

Franchisee and Small Business Satisfaction: Literature Review.

Rolffe Peacock, Chapter 12, appendix A, *Understanding Small Business: Practice, Theory and Research* (2nd edition, 2004)

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There has been a substantial number of research studies into the issue of job satisfaction. But these have generally been confined to the large organisation. This paper undertakes a review of the extant academic literature regarding the job satisfaction of the owner-managers of small firms and of franchisees.

The majority of job satisfaction studies focus on employees in large firms in a variety of work settings. Seldom have these been addressed in a systematic manner in small businesses (SBs) (Smith and Hoy, 1992) and in franchises. The dynamic characteristics of the SB and franchising sectors are adequately reflected in their growth rates and contributions to the world economy (Peterson et al, 1990).

The Beddall Committee Report (1990) commented that 90% of the job creation within the Australian economy between the years 1983 and 1987 occurred in the service industries, the majority of which was within the SB sector. In addition, in the eleven years from 1983-84 to 1994-95 there had been a 31.8% increase in the persons employed by SBs in Australia (Peacock, 1999). Despite the important economic contributions of SBs (export/output growth, employment generation, efficiency and competition) they have been generally under-represented in terms of research studies conducted in Australia.

Similarly, very little research has been conducted in Australia in franchising, despite the fact that franchising has been widely accepted as a distribution technique in Australia for well over 20 years. The potential economic contribution of this sector was initially established by a survey conducted by the Australian Bureau of Statistics (ABS), between July-August 1994. The findings highlighted an annual growth rate of 14% of franchised outlets between 1991-94. In addition, this sector was recognised as a major employment sector with approximately 280,000 people employed (Peacock, 1999).

Despite the dynamic nature of small firms, the claim that 'small is beautiful' is an exaggeration as a major downside lies in the high firm failure rates and volatility of SBs (Cochran, 1981; Julian et al, 1993; Watson and Everett, 1996). However, it is generally believed that franchisees have a greater probability of surviving for the first five years than independent SBs (McCosker, 1989; BIE, 1989; Abernethy, 1997). In addition, the quality of working life of both SB employers and employees poses an area of concern. Although satisfaction is derived by SBOMs from being independent and developing a quality product, this may be at the expense of long working hours, family problems, physical and psychological stress (Peacock, 1999).

Previous research of franchisees has suggested that job satisfaction may have important implications for vital organisational outcomes, such as a reduction in discontinuance, job performance/productivity and organisational inter-relationships (Iaffaldano et al, 1985; Morrison, 1997). For example, Geene and Brown (1997) in their study identified organisational inter-relationships as one of the major resources needed for firm growth. In addition, job satisfaction per se has been shown to be positively related to various non-work satisfactions such as family and self-satisfaction (Near et al 1984; Thompson et al, 1992; Frone et al, 1994).

This literature review may lead to research to assist in the establishment of policies to encourage SBOMs and franchisees in the development and growth of their businesses and also in improving the quality of their working life.

DEFINITION OF "SMALL BUSINESS" AND "FRANCHISE"

Defining SBs is quite problematic as there is no universally accepted definition. Those that have been suggested are qualitative or quantitative, or a mixture of both. The qualitative definitions often attempt to distinguish them from big businesses by highlighting differing management needs. For example, the Wiltshire Report (1971) in Australia and the Bolton Report (1971) in the United Kingdom have provided us with such qualitative definitions. However, more recently the Beddall Committee Report (1990) in Australia has proposed a more comprehensive definition of SBs which draws upon the previous attempts. This report defines SBs as:

.....a small business can be defined as being independently owned and managed, being closely controlled by owner/managers who also contributes most, if not all, of the operating capital, and having the principal decision-making function resting with the SBOM.

From a quantitative aspect the definition used commonly by the Australian Bureau of Statistics is widely accepted in Australia, that is;

- Up to 20 employees in the non-manufacturing sector and;
- Up to 100 employees in manufacturing industries.

As is the case with SBs there is no universally accepted definition of franchising, but the definition used by the peak industry body for franchising, the Franchise Council of Australia (FCA, 1993) comprises:

Franchise means a contract, agreement or arrangement, whether express or implied, whether written or oral, between two or more persons ('Franchise Agreement'), by which a party to the Franchise Agreement (Franchisor) authorises or permits the other party to the agreement (Franchisee) the right to engage in the business of offering, selling or distributing goods/services within Australia in light of the following obligations or provisions:

- *the Franchisor grants to the Franchisee the right to use a mark, such that the business carried out by the Franchisee is or is capable of being identified by the public as being substantially associated with a mark identifying, connected to the franchisor;*
- *the Franchisee is required to conduct the business, or that part of the business subject to the Franchise Agreement, in accordance with the marketing, business or technical plan specified by the franchisor;*
- *the Franchisor provides ongoing marketing, business or technical assistance during the life of the Franchise Agreement.*

Both SBOMs and franchisees have to adopt a multitude of roles in the day to day operations of the business. Unlike conventional employment, self-employment also requires a high level of capital and personal investment in the business. This implies that by being self-employed, the SBOMs and franchisees are exposed to higher levels of risk. Therefore, in taking on the role of self-employment the SBOMs and franchisees are in essence managers of their own destiny.

JOB SATISFACTION: DEFINITION AND MEASUREMENT

Job satisfaction may be defined as a 'pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences' (Locke 1976, p1300). Thus, job satisfaction is often regarded as a work-related attitude with potential antecedent conditions leading to it (such as autonomy and pay), and potential consequences resulting from it (such as absenteeism and job performance). It can also be viewed as representing a complex assemblage of cognitions (beliefs or knowledge) and emotions (feelings or sentiments) (Hamner and Organ, 1982; Landy, 1989).

Job satisfaction has often been considered synonymous with related concepts of morale and job involvement. Morale has been defined as 'an attitude of job satisfaction with a desire to continue and willingness to pursue the goals of an organisation' (Viteles, 1953, p284). Therefore, we can expect individuals who are satisfied with their job to possess a high morale and vice-versa. On the other hand, we would expect individuals who are greatly involved in their jobs to experience greater emotions (positive or negative) and as a consequence higher levels of satisfaction or dissatisfaction.

There have been two major approaches to measure job satisfaction. Firstly, the **facet approach** focuses on factors related to the job that contribute to overall satisfaction. Some of these include salary, promotion, and recognition within the workplace. This approach holds that workers might feel differently towards each aspect of the job, but the aggregate of each facet would constitute overall satisfaction. Despite the extensive use of this approach by researchers it has been criticised on the premise that individuals might not attribute equal importance to each of the facets (Thierry, 1998).

The second approach has been termed the **global approach** as it focuses on an individual's overall job satisfaction. The global approach suggests that job satisfaction is more than the sum of its parts, and individuals can express dissatisfaction with facets of the job and still be generally satisfied (Smither, 1994; Thierry, 1998). There is no consensus in the literature as to which is a better approach. Researchers who have used the facet approach argue that the global approach is too broad and thus responses cannot be effectively interpreted (Rice et al, 1989; Morrison, 1996). However, studies, which have utilised the global approach, argue that the global approach is more inclusive (Weaver, 1980; Scarpello and Campbell, 1983; Highhouse and Becker, 1993).

The usefulness of the global or facet approach appears to greatly depend on the nature of the study. For example, Wanous et al (1997), argue that the use of global measures should not be considered as a fatal flaw and its appropriateness for a particular study needs to be evaluated. McCormick and Ilgen (1985), suggest the use of the facet approach when the aim of the study is to identify problem areas in the job setting, and the global approach if the focus is to study a relationship. In addition, other studies have shown that the global measures tend to possess a higher correlation with variables like satisfaction with occupational choice, satisfaction with life off the job and satisfaction with career progress (Scarpello and Campbell, 1983).

Researchers have used different methodologies in the study of job satisfaction. These include data collection methods such as behavioural observations, survey questionnaires, interviews and critical incident analysis (Using the critical incident technique, the researchers require the subjects to recall or talk about a specific incident which they regard as being critical (White, 2000)).

