



LITERATURE REVIEW

Theoretical Review

According to Frederick Herzberg theory (2012), people portray their salary dissatisfaction, job security or organization policy. Humans have basic and universal needs which need to be fulfilled in their current situation so that they increase happiness. Job satisfaction depends on the balance between work role inputs like: education, working time, effort, and work outputs like; wages, fringe benefits, status, working conditions and intrinsic aspects of the job.

Empirical Literature Review

Maslow's hierarchy of needs

The performance of any business depends highly on performance of its labor force, which, in turn, depends on the level of motivation in place. This research will guide by the principles of Abraham Maslow's theory of needs that is applied worldwide by most professions and organizations as guides for improving work productivity. Maslow developed a scheme called hierarchy of needs that influence people's behavior with an aim to satisfy them. Human beings are motivated by fundamental (basic), psychological and self-actualization needs, which are illustrated on the diagram. The U.S. psychologist Abraham Maslow developed the



hierarchy of such employee needs which encourage employer's provision of the environment allowing self-actualization (Herzberg, 2012). The diagram below clearly illustrates the hierarchy:

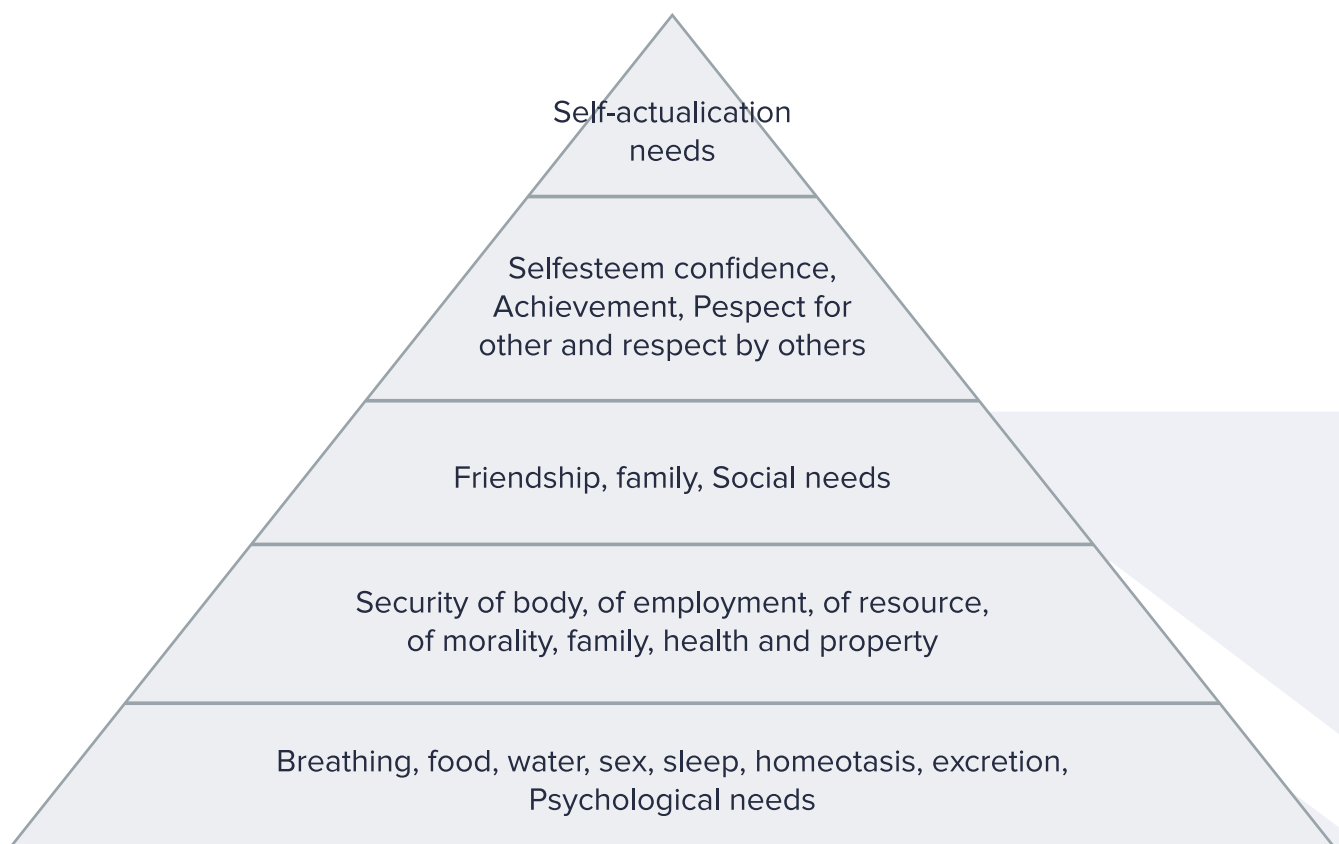


Figure 1: Maslow's hierarchy of needs (Herzberg, 2012)

Maslow's hierarchy includes five needs namely: physiological, safety, social, esteem and self-actualization needs. According to Abraham Maslow, needs at the bottom of the hierarchy need to be met first (Herzberg, 2012). A person must satisfy physiological needs such as food, shelter, and clothing first, before progressing on to meet safety and social needs. Hence the process of meeting needs is based on priorities.

Indeed, physiological needs are those regarding survival, such as food, shelter, clothing and sexual satisfaction. The safety needs revolve



around the feeling of security in one's environment. Additionally, the physical harm involves safety, such as theft, injury and emotional harm, such as stress and anxiety (Lambert, Hogan, & Barton, 2001). As for social needs, they include the need of belonging, friendship and love. Esteem needs are those of self-respect, status and recognition from others that altogether make an individual feel better about themselves. Self-actualization is about one's personal achievements and reaching their potential, so as to excel in life.

According to studies by Egan, Yang, and Barlett (2004), in a working environment, the following can be done to ensure these needs are met. One needs a good salary that is enough to meet the physiological needs of food, shelter, and clothing of an individual. Safe working conditions and clear working instructions are necessary to reduce stress and anxiety at the workplace, provided by employers or supervisors concerned (Karjalainen, 2010). As for social needs, work events such as retreats should be organized to encourage teamwork through team building exercises, hence fostering good work relationships and interactions.

