernando (2005) confirms this assumption by indicating that "… there seems to be a noteworthy similarity between the value characteristics of self-actualisers of Abraham Maslow and the characterisation of spirituality in contemporary literature…." Thus, in accordance with Maslow's (1954, 1970) need theory; it appears that spiritual individuals will also be those that have a dominant need to achieve self-actualisation, which will lead to their being satisfied.

Schultz, Balgraim, Potgieter, Viedge and Werner (2003:55-56) postulate that self-actualisation will seldom be a final stage of gratification, as the more this need is satisfied, the stronger it becomes. This assumption has important implications for the study of workplace spirituality. People who reach self-actualisation would continually strive to satisfy this increasing strong need, which is spiritually based. Organisations would have to persistently satisfy deeply rooted spiritual needs in order for self-actualisers to experience satisfaction.

3.3.1.2 ALDERFER'S EXISTENCE, RELATEDNESS AND GROWTH THEORY

In response to the criticism of Maslow's (1954, 1970) theory, Alderfer (1972) developed a content theory, named the Existence, Relatedness and Growth (ERG) theory. According to the ERG theory, three major levels of needs are specified: Existence, Relatedness and Growth (Ivancevich & Matteson, 1999:152). Alderfer's (1972) theory is based on the situational perspective of job satisfaction, showing that organisations can deliberately introduce measures such as company policies or change the nature of a person's work to enable him or her to move to higher level needs (such as growth needs).

The main differences between Maslow's (1954, 1970) and Alderfer's (1972) theories are that the ERG theory has fewer levels of needs, and they do not follow one another in logical order. Furthermore, an individual does not necessarily progress from one level of need to the next. The only need level which is applicable to this study is growth needs. Growth needs are higher level needs which are equated to Maslow's (1954) higher order needs such as self-esteem and self-actualisation.

3.3.1.3   <u>HERZBERG'S "TWO-FACTOR" THEORY</u>

According to Herzberg's (1966) two factor theory, job-related factors can be divided into two categories, viz. hygiene factors (extrinsic factors) which do not involve the work itself (such as monetary rewards, security, co-workers, working conditions, company policy and administration, work schedules, and competent supervision), and motivators (intrinsic factors) which involve job related tasks and duties (such as responsibility, growth, challenge, stimulation, independence, recognition, advancement, variety, achievement, control, and interesting work). This theory postulates that hygiene factors are necessary but not sufficient to establish job satisfaction and motivation. Job satisfaction and motivation will only be experienced when hygiene factors as well as motivators are present.

The contemporary employee will not experience job satisfaction and motivation when only receiving a good salary. Furthermore, the same hygiene factors and motivators will not ensure that all employees are satisfied and motivated. It seems that the modern employee is more concerned with intrinsic motivating factors which are spiritually-based, but not at the expense of hygiene factors. It is postulated that hygiene factors should be satisfied by the organisation, but in order to ensure motivation and job satisfaction, intrinsic needs which are spiritually-based should be satisfied by the organisation

The mentioned content theories of motivation show some similarities and differences. The most important similarities of the theories which are relevant to this study are summarised in Table 4.

TABLE 4   CLASSIFICATION   OF   CONTENT   THEORIES   OF   MOTIVATION

Maslow's Need Hierarchy Theory	Alderfer's ERG Theory	Herzberg's Two Factor Theory
Self-Actualisation	**Growth**	**Motivators**
Esteem		

In accordance with Table 4, Maslow's (1954) self-actualisation and esteem needs are equated with Herzberg's (1966) motivators, and Alderfer's (1972) growth need. All these needs have been shown to be related to spirituality.

3.3.2 PROCESS THEORIES

Whilst content theories of motivation focus mainly on the needs and incentives which cause behaviour, process theories attempt to identify the relationship between the variables which constitute motivation (Gerber, Nel & Van Dyk, 1998:269). The focus of the motivational theories is now shifting from the content of the goal or outcome (content theories) towards the process of goal selection and pursuit (Deci & Ryan, 2000:228). The process theories which are most relevant to this study are the expectancy theory and goal setting model. Although Adams (1975) proposed an equity theory of motivation, the focus of this theory is predominantly on materialistic factors which influence

people's satisfaction. This theory is therefore not applicable to this study as more emphasis is placed on non-materialistic outcomes.

3.3.2.1 **EXPECTANCY THEORY**

Vroom (1964) proposes the expectancy theory of motivation. The expectancy theory asserts that job satisfaction results from expectations which are met. Thus, met expectations represent the difference between what an individual expects from a job and what he or she actually receives (Kreitner & Kinicki, 2001:2425). Thus, if an employee's expectations are met or exceeded, he or she will experience job satisfaction. If not, he or she will not experience job satisfaction.

There are two important variables implied by the expectancy theory. Firstly, directing a certain amount of effort towards an outcome will lead to some form of reward (Lawler, 1969:427). Secondly, that the reward is valued by the individual. Lawler (1969:427) indicates that this value which is attached to the reward stems from the perceived ability to satisfy one or more needs, specifically the list of needs suggested by Maslow (1954, 1970). In accordance with the expectancy theory, an individual who values or strives towards self-actualisation will be intrinsically motivated to work hard in order to achieve this state, if the individual can see the relationship between working hard and achieving self-actualisation. Should the worker not reach this state, he or she will be left feeling demoralised as a result of expectations not being met. Therefore, an organisational culture should exist which supports the

expectations of the individual in order to ensure that workers experience job satisfaction.