The choice of methodology depends on a number of considerations as outlined below (Thierry, 1998):

1. The ability of the researcher to access instruments whose validity and reliability have been established.

2. The time and funds available.
3. The nature of the problem and the degree of insight sought by the researcher.

Generally, the literature suggests the use of self-report questionnaires as the dominant approach in measuring job satisfaction (Morrison, 1996). Measurement techniques that have been most commonly utilised range from Likert-type scales, Kunin 'faces' scale and list of adjectives (Morrison, 1996). A brief description of the main measuring instruments is provided below:

- The Job Descriptive Index (JDI) measures satisfaction via five categories (work, supervision, pay, promotion and co-workers). Each category has a series of adjectives that the respondents mark with a 'Yes', 'No' or '?' depending on how they relate to each question. Scores within each category can be summed to indicate facet satisfaction, or all five facet scores can be summed to measure overall satisfaction (Smith et al, 1969).
- The Minnesota Satisfaction Questionnaire (MSQ) asks questions about satisfaction and dissatisfaction with different facets using a Likert-type scale. The scales can be scored in total to determine overall satisfaction or in subsets to measure the level of extrinsic/intrinsic satisfaction (Weiss et al, 1969).
- The Kunin 'faces' scale is a one-item global measure of job satisfaction. Respondents are presented with faces ranging from perfectly blissful to deeply distressed. The respondents choose the 'face' which best represents their attitude or feeling. More recently, a version of the Kunin scale using female faces has been developed as an addition to the previous 'male' version (Kunin, 1955; Dunham and Herman, 1975).

Instead of using the 'faces' scale some researchers have used a single-item measure of overall job satisfaction, based for example on the statement, "All things considered, I am satisfied with my job". Using Likert-type scales the respondents are required to identify the number on the scale to represent the level of agreement or disagreement with the statement (Staw and Ross, 1985; Gerhart, 1987; Morrison, 1996).

Summary

Researchers have utilised different methodologies to collect data on job satisfaction, however, the literature suggests the use of self-report/survey questionnaire as the dominant data collection method. Two distinct approaches to measure job satisfaction, namely, the facet and global approach, have been highlighted. In recent years, the literature indicates that the facet approach using the MSQ or the JDI has been more commonly used. Researchers using this approach argue that the global approach is too broad and thus cannot be effectively interpreted. However, there is considerable evidence in the literature which suggests that the global approach using single-item measures (such as Kunin 'faces' scale or single-item questions) is more inclusive than the facet approach and should not be considered as being flawed - rather its appropriateness to the research needs to be evaluated.

THEORIES OF JOB SATISFACTION

This section examines the literature regarding theories and models used to explain the determinants of job satisfaction. There are two broad categories to classify job satisfaction theories, that is, **process** and **content** theories. Content theories are predominantly concerned with the identification of specific needs or motives most conducive to job satisfaction (Locke, 1976). Process theories go further than identifying basic needs that motivate people. They focus on the individual's dynamic thought processes and how they produce certain types of behaviour/attitudes.

Amongst the theories discussed below, the Maslow's Need Hierarchy and Herzberg's Two-Factor theory are examples of content theories. Examples of process theories include; Equity Theory, Need-Fulfillment Theory, Social Comparison Theory, Facet-Satisfaction Model, Job Characteristics Model, Locke's Value Theory and Genetic Theory.

Maslow's Need Hierarchy

Maslow (1954) suggested that there exists a hierarchy of human needs, commencing with physiological needs and progressing through to needs of safety, belongingness and love, self-esteem and self actualisation. Maslow suggests that these needs must be satisfied in the order listed in order to be operative. Therefore, outcomes satisfying a particular need will only be attractive provided the lower-order needs are first satisfied. In other words, the physiological needs must be satisfied before the safety needs. Maslow's theory is essentially two-fold. It aims to identify the needs which provide motivation, and secondly, to explain the inter-relationship between the needs.

Despite the simplistic approach and wide recognition for this framework, there is little empirical support for Maslow's proposition (Miner and Dachler, 1973). The theory has been criticised by researchers on at least two grounds. There is little evidence of any such hierarchical effect, beyond that of the primacy of safety needs (Hall and Nougaim; 1967; Lawler and Suttle; 1972). Secondly, there is no agreement that the five basic needs are inherent in all individuals (Miner and Dachler, 1973).

Herzberg's Two-Factor theory

A theory of work motivation, which has aroused a good deal of interest, is Herzberg's (1959) two-factor theory also referred to as the 'Motivation-Hygiene' theory (Hamner and Organ, 1982). This was based on Herzberg's research with a sample of 200 accountants and engineers in the Pittsburgh area in the US. The study used a 'critical incident' methodology, where each person was asked to recall an exceptionally good and bad aspect of their job. This was followed by subsequent interviews. The information collected was content analysed to determine any systematic relationship between positive and negative events and various aspects of the job (Herzberg, 1966). The various aspects of the job were classified as:

- 'Motivators', representing sources of satisfaction derived from various facets of the job (eg promotion, recognition).
- 'Hygienes' represented sources of dissatisfaction and were primarily concerned with the work environment (eg salary, supervision) (Davis, 1974).

Herzberg's theory inherently assumed that dissatisfaction and satisfaction do not represent a single continuum (traditional view). Instead, two separate continua are required to reflect peoples dual orientation to work, representing both the hygiene and motivator factors (See Fig 1) (McCormick et al, 1985).

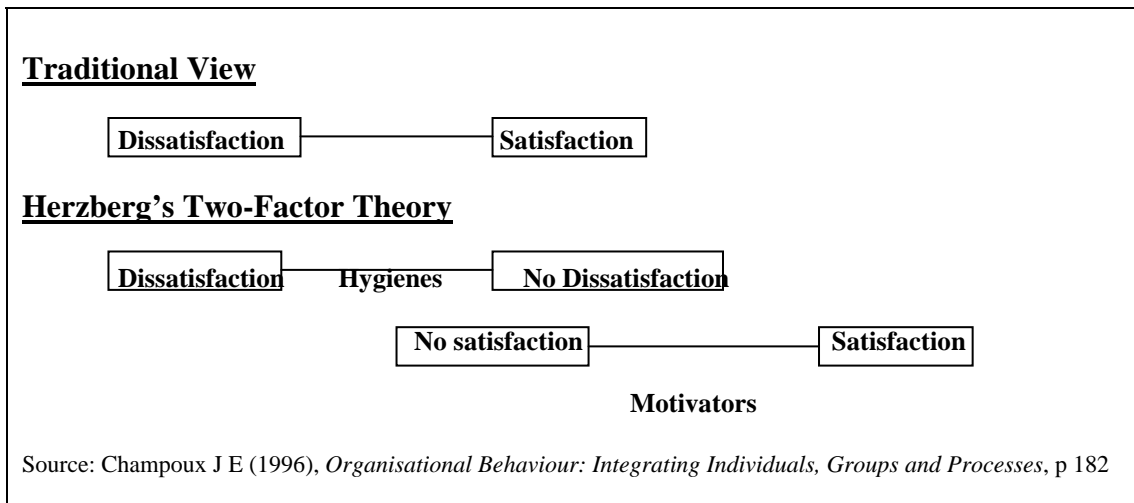


Fig 1: Herzberg's Two-Factor Theory

Empirical research designed to test Herzberg's theory has produced mixed results. Studies using the 'critical incident' methodology have found support for the theory (Myers, 1964). However, other researchers using different methodologies have found little support for the theory (Hinrichs and Mischkind, 1967; Hulin and Smith, 1967; Schwab and Heneman, 1970; Miner and Dachler, 1973).

Equity Theory

Adam's Equity theory assumes that individuals value and seek social justice in how they are rewarded for their productivity and work quality (Adam, 1963). In this context, fairness is said to be achieved when an individual perceives that their outcome in terms of pay or promotion proportionately reflects their inputs (such as task behaviour, effort). Individuals compare the ratio of their input/output to that of others to determine the presence of inequity. If the individual believes that there exists an inequity (positive or negative) they may alter their inputs, alter their perceptions of others' input/outcomes, or in extreme cases even leave the work situation (Campbell and Pritchard, 1976; Kanfer, 1990).

Equity literature has primarily dealt with financial compensation as an outcome. The majority of studies have dealt with the effects of underpayment and overpayment on job performance and to a lesser extent job satisfaction (Locke, 1976; Hamner and Organ, 1982). Empirical evidence has found support for the underpayment effects with Adam's model (Carrell and Dittrich, 1978). That is, individuals who perceive that they are underpaid relative to others reduce the quality and increase the quantity of their work. (These results were found when the employees were working under conditions where the pay was dependant upon the output level).

