RELATIVE DISSATISFACTION: WHY?

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Abstract

Why some of the employed individuals frequently search for other jobs while the others are not? This situation is explained as relative dissatisfaction (Lambert 1991; Allen & Van Der Velden 2001). This study aimed at identifying the factors that lead people in the situation of relative dissatisfaction regarding their jobs. The study conducted a field survey of 150 respondents in order to find out the prominent factors of relative job dissatisfaction. The study identified some fundamental causes of relative dissatisfaction like the expectation of high salary, more benefits, more sound administration, and friendlier supervisors and bosses etc and these causes gradually lead an individual toward relative job dissatisfaction. The finding showed that the prominent factors that lead people in the situation of relative dissatisfaction regarding their jobs are income & organizational settings, supervision & autonomy, pension & retirement benefit and job challenges. Finally this study concluded that the relative job dissatisfaction of the employees can be reduced considering the above factors.

Keywords: Job dissatisfaction, Job expectation, Job factors, Job situation

1. Introduction

Two ubiquitous topics in the field of organizational behavior and human resource management are job satisfaction and job dissatisfaction. In work place every employee is likely to have experienced of either both of the issues or any one. Numerous studies have been conducted in both of the issues in the field of organizational behavior and enriched the body of literature in human resource management. Employees may not only face job satisfaction and job dissatisfaction situation rather face a more critical situation called relative dissatisfaction arises from expectation to get more than what exits. Relative dissatisfaction may be defined as a situation in which employees are not directly dissatisfied with the current jobs but search for better opportunities. Do Monte 2010 defines relative dissatisfaction as the intensity of seeking for another job. Lambert (1991) and Allen and Van Der Velden (2001) define it as the behavior of employed individuals who search for abetter job while others do not. So relative dissatisfaction of an employee regarding his or her job refers to the situation whereby he or she is not dissatisfied with his/her current job but the tendency to seek another better alternative job.

1.1 Rationale and implications of study

It goes without saying human are the most valuable ingredients of organizational success and existence. Scholars around the world highly viewed job satisfaction to discover the contributing factors and ways to improve it. From the past literature it is found that within the continuum of job satisfaction and dissatisfaction employees stay in a situation called relative job dissatisfaction which always stays far away from the concern of managers and the authorities of the organization. But it has a great significance to trigger job dissatisfaction, absenteeism, and turnover or to reduce employee commitment to the organization. Nevertheless of its great importance much of it propensities are unexplored to the researchers likewise. Employees are one of the inputs as well as the generator of production and service processes. Satisfied workers have limited experience of turnover and absenteeism and vice-versa. Present work setting of organizations highly concerns of productivity which expects maximum working hours and minimum turnover and absenteeism rate. So an attempt had been taken by this study to explore the subject matter properly with an expectation that it will uncover the ways to reduce employee dissatisfaction, absenteeism, and turnover or to enrich employee commitment.

2. Literature Review

Most of the previous literature emphasize that job dissatisfaction can be a strong incentive to seek alternative opportunities. Lee and Mitchell (1994) in their study, showed the concept of relative dissatisfaction as the subjective expected utility of the other opportunities. And he suggested that the relative dissatisfaction along with direct job dissatisfaction result turnover. March and Simon (1958) identified two dimension of relative dissatisfaction. The first one is the perception aboutease of movement from job to job that has evolved to mean perceived job alternatives. The second one is the desirability of movement that has evolved to mean job satisfaction. Another study carried on by Mobley (1977) showing linkage between relative job dissatisfaction and turnover the links shows the steps that: intention to search for alternatives, search for alternatives, evaluation of alternatives, comparison of alternatives vs. present job, and intending on leaving (Mobley, 1977). Do Monte, (2010) said that job dissatisfaction is actually a variable on-the-job search intensity of those people who were currently employed. This condition (being employed) is what he showed as the concept of relative dissatisfaction. He further outlined that each employed worker is able to determine his own level of job satisfaction. Thus, even considering that their level of satisfaction is high; the employee may seek a new job because he expects to further increase the level of job satisfaction. Hence, the demand for new job may not be directly related to job dissatisfaction in current position but the expectation of achieving ahigher expected utility (job satisfaction) with a new employment. In this context, the measure of job dissatisfaction adopted is based on-the-job search behavior of employed workers and it depends on the intensity of the search which can assume different levels of dissatisfaction. The proxy variable used to measure the degree ofthe job dissatisfaction (relative dissatisfaction) is the intensity of seeking for another job (Do Monte, 2010). In the unfolding model of voluntary turnover (Lee et al., 1999; Lee et al., 1996; Lee & Mitchell, 1994). In the model it is shown that turnover follows four major turnover paths. Two of them are (a) the relative level of job dissatisfaction in the decision process, (b) the presence or absence of an alternative job. Some turnover paths are initiated by a shock. A shock is a jarring event that leads someone to deliberate about leaving his or her job and can be negative, positive, or neutral; job-related or non-job-related; internal or external to the individual; and expected or unexpected events (e.g., unsolicited job offers, promotion, changes in marital state, transfers, firm mergers, etc.) Lee (2013) Being forwarded from the unfolding model of turnover Lee divided the movers of the path #3 Lee et al., (1999) of the unfolding model into two subgroups. One subgroup consists of leavers who are quite satisfied with their current jobs, but still leave for a better alternative (e.g.,