The expectancy theory proposes that an individual will exert effort in regard to certain aspects which are expected to lead to valued outcomes (Snead & Harrell, 1994:500). Two levels of outcomes exist, namely first-level outcomes which are the initial outcomes expected from exerting effort, and second-level outcomes, which refer to the outcomes or consequences thought to result from the first-level outcomes (Snead & Harrell, 1994:500).

3.3.2.2 <u>GOAL SETTING THEORY</u>

Locke (1968:157) made a meaningful contribution to the goal setting explanation of motivation, indicating the relationship which exists between conscious goals and intentions, and task performance. The goal setting theory postulates that goals are "… the immediate, though not sole, regulators of human action and that performance will improve when goals are hard, specific and acceptable to individuals…" (Marsh, Robertson, Duff, Phillips, Cooper & Weyman, 1995:5).

According to the goal setting theory, job satisfaction is related to the extent to which job outcomes are in line with the individual's desires (Greenberg & Baron, 2000:139). Thus the goal setting theory subscribes to the idea that job satisfaction results from the perception that an individual's work allows for the fulfilment of his or her work values (Kreitner & Kinicki, 2001:2260). If an

individual sets goals which are personally desirable, this will lead to higher levels of performance and satisfaction. The goal setting theory assumes that people cognitively follow through on their intention which limits the theory's applicability to the study of spirituality. This is mainly because a person's cognitive ability and spiritually do not necessarily develop in harmony with each other.

De Klerk (2001:90) postulates that goal setting and goal attainment are related to meaning and having purpose in life. In his study it was found that goals and goal orientation are related to meaning and purpose in life, in other words to the spiritual dimension (De Klerk, 2001:241). From this finding, it is deducted that goals and goal orientations can also be spiritually-based, which intrinsically motivates people and improves their work performance. Furthermore, people who are spiritual should manifest higher goal orientations than others, which will lead to intrinsic motivation, and eventually to job satisfaction.

In accordance with the discussion on the process theories of motivation, one may conclude that people are motivated differently, according to their perceptions of a specific situation which influences their behaviour. Although all these mentioned theories are not equally useful to organisations, they all provide valuable explanations as to why and how people are motivated, but not necessarily why they are spiritual or experience job satisfaction. Another important motivational theory which leads to a fuller understanding of job

satisfaction is the intrinsic motivational theory proposed by Deci and Ryan (Deci & Ryan, 2000:227-268).

3.3.3 <u>INTRINSIC MOTIVATION</u>

Intrinsic motivation seems to be related to self-determination. The self-determination theory which explains intrinsic motivation was developed by Deci and Ryan in 1980. This theory employs both aspects of the content and process theories of motivation in order to explain human motivation.

Intrinsic motivation was formally introduced by Lawler (1969), indicating that it refers to "… the degree to which a jobholder is motivated to perform well because some subjective reward or internal feeling that he expects to receive or experience as a result of performing well…." Lawler (quoted by De Klerk, 2001:91). Intrinsically motivated behaviours are therefore based on an individual's need to feel competent and self-determined (Deci & Ryan, 2000:233).

Intrinsic motivation has been found to be associated with meaning (De Klerk, 2001:224), well-being (also referred to as life satisfaction), and job satisfaction (Gagné & Deci, 2005:331-335). This indicates that intrinsic motivation has relevance to the study of job satisfaction, and spirituality, because meaning in life and life satisfaction have previously been related to spirituality.

The various mentioned motivational theories provide an adequate explanation of job satisfaction. Although it was previously believed that job satisfaction is mainly dependent on by materialistic factors, it seems more appropriate to view this concept from a deeper, more inclusive level. This change in perspective is brought about by the changing nature of the contemporary employee. The contemporary employee is no longer satisfied by materialistic factors, but rather by an intrinsic motivation to make a significant contribution to the world at large.

3.4 JOB SATISFACTION AND ITS RELATIONSHIP WITH OTHER ORGANISATIONAL OUTCOMES

Job satisfaction is associated with various organisational outcomes such as organisational citizenship behaviour (Bateman & Organ, 1983:587), performance (Petty *et al.*, 1984:712), absenteeism (Scott & Taylor, 1985:599), organisational commitment (Glisson & Durick, 1988:61), turnover (Wright & Bonett, 1992:603), job involvement (Brown, 1996:244 & Igbaria *et al.*, 1994:176), motivation (Pool, 1997:271), etc. The relationship of job satisfaction with these organisational outcomes may provide valuable theoretical explanations to the understanding of the relationship between job satisfaction and spirituality.

3.4.1 JOB SATISFACTION AND ORGANISATIONAL COMMITMENT

Organisational commitment is a multidimensional construct referring to the extent an individual identifies with an organisation and is committed to the organisation's goals. In short, it refers to an individual's psychological attachment to an organisation (Williams & Anderson, 1991:608). Meyer and Allen (1997:11) indicate that there are three components of organisational commitment. The first is affective commitment, referring to the strength of an individual's involvement in, and identification with an organisation (Trett & Meyer, 1993:261-262). Secondly, continuance commitment refers to the recognition that some benefits (such as a pension) will be lost when leaving the organisation. It is the type of commitment exhibited when there is some form of gain associated with remaining in the organisation, and losses or costs associated with leaving the organisation (Carbery, Garavan, O'Brien, McDonnell, 2003:657). Thirdly, normative commitment refers to the willingness to remain in an organisation due to a feeling of moral obligation (Trett & Meyer, 1993:261-262).