On the other hand, studies of overpayment have been equivocal (Kanfer, 1990). Weiner (1980), found that equity norms do operate and overpayment inequity can exist. Researchers have also argued that overpayment can be difficult to interpret due to different induction procedures (for example, during the process of recruiting new staff, if the potential candidates are made to believe by the management that the pay is better than what their qualifications should attract) used, and with variations over time of ratios suggesting inequity, particularly with changes in pay (Lawler, 1968; Pritchard, 1969).

Need-Fulfillment theory

According to the need-fulfillment theory, satisfaction is determined by the extent to which the work or the work environment produces outcomes which an individual desires, or wants (Vroom, 1964; Lawler, 1973). The theory assumes that all individuals have differing needs (eg self-respect, self-development), and these needs determine how motivated an individual will be to perform a job. As a consequence, fulfillment of these needs would lead to greater levels of satisfaction. In addition, the greater the importance an individual attaches to a particular need, the more the resulting satisfaction when the need is fulfilled and the greater the dissatisfaction if it is not (Korman, 1971; Smither, 1994).

There are two different types of models which use the need-fulfillment framework, the 'subtractive' and the 'multiplicative' model. Both models assume that job satisfaction is an outcome of the degree to which the work environment satisfies an individual's needs (Vroom, 1964). The subtractive model proposes that satisfaction is a function of the discrepancy between a person's needs and the extent to which the work environment provides satisfaction of those needs. The greater the discrepancy the lower the satisfaction level and vice-versa. The multiplicative model sums the product of the individual's needs and the degree to which the job provides satisfaction of those needs. The sum of all the needs reflects the individual's level of satisfaction (Korman, 1971, pp139-140).

Research suggests some usefulness for the models based on the need-fulfillment theoretical framework (Schaffer, 1953; Kuhlen, 1963). For example, Kuhlen's study (1963) found support for the subtractive model as a predictor of job satisfaction for men, although not for women. Korman (1967) suggested that the subtractive model is limited in its applicability to individuals with high self-esteem. It appears that the need-fulfillment framework provides an incomplete framework in understanding the concept of job satisfaction (Korman, 1971).

Social Comparison theory

In the need-fulfillment theory, it is assumed that individuals evaluate their outcomes in relation to what they are striving for. Therefore, the analysis is based on the desires and opinions of the individual. The social comparison theory suggests that an individual infers a level of his/her satisfaction based on the desires and interests of the group to which he/she looks for guidance (the 'reference' group) (Weiss and Shaw, 1979).

This theory suggests that facets of a job are not nearly as important as perceptions about how one is doing in relation to his/her reference group (Salanick and Pfeffer, 1978). Researchers who have supported this theory argue that job characteristics are not inherently pleasing or displeasing. Rather, pleasing or displeasing to individuals are attributes that are socially constructed (Katzell et al, 1961; Hulin, 1966). However, Korman (1971), argues that a limitation of this theory is its applicability across different individuals. For example, there are individuals who are independent in nature and have their own opinions compared to those whose views are largely derived from group influences. Another limitation of this theory is its lack of applicability across individuals with similar characteristics but different reference groups.

Facet Satisfaction Model

The Facet-Satisfaction model developed by Lawler (1973) draws upon the equity theory and the discrepancy theory (Thierry, 1998). According to this model, job satisfaction will only result if actual rewards equal perceived equitable rewards. Therefore, if actual rewards are more/less than perceived equitable rewards, guilt and discomfort will result. Accordingly, this model moves the phenomenon of job satisfaction closer to the 'equity' theory. It implies that psychological discomfort results from the knowledge that we are receiving more or less than

we deserve, and this psychological discomfort is synonymous to the inequity tension as suggested by Adam's equity theory (Landy, 1989).

The critical issue implied by this model is that of perception (Landy, 1989). The perceived amount of rewards that an individual should receive (such as pay, promotion, recognition) is based on perceived job inputs (such as skill, effort, beauty), perceived inputs/outcomes of reference groups and perceived job characteristics (such as responsibility, job level, difficulty). On the other hand, the perceived amount of rewards received is based on the outcomes of reference groups and actual outcomes received as illustrated below in Fig 2. Therefore, this model re-inforces the importance of the perception of reality as opposed to reality itself.

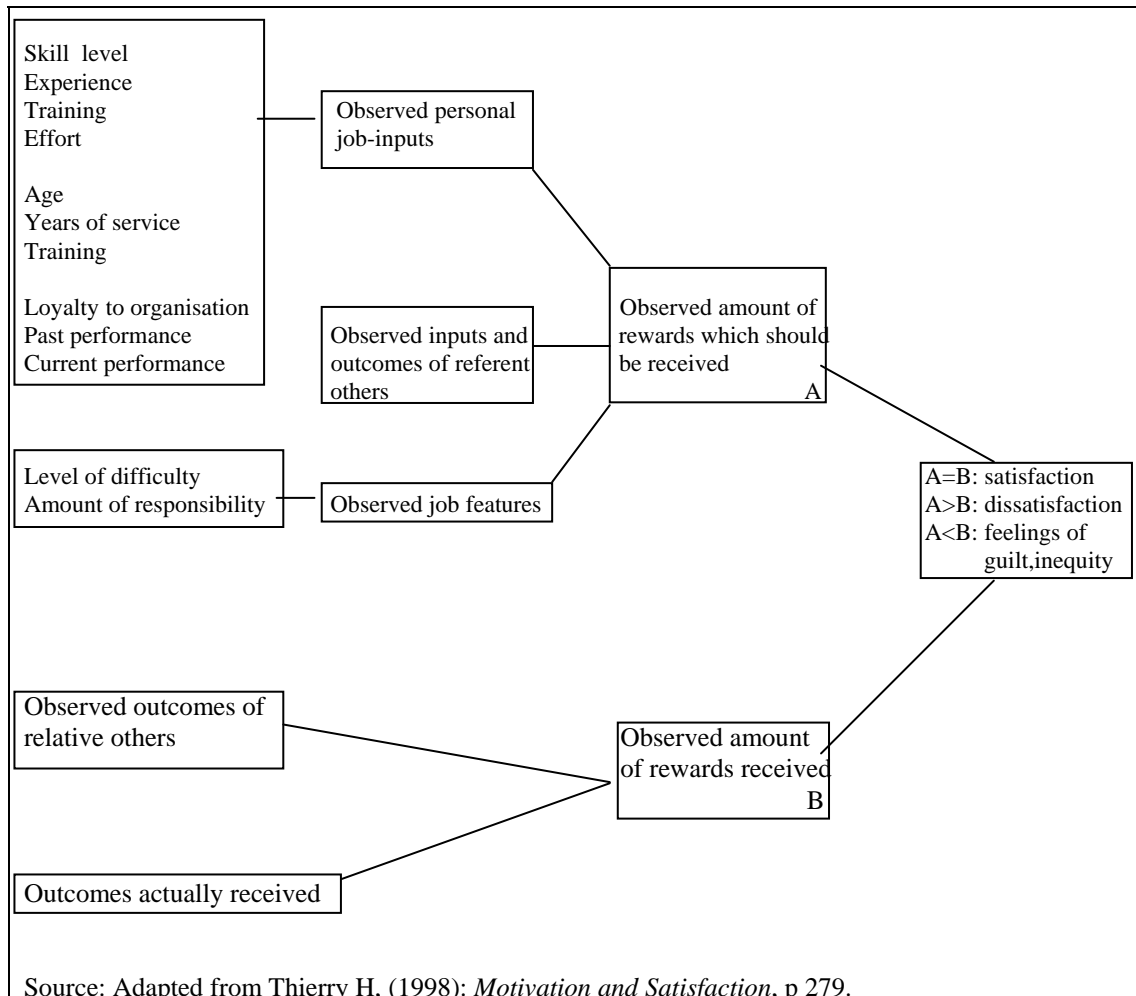


Fig 2: Lawler's Facet Satisfaction Model

Job Characteristics Model

The Job Characteristic Model (JCM) stands as one of the most widely researched models in organisational behaviour research (Roberts and Glick, 1981; Spector, 1985; Spector and Jex, 1991). The JCM was developed by Hackman and Oldham (1975) and is an extension of the Job Characteristics theory¹ proposed by Turner and Lawrence (1965). (The Job Characteristics theory proposed by Turner and Lawrence (1965) suggests that employees' attitudes towards their work (such as satisfaction, absenteeism) is a function of their task characteristics/attributes (such as work variety, autonomy, amount of responsibility entrusted, skill required and opportunity for interaction with others). The higher a job's standing on these

attributes the more satisfied the jobholders would be). Hackman and Oldham (1975; 1980) suggested that motivating jobs are characterised by 5 core characteristics (skill variety, task variety, task significance, autonomy, and job feedback). These core characteristics are proposed to influence 'three' psychological states (feeling of meaningfulness, feeling of responsibility and knowledge of results), which then influence/result in positive work outcomes such as job satisfaction. According to the model, individuals who perceive their jobs to rank highly on the 5 core characteristics would enjoy higher levels of job satisfaction and vice-versa.