an unsolicited job offer). Another subgroup consists of leavers who are not dissatisfied with their current jobs, but leave for something better when a certain kind of shock creates relative dissatisfaction (e.g., a career change after recovering from an illness). Pathman et al (2002) in their study of 'job satisfaction, dissatisfaction and turnover of the physicians' showed the consequence of relative job dissatisfaction and the major findings of their study is relative dissatisfaction with pay and with relationships with communities are associated with plans for leaving in nearly all physician groups. For specific specialty and age groups, anticipated departure is also correlated with relative dissatisfaction with other selected areas of work.

3. Objectives of the study

To identify the factors that lead people in the situation of relative dissatisfaction regarding their jobs.

4. Methodology

4.1 Research design

The study was basically descriptive in nature .Descriptive studies are usually the best methods for collecting information that will demonstrate relationships and describe the world as it exists. Bickman and Rog (1998) suggest that descriptive studies can answer questions such as "what is" or "what was." Experiments can typically answer "why" or "how." For the present study it was taken descriptive method to know the causes that lead to relative job dissatisfaction and the factors responsible for relative job dissatisfaction.

4.2 Sampling area and sample selection

The study based on a field work conducted in two largest cities of Bangladesh: Dhaka and Chittagong. The survey covered 150 employees of different organization. Among the questionnaire 148 responses were received. Off them 6 unusable responses were found. Eliminating those 142 respondents was used for this study. The sample size was selected using convenient sampling method.

4.3 Sample size adequacy

The adequacy of the data is evaluated on the basis of the results of Kaiser-Meyer-Olkin (KMO) measures of sampling adequacy and Bartlett's test of Sphericity (homogeneity of variance). The KMO measure of sampling adequacy is .784, indicating that the present data are suitable for Factor Analysis. Similarly, Bartlett's test sphericity is significant (p<0.001), indicating significant correlation exists between the variables to proceed with the analysis. The Bartlett's test statistic is approximately distributed and it may be accepted when it is significant at p<0.05

Table 1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.784
Bartlett's Test of Sphericity	Approx. Chi-Square	627.867
	Df	105
	Sig.	0

4.4 Sources of data

Both the primary and secondary data were used in the study. Primary data was collected through the questionnaire survey. The secondary data were collected from Journals, Reports, Magazines, Educational Hand Book, Newspapers and Manuscripts, and from the existing literature in the said field which are related to relevant data and information of research topic.

4.5 Design of questionnaire

A structured questionnaire with both closed and open ended questions was used for collecting primary data. For the closed ended questions we use five point Likert scale, where 1= strongly agree, 2 =agree, 3= neutral (neither agree nor disagree), 4= disagree, and 5= strongly disagree. The questionnaire included the issues which may cause relative job dissatisfaction of employees regarding their jobs.

4.6 Reliability of data

The initial reliability of the items was verified by computing the Cronbach's alpha. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. Based upon the formula _ = rk / [1 + (k -1) r] where k is the number of items considered and r is the mean of the inter-item correlations the size of alpha is determined by both the number of items in the scale and the mean inter-item correlations. George and Mallery (2003) provide the following rules of thumb: "_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable" (p. 231). While increasing the value of alpha is partially dependent upon the number of items in the scale, it should be noted that this has diminishing returns. It should also be noted that an alpha of .8 is probably a reasonable goal. It should also be noted that while a high value for Cronbach's alpha indicates good internal consistency of the items in the scale, it does not mean that the scale is uni-dimensional. The Cronbach's alpha estimated for all of the variables was .815 (table 2). As the Cronbach's alpha was much higher than .6 the constructs were therefore deemed to have adequate reliability.

