Chapter I

Introduction

1. Preface

Job satisfaction is a variable matter. It usually depends on the mind of employee/worker. Positive attitude regarding to any work of a person is stated as job satisfaction. It is a mental condition of a person to any type of work. Someone may feel satisfaction to a work and in contrary another person may feel unsatisfactory to the same work depending on their attitude regarding their work/job.

To elaborate the concept of Job satisfaction, it is said that in an organization which employees work, their job/task and their view to that job and that organization create many conceptions and expectations in the mind of employees or workers.

Such conceptions and expectations may be their status, salary/wages, promotion, job conditions, working environment and communication environment etc. Job satisfaction is the positive or negative attitude of employees/workers about these kinds of subjects.

Consequently, Job satisfaction is depended on a person who will take his job positively or negatively in his own career.

2. Different authors have defined job satisfaction on their aspects¹:

Locke E.A (1976) quoted as “Job Satisfaction is a pleasurable or positive emotional state from the appraisal of one's job or experience.”
Keith Davis (1977) stated as “Job satisfaction is a set of the favourable or unfavourable feelings with which employees view their work."

Victor H. Vroom (1964) said about job satisfaction as “Job satisfaction is generally considered to be an individual’s perceptual or emotional reaction to important parts of work."

From the above discussion and definition of some famous authors about job satisfaction, we can conclude that Job satisfaction is the attitude which feels an employee or worker regarding his job. It may be positive or negative.

The condition is totally depended on the person's mind. So, it can be stated as a mental status of a worker too.

3. Determination of job satisfaction:

The two factors which influence job satisfaction are detailed below.

1. Environmental factors, and
2. Personal factors.

3.1 Environmental factors:

These factors relate to the work environment, the following are the main environmental factors.

3.1.1 Job Content: Herzberg (1959) suggested that job content in terms of achievement, recognition, advancement, responsibility and the work itself tend to provide satisfaction but their absence does not dissatisfaction.

Where the job is less repetitive and there is variation in job content, job satisfaction tends to be higher. Specialization increases repetitiveness leading to boredom and monotony. But greater variety of tasks may not increase satisfaction unless the tasks form a unified, integrated and meaningful whole.
3.1.2 Occupational Level: The higher the level of the job in organizational hierarchy the greater the satisfaction of the individual. This is because positions at higher levels are generally better paid, more challenging and provides greater freedom of operation. Such jobs carry greater prestige, self control and need satisfaction. A study relevant to occupational level revealed that professional people were the most satisfied, followed by salaried workers and factory workers were the least satisfied with their jobs.

3.1.3 Pay and Promotion: All other things being equal, higher pay and better opportunities for promotion lead to higher job satisfaction.

3.1.4 Work Group: Man is a social animal and likes to be associated with others’ interactions in the work group help to satisfy social and psychological needs and, therefore, isolated workers tend to be dissatisfied. Job satisfaction is generally high when an individual is accepted by his peers and he has a high need for affiliation.

3.1.5 Supervision: Considerate supervision tends to improve job satisfaction of workers. A considerate supervisor takes personal interest in his subordinates and allows them to participate in the decision making process. However, authoritarian people may be more satisfied under the supervision of high status and strongly directive leaders. Employee satisfaction from supervisory behaviour depends upon the influence which the supervisor exercises on his own superior.

3.1.6 Personal Characteristics:

Personal life exercises a significant influence on job satisfaction. The main elements of personal life are given below:

a) Age: Some research studies reveal a positive correlation between age and job satisfaction. Workers in the advanced age group tend to be more satisfied probably
because they have adjusted with their job conditions. However, there is a sharp decline after a point perhaps because an individual aspires for better and more prestigious jobs in the later years of his life.

b) **Sex:** One study revealed that women are less satisfied than men due to fewer job opportunities for females. But female workers may be more satisfied due to their lower occupational aspirations.

c) **Education Level:** Generally more educated employees tend to be less satisfied with their jobs probably due to their higher job aspirations.

d) **Marital Status:** The general impression is that married employees and employees having more dependents tend to be more dissatisfied due to their greater responsibilities. But they value their jobs more than unmarried workers.

e) **Experience:** Job satisfaction tends to increase with increasing years of experience. But it may decrease after twenty years of experience particularly among people who have not realized their job expectations.

4. The Importance of job satisfaction:

Most recognized experts in human resource management continue to advocate the classic management and leadership that many of us have heard time immemorial. The following are the importance of job satisfaction.
i. Coaching

ii. Productive use of strength

iii. Management by objective

iv. Process improvement

v. Manage by walking around

vi. Empowerment

vii. Measure, analyse, improve and control

5. Theories of job satisfaction

The main theoretical approaches to job satisfaction are as follows:

i. Need fulfilment theory.

ii. Equity theory

iii. Two factor theory.

iv. Discrepancy theory

v. Equity discrepancy theory

5.1 Need Fulfilment Theory:

According to this theory a person is satisfied when he gets from his job what he wants. The more he wants something or the more important it is to him, the more satisfied he is when he received it. In other words, job satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied are actually satisfied.
Victor H. Vroom views satisfaction in terms of the positively valued outcomes that a job provides to a person. Thus, job satisfaction is positively related to the degree to which one’s needs are fulfilled.

The fulfilment theory suffers from a major drawback. Satisfaction is a function of not only what a person receives but what he feels he should receive. What may satisfy one individual may not satisfy the other due to difference in their expectations.

The strength of an individual desire or his level of inspiration is an important determinant of job satisfaction. Thus, job satisfaction is a function of the degree to which the employees’ needs are fulfilled in the job situation.

5.2 Equity Theory:
Under this theory, it is believed that a person’s job satisfaction depends upon his perceived equity as determined by his input-output balance in comparison with the input-output balance of others. Every individual compares his rewards with those of a reference group.