The JCM also accounts for individual differences by taking into account the characteristic of 'growth need strength' (GNS). Since individuals have differing needs for personal accomplishment, learning and growth, they will react to their jobs differently. Individuals having a high GNS are likely to respond more positively to jobs that are high on the 5 core characteristics (Hackman and Oldham, 1980).

Recent studies have indicated that job characteristics reliably correlate with outcomes such as job satisfaction and absenteeism (Spector, 1985; Fried and Ferris, 1987). That is, individuals who perceive their jobs to be high on the 5 core characteristics have reported high levels of job satisfaction and vice-versa. Despite the general agreement towards the JCM, it has been criticised for ignoring other individual characteristics and demographic variables that may act as moderators (Pierce and Dunham, 1976; Morrison, 1996). These include need for achievement (nAch), social status, and age.

Locke's Value Theory

Locke's value theory explains job satisfaction as a 'pleasurable emotional state resulting from the perception of one's job as fulfilling or allowing for the fulfillment of one's important job values, providing these values are compatible with one's needs' (Locke, 1976, p1342). The essential element in this theory is to provide a clear distinction between values and needs.

In essence, Locke's theory requires an identification of; a) what is valued, and b) the relative 'importance' of each value being considered. This means that a more accurate picture of an individual's job satisfaction should be obtained by weighting the level of satisfaction with each specific job element by its importance to the individual. The importance of a particular job aspect affects the range of emotional response a given job element can produce (Landy, 1989; p 458). Therefore, job factors to which an individual places greater importance would generate great variations in satisfaction levels, should there be variations from desired levels.

Few studies have been undertaken using this approach; however, studies that have partially adopted this theoretical framework have indicated preliminary support for its explanation of job satisfaction (Mobley and Locke, 1970).

Genetic Theory

Recent research suggests that the genetic theory is a vital concept for understanding job satisfaction (Staw and Ross, 1985; Newton and Keenan, 1991; George, 1992). The genetic theory considers dispositional² factors as major antecedents of job satisfaction. (¹The Oxford Dictionary defines 'disposition' as a personality construct, referring to a person's temper or intellect. There exists no clear definition of the term 'disposition' in the organisational behaviour literature. In its application to research, dispositional studies have made personality factors as the focus of investigation, in determining their influence on work-related attitudes such as job satisfaction.) Therefore, individuals can be satisfied or dissatisfied irrespective of situational influences (Smither, 1994). It is argued that personality factors are genetically based (such as Agreeableness, Emotional Stability, Extraversion), and therefore job satisfaction is related to genetic influences (Arvey et al, 1989).

Studies that have found support for this theory not only suggest the influence of dispositions on job satisfaction but also the presence of stability over time and across varying situations (Staw and Ross, 1985, Staw et al, 1986). Arvey et al (1989), in their study reported that genetics account for about 30% of the variation in job satisfaction in identical twins raised separately. Despite the recent interest shown by researchers in examining the influences of dispositions on job satisfaction, the role played by situational influences in explaining variations in job satisfaction should not be discarded (Gerhart, 1987; Davis-Blake and Pfeffer, 1989).

Summary

There seems to be no consensus in the literature as to a single most useful conceptual framework or theory to explain the causes of job satisfaction. This is no doubt due to the complex nature of job satisfaction. The majority of theories/models have focussed on the influence of work characteristics on job satisfaction. The Herzberg's Two-Factor theory, Need-Fulfillment theory, Facet-Satisfaction model, Locke's Value theory, and the Job Characteristics model are examples of such theories/models. However, most of these fail to recognise the role played by dispositional/personality factors.

The Maslow's Need Hierarchy encompasses personality traits in explaining human motivation, however, recent research studies have found the model to be methodologically flawed. The Genetic theory which considers dispositional factors as major antecedents of job satisfaction has found increasing support in the literature. These studies not only suggest the influence of dispositions on job satisfaction but also the presence of stability over time and across varying situations. However, studying the influence of genetics on job satisfaction requires a longitudinal research design. In light of this limitation, the majority of dispositional research has used personality characteristics which are argued to be genetically based as the main focus of investigation in determining influences on job satisfaction.

The Social Comparison theory has an intuitive appeal in explaining the determinants of job satisfaction, however, it provides an incomplete evaluation, as some individuals are independent in nature and do not go along with group opinions. Similarly, the majority of the research studies using the Equity theory as the conceptual framework are limited because they only studied the effects of underpayment and overpayment on job performance and to a lesser extent job satisfaction. In addition, the model does not specify how time influences responses to perceived inequity.

In light of our discussion, there appears to still be a need for a theory or framework which draws upon both work or situational characteristics and personality variables to expand an understanding of the determinants of job satisfaction.

REVIEW OF THE JOB SATISFACTION RESEARCH

The study of job satisfaction has established its importance as one of the most extensively researched topics in industrial and organisational psychology. This research interest is well demonstrated by the large number of published articles (estimated at 3,350 by Locke, 1976). Oshagbemi (1996), suggests that this figure today would have more than doubled.

The late 1920s saw one of the first studies of job satisfaction undertaken by Mayo and his colleagues. This study, also referred to as the 'Hawthorne' study, predominantly focussed on employee attitude and its impact on production levels. The study highlighted that employees/workers develop their own perceptions of the work situation and the social environment, which affects their attitudes towards their work.

The findings of the Hawthorne study provided consistent results with the observations of Taylor in 1911, that individual workers value economic incentives/monetary rewards and are willing to work harder for it (Locke, 1976; Landy, 1989). Following the Hawthorne study, Hoppock (1935) published the first study of job satisfaction in its entirety. Using the global approach to measure job satisfaction, Hoppock studied the job satisfaction of workers in the

community of New Hope, Pennsylvania. The study found that 88% of the surveyed were classified as being satisfied, and there was a direct linear relationship between occupational level and job satisfaction. Despite being methodologically flawed, the studies are well regarded as the onset of the study of the social aspects of organisational behaviour (Roethlisberger and Dickson, 1939; Locke, 1976).

Schaffer's (1953) study was the next major cornerstone in job satisfaction research. Schaffer proposed a need-satisfaction framework, suggesting a hierarchy of 12 basic needs. The study found that individual differences existed in the importance of the needs, and individuals satisfied with their 2 most important needs reported overall satisfaction.

The mid 1950s saw two important reviews of the job satisfaction literature - the first by Brayfield and Crockett (1955) and subsequently by Herzberg et al (1957). Brayfield and Crockett (1955), found no reportable correlations between job satisfaction and work-related outcomes. In contrast, Herzberg et al (1957), suggested a systematic relationship between job satisfaction and work-related outcomes. Herzberg et al, regarded satisfaction and dissatisfaction as different phenomena, reflecting individuals dual orientation towards work.

In developing a taxonomy of job satisfaction research, the literature suggests 5 different approaches to the study of job satisfaction.

Demographic Approach

Researchers using this approach have dealt with the relationships of overall satisfaction and other specific job attitudes to individual worker characteristics. The most commonly researched demographic factors include age, education, gender and tenure (Saleh and Otis, 1964; Hulin and Smith, 1965; Witt and Nye, 1992).

Age and Job Satisfaction

Literature suggests some association arising from the age-satisfaction relationship. However, despite the general agreement amongst researchers that there exists a relationship, its nature is currently being debated.

Some researchers argue that a positive relationship exists between the two variables (controlling for occupational level). That is, older workers tend to experience greater satisfaction than their younger counterparts (Rhodes, 1983; Kong et al, 1993). The most comprehensive study supporting this view was by Rhodes (1983) who concluded that overall satisfaction is positively associated with age, based on a review of 8 different studies. Mottaz (1987) proposed a few explanations for the observed positive relationship. Firstly, older workers due to their greater experience can easily move from one job to another. Secondly, having worked in an organisation for extended periods implies a process of adjustment. Finally, the process of 'grinding down' occurs, whereby workers form more realistic expectations and demand less of their jobs.