According to Smith (2002), employers providing performance appraisals for highly performing employees and promotion chances make an employee feel better. They feel great about themselves, as their efforts receive recognition. Furthermore, for self-actualization, Maslow clearly states that it is the only need that cannot be satisfied in the workplace. The need is an ongoing process, as people are continually struggling for personal achievements (Herzberg, 2012). However, there can be measures taken by employers to ensure their employees reach their potential at the workplace. Those include the measures of allocating, challenging and stimulating responsibilities to employees, in addition, plans developing to enable potential opportunities for the employees within workplace.



However, the need to embrace the fact that what a person goes through from day to day in their environment may alter their hierarchy of needs. Some people may require esteem needs to be satisfied before the social needs are satisfied. Hence, the main objective of an employer, when satisfying these needs, should be to instill a sense of motivation in their employees for better work output. Ethnicity and politics should not be involved in the working environment (Cornelius et al., 2011). The ethnicity will hinder various groups from being considered into the job or lead to discrimination by superiors or political elite for government jobs.

HISTORY OF JOB SATISFACTION

Lambert, Hogan, and Barton (2001) define job satisfaction as an employees' job reactions, in comparison to outcomes with actual outcomes. Various fields out there are its medicine, engineering, business administration, politics, teaching among others are facing modern day changes in their environments. Those affected are chiefly the employees in the sectors. They experience sudden changes in their working environments, such as advancements in technology, a changing economy that affects their salaries in relation to cost of living, in addition to talent, slowly becoming a job requirement.

According to studies by Lambert, Hogan, and Barton (2001), the global environment, where the field of Human Resource operates today, is affected by various factors. The factors include: technology, increasing regulatory scrutiny, global economy, looming talent crisis and



recognition that mental illness is affecting the workplace. These changes in the working environments affect the nature of work employers have and how it is accomplished, which subsequently takes a toll on the level of satisfaction that workers have with their jobs (Egan, Yang, & Barlett, 2004).

Next, having established that the environment of an employee has an effect on their job satisfaction, it is important to note that the level of satisfaction is based on how the needs of employees are met. In other words, when these needs are met, the employees are well motivated and their productivity is increased (Davies, Davies, & Heacock, 2003).