Table 2 Reliability Statistics

Cronbach's Alpha	N of Items
0.809	15

4.7 Time frame of the study

Timelines are important in evaluating the feasibility of the study. In order to get sufficient number of respondents and adequate amount of information the study was carried on from August, 2013 to May, 2014. The time was basically consumed for data collecting and gathering.

4.8 Tools for data analysis

After collecting the data from the field survey the researches carefully made the data sheet. To make the analysis easy, error free and time bounded Statistical Package for Social Science (SPSS) version 16 was used to analyze and interpret the dat. The study mainly considered frequency distribution and factor loading method to reach research objective.

5. Analysis of findings

5.1 Major issues that cause relative job dissatisfaction:

Descriptive analysis was done to identify the importance of each cause (issue) responsible for relative dissatisfaction. The table below (table 3) shows the major issues through which relative dissatisfaction may be expressed. The employees having relative dissatisfaction regarding their jobs search other jobs in the expectation of high salary, more increment, more freedom at work etc. The above table shows the mean and standard deviation of the issues of relative dissatisfaction. Considering the means the most important factors the employees consider to search better opportunities are: higher salary (1.9) [since 1= strongly agree, 2 =agree, 3= neutral (neither agree nor disagree), 4= disagree, and 5= strongly disagree], availability of pension facility (2.10), high increment (2.29) and less working hours (2.29). The statistics also shows that the mean value of more renowned institution is 3.08 and more challenging job is 3.16, which means the employees give these issues less emphasis to search another jobs.

Table 3 Descriptive Statistics

Issues cause relative dissatisfaction	N	Mean	Std. Deviation
High salary	142	1.9085	1.03763
High increment	142	2.2958	1.09667
More secured job	142	2.4789	1.28669
Less work pressure	142	2.3944	1.15444
More freedom at work	142	2.7606	1.23730
Better working environment	142	2.9225	1.34783
More sound administration	142	2.7042	1.34633
More renowned institution	142	3.0845	1.16383
More facilities	142	2.3521	1.09930
Less working hours	142	2.2958	1.22497
More friendly supervisors and bosses	142	2.6972	1.30460
Availability of pension facility	142	2.1056	1.22450
Availability of gratuity	142	2.3662	1.26311
Availability of provident fund facilities	142	2.7394	1.37185
More challenging job	142	3.1620	1.23563
Valid N (list wise)	142		

5.2 Extraction Communalities:

The extraction communalities are useful as these are obtained using the extracted factors. Extraction communalities for a variable give the total amount of variance in that variable, explained by all the factors. The higher the value of communality for a particular variable after extraction, higher is its amount of variance explained by the extracted factors. In Table: 4 the rows indicate the various components taken care of to examine the factor analysis of the study. There are 15variables under various factors comes into act. Table 4 shows how much of the variance in the variables has been accounted for by the extracted factors. For instance in the following table, over 77% of the availability of gratuity , over 71% of the variance in availability of provident fund facilities while 67% of the variance is more freedom at work is accounted for.

Table 4 Communalities

	Initial	Extraction
High salary	1.000	.403
High increment	1.000	.348
More secured job	1.000	.625
Less work pressure	1.000	.655
More freedom at work	1.000	.677
Better working environment	1.000	.605
More sound administration	1.000	.613
More renowned institution	1.000	.500
More facilities	1.000	.575
Less working hours	1.000	.605
More friendly supervisors and bosses	1.000	.598
Availability of pension facility	1.000	.663
Availability of gratuity	1.000	.775
Availability of provident fund facilities	1.000	.710
More challenging job	1.000	.609

Extraction Method: Principal Component Analysis.