Several studies have found job satisfaction and organisational commitment to be related (Capelleras, 2005:156; Glisson & Durick, 1988:61; Koh & Boo, 2004:677; Porter, Steers, Mowday & Boulian, 1974:608). Clarification has not yet been obtained regarding the causal direction of job satisfaction and organisational commitment. Evidence supporting both causal orderings exists (Glisson & Durick, 1988:61). A study by Bateman and Strasser (1984:95) found organisational commitment to be antecedent to job satisfaction, rather

than an outcome thereof. Contrary to their findings, Koh and Boo (2004:685) found that job satisfaction has a significant impact on organisational commitment. Therefore the question is, should job satisfaction exist in order for an individual to experience psychological attachment to the organisation, or will an individual be psychologically attached to an organisation if he or she experiences job satisfaction?

Today, many organisations are attempting to increase their employees' commitment, but it seems that organisations are more inclined to focus on concrete aspects to increase commitment, rather than acknowledging the role of less concrete aspects, such as emotion (Dehler & Welsh, 1994:22). Dehler and Welsh (1994:22) suggest that organisations should increase their employees' commitment by focussing on emotion-based responses such as intrinsic motivation and spirituality.

3.4.2   JOB SATISFACTION AND JOB INVOLVEMENT

Job involvement appears to be a complex concept which is still being investigated (Carmeli, 2005:457). Kanungo (1982:342) defines job involvement as "… a belief descriptive of the present job and tends to be a function of how much the job can satisfy one's present needs…." Other definitions offered indicate that job involvement refers to the degree of importance of an individual's job to his or her self-image (Igbaria *et al.,* 1994:177) as well as an individuals' ego-involvement, or psychological identification with a job (Mudrack, 2004:490). When these views regarding job

involvement are evaluated, it is clear that reference is only made to a person's job and the importance thereof in order to satisfy his or her present needs, which can either be intrinsic of extrinsic.

A distinction should be made between job involvement and work involvement. Kanungo (1982:342) indicates that involvement in a specific job and involvement with work in general constitute two distinct concepts. De Klerk (2001:78) indicates that work involvement is the result of socialisation and is seen as satisfaction with work in general, as well as the perceptions one holds about the need-satisfaction potential of one's work. Work involvement is a more encompassing concept than job involvement, as reference is made to a person's entire work experience as well as the significance or centrality of work in one's life. A study by Cohen (1995:253) indicates that job and work satisfaction yield similar results with non-work domains. He indicates that, because of these findings, it is difficult to presume that job and work involvement represent two different contexts (Cohen, 1995:253).

Job involvement (like job satisfaction) may be viewed from a situational and/or dispositional perspective (Carmeli, 2005:458). From a situational perspective it is argued that job involvement can be influenced by experiences and psychological reactions to the person's work (Carmeli, 2005:458). The dispositional perspective indicates that job involvement results from socialisation processes and is a personal characteristic which is unlikely to change in response to organisational factors (Brown, 1996:237; Carmeli, 2005:458). The interactional perspective of job involvement postulates that

personality and situational variables jointly influence levels of job involvement (Rabonowitz & Hall, quoted by Brown, 1996:237).

Various studies have indicated that job involvement is positively related to job satisfaction (Brown, 1996:244 & Igbaria *et al.,* 1994:176). The assumption can therefore be made that in order for one identify psychologically with one's work, one has to be satisfied with one's work. Or, that when one is satisfied with one's work, one will identify psychologically with one's work.

3.4.3 <u>JOB SATISFACTION AND TURNOVER</u>

Authors who have reviewed the relationship between job satisfaction and employee turnover agree that a negative relationship exists between these two phenomena (Trevor, 2001:622; Wild, 1970:157). Some have conducted research regarding the impact of job satisfaction on employee turnover, whilst others have investigated the impact of employee turnover on job satisfaction (Wright & Bonett, 1992:603-615).

Employee turnover seems to have an impact not only on those who leave the organisation, but also on those who remain in the organisation when others leave. Krackhardt and Porter (1985:252) propose that employee turnover can result in less satisfaction among those remaining in the organisation when others leave. On the other hand, individuals who have low levels of job satisfaction seem to be those who will be more prone to leave the

organisation than those having high levels of job satisfaction (Mowday, Steers & Porter, quoted by Wright & Bonett, 1992:605).

The relationship between employee turnover and job satisfaction is further complicated by moderator variables. It is indicated that employee turnover is moderated by internal factors such as organisational commitment (Brown, 1996:248), and external factors such as the unemployment rate (Trett & Meyer, 1993:285; Hom & Kinicki, 2001:975). This relationship is explained by Porter *et al.* (1974:604), who indicate that whilst an employee who is dissatisfied with some aspect of his or her work, such as an incompetent supervisor or inadequate remuneration, a high degree of organisational and goal commitment may override such dissatisfaction in the decision to remain in the organisation.

It is also postulated that when an employee experiences job satisfaction, he or she will also be emotionally and psychologically committed to the organisation, which will lead to him or her remaining in the organisation. When an employee is dissatisfied, he or she will withdraw from the organisation psychologically and emotionally and will look for other job opportunities.

3.4.4 JOB SATISFACTION AND ABSENTEEISM

The relationship between absenteeism and job satisfaction appears to be complex, but well researched. Although authors do not agree on the strength of the relationship between these two phenomena, it is agreed by most researchers that some form of relationship exists between job satisfaction and employee absenteeism (Nicholson, Brown & Chadwick-Jones, 1976:728-737; Ilgen & Hollenback, 1977:148-161).