FACTORS CREATING JOB SATISFACTION FOR WORKERS

According to Herzberg (2012), in another theory to elaborate on job satisfaction, Fredrick Herzberg explores questions of “What do people want from their jobs?” From research and study of this question, he formulated the Hygiene Motivation Theory (Herzberg, 2012). The current conditions (intrinsic factors) were directly affecting their inner feelings, while dissatisfaction created by the job environment people worked in and the interaction with this environment. The theory is summarized in the table below:



Motivators Leading to Job Satisfaction	Hygiene Factors Leading to Job Satisfaction
Achievement	Supervision
Job recognition	Poor Company Policy
Work itself	Relationship with Supervisor
Responsibility	Relationship with Peers
Advancement	Relationship with subordinates
Job growth	Salary

Table 3: Job Satisfaction Motivators and Hygiene Factors (Herzberg, 2012)

According to Herzberg (2012), those factors that did not motivate employees were referred to as Hygiene factors, while the intrinsic factors were referred to as motivators. Job satisfaction and job dissatisfaction were controlled by different factors (Herzberg, 2012). For example, supervision; if the employee has a bad relationship with the supervisor, there will be tension and anxiety, leading to job dissatisfaction at the workplace (Schwepker, 2001). Poor supervision, therefore, is an extrinsic factor that affects the working conditions of the environment in which an individual interacts with (Herzberg, 2012).

EMPLOYEE TURNOVER

When it comes to employee turnover, it can be measured or estimated through the level of job satisfaction. Employee turnover refers to the rate, at which an employer gains or losses employees. High turnover is harmful to the company's productivity. If all the skilled and talented



employees kept leaving the organization, then the quality of output the company expects reduces (Marvel, Lyter, Peltola, Strizek, & Morton, 2006). If employees are satisfied with their work environment, they are less likely to leave their employer. What keeps the employees at the same job position is the good culture of the company through the organization of ethical considerations of employee's welfare and needs (Jung, Su, Baeza, & Hong, 2008). The teachers' turnover rate is higher than ever in the US, which is something surprising, as this rate was not the case in the years preceding 2009 (NEA, 2008). Currently, teachers have the same turnover, as police officers, correctional officers, and nurses. The subsequent effect is great expenditures in school districts, as they have to pay for training and hiring new teachers (Sargent, 2003). Reasons for leaving are many, ranging from: retirement, family issues, but what is alarming is that 34% say they leave to pursue another job, resulting in a turnover.

The teachers do not think that their work is valued. The problem seems to be the dominant teacher workforce policies and practices, hence a legacy of unfulfilled reforms (Billingsley, 2002). According to the National Center for Education Statistics, nationally, average turnover rate for all teachers is 17%. There is another estimation by the National Commission on Teaching and America's Future that one-third of all new teachers leave after three years and 46% are gone within five years (Keigher, 2010).

According to NEA (2008), Marta Nielson - a teacher in elementary school Vista, California left her current classroom of thirty-eight students, explaining the fates of teachers. Since there are no aids and focus on cramming for standardized tests means, there is a constant atmosphere of stress and fear. Consequently, she left for a private school. Marta Nielson is an example of employers that succumb to



turnover due to lack of job satisfaction, undermined by an atmosphere of stress and fear (NEA, 2008). In their careers, most of them are subjected to low-income, low-performing facilities and lack of respect.

Most professions have unions to champion the rights of these teachers, yet this is not the case in most states. The problems teachers are encountering on their day to day activities are countless (Birkeland & Johnson, 2003). Teachers acquire some health problems during their terms of service among them being kidney and bladder problems. The problem can be attributed to the short or non-existent bathroom breaks. Because of the worry of leaving the students unattended, the bathroom breaks are either short or do not exist at all. Among other pertinent issues, the teachers lack breaks during the term, as compared to other professions, and again this is attributed to by the policy of not leaving the students unattended. To the public, these are petty issues, leading to the reason for the lack of appreciation by the public (Price, 2003). To the teachers, these factors are enough for their turn over.

