



THE STATE OF THEORIES LEADING TO JOB SATISFACTION AND THE
POTENTIAL ASPECTS OF ORGANISATIONAL BEHAVIOUR AND BUSINESS
ETHICS

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Abstract

This paper focuses on the potential aspects of the organizational behaviour and business ethics that affects the state of theories in studies of job satisfaction. The important component of organizational behaviour is the job satisfaction which determines the performance, attitude and most importantly the commitment of an employee towards the organization. This paper attempts to address the major theories which lead to the job satisfaction along with aspects of business ethics to be followed by the organization.

The paper tries to suggest future scope of research in the findings of few overlapping components of job satisfaction and identifies the factors that affect the behaviour of the employees and on bridging the gap between the head of the organization and the individual employees.

Key words – Business Ethics, Job Satisfaction, Organizational Behaviour.

I. INTRODUCTION

Organisational Behaviour basically deals with the employees, team leads or the head of the organisations healthy lifestyle towards the organisation. (Cherry, Industrial-Organisational Psychology, 2016) The industrial and organisational psychology talks about the psychological theories and implications to an organisation. This field focuses on addressing the issues relating to organisational behaviour and highlights improving the work place performance and overall development of the employees.

This field majorly deals with the areas of organisational behaviour and business ethics along with the sub-areas like the human-work interactions. The study broadly is categorised in to six subjects:

1. Training and Development
2. Employee selection
3. Ergonomics



4. Performance management
5. Work Life.
6. Organisational development.

This paper focuses on the work life component of the Organisational psychology. The employee's job satisfaction plays a prominent role in the business ethics of an organisation. As the employees performance is based on his level of commitment and liking towards the organisation. This paper tries to address the theories that are implied to understand the state of job satisfaction of an individual. It is noted that the employees focus in work and willingness to work in team in problem solving activities and work beyond limits usually depends on how happy an employee is with his/her job (How job satisfaction influences behaviour).

II. LITERATURE REVIEW

Lot of research is put in to understanding the work place environment and its impact on the organisation. Through studies, (David De Cremer, 2010) it is noted that the unethical behaviour or ethical failure in a work place is definitely not encouraged. In the late 1960s, (Business Ethics) the organisations have started to believe in the sustainable and corporate responsibilities for the successful output of the organisation. Almost all the businesses are consumer based and interactive, it is really important to have a positive work environment for better results.

Definition of Business Ethics

Business ethics/behavioural psychology is defined as - a form of professional/corporate ethics that addresses the concerns, ethical circumstances that are seen in a business organisation. It is kind of unpronounced code of conduct individual to every organisation based on its work culture that governs the organisation in decision making.

National Business Ethics Survey (NBES) 2015

The NBES (NBES, February 2016) talks about the facts and statistics of the business ethics and their state in most of the organisations. This survey report is released once in two years. The recent 2015 NBES shows that,

- After the financial crisis, the corporate leadership is taking the integrity of the business as priority. It is said that through their survey, 80 percent of the respondents have stated that the board members of the organisation have been taking necessary actions for the implementation of the policies for the organisational integrity.
- Not more than 50 percent have state that the board of members of the organisation have taken care of organising one to one training programmes.
- All over the world, about 65 percent of the employees trust the credentials of the company for which they work for. For few of the countries like, Japan, Russia and France the trust level is less than 50 percent.



The report even addresses the basic characteristics a CEO of an organisation should possess. It was stated that it is really important for a CEO to have one to one conversation with the employees and most importantly have share of personal talk and experiences. 80 percent CEOs who follow this have said that having one to one conversation with the employee helps in gaining trust for themselves and for the organisation too.

It is noted that, about 91 percent of the respondents have stated that their organisation take care of due diligence on new partners. The violation of anticorruption continues to impact the decision making for working with the partners. This is majorly seen in the Western European countries, where, about 81 percent stop/delay working because of corruption or bribery concerns due to business partners.

It is observed that, provision of incentives for the employees raised from 25 percent in 2012 to 46 percent in 2015. Even though there is some positive effort put in raising the incentives there still needs a check on individual ethical behaviours.

The report consisted of survey, (ibe, 2015) in order to guide the British Businesses to perform better; the surveyors have formulated a list of ethical issues that concerns the public. This list was circulated amongst the public.