According to Nicholson *et al.* (1976:728-737), and Ilgen and Hollenback (1977:148-161), the relationship between job satisfaction and absenteeism is weak. Contrary to their findings, Scott and Taylor (1985:599) found that a significant negative relationship exists between job satisfaction and absenteeism. Hackett (1989:246) indicates that this relationship between job satisfaction and absenteeism is moderate, whilst Matrunola (1996:827) found that job satisfaction is not related to absenteeism. This shows that organisations are not in a position to reduce absenteeism by deliberately increasing job satisfaction.

3.4.5 JOB SATISFACTION AND PERFORMANCE

According to Petty *et al.* (1984:712), one of the most controversial issues within organisational research centres on the relationship between satisfaction and performance. Performance refers to the behaviour of organisational members which contributes to the achievement of organisational objectives (Pierce & Gardner, 2001:260). The satisfaction-performance relationship has been explained from three different perspectives: satisfaction causes performance, performance causes satisfaction, and the satisfaction-performance relationship is moderated by other variables (Petty *et al.,* 1984:712). Authors who agree with the latter assumption indicate that the performance-satisfaction relationship is moderated by factors such as job level (Petty *et al.,* 1984:719), an employee's motivational processes, employee participation, receiving fair rewards (Greenberg & Baron, 2000:178), and shared values (Ryan, Schmit & Johnson, 1996:853-882).

Earlier studies found little or no correlation between job satisfaction and performance. In fact, as far as could be established, the first study investigating the satisfaction-performance relationship found that an insignificant relationship existed between satisfaction and performance (Lawler & Porter, 1967:21). Lawler and Porter's (1967:22) evidence suggests that there is a low but consistent satisfaction-performance relationship. Later studies indicate a positive relationship between job satisfaction and performance (Bateman & Organ, 1983: 594; Petty *et al.,* 1984:719). Although this relationship between job satisfaction and performance remains uncertain,

the assumption can be made that people who are satisfied with their work, will not necessarily make a substantial contribution towards the achievement of organisational goals.

3.4.6 JOB SATISFACTION AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR

As the performance-satisfaction relationship has not been explained adequately, it is assumed that this relationship should be viewed from another perspective. This perspective implies the investigation of the performance-satisfaction relationship by referring to more salient features of performance (Bateman & Organ, 1983:588). In terms of this renewed perspective, aspects are taken into consideration which was not previously connected to task performance, for instance organisational citizenship behaviour.

Organisational citizenship behaviour is the actions by individuals which enhance social relationships and co-operation within an organisation (e.g. offering help to co-workers when it is requested, demonstrating a cheerful, cooperative attitude, protecting or conserving the organisation's resources, and tolerating temporary inconveniences without complaining) (Greenberg & Baron, 2000:372). The relationship between job satisfaction and organisational citizenship behaviour is well documented and authors seem to agree that there is a positive relationship between job satisfaction and organisational citizenship behaviour (Bateman & Organ, 1983:587; Organ, 1988:43).

Organisational citizenship behaviour has been found to consist of five categories (Organ, 1988:8-13):

- conscientiousness - individual task performance well beyond the minimum required levels;

- altruism - selflessness and that the individual will help others;

- civic virtue - individual responsibility when participating in the political life of the organisation;

- sportsmanship - individuals do not complain, but have positive attitudes, and

- courtesy - treating others with respect.

Apart from organisational citizenship behaviour which is manifested for these reasons, it can also be associated with reasons of self-promotion. Organisational citizenship behaviour manifested for self-promotional reasons will not necessarily imply job satisfaction. It is therefore important to determine what motives people to exhibit such behaviour, as it may either contribute or hamper an organisation's effectiveness (Gagné & Ryan, 2005:351-352).

3.4.7 JOB SATISFACTION AND STRESS

Stress in the workplace is a major problem organisations are currently facing. Individuals in the workplace experience a great deal of stress which may be attributed to characteristics of the modern organisation, such as uncertainty, downsizing, as well as aspects of the work itself, viz. work overload, role overload and role-ambiguity (Fairbrother & Warn, 2002:9). Stress, in turn, has a negative impact on various organisational outcomes such as job satisfaction, production, absenteeism, turnover, and organisational commitment (Naumann, quoted by Fairbrother & Warn, 2002:9; Snelgrove, 1998:97).

Occupational stress is a complex and dynamic process during which various factors or stressors, and modifying variables are interrelated (Siegrist, quoted by Orinska-Bulik, 2005:168). Because various stressors in the workplace will be perceived differently, a similar situation may be perceived differently by individuals. One person may perceive a situation as stressful whilst another may not perceive it as stressful at all. In a study by Orinska-Bulik (2005:173), it was found that work-related factors such as work overload, lack of rewards and social-relations are the biggest stressors in the workplace. This indicates that occupational stress is manifested through various organisational factors and negatively affects organisational effectiveness.

According to Pors (2003:467), job satisfaction is strongly, but negatively related to stress. This shows that a person who experience job satisfaction will have lower levels of stress than a person who experiences job dissatisfaction or no satisfaction. Fairbrother and Warn (2002:9) note that stress is not only an influencing variable of job satisfaction, but also a predictor of job satisfaction. It can therefore be assumed that a person who has high stress levels finds it difficult to cope with stress and is therefore not highly satisfied.

3.5 <u>CONCLUSION</u>

It is postulated that people who are generally satisfied with life in general, should also be satisfied with their work. Unfortunately this is not true for all individuals, as people are too complicated and constantly interacting with the environment. Some people are influenced by situational factors such as friendly and supportive colleagues, opportunities for personal growth, and meaningful work. It does, however, seem more appropriate to view job satisfaction from an integrated perspective, recognising both personal factors as well as situational factors which might influence job satisfaction.