5.3 Variance Analysis:

In Table 5 summarizes the total variance explained by the Factor Analysis solution and gives an indication about the number of useful factors. This table has two parts. The first part, titled *Initial Eigen values* gives the variance explained by all the possible factors. There are a total of 15 items, which is same as the number of variables entered into the factor analysis. The first column under *initial eigenvalues* gives the eigenvalues for all the possible factors in a decreasing order. This is followed by the variance as a percentage of all the variance and cumulative variance. From this table it can be seen that the cumulative value of the first four attributes become approximately 59%. That means the four factors are so powerful to overwhelm the rest of the factors. It can be observed only the factors with Eigen values greater than 1 were considered significant and all the factors with Eigen values less than 1 were considered insignificant and discarded. The table 5 below shows all the factors extractable from the analysis along with their eigenvalues, the percent of variance attributable to each factor, and the cumulative variance of the factor and the previous factors. The first factor accounts for 18.464% of the variance, the second 35.357%, the third 51.897%, the fourth 59.745%. All the remaining factors are not significant.

Table 5 Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.221	28.138	28.138	2.770	18.464	18.464
2	2.132	14.211	42.349	2.534	16.894	35.357
3	1.527	10.179	52.528	2.481	16.540	51.897
4	1.083	7.217	59.745	1.177	7.847	59.745
5	0.946	6.303	66.048			

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
6	0.752	5.014	71.062			
7	0.682	4.547	75.609			
8	0.656	4.375	79.984			
9	0.603	4.019	84.003			
10	0.534	3.559	87.562			
11	0.471	3.137	90.700			
12	0.43	2.866	93.565			
13	0.391	2.607	96.172			
14	0.339	2.259	98.431			
15	0.235	1.569	100.00			

Extraction Method: Principal Component Analysis.

5.4 Catell's Scree Test:

It involves plotting each of the Eigen values of the factor and inspecting the plot (figure 1) to find a pint at which the shape of the curve changes direction and become horizontal. Catell recommends retaining all factors above the below, or break in the plot all these factors contribute the most to the explanation of the variance in the data set (Catell, 1966). Figure: 1 shows a sharp break in sizes of eigenvalues which results in a change in the slope of the plot from steep to shallow. The graph is useful for determining how many factors to retain. The point of interest is where the curve starts to flatten. It can be seen that the curve begins to flatten between factors 3 and 4. On the following graph it is seen that factors 1 to 4 possess the eigenvalues more than 1 and the remaining factors (factor 5 to 15) have the eigenvalues of less than 1, so only four factors have been retained. It can be observed that the slope of the Scree plot changes from steep to shallow after the first four factors. This suggests that a four-factor solution may the right choice.

Figure 1 Scree plot

Scree Plot
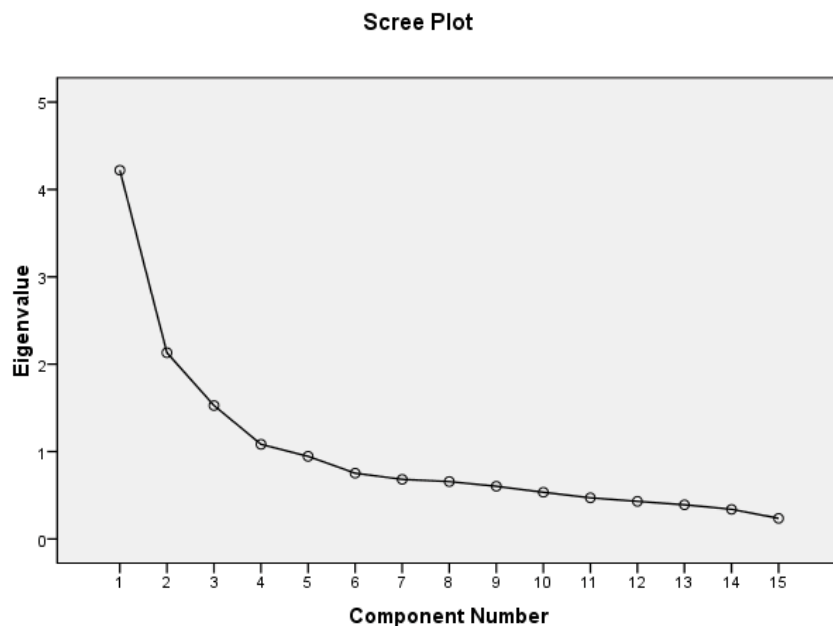
5.5 Factor Loadings:

Table-6 shows the factor loadings are used to measure the correlation between variables and the factors. A loading close to 1 indicates strong correlation between a variable and the factor, while a loading close to zero indicates weak correlation. The factors are rotated with the used of Varimax with Kaiser Normalization rotation method and Principal Component Analysis (PCA) method for factor extraction. Only those factors whose are greater than .50 are used for interpretation purpose. The table (table 6) below shows the loadings of the 15 variables on the 4 factors extracted. The higher the absolute value of the loading, the more the factor contributes to the variable. The gap on the table represent loadings that are less than 0.5, this makes reading the table easier. The study suppressed all loadings less than 0.5.