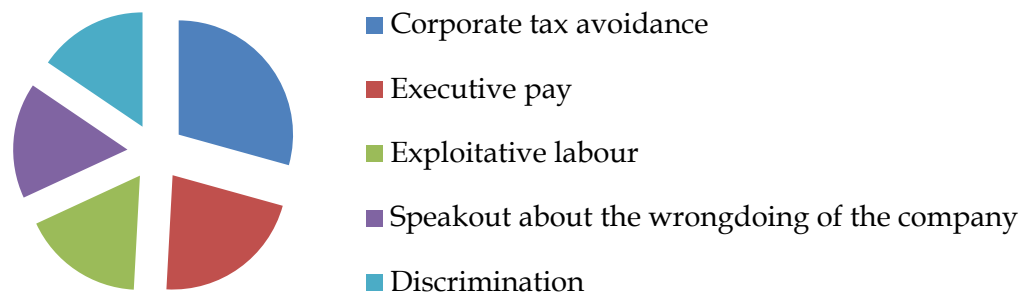


Fig. 1. List of Ethical Issues

At the end, if we see the summary and trends in the public attitude towards the business organisation there are majorly three concerns:

- Exploitative Labour
- Work home balance for employees
- Environmental responsibilities

And strangely, the report states that the concerns regarding the bribery, corruption and advertising practices along with the executive pay have seen a down fall. In general, throughout the Europe, the employees are not very must satisfied with their experiences with the ethics of workplace compared to 2012 to now. The major concerns highlighted are:



- i. Honesty,
- ii. Fear of retaliation,
- iii. Speaking up.

On an overall scale, it is observed that the corporate leadership has worked out really well compare to past, but the corporate responsibility towards the individual needs is still to be addressed for the integrity of the business. When it comes to job satisfaction, the studies prove that for about 30 percent of the job satisfaction variable is because of the genes.

III. JOB SATISFACTION

Job satisfaction is defined as - (Organisational attitudes and behaviour) The rate at which an employee attains the satisfaction in his/her job.

Aspects of Job satisfaction

According to the studies, the conceptual framework of Ajzen and Fishbein (1975), the job satisfaction has a four knot threads: (Gendall, 2008)

1. **Beliefs** - Beliefs can be taken on first observation or in first notice or by the inferences guiding towards it. All of us have positive and negative beliefs based on our experience towards a particular deed.

Example: Demonetisation is a game changing move. Here, the "demonetisation" is the object which is linked to the "game changing" attribute which can be positive or negative to most of us based on our experiences.

Hence, opinion on one thing may vary from person to person at same/similar position. The perspective at looking things plays a prominent role here to establish any kind of belief.

2. **Attitude** - Ajzen and Fishbein (1975) had raised concern that "the attitude to an object is not necessarily related to the attitude to behave towards that object." Research on this lacked to understand the difference between these attitudinal behaviours which caused inefficiency in the behavioural predictions.
3. **Intentions** - Ajzen and Fishbein (1975) have again disputed on the theory of attitude is directly proportional to the behaviour. They said that just by prediction on the behaviour one cannot predict the attitude.

According to Ajzen and Fishbein (1975), attitude is that major prospect of a person's intention to behave in question.

Example: A family's influence on a child to choose a particular career impacts his intention to take up that course.

4. **Behaviour** - The best way to predict one's behaviour is by checking up on his/her intention to behave in a certain way.



TABLE I. BASIC THEORIES OF JOB SATISFACTION

S.No	Theory	Definitions	Components	
1.	Content theory	According to Maslow's (1954), the job satisfaction is dependent on five stages. Maslow believed that the individual needs are more hierarchical, the satisfaction starts at the lower stage.	Basic needs (food, shelter and clothing)	
			Security in terms of financial and physical	
			Status or social acceptance or belongingness	
			Self esteem and recognition	
			Self-actualization	
2.	Process Theory	According Gruenberg (1979), this theory more deals with the expectancies and values of job satisfaction. According to Adam's (1963) and Vroom (1982) theories that people take up jobs as a series of inputs and outputs. This theory basically involves how fairly an employee is treated in comparison to others?	Inputs	Outputs
			Experience Ability Effort	Salary Recognition Opportunity
3.	Situational Theory	This theory by Quarstein, McAfee and Glassman (1992), states that the job satisfaction depends on two factors.	Characteristics	Occurrence
			Pay Supervision Working conditions Promotion Organisation policies	Tangible or intangible Positive or negative.

What can be the possible issues or concerns?

- Is it possible to predict certain behaviour of an employee and his/her attitude towards work? (Katzell, 1992)
- Does the employee have some concern regarding the current situation (whatever it is he/she facing)?
- Why does an employee quit the job? - Reasons could be better opportunity; (it can be work or pay), Family, health or wanting of change in existing profile.