Various motivational explanatory theories of job satisfaction were discussed. The opinion is held that at the time the theories were formulated they provided an adequate theoretical foundation for explaining job satisfaction. The changing nature of the contemporary employee forces organisations to view job satisfaction from a new perspective, focussing on deeply held values and belief systems. Therefore it seems more appropriate to focus on aspects such as intrinsic motivation, because it has been found to be related to meaning (De Klerk, 2001:224) and eventually spirituality, indicating that job satisfaction is potentially rooted in spirituality.

CHAPTER 4

RELATIONSHIP BETWEEN SPIRITUALITY AND JOB SATISFACTION

4.1 SPIRITUALITY AND ITS RELATION TO JOB SATISFACTION MODELS

There are many theories which endeavour to explain job satisfaction. Some of the predominant models of job satisfaction which attempt to explain its causes are the fulfilment, discrepancy, and dispositional or generic models. These models are proposed to be inclusive of some of the main components of spirituality as defined in section 1.2.1. The connection of the various components of individual spirituality with these models of job satisfaction is indicated in Table 5.

TABLE 5   **CONCEPTUAL RELATIONSHIP BETWEEN JOB SATISFACTION MODELS AND DIMENSIONS OF INDIVIDUAL SPIRITUALITY**

THEORY OF JOB SATISFACTION	MAIN FOCUS OF THE THEORY	CONCEPTUAL RELATION TO SPIRITUALITY
Dispositional/Genetic components	◘Life satisfaction ◘Well-being	◘Meaningful life
Need fulfilment theories	◘Needs must be fulfilled by an individual's work	◘Personal valuing and desirability ◘Personal wholeness and fulfilment ◘Meaning and purpose in life ◘Personal growth and achievement
Discrepancy theories	◘Individual expectations must be met	◘Personal valuing ◘Principles, standards and qualities – worthwhile and desirable ◘Meaning and purpose in life
Value attainment theory	◘Fulfilment of values	◘Abiding by truth, social justice, compassion and moral relationships

In terms of Table 5, the conclusion may be drawn that the different explanatory models of job satisfaction are connected to some of the key components of spirituality, as indicated in Table 1. It therefore appears worthwhile and legitimate to determine the relationship between spirituality and job satisfaction. Determination and understanding such a relationship will allow organisations to introduce measures to enhance employee happiness, productivity, motivation and fulfilment, which in turn may lead to organisational effectiveness.

The two models of job satisfaction which are most appropriate to this study are the dispositional or genetic components model and needs fulfilment theory. These theories will be discussed in detail in order to establish a theoretical relationship between spirituality and job satisfaction.

4.1.1 SPIRITUALITY AND THE DISPOSITIONAL MODEL OF JOB SATISFACTION

The dispositional perspective regards job satisfaction as a personal trait which is determined by genetic factors (Kreitner & Kinicki, 2001:226). Studies regarding job satisfaction have found that personal determinants such as personality variables, organisational status and seniority, and general life satisfaction, influence an individual's experience of job satisfaction. The personality variables which have been found to be related to job satisfaction include an individual's self-esteem (referring to the extent to which individuals hold a positive or negative view about themselves) (Locke, 1976:1297-1350);

coping with stress (Scheier *et al.*, 1986:156-165); locus of control (referring to an individual's perception of the source of his or her destiny) (Stout *et al.*, 1987:124-137; Surrette & Harlow, 1992:92-113); patience or tolerance (Bluen *et al.*, 1990:212-216), and social trust (Liou *et al.*, 1990:77-86). Most of these personality traits are regarded as indicative of people experiencing well-being. Some of these personal determinants have also found to be related to meaning and purpose in living, such as self-esteem, and internal locus of control (Reker, 1977:688). Meaning and purpose in living also advance a person's well-being (or life satisfaction) (Zika & Chamberlain, 1992:133). Thus, spirituality is central to people's wellbeing (or life satisfaction). This assertion is confirmed by Young *et al.* (1998) who found that spirituality assists individuals in maintaining general well-being. It is therefore assumed that a spiritual person will generally be satisfied with life, and will consequently view events differently and behave differently than will a person who is dissatisfied or not satisfied.

The dispositional model posits that a person who is generally satisfied with life will experience job satisfaction regardless of the existence of favourable work-related factors, indicating that job satisfaction is a manifestation of life satisfaction. If this is true, it might imply that job satisfaction is a relatively stable predisposition, e.g. a characteristic which will remain relatively unchanged in different situations (Greenberg & Baron, 2000:172). Experiencing life satisfaction through one's work may lead to one's personally valuing outcomes such as meaning and purpose in life, connectedness, compassion, and eventually spirituality.

4.1.2 SPIRITUALITY AND THE NEED FULFILMENT MODEL OF JOB SATISFACTION

The theoretical relationship between spirituality and job satisfaction can be adequately explained from a needs fulfilment perspective. Figure 1 provides a theoretical model of spirituality according to the need fulfilment theories of job satisfaction.