Table 6 Rotated Component Matrix[a]

	Component			
	1	2	3	4
High salary	.606			
High increment				
More secured job	.533			
Less work pressure		.780		
More freedom at work		.813		
Better working environment	.732			
More sound administration	.575			
More renowned institution	.626			
More facilities	.747			
Less working hours		.767		
More friendly supervisors and bosses		.670		
Availability of pension facility			.782	
Availability of gratuity			.867	
Availability of provident fund facilities			.824	
More challenging job				.721

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 7 iterations.

5.6 Composition of factors:

From the above table (6), the study constituted a new table grouping similar nature of items in a single factor where all the items are loaded in a factor depending on their respective loading value. Following table (table 7) shows the factors composed with the variables used in this study as the causes of relative job dissatisfaction. Factor 1 is named as Income and organizational settings which is composed with the variables high salary, more secured job, better working environment and more sound administration, similarly factor 2, named as Supervision and autonomy is composed with less work pressure, more freedom at work, less working hours, more friendly supervisors and bosses, and other factors are shown in the following table.

Table 7 Composition of factors

Factors	Name of the factors	Variables
Factor 1	Income and organizational settings	High salary
		More secured job
		Better working environment
		More sound administration
		More renowned institution
Factor 2	Supervision and autonomy	Less work pressure
		More freedom at work
		Less working hours
		More friendly supervisors and bosses
Factor 3	Pension and retirement benefit	Availability of pension facility
		Availability of gratuity
		Availability of provident fund facilities
Factor 4	Job Challenges	More challenging job

6. Conclusion

What do people want from their job? It is the burning question from the beginning of civilization and present date. The answer is numerous but not universally accepted for all. But in nutshell it is satisfaction. It goes without saying no two human beings are similar in terms of their demands in their job and it is impossible to limit satisfaction level within the capacity and boundary of an organization. It is well recognized and highly accepted concept that availability of employee expectation in work place leads job satisfaction and on the contrary unavailability of expectation in work place leads job dissatisfaction. Human mind wants to get more than what it has right now. This unexplored expectation always makes him busy to think to satisfy himself from somewhere else. This is the situation that every employee encounters in their day to day job life. This continuous driving force of job situation to get more than existence is called relative job dissatisfaction. And this is basically resulted from the tendency of the employer to make employees 'demands confined within the boundary of organization. That means the thinking of the organization 'what we provide is sufficient enough to meet their demands'. The present study closely investigated the causes behind relative job dissatisfaction and found interestingly some words like more than, better than, lees than, and availability etc added with existing job elements. The study was conducted to search the factors which lead an employee towards a situation to think to get more or do less or to have better in terms of his/her job. The study brought into light some factors namely are income & organizational settings, supervision & autonomy, pension & retirement benefit and job challenges which are responsible for relative job dissatisfaction.

The most basic function of human resource management is to acquire people, make him resource and retain for longer time. The ability to sustain and achieve competitive advantages depends on satisfied and stable employees of an organization. It is recommended from the study in conclusion that above mentioned factors may be worth enough to think to reduce relative job dissatisfaction and retain employee for longer time. And inclusion of these in organizational policy and strategy may be a demand of time.

6.1 Management implications

Managers having engaged with so many works, most of the time engaged themselves in satisfaction, dissatisfaction or retention of employees. Almost all of the managers are worried about their employees go dissatisfied absenteeism or quit the organization. On the other hand sound and satisfied workforce leads management towards innovation and profitability. The factors identified by the study if ensured by the organization it will certainly provide peace of mind and consistency of work of managers and will help a sound employee management structure in any organization.

6.2 Limitation and further research directions

The study has the following limitations and recommends some future research guidelines:

• Since the respondents were unfamiliar to the concept the propensity to misunderstand was huge that took huge care and time to make them understand. It should take care with high caution in further study.

• Since the present study was conducted within the two cities in Bangladesh the study results cannot be generalized in other occupational contexts and other geographic regions. It is suggested that to get universal application of the study result the study area should be wider.

• The study had to rely mostly on foreign literature because local empirical literature on the said topic was hardly available. This study may be influenced and opened a new door of opportunities for new researchers.

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