Affects of Job satisfaction

Job satisfaction of an individual employee can affect the organisation -

- i. Commitment
- ii. Absenteeism and
- iii. Turnover



Not only has this behaviour affected the atmosphere but the performance level of the individual, which can cost the organisation a lot.

To understand the state of employee whether he/she is satisfied or not - it is important for the organisation to conduct regular surveys through some special programmes like - training programme, incentive programs etc. Another best way to deal with the job satisfaction is recognising the role of an individual and rewarding with bonus or a promotion which might gain trust and boost the performance of the employee. This helps in a positive attitude towards the organisation and saves the esteem of the organisation. As observed, that through overlapping of the above techniques, mainly the JDI, to the situational theory of job satisfaction plays a leading role in deciding the performance of an individual to be directly proportional to the job satisfaction.

Techniques/Measurements of Job satisfaction

In order to trace the performance based job satisfaction we need to sort down the job satisfaction components and grade them (i.e.) Pay scale, Promotion, Work task, Colleagues, Supervisors, Brand of the organisation.

This survey technique was first developed by Paul E. Spector to analyse the Job attitude of an employee at work.

Importance:

- a. To sustain at the existing organisation.
- b. To dedicate the work to pursue high skill performance.

TABLE II. TWO FAMOUS QUESTIONNAIRE TECHINQUES

Contents	Minnesota Satisfaction Questionnaire (MSQ)	Job Descriptive Index (JDI)
Developed by	Weiss, Dawis, England and Lofquist (1967)	Smith, Kendali and Hulin's (1969)
Measures by	<ul style="list-style-type: none"> - Working conditions - Chance of advancement - Freedom to use one's own judgement - Praising for doing a good job 	<ul style="list-style-type: none"> - Work responsibility - Quality supervision - Relationship with co-workers - Promotions - Pay
Used for	<ul style="list-style-type: none"> - Client vocational needs, - In counselling follow-up studies - Generating information in jobs 	
Response options	<ul style="list-style-type: none"> - Extremely satisfied - Very satisfied - Satisfied - Somewhat satisfied - Not satisfied 	<ul style="list-style-type: none"> - Extremely satisfied - Very satisfied - Satisfied - Somewhat satisfied - Not satisfied



IV. FINDINGS

There is a necessity to actually understand the reason behind this unethical behaviour or sometimes an inefficient performance by an individual or group in an organisation. People working in an organisation if have any concerns that are to be addressed or have been ignored of by any obvious reasons tend to disorder as per the need and perform unethical or not perform at all. This basically happens when expressing their concern towards a project or they might even tend to say they aren't that bad to engage in a bad behaviour. (David De Cremer, 2010) Sometimes or basically most of the times this gets tricky as their unethical behavioural actions might have some internal concerns which aren't even expressed. So, it is really important to understand how these can be avoided for the betterment of the organisation. There should be some behavioural ethics approach to resolve this professionally.

Almost, most of the organisations have a code of conduct or series of rules that are to be communicated to the people working in the organisation to be on same page. This is basically decided individually by every organisation. Every organisation has its own unique culture of addressing issues be it - rules of group behaviour, basic schedule following, decision making, team work or any.

It is observed that the Dale Carnegie's (Carnegie) assertive theories of "Maximising the curiosity in business," talks about the correlation between the manager and the employees to maximise the assertive curiosity in the organisation. The few must haves are:

1. Frequent contact
2. Time management
3. Seeking need from management
4. Goal setting (asking the right question)

It is really important for an organisation along with the manager/CEO to have a check on how every individual employee is performing and are their needs addressed and are they satisfied to avoid any unethical behaviour. It is really important to understand the needs for the better performance of the employee.

A quarterly check approaches can be adopted. Despite all these attempts there might be some unethical performances. In recent studies (David De Cremer, 2010) it was found that the ethical failure in an organisation overall is not just because of few unethical people or deeds but it is the circumstances that lead to the unethical behaviour, be it an individual or a group.

V. CONCLUSION

- It is noted that amongst any other psychological ethics, business or behavioural ethics research represents a powerful approach.
- This paper focused on the job satisfaction reflection on the performance factor of an individual through the basic theories of job satisfaction: Content, Process and Situational theory.



- The job satisfaction under behavioural ethics studies actually have the capability to influence the thinking process of any ethical issues taking up in an organisation
- For instance, it is really important to understand the characteristics of the individuals, where do they constitute in an organisation and what is their role in the organisation.
- Then as important it is the intentions of every individual should be on check.
- As Dale Carnegies writings focus on; a must is the one to one interaction between the CEO and the employee. I hope this highlights the concerned issues for future research feasibility for the psychology of organisational behaviour.

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