FIGURE 1   THEORETICAL MODEL OF SPIRITUALITY ACCORDING TO CONTENT THEORIES OF MOTIVATION
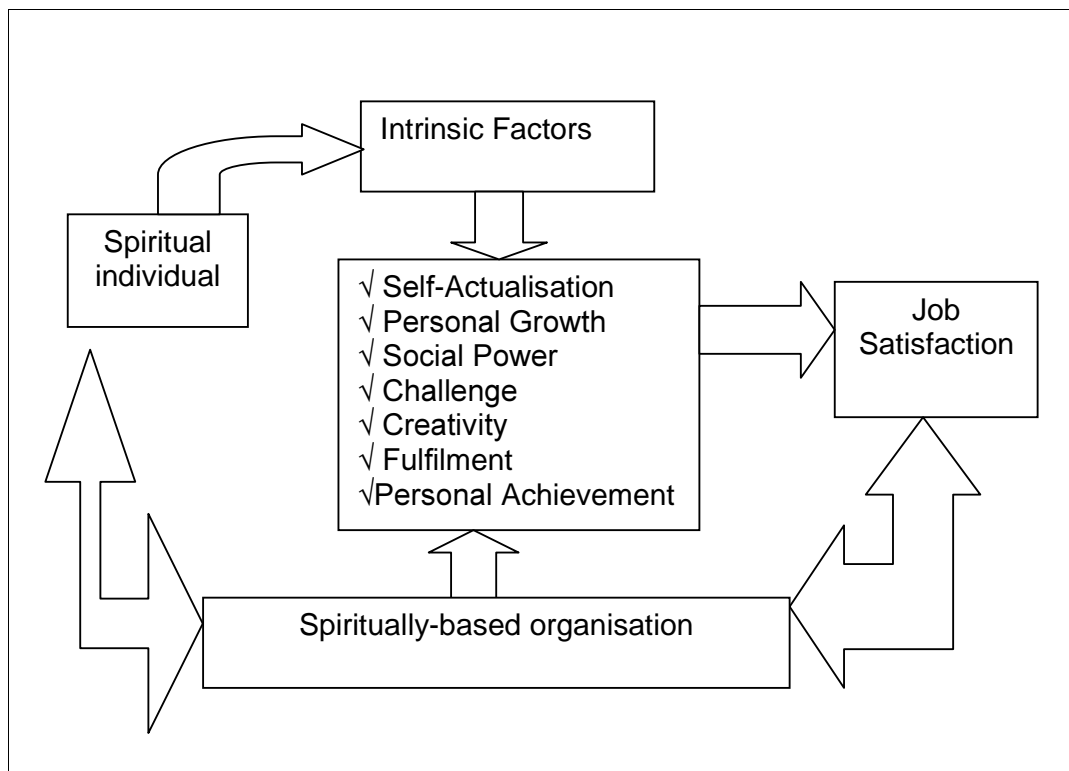
A conceptual model is proposed which explains the relationship between spirituality and job satisfaction by using the content theories (or need fulfilment theories) of motivation as the theoretical foundation. This model suggests that a spiritual person is aroused and energised intrinsically, which leads to self-actualisation, personal growth, personal achievement, fulfilment, creativity, social power, and challenge. Achieving this state of existence means that the spiritual person is satisfied. This is not a static state, because the spiritual individual continually strives towards greater satisfaction through the experience of spirituality, as this need becomes increasingly stronger. The spiritually-based organisation forms the platform for the individual to experience spirituality which allows him or her to experience even more satisfaction.

4.2 INTEGRATION OF PERSONAL SPIRITUALITY, WORKPLACE SPIRITUALITY AND JOB SATISFACTION

The following theoretical model is proposed to explain the integrative nature of personal spirituality, workplace spirituality and job satisfaction.