The second view of the age-satisfaction relation argues for a U-shaped relationship between the two factors (Handyside, 1961; Kacmar and Ferris; 1989; Clarke et al, 1996). That is, employee morale start high, declines after a few years due to non-fulfilment of some expectations/work-related values and finally rises in the last few years due to the formation of more realistic expectations.

Gender and Job Satisfaction

The relationship between gender and job satisfaction has also received a great deal of research interest (Hulin and Smith, 1964; Lambert, 1991; Agho et al, 1993), but the findings are somewhat equivocal. For example, some studies have found no significant relationship (Witt and Nye; 1992; Agho et al, 1993). Other studies that have found that a relationship

exists are in contradiction as to which gender is more satisfied (Mannheim, 1983; Brush et al, 1987).

Research efforts investigating the relationship between age, gender and job satisfaction have provided inconclusive results. Kacmar and Ferris (1989), argue that this can largely be attributed to the use of improper statistical and methodological controls.

Situational/Environmental Approach

The most dominant approach in the study of job satisfaction is the situational/environmental approach. This studies the influence of a set of environmental variables/job characteristics on employee affect and behaviour (Spector and Jex, 1991). The approach assumes that job satisfaction is a direct result of the nature of the job and the work environment, and is based on the assumption that individuals have 'universal' needs that can be satisfied by similar job attributes (Morrison, 1996). Researchers have generally argued against the existence of 'universal' human needs (Turner and Lawrence, 1965). (This weakness of earlier models (eg Herzberg's Work Characteristic Model) was adequately dealt with by the outgrowth of the Hackman and Oldham's (1975) Job Characteristics Model (JCM)).

Recent studies using the Job Characteristics Model (JCM) have indicated that job characteristics reliably correlate with outcomes such as job satisfaction and absenteeism (Spector, 1985; Fried and Ferris, 1987). Individuals who perceive their jobs to be high on the 5 core characteristics have reported high levels of job satisfaction and vice-versa. In addition, Hacker (1990) found similar correlations between job characteristics and job satisfaction irrespective of the nature of the job.

Social Information Approach

An outgrowth of the situational/environmental approach is the Social Information Approach proposed by Salanick and Pfeffer (1977). They argue that job satisfaction is a result of personal perceptions as to whether certain standards are being achieved, where the perceptions and standards are socially governed (Weiss and Cropanzano, 1996; Judge et al, 1997). Job satisfaction is a function of degree to which the characteristics of the job meets the standards of the individual's 'reference' group (Korman, 1971). This approach has not been subject to a great deal of research, but has nonetheless found some preliminary support (Weiss and Shaw, 1979; White and Mitchell, 1979).

Dispositional Approach

Over the last few decades there has been increasing literature focussing on the work or dispositional factors in explaining job-related attitudes (Staw and Ross, 1985; Levin and Stokes, 1989; Judge, 1993; Morrison, 1996; Steel and Rentsch, 1997;). This approach draws its theoretical underpinnings from the Genetic theory (discussed, section 2.3.9). Mitchell (1979) regarded dispositional variables as playing a 'secondary' role, but subsequent empirical evidence has tended to refute this. Staw and Ross (1985) conducted the first major study using the dispositional argument. A longitudinal study was conducted to investigate dispositions and job factors as determinants of job satisfaction. The study found temporal stability in job satisfaction scores and this could be largely attributed to the role played by dispositions in shaping work-related outcomes. Arvey et al (1989) also found support for the genetic theory by studying job satisfaction of monozygotic (identical) twins reared apart. The findings of this study were later re-inforced by a replicate study by Arvey, McCall, Bouchard and Taubman (1994).

The majority of dispositional research has used personality characteristics as the main focus of investigation in determining influences on job satisfaction. The literature suggests that personality characteristics have generally been classified into 2 main categories: Positive affectivity and Negative affectivity (Weiss and Cropanzano, 1996). (ie. the disposition to

experience positive or negative emotional states (Watson and Tellegen, 1985). Research findings indicate that individuals high on positive affectivity tend to experience greater levels of satisfaction and individuals high on negative affectivity experience lower satisfaction (Porwal and Sharma, 1985; Levin and Stokes, 1989; Kraiger et al, 1989).

More recently, there has been increasing support for the Five-Factor Model of Personality (referred to as the 'Big-Five'), which aims to encompass most personality dimensions (Burke et al, 1993; Morrison, 1996; Salgado, 1997; Chiu and Kosinski, 1997; Mount and Barrick, 1998). In addition, studies have indicated significant correlations between positive and negative affectivity and the Big-Five personality dimensions (Watson and Clark, 1992). Specifically, it appears that the personality characteristics of positive and negative affectivity correspond to the Extraversion and Neuroticism dimensions, in the Five-Factor model of personality (Costa and McCrae, 1980, 1984; Morrison, 1996). Studies conducted using the 'Big-Five' personality taxonomy have found support for personality dimensions as predictors of work-related attitudes (job satisfaction) and outcomes (job performance) (Barrick and Mount, 1991; Morrison, 1996; Tett et al, 1991).

Another personality dimension which has received some recent research interest is the influence of thinking processes such as subjective well being (life satisfaction) on job satisfaction. Research investigating the relationship have found significant association between subjective well being and job satisfaction (Deiner, 1984; Tait et al, 1989; Morrison, 1996). However, there seems to be a general disagreement regarding the nature of the causal direction (Judge and Locke, 1993).

Despite increasing support for the dispositional approach, it has received its share of criticism. Judge (1992), argued that the majority of the research studies were atheoretical in nature. He suggests that past dispositional research has failed to explain how the dispositional influence operates on work-related attitudes, and therefore provides an inadequate approach to the understanding of job satisfaction.

Davis-Blake and Pfeffer (1989), and Gerhart (1987) have argued that the role played by situational (or work) factors cannot be undermined. That is, regardless of dispositional influences, situational factors such as job characteristics play a big role in shaping job satisfaction. To improve our understanding of the multi-dimensional concept of job satisfaction there is an evident need for an interactional perspective that combines both the situational and dispositional underpinnings (Newton and Keenan, 1991; Morrison, 1996). Morrison's (1996), study of franchisee job satisfaction was one of the first few studies that have used an interactional perspective in examining the various influences on job satisfaction (Mount and Muchinsky 1978; Levin and Stokes, 1989; Steel and Rentsch 1997). Morrison's (1996) model of job satisfaction is discussed in more detail in the next section.

Summary

The situational (or work) and the dispositional (or personality) approaches have dominated the study of job satisfaction. However, in recent years researchers have argued that using only one of these approaches presents an incomplete understanding. This points to the appeal of an interactive approach in developing an improved conceptual framework for studying job satisfaction, by using both the characteristics of the job and the individual's personality characteristics. The next section examines models with this purpose.

TOWARDS AN INTERACTIONIST PERSPECTIVE

As discussed previously, there is an evident need for an approach that assumes that explanations of job satisfaction should integrate the use of work characteristics and personality traits. According to Vroom (1964, p162) "evidence concerning the effects of job content, supervisory behaviour, or any other characteristic of a work role on job satisfaction, represents only average effects for the population studied and obscures the fact, within that population, different people react in markedly different ways to the same environmental

conditions". Arvey et al (1991) argue that measuring both work characteristics and personality variables simultaneously in job satisfaction studies allows us to examine the influence of any interaction between such variables.

Holland (1973,1985) introduced a model which focuses on the importance of person-environment congruence on job satisfaction. He assumed that most persons and environments could be categorised as one of six types: realistic, investigative, artistic, social, enterprising, or conventional. The more closely a person resembles a particular type, the greater the likelihood of that person to exhibit personal traits and behaviours associated with that type. (As an example, a realistic type would possess characteristics such as persistence, inflexible, practical and un insightful. The investigative type on the other hand would be, analytical, curious, introspective and critical). In addition, each environment is dominated by a given type of personality, that is, realistic environments are dominated by realistic types of people. According to this model, job satisfaction is a function of the congruence of the environment and the personality type. For example, realistic types of people will be most satisfied in realistic environments. In addition, the level of satisfaction can vary depending on the degree of relatedness between personality type and the environment.