Ironically there is a pressure on teachers to perform professionally, despite many problems they might be facing. These pressures are from the government, school boards and parents who expect the teachers to improve the students' grades and meet certain deadlines for syllabus coverage (Colley, 2002). The parties with these expectations fail to consider that teachers cannot achieve most of what they are required to because they have to work more for students with less time and fewer resources. These factors are enough to substantiate the reason for the high turnover, exhibited by teachers in their profession (Macintosh & Doherty, 2010).



The graph below is meant to illustrate the trend in teacher's turns over the years.

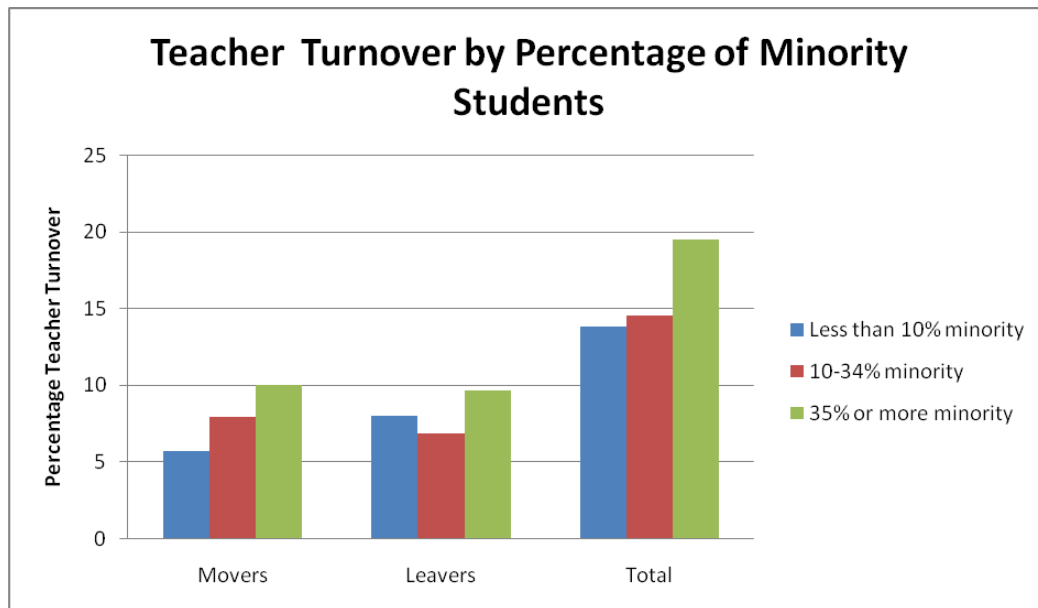


Figure 1: Teacher Turnover by Percentage of Minority Students (Keigher & Cross, 2010)

This graph shows that the highest teacher turnover was in schools with at least 35% of minority students. These schools lost almost 20% of their staff to teachers who moved or left the profession (Keigher & Cross, 2010)

JOB SATISFACTION AND RETENTION

There is a relationship between job satisfaction and retention of the employee, whereby job satisfaction is strongly and inversely associated



with an employee wanting to leave their employer for another (Egan, Yang, & Barlett, 2004; Lambert, Hogan, & Barton, 2001; Macintosh & Doherty, 2010; Schwepker, 2001). Efforts to retain workers such as the teachers were done by providing proper pay and benefits. Studies show that public school teachers earn higher wages than private school teachers. Pension programs for public-school teachers are significantly more generous than the private-school sector retirement plans. Job security for teachers is considerably greater, compared to other fields (Richwine & Biggs, 2011).

According to the Columbia's Department of Education's School and Staffing Survey, public school teachers nationally earn 9.8% more in salaries than private school teachers which show that the government is doing a good job in teachers' retention (Richwine & Biggs, 2011). The diagram below shows the contrast in pay of the public school along with that of the private school.

Wage Regression Results: Public School Teachers vs. private School Teachers	
Independent Variable	Coefficient
Hours worked Per week	0.3%
Experience in years	- 2.3
Education in years	8.7
Foreign-born	- 3.7
Married	5.5
Black	- 4.5
Hispanic	1.2
Female	- 3.5
Public School Teacher	9.8
Objectivities	21092
Adjusted	0.35

Figure 2: US census Bureau 2001-2010 (Richwine & Biggs, 2011).