FIGURE 2   THEORETICALMODEL: PERSONAL   SPIRITUALITY,

WORKPLACE SPIRITUALITY AND JOB SATISFACTION
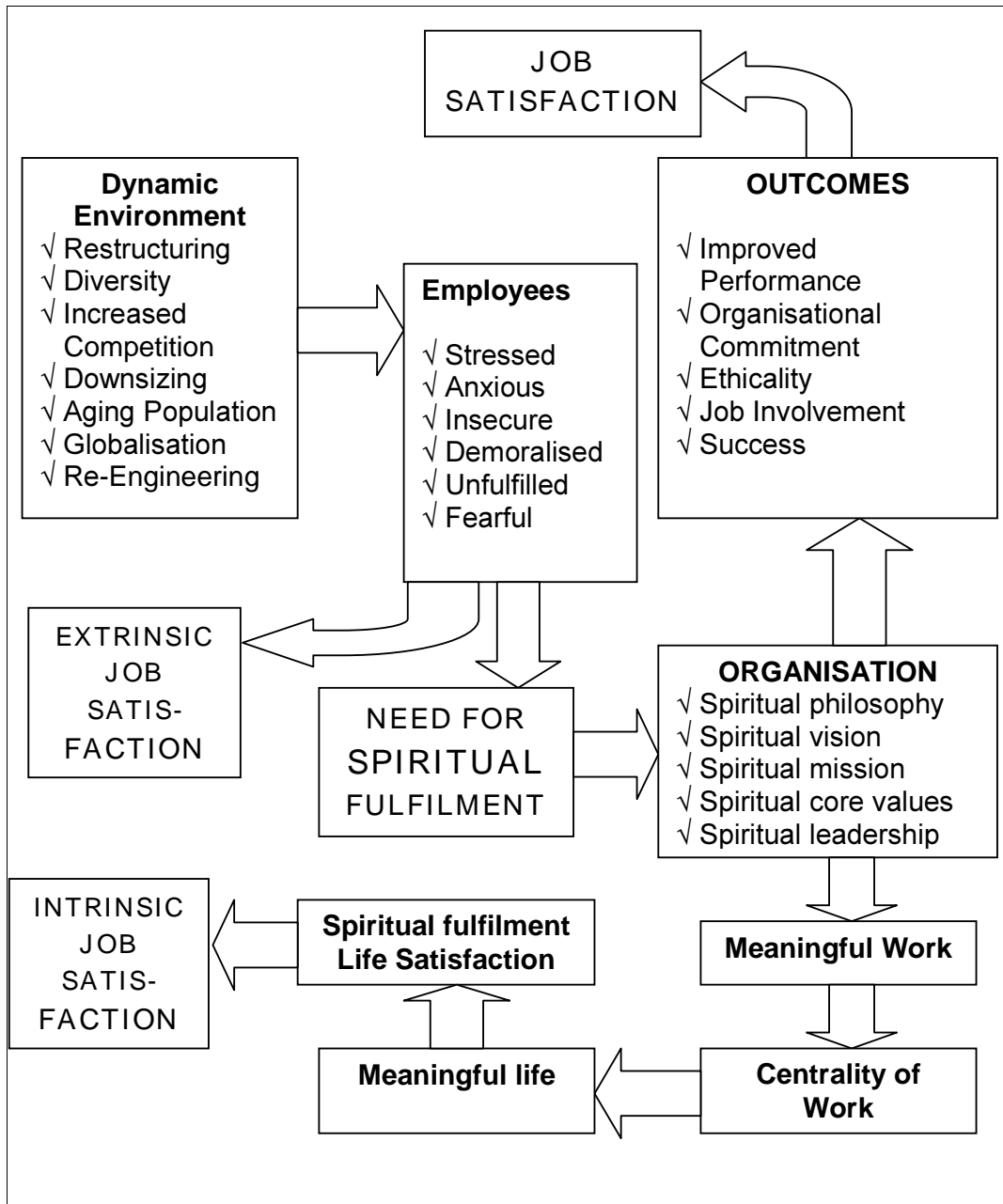
The dynamic environment within which organisations function is characterised by factors such as restructuring, diversity, increased competition, downsizing, aging populations, globalisation and re-engineering. This leaves the contemporary worker feeling stressed, anxious, insecure, demoralised, unfulfilled and fearful. Organisations can deal with these feelings by providing workers with a physically satisfying working environment, supportive supervisors, etc., which will lead to them being extrinsically satisfied. For some employees this materialistic approach addressing their fears and anxieties will not be adequate. For them, a higher level need will become dominant, thus the need for spiritual fulfilment. This need can be satisfied by organisations having a spiritual-based philosophy, vision, mission, core-values, and leadership. Having a spiritually based organisation leads to organisational outcomes such as increased organisational performance, organisational commitment, job involvement, ethicality, and increased organisational success. These factors eventually lead to another organisational outcome, viz. job satisfaction.

The spiritually-based organisation can provide meaningful work to those workers who expect organisations to fulfil their need for spiritual fulfilment. These workers will also view work as central to their lives, thus meaningful work will lead to workers experiencing meaning in life. For them, having a meaningful life will lead to spiritual fulfilment and general life satisfaction, which eventually leads to intrinsic job satisfaction. Note should be taken that the need for spiritual fulfilment will not necessarily lead to job satisfaction.

The argument is tested as follows: Firstly, personal spirituality is measured as the independent variable. Secondly, organisational spirituality is measured. The reason is that, although some people are not necessarily spiritual, they may value working for spiritual organisations. It does appear that even if these people do not value working for spiritual organisations, organisational spirituality may have a positive impact on their working experience. Due to value congruence which might occur between the spiritual individual and the spiritual workplace, it is proposed that increased job satisfaction (which is also measured) will be experienced. The proposition is that job satisfaction is the dependent variable.
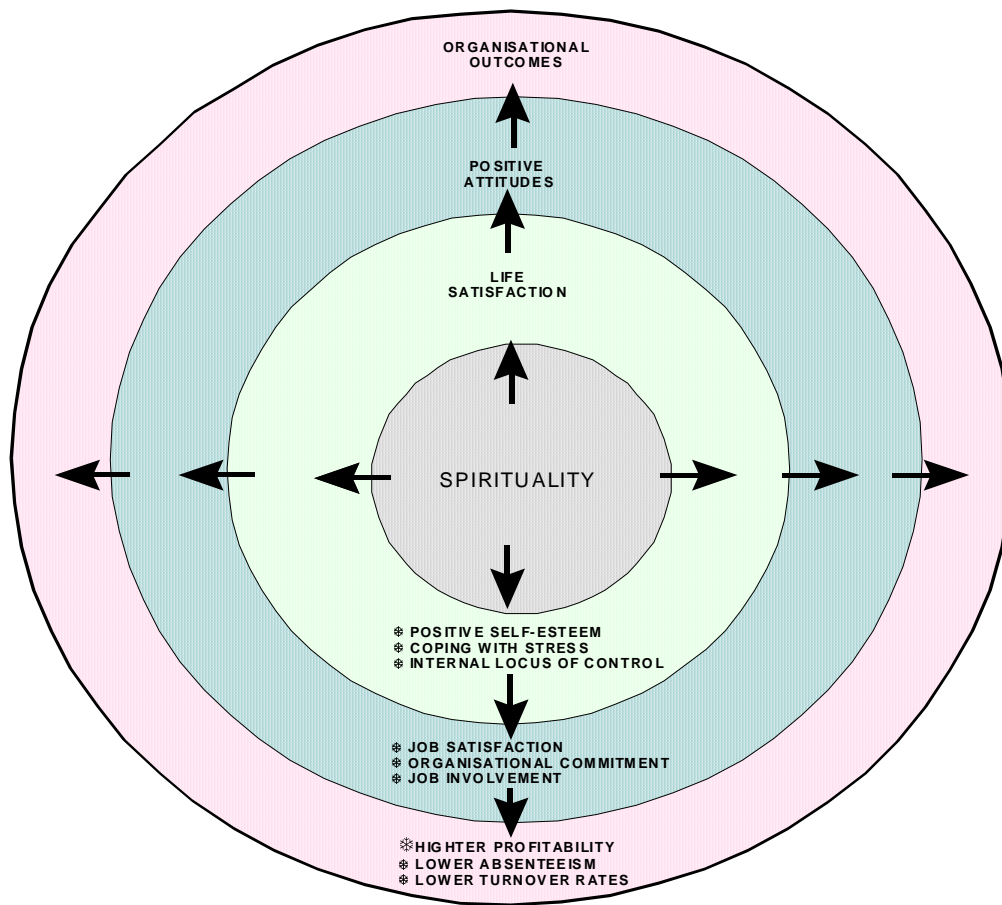
4.3   RESEARCH PROPOSITION