Mount and Muchinsky (1978) conducted a study examining the influence of person-environment congruence and employee job satisfaction. Using the Holland's model (Holland (1973,1985) proposed a model of congruence, which focuses on the importance of person-job fit on job satisfaction) as the conceptual framework the study reported on a sample of 362 workers. Data on the workers personality type was collected using the Self-Directed Search (SDS) (The SDS is an vocational interest inventory used to estimate a person's profile or interest pattern) interest inventory, and job satisfaction was measured using the Job Descriptive Index (JDI). Congruency was said to be achieved when a person's current occupation matched his/her personality type (measured by the highest score on the SDS). Using two-way analyses of variance (ANOVA), the study found that the congruence of personality type and work environment was related to job satisfaction. In addition, congruence accounted for a large proportion of observed variances in job satisfaction.

Tinsley (2000) in a review of the literature based on Holland's congruence model suggests that there has been very little research on this model in the past two decades. In addition, weak support for the congruence-satisfaction relationship has been found in studies that have used a larger and a more diverse sample (Tokar and Subich, 1997; Young et al, 1998). The personality constructs used are based on broad interest composites and thus are closer to traditional concepts of vocational interests than personality traits (Arvey et al, 1991). Since this model assumes that the level of job satisfaction depends on the level of congruency, it ignores the individual importance of work characteristics and personality factors (Staw and Ross, 1985; Gerhart, 1989). In other words, the model suggests that job satisfaction will be achieved if the right person is doing the right job, irrespective of how enriched or unenriched the jobs actually are. However, several research studies have shown that both can independently account for significant variances in job satisfaction (Gerhart, 1987; Levin and Stokes; 1989; Davis-Blake and Pfeffer, 1989; Morrison, 1996; Steel and Rentsch, 1997).

Morrison (1996) has developed and tested a model which examined the influences of job characteristics and personality factors on franchisee job satisfaction. This model is illustrated in Figure 3.

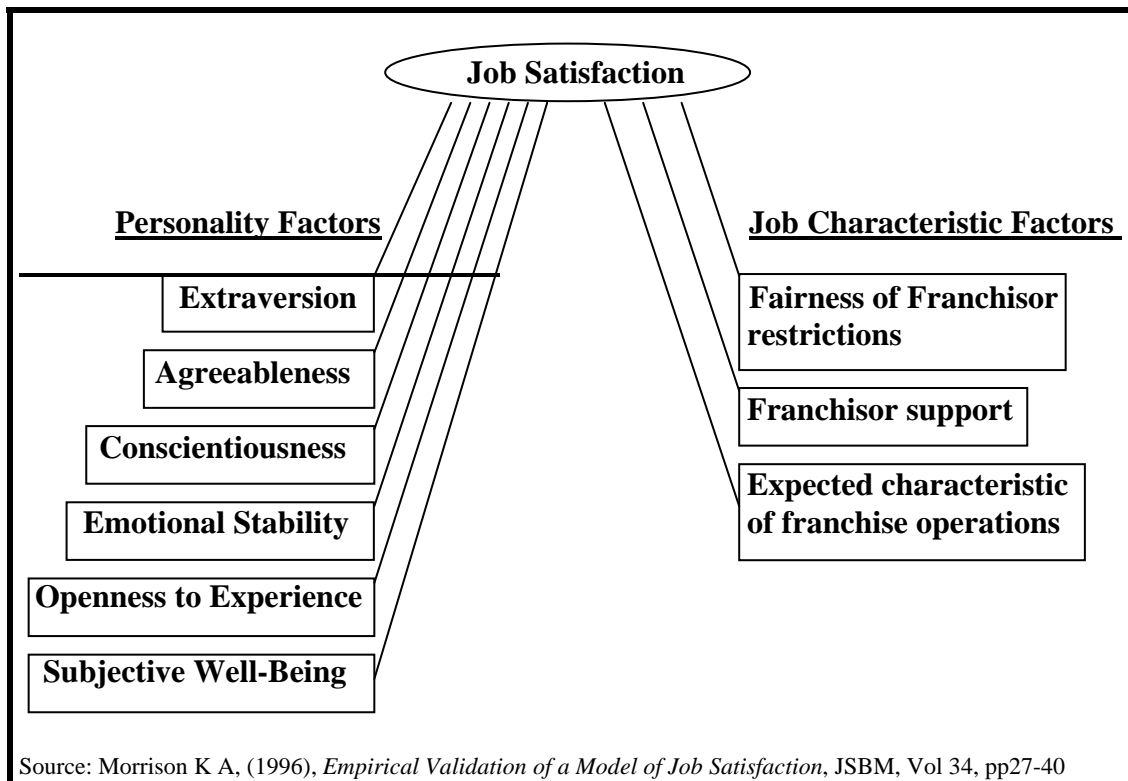


Fig 3: Morrison's Model of Franchisee Job Satisfaction.

In examining the influences of personality dimensions on job satisfaction the model uses the 'Big-Five' personality factors. The Big-Five personality dimensions are briefly described below (Costa and McCrea, 1992):

- **Extraversion** – The degree, to which an individual is gregarious, sociable, and assertive.
- **Agreeableness** – The degree, to which an individual is cooperative, warm, agreeable and trusting.
- **Conscientiousness** – The degree, to which an individual is hard working, organised, dependable and persevering.
- **Emotional Stability** – The extent to which an individual is anxious, depressed and insecure (viewed from a negative aspect).
- **Openness to Experience** – The degree, to which an individual is creative, intellectual, curious, and artistically sensitive.

The 'Big-Five' factors of personality used have found increasing support in the literature, and are regarded as encompassing most personality constructs (Burke et al, 1993; Mount and Barrick, 1998). In addition, research using the Big-Five taxonomy has found support for the five personality dimensions as being antecedents to job satisfaction and job performance (Tett et al, 1991; Morrison, 1996).

The additional personality dimension that has been included in the model is subjective well-being or satisfaction with life. Studies that have explored the relationship between subjective well-being and job satisfaction have suggested that a strong positive relationship exists between the two (Tait et al, 1989; Judge and Watanabe, 1993).

The three job characteristic factors included in the model are; meeting expectations of franchisor support, fairness of franchisor restrictions and expectations regarding franchise operational characteristics. To test the model, the data was collected through a mail survey of 1596 franchisees operating in the restaurant, business aids and services, automotive and retail sectors. A total of 307 usable questionnaires were returned yielding a response rate of 23%. Multiple regression analysis was utilised to test the significance of the relationship between the six personality variables and three job characteristic factors, and franchisee job satisfaction.

The study found that approximately half of the franchisee respondents were classified as having low job satisfaction. The findings also revealed strong statistical support for the theoretical framework for most industry sub-groups. Amongst the personality dimensions, extraversion and subjective-well-being were significantly and positively related to franchisee job satisfaction. In addition, the three job characteristic factors were also found to be positively related to franchisee job satisfaction.

Levin and Stokes (1989) extended the interactionist approach by investigating, in laboratory and field studies, the amount of variance explained by dispositional factors after accounting for differences in job characteristics. It was hypothesised that people with high negative affectivity would be less satisfied than people with low negative affectivity within each of the two task conditions (enriched and unenriched). In addition, negative affectivity would be a significant independent predictor of job satisfaction, one that would account for variance in job satisfaction above and beyond that accounted for by job characteristics.

The first hypothesis was tested under laboratory conditions with 140 undergraduate psychology students. Negative affectivity was measured using a 21 item Negative Affectivity Scale. Subjects were then grouped together under two categories; those having high negative affectivity and low negative affectivity. The subjects were then randomly assigned to two separate tasks, one enriched (rating student applications) and the other unenriched (copying transcripts). Once the task was completed the subjects were asked to rate their overall task satisfaction. Using a two-way analysis of variance, it was found that job characteristics/conditions accounted for 53% of the variance in job satisfaction, and the level of negative affectivity accounted for 4%, however, both effects were statistically significant.

The second hypothesis was tested using a survey of 315 employees of a large professional services firm. The subjects were required to complete the Job Diagnostic Survey (measure of job characteristics), Job Descriptive Index (measure of job satisfaction), and the Negative Affectivity Scale (measure of negative affectivity). Using hierarchical regression analysis, the study found that negative affectivity accounted for a significant portion of the variance in job satisfaction, however, the job characteristics was also found to be significant independent predictors of job satisfaction.

Steel and Rentsch (1997) conducted a study over a 10-year period examining the stability of job satisfaction over time. In addition, the authors also examined the relative influences of dispositional factors and job characteristics on overall job satisfaction. The data for the study was collected using two separate surveys. The first survey was administered on 650 civil service employees. The overall response rate associated with the administration of the first survey was 61%. The second survey was administered after a 10-year period to those individuals who responded in the first survey. Job satisfaction was measured using a five-item measure developed by Andrews and Wiley (1996), job characteristics were measured using the Job Diagnostic Survey.