EMPLOYEE MOTIVATION FOR MODERN ORGANIZATIONS

According to studies by Egan, Yang, and Barlett (2004), job satisfaction is a balance between work stressors and work rewards. He described job satisfaction as a pleasurable or emotional positive state, resulting from the appraisal of one's job or job experience. They then suggested that job satisfaction is in essence a personal experience and that it is possible for sources of satisfaction or dissatisfaction to vary among those within the professional group.

There exists a presentation regarding some reflections of job dissatisfaction among workers in his writing on class struggle, creative labor and alienation throughout the history of mankind.

Job is a function of individual's exception from his or her job. For example, individuals expect their job to give them opportunities for growth. Failure of the job to meet this expectation may lead to dissatisfaction and poor performance of the organizations has been the case in public enterprises in the US. Likewise, this study wants to investigate the extent to which management staffs have a say to the way organizations are managed.

According to Smith (2002), the ability for workers to practice their professional standards and values is a key factor to their job satisfaction. Means that workplace approaches, such as participate management and shared governance, are innovations in the right direction to create job satisfaction among workers. Focusing on modern organization, individuals work for personal gain and so job satisfaction



should be understood in terms of individual needs. They have also argued that for better individual adjustment in an origination and advancement of the organization, there has to be a high degree of job satisfaction. Higher labor productivity fuse file higher rewards for workers. Nonetheless, it is difficult to balance these two processes. Individuals continue to participate in an organization, as long as the inducement offered to them is greater than the contribution they are asked to make. The statement is not true because often workers' productivity tends to outweigh their benefits.

Workers' behaviors do not conform to the official job specifications, and there is no direct relationship between workers' changes in working conditions and their production output. Employees want to feel useful and important; they want to belong to a social group and feel that their needs are more important and satisfying than money or material rewards. Basic motivational factors of job satisfaction, which will be relevant to this study, include group belonging, informal communication, informal leadership, and social recognition.

EMPLOYEE TRAINING AND DEVELOPMENT

Training and development concern an organizational activity, aimed at improving the performance of individuals and groups in organizational settings. Other names include employee development, human resource development, and learning. Some of the key issues affecting companies which create a need for employee training and development practices



are: globalization, new technology, capturing employee's knowledge, employee retention, and growth (Smith, 2002). Employee development is an essential component towards improving quality, retaining key employees, meeting challenges of global competition and social changes in the work design.

WAYS OF KEEPING AND RETAINING EMPLOYEES

Other than the government, schools can also play a major role in the retention of teachers. For instance, management of a certain school should involve its teachers in making crucial decisions regarding school, as most teachers complain that decisions concerning their welfare made in their absence. Leaders, for example, involve staff in departmental scheduling, student scheduling and duty assignments (Price, 2003).

The school administration should also develop special compensation packages to show teachers that their efforts are greatly valued. Leaders use salaries and bonuses as incentives to retain teachers (Billingsley, 2002). Additionally, the need to provide a positive climate, where teachers feel a sense of belonging, will retain more teachers. Factors, such as the school's culture, history, and traditions play a crucial part. When teachers associate with such, they are able to feel like they belong and identify with the school's teaching environment (Colley, 2002).



Proper facilities should be put in place by the school in the process of teachers' retention and reducing their workload for an increased performance. School leaders give new teachers less workload, fewer responsibilities and duties to allow concentration on their students (Sargent, 2003). Integrating parents, families and the community is critical to the success of students; the above mentioned factors help to boost school relationships. Act to influence teacher's decision in continuation of a particular school and choosing to shift to various institutions different from their first choice. School leader's research and choice of different ways to include the community would go to great lengths of boosting the community relationships. Leaders commence by integrating families in their developmental activities and the formation of mission and vision statements for the school (DiPaola & Walther-Thomas, 2003). Involvement of families and the community through providing education on issues of safety and discipline assist to encourage dialogue and understanding.

It is clear that the modern environment greatly influences the level of employees' job satisfaction. It can either be a positive or a negative influence. Various theories, studies, and surveys have attempted to explain what promotes and what affects job satisfaction of employees, but it all narrows down to what the employer is ready to do to retain employees.