Job satisfaction comprises work-related as well as personal determinants. In accordance with theories regarding job satisfaction as well as research investigating spirituality, it has been found that people regard work as more than a means to achieve an equitable salary at the end of every month. What people do regard as important as well as meaningful and purposeful in their work, is reaching self-actualisation, being associated with a good or an ethical organisation, having interesting work, making money, having good colleagues (serving mankind), and servicing future generations as well as the immediate community (Mitroff & Denton, 1999:85). This statement advances on the earlier proposition that job satisfaction might potentially have a spiritual foundation rather than only a superfluous and "materialistic" one.

Meaning and purpose in life which is a significant component of spirituality, has been used to determine the conceptual relation of spirituality to job satisfaction. Meaning and purpose in life have been found to be positively related with work motivation and positive work attitudes (Sargent, 1973:109-110), which include aspects such as job satisfaction and organisational commitment. Spirituality, on the other hand, has been found to be positively related to positive work attitudes (Neck & Milliman, 1994:9-16) and intrinsic job satisfaction (Davis *et al.,* 2003:356-365). These research findings strengthen the proposition that spirituality and job satisfaction are related because of the positive relationship which exists between positive work attitudes and intrinsic job satisfaction.

The proposition is offered that spirituality, general life satisfaction and job satisfaction are related. General life satisfaction has not only been found to be an outcome of job satisfaction, but also to influence job satisfaction (Orpen, 1978:530-532, Schmitt & Mellon, 1980:81-85). Its relation to spirituality is implied by Garcia-Zamor (2003:362), who postulates that spirituality in the workplace creates a new organisational culture in which individuals feel happier. An empirical study conducted by Sawatzky *et al.* (2005:153) found a relationship between spirituality and quality of life (or life satisfaction). A positive relationship has also been found between meaning and purpose in life and general life satisfaction (Reker & Cousins, 1979:90). From this it appears that a positive relationship should exist between spirituality and general life satisfaction, which have been found to be related to job satisfaction.

Because of the reciprocal nature of job satisfaction, and its relation to general life satisfaction, the possibility exists that job satisfaction might influence general life satisfaction, and eventually spirituality. Job satisfaction will, however, only influence life satisfaction if work is regarded as a central life interest. Intuitively it seems that spirituality should rather influence job satisfaction, than job satisfaction influence spirituality. This relationship is indicated in Figure 3.

FIGURE 3   <u>**THE INDIRECT RELATIONSHIP BETWEEN JOB**</u>

<u>**SATISFACTION AND SPIRITUALITY**</u>

ORGANISATIONAL OUTCOMES

POSITIVE ATTITUDES

LIFE SATISFACTION

SPIRITUALITY

❀ POSITIVE SELF-ESTEEM
❀ COPING WITH STRESS
❀ INTERNAL LOCUS OF CONTROL

❀ JOB SATISFACTION
❀ ORGANISATIONAL COMMITMENT
❀ JOB INVOLVEMENT

❀ HIGHER PROFITABILITY
❀ LOWER ABSENTEEISM
❀ LOWER TURNOVER RATES

The proposition is, therefore, that a spiritual individual possesses personality traits such as a positive self-esteem, internal locus of control, coping effectively with stress, high levels of tolerance, as well as emotional intelligence. Spirituality is fundamental to the experience of life satisfaction, which will assist people to hold positive attitudes in general. Due to work being a central life interest in the modern employee's life, it is expected that life satisfaction (and thus spirituality) will likewise assist people to hold positive work attitudes. Work-related attitudes include specific attitudes such as organisational commitment, job involvement and job satisfaction. Positive relationships have been established between spirituality, organisational commitment and job involvement. It is therefore assumed that a relationship should also exist between spirituality and another positive work attitude, i.e. job satisfaction.

4.4   <u>RESEARCH QUESTIONS</u>

In accordance with the previous theoretical explanation of the relationship between spirituality and job satisfaction, the following research questions are formulated:

1.   Are biographical type variables significantly associated with personal spirituality, organisational spirituality, job satisfaction and perceptions?

2.   Is there a relationship between personal spirituality (and its sub-components) and job satisfaction (and its subcomponents)?

3. Is there a relationship between personal spirituality (and its sub-components) and organisational spirituality (or its subcomponents)?

4. Is there a relationship between organisational spirituality (and its subcomponents) and job satisfaction (or its subcomponents)?

5. Do people perceive personal spirituality and job satisfaction to be related?

6. Is there a relationship between people's perceptions on the relationship between personal spirituality and job satisfaction, and personal spirituality, organisational spirituality, and job satisfaction?