Correlational retest coefficients were computed to analyse the stability of job satisfaction over time. The findings revealed that there was significant stability in job satisfaction ($r = 0.37$, $p < .01$) over the study's 10-year period, suggesting that dispositional factors play a role in attitude formation. In addition, hierarchical regression analysis was performed to examine the influence of disposition and job characteristics on job satisfaction. The results revealed that both these influences were statistically significant, the job characteristics accounting for 23% of the satisfaction variance, and attitudinal stability accounting for 20% of the variance.

Summary

Holland's model of congruence provides an intuitive understanding of the person-environment interaction/fit in explaining the determinants of job satisfaction, however, it does suffer from limitations. The model has not been actively researched in recent years, and focuses more on general vocational interest concepts than personality constructs. This latter weakness is adequately dealt by the more recent Morrison's model of job satisfaction which uses broader personality constructs based on the much researched "Big Five" personality taxonomy. In addition, Morrison's study (1996) on franchisee job satisfaction found strong statistical support for the framework. There have been very limited research studies that have been conducted using the interactionist approach, however, the research studies discussed above suggest strong initial support for such an approach.

SMALL BUSINESS RESEARCH ON JOB SATISFACTION

Several studies have focussed on the relative levels of job satisfaction between self-employed and wage/salary earners (Eden 1975; Naughton, 1987; Thompson et al, 1992; Katz, 1993; VandanHewel and Wooden, 1997; Jamal, 1997). The majority of the SB and franchisee job satisfaction studies have implicitly assumed that the self-employed are a homogenous group (Eden, 1975; Naughton, 1987; VandanHewel and Wooden, 1997). In reality, there may be SBOMs and franchisees who are entrepreneurs in contrast to those who are non-entrepreneurs (Peacock, 1999). (Defined as an individual who establishes and manages a business for the principal purposes of profit and growth. The entrepreneur is characterised principally by innovative behaviour and will employ strategic management practices in the business (Carland et al , 1994)). As a consequence, it might be expected that job satisfaction would vary markedly amongst different sub-groups of the self-employed and franchisees.

Eden (1975) conducted one of the first few studies comparing the satisfaction levels of the self-employed and the organisationally employed in the United States (US). He contrasted the job satisfaction levels of 183 SBOMs with 1092 salaried managers based on the 1969 Quality of Working Conditions (QWC) Survey (Quinn, Seashore, and Mangione, 1975). (This was a 7-item facet-free job satisfaction index. Also a fore-runner to the 1977 Quality of Employment Surveys (Quinn and Staines, 1979)). It was reported that the self-employed worked longer hours, and enjoyed greater autonomy and freedom at work. The study also found the self-employed to have higher levels of job satisfaction. However, Eden concluded that the level of satisfaction did not depend on being self-employed or undertaking conventional employment, but on the level of control or the degree of autonomy within the workplace.

Naughton (1987) conducted a study investigating the quality of the working life of SBOMs in contrast to salaried managers of large firms in the US. Using the 1977 Quality of Employment Survey the study reported on a sample of 124 SBOMs and 129 salaried employees. (This used a 5-item facet-free index to measure global job satisfaction developed by Quinn and Staines (1979)). The study found that the self-employed were substantially more satisfied than managerial wage/salary earners. In explaining his findings Naughton (1987) found support for the 'role accumulation model'. (A model where the benefits of being a SBOM (such as independence, sense of accomplishment), outweigh the costs of greater strain levels). The study found support for Eden's (1975) findings that although the self-employed worked longer hours, the greater levels of satisfaction were due to the benefits of freedom and the challenging nature of the work outweighing the costs of greater working hours.

Katz (1993) conducted a secondary analysis, by re-analysing the data collected in the studies undertaken by Naughton (1987) and Eden (1975). The study supported the findings of the previous two studies, with the self-employed showing greater satisfaction than the salaried managers. However, Katz suggested that this view should not be taken for granted as

'nuances of job satisfaction are likely to alter with differing situations' (Katz, 1993, p47). In addition, imitating the positive traits of the jobs of the self-employed (eg greater autonomy/freedom) could enhance satisfaction levels of the wage/salary earners.

More recently, Jamal (1997) undertook a study to examine the level of job stress and job satisfaction between self and non-self employed Canadians. Using a survey, data was drawn from 235 subjects in a metropolitan Canadian city on the East Coast. The study found no reportable differences in the level of job satisfaction between the two population groups. However, the self-employed reported higher levels of non-work satisfaction.

In Australia, Williams (1986) conducted a study of the levels of job satisfaction between SBOMs and managers/employees of 4 large firms. The study was an extension to the research previously conducted by Eden (1975), investigating how the degree of work discretion influences the level of job satisfaction. Williams confirmed the findings of Eden (1975), that is, SBOMs enjoyed higher levels of satisfaction due to greater autonomy at the work place. VandanHewel and Wooden (1997) conducted an Australian study focusing on the job satisfaction of self-employed contractors. The data for the study was collected via an opinion survey from a random sample of Australian workers collected by the ABS in its May 1994 Population Survey Monitor. The study reported similar findings to that of Jamal (1997) with no significant differences in the overall level of job satisfaction between self-employed contractors and salaried managers.

Other research findings suggest that the level of satisfaction is inversely related to the establishment size (Idson, 1990). Idson (1990) reported that the work environment in large firms tends to more formal and regimented which limits the workers' freedom/control over the work environment, and therefore reduces the overall job satisfaction of employees in large firms. In addition, employee satisfaction is found to be higher in SBs than big companies, and there is a positive relationship between position, independence at work and job satisfaction (Tannenbaum, 1997; Idson, 1990).

Summary

The majority of the limited job satisfaction studies comparing the self-employed and salaried managers have concluded that the self-employed enjoy higher levels of job satisfaction than their salaried counterparts. Research findings suggest that although self-employment can be demanding in terms of the hours worked, stress and the strain levels of SBOMs, the positive aspects of the self-employed work role (such as independence, sense of accomplishment) outweigh the higher demand levels.

A major weakness with most of the SB research is its failure to distinguish between the various forms of self-employment. The self-employed have been regarded as a homogenous group. In reality, the self-employed can be classified for example as independent SBOMs, franchisees, and home-based business owners. It could be expected that job satisfaction might vary amongst different sub-groups of the self-employed.

FRANCHISEE RESEARCH ON JOB SATISFACTION

As is the case with the non-franchise SB sector in general, most research examining the level of franchisee job satisfaction has been undertaken in the US. Walker's study (1971) was one of the first to examine the franchisees' relative overall satisfaction with their business. Data for the study was collected via a mail survey of 319 franchisees that belonged to five large and well-established franchise systems. Using Maslow's need hierarchy as the theoretical framework the study found that most franchisees (77%) were satisfied with their franchises. Principal sources of dissatisfaction included lack of franchisor support and poor financial return. However, those with higher levels of satisfaction reported good working relationship with the franchisor, and favourable attitude towards various controls imposed by the franchisor. They were also working fewer hours and earnings were more than expected.

Walker's findings were supported by Goodman's research (1980). The study focussed on non-food franchisees in the US and examined the level of franchisee satisfaction. Using a survey methodology, data was obtained from 512 respondents (a response rate of 32.6%, based on a total sample of 1572 franchisees). It found that more than half (53%) of the franchisees considered no conflict of interest in the franchisor-franchisee relationship. In addition, approximately 62% of the respondents identified themselves as being satisfied with the overall system.

In Australia, McCosker's (1989) conducted a study of 100 franchisees (from 77 franchise systems) operating within Toowoomba. The purpose of the study was to examine any relationships between the profile of the franchisees (personal characteristics, prior training and experience, and preparation and support) prior to commencement in franchise and their subsequent performance (level of satisfaction with profitability, and change in sales over the previous two years). The data for the study was collected through a mail survey comprising of 40 questions developed by the researcher. The profile of franchisees was analysed using descriptive statistics (frequency tables) and Spearman rank correlation coefficient was used to test the relationship between the profile of franchisees and their subsequent performance. It was found that most franchisees were aged between 25-44 (84.4%), and a large proportion of them had previous management experience (96.9%). In addition, a high proportion of respondents were well educated, and received adequate support from their franchisor. The performance indicators surveyed indicated that almost two-thirds of the respondents were satisfied with their profitability, despite the fact that there was very little change in sales over the past two years. However, no association was found between the profile of franchisees and their subsequent performance.

There are several limitations with McCosker's (1989) study, some of which were noted by the author. The sample chosen for the study was quite restrictive in nature, particularly with respect to its size and geographical coverage. In addition, the study did not account for differences that could have existed within the different industry groups, rather only aggregate results of all industry groups were reported.

More recently, the Gallop Organisation (1992) conducted a nation-wide study of the job satisfaction of 994 franchisees in the US, using telephone interviews. The study found that approximately two-thirds of franchisees considered the franchise to provide greater personal satisfaction than expected and were satisfied with their overall position.

Generally, most of the franchisee satisfaction studies tend to portray a 'positive image' reporting high levels of franchisee job satisfaction. Morrison (1996) criticised the majority of the franchisee satisfaction studies in the US and the nature of the samples used. Since the nature of the franchise operations varies markedly across industry sub-groups it would be expected that satisfaction levels would be different across different industry sectors.

Morrison (1996), in her study examined the effect of a five-factor model of personality, subjective-well-being, and various job characteristics on franchisee job satisfaction in the US (See 2.5). This study was one of the first few studies to have employed an interactional perspective by examining the influence of personality factors and job characteristics on franchisee job satisfaction. Data for the study was compiled from a mail survey to 1596 franchisees operating in the restaurant, business aids and services, automotive and retail sectors. A total of 307 usable questionnaires were returned yielding a response rate of 23%. Multiple regression analysis was utilised to test the significance of the relationship between the six personality variables and three job characteristic factors, and franchisee job satisfaction.

Contrary to some earlier research findings (Walker, 1971; Gallop, 1992), Morrison found that approximately half of the franchisee respondents were classified as having low job satisfaction. The study found strong statistical support for the theoretical framework for most industry sub-groups. Amongst the personality dimensions, extraversion and subjective-well-being were significantly and positively related to franchisee job satisfaction. In addition, the three job characteristic factors were found to be positively related to franchisee job satisfaction. No systematic relationship was found however between the demographic factors

(age, tenure, gender, education level, ethnic background and previous related business experience) and franchisee job satisfaction.

Soon et al (1997) conducted a study of the franchisee perception of franchisor support in Singapore. The study aimed to evaluate the franchisee perception of franchisor support in six distinct areas (site selection, sales support, ongoing advice, research and development, advertising and supplier selection), and to evaluate the overall satisfaction of the local franchisees in Singapore. Data was collected from 56 franchisees via survey questionnaires obtained from 40 franchisees and face-to-face interviews conducted with 16 franchisees. The study found that approximately 73% of franchisees were satisfied overall with their position. In addition, there existed a strong, positive relationship between the sales support and advice/consultation provided by the franchisor, and the level of franchisee satisfaction.

Summary

The majority of franchisee job satisfaction studies discussed have found franchisees to enjoy high levels of satisfaction with their position within the overall franchise system. However, Morrison (1996) in her study suggested contradictory results when compared to the findings of previous studies undertaken in the US.

Her study is important as it lends recent empirical support to the proposed interactionist perspective where both personality and job characteristic factors influence franchisee job satisfaction.

As evident from the discussion, the majority of previously published studies have been conducted in the US, using US subjects. Therefore, considering the cultural differences between the two countries the results may not be valid in the Australian context. In addition, in each nation franchising has tended to develop its own characteristics and there often may be differences and similarities which could affect franchisee satisfaction. (Personal Communication with Mr Colin McCosker 19/7/99)

COMPARISON BETWEEN THE SBOMS AND FRANCHISEES

As stated previously, a major limitation with most of the SB research lies in its failure to differentiate between the various sub-groups of the self-employed. In developing a taxonomy of the self-employed, Vesper (1980) concluded that the level of independence in the workplace is a critical factor distinguishing the various groups of the self-employed.

There has been an ongoing debate as to whether a franchisee is an independent SBOM or more akin to a large firm branch manager. Knight (1986), placed the franchisee on a continuum of independence 'exactly mid-way' between 'solo independent entrepreneurs' and 'large corporate manager' suggesting that independent SBOMs enjoy greater independence at work than franchisees.

Stanworth et al (1984), adopted a different perspective in dealing with this issue. They studied the nature of the franchise agreement to determine the level of formal independence, and investigated the level of operational independence by analysing the control franchisees enjoyed in the day to day operations of the business. The study suggested that franchisees enjoyed a low level of formal independence due to the restrictive nature of the franchise agreement, but enjoyed high levels of operational independence.

Several studies on SBOMs have suggested that there is a positive relationship between the level of independence enjoyed at the workplace and the overall level of job satisfaction (Eden, 1975; Williams, 1986; Naughton, 1987). Based on this premise, any difference in the level of independence between franchisees and SBOMs could contribute to differences in overall job satisfaction.

Currently, there exists only one body of research that provides a comparative analysis of job satisfaction between franchisees and SBOMs. Leach (1996) in a US based study examined the work-role demand of franchisees and SBOMs and the impact of these on overall job satisfaction. The data for the study was collected via survey questionnaires from a sample of SBOMs and franchisees in the retail food service industry. A sample of 200 SBOMs was randomly selected from a database held by the Pennsylvania Small Business Development Centre. In addition, a sample for 150 franchisees was randomly selected from existing businesses belonging to the same franchise system in the Philadelphia metropolitan area. A total of 48 usable responses were obtained from SBOMs, and 47 usable responses were obtained from franchisees.

The study proposed that there would be differences in the overall job satisfaction between franchisees and SBOMs due to the following reasons.

- 1) The work demand level could be expected to differ in each role. More specifically, the SBOMs could be predicted to experience higher levels of work demands than franchisees.
- 2) The SBOMs could be expected to perceive themselves as being more independent than franchisees.
- 3) The SBOMs and franchisees could be expected to possess different personalities. The personality characteristics used in the study included locus of control and tolerance of ambiguity.

Using the Analysis of Variance, the study found that differences existed in the work roles of franchisees and SBOMs. The SBOMs were found to experience a higher level of work demand than franchisees. Also, there were personality differences between SBOMs and franchisees, the SBOMs possessing a higher tolerance of ambiguity and a higher internal locus of control than franchisees. However, no statistical differences were found to exist in the level of independence and overall satisfaction between franchisees and SBOMs.

Although the study fills in a previously existing gap in the job satisfaction literature, its results need to be viewed with some caution. The restrictive characteristics of the sample used in the study (in terms of size, and geographical coverage of the subjects) limits the statistical generality of the results obtained in the analysis. An Australian study which uses a larger sample size based on a nation-wide survey of SBOMs and franchisees is warranted.

SUMMARY OF THE LITERATURE REVIEW

From a review of the literature, different measurement approaches, theories, and models have been developed and used to measure and explain the concept of job satisfaction. Two distinct approaches to measure job satisfaction, namely the facet and global approach, have been highlighted. In recent years, the literature indicates that the facet approach using the MSQ or the JDI has been more commonly used. However, research studies have argued that the global approach is more inclusive and should not be considered as methodologically flawed. Instead, its appropriateness for a particular study needs to be evaluated. Researchers have suggested the use of the facet approach when the aim of the study is to identify problems in the job setting, and the global approach if the focus is to study relationships.

To date, there is no consensus as to a single most useful conceptual framework or theory. It appears that the situational approach which examines the influence of job characteristics (using the JCM and other work characteristic models as a theoretical framework) has dominated the study of job satisfaction. On the other hand, in recent years the dispositional approach which draws its theoretical underpinnings from the genetic theory has found increasing support amongst researchers.

Considering the complex nature of job satisfaction, it is likely that no single approach will be adequate in explaining all the observed variances in job satisfaction. An integrative model

which combines both situational and personality aspects may best lead to an understanding of job satisfaction.

As has emerged from the literature review, a number of job satisfaction studies have been conducted with SBOMs and franchisees, although most of the research has examined each of the two sectors in isolation, or in comparison with salaried managers. As reviewed in the preceding section, there is only one limited research study in the US that provides a comparative analysis between the satisfaction levels of SBOMs and franchisees

From an Australian context, research is needed to fill in a void in the current research literature, involving a comparative analysis of the level of job satisfaction between franchisees and SBOMs. In addition, an interactional approach could be employed to examine the influence of personality dimensions and job characteristics on franchisee and SBOM job satisfaction.

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