If he feels his rewards are equitable in comparison with others doing similar work, he feels satisfied. Job satisfaction is thus a function of the degree to which job characteristics meet the desires of the reference group.
For example one study of the effects of community features on job satisfaction revealed that workers living in a well to do neighbour-hood felt less satisfied than those living in poor neighbourhood.

Equity theory takes into account not only the needs of an individual but also the opinion of the reference group to which the individual looks for guidance.

5.3 Two- Factor Theory:
Frederick Hertzberg (1959) and his colleagues developed the two factor theory. According to this theory satisfaction and dissatisfaction are interdependent of each other and exist on a separate continuum.

One set of factors known as hygiene factors (Company policy and administration, Supervision and payment working conditions and interpersonal relations) Act as dissatisfies.

Their absence causes dissatisfaction but their presence does not result in positive satisfaction. The other set of factors known as satisfiers (achievement, advancement, recognition, work itself and responsibility) lead to satisfaction.

Several studies designed to test the two factor theory provide little support to this theory. The same factor may service as a satisfied for one but dissatisfies for another. It appears from this theory that a person can be satisfied and dissatisfied at the same time.
5.4 Discrepancy Theory:

According to this theory job satisfaction depends upon what a person actually receives from his job and what he expects to receive. When the rewards actually received are less than the expected rewards it causes dissatisfaction, in the words of Locke, Job satisfaction and dissatisfaction are functions of perceived relationship between what one wants from one’s job and what one perceives it is actually offering.

In other words, satisfaction is the difference between what one actually received and what he feels he should receive.

This theory fails to reveal whether over satisfaction is or is not a dimension of dissatisfaction and if so, how does it differ from dissatisfaction arising out of the situation when received outcomes one less than the outcomes one feels he should receive.

5.5 Equity discrepancy Theory:

This is a combination of equity and discrepancy theories. Lawler has adopted the difference approach of discrepancy theory rather than the ratio approach of equity theory. From equity theory the concept of comparison has been selected to serve as an intervening variable.

Under this theory satisfaction is defined as the difference between the outcomes that one perceives he actually received and outcomes that one feels he should receive in comparison with
others. When the individual feels that what he actually received is equal to what he perceives he should receive there is satisfaction.

Thus an individual’s reception of his reward is influenced by more than just the objective amount of that factor. Because of this psychological influence the same amount of reward often can be seen quite differently by two people, to one it can be a larger amount, while to another person it can be a small amount. A person’s perception of what he should receive is influenced by the inputs and outputs of others. If his inputs are similar who perceive.

A. Their inputs are low
B. Their jobs are less demanding
C. Their reference groups are receiving less output.
D. Their reference groups have less favourable input-output balance and
E. They are receiving a high outcome level.

6. Measuring Job satisfaction

Like attitudes, there are no of ways of measuring job satisfaction. The most common ways of measuring job satisfaction are

i. Single Global Rating
ii. Summation Score
6.1 Single global rating

As implied from the terms, under single global rating, the employees are asked to respond to one question. An example of single question may be: “Considering all dimension of the job, how satisfied are you with your job?” Employees are needed to respond by reporting “a figure” based on rating scale. Rating scale is from 1 to 5 as:

1. Highly Dissatisfied
2. Dissatisfied
3. No Comment
4. Satisfied
5. Highly Satisfied

Thus, the rating, based on above scale, to a question given by employee is the reflection of magnitude or measurement of employees’ job attitude toward his/her job.

6.2 Summation score:

Summation Score consider employees attitudes towards various aspects of job. The important aspect of job that would be included for rating score or the nature of the job itself, Supervision, pay, promotion opportunities and relationship with co-workers.

The scores given to each of the aspects are then added up to create an overall job satisfaction score of an individual employee. One may ask an obvious question: which one of the two approaches discussed above is better or superior; It can be said, at least intuitively, that the second, i.e. Summation score is likely to give a more accurate evaluation of job satisfaction.
because it covers all important aspects of the job. But, given the broad and inherent concepts of job, the single question global rating becomes the more inclusive measure of job satisfaction.

This may be one of those rare instances in which simplicity (single rating) wins out over complexity (several ratings). The following are some of the rate of measuring job satisfaction

6.2.1 Interview:
This is yet another method of measuring job satisfaction. Under this method, employees are interviewed personally. The response given by they reveal their satisfaction or dissatisfaction towards their jobs.

6.2.2 Action tendencies:
Under this method, information is gathered about how the employees were inclined to avoid or join certain things relating to their jobs. This reflects their job satisfaction or dissatisfaction.

6.2.3 Critical incidents:
This method is based on Herzberg’s two-factor theory of motivation. In this approach, employees are asked to identify the specific incidents on their jobs in which they are particularly satisfied or dissatisfied.

These incidents are further analysed to ascertain the aspects which were closely related to positive and negative attitudes of the employees towards incidents so identified.
7. Effects of Job satisfaction:

Finally, we address to the questions: What are the effects of job satisfaction on employee’s productivity, absenteeism and turnover rates; The following sections examine the same.

7.1 On productivity:

Are satisfied workers more productive than their less satisfied counter parts; Though research evidence does not establish any consistent positive relationship between satisfaction and performance, the general consensus is that, in the long run if not in short run, job satisfaction leads to increased productivity.

Research evidence indicates that the satisfied workers will not necessarily be the highest producers. In fact, the rewards employees receive results in greater performance. There is also evidence to suggest that job performance leads to job satisfaction and not the other way round.

7.2 On absenteeism:

There is inverse relationship, though based on pretty research evidence, between satisfaction and absenteeism. When satisfaction is high, absenteeism tends to be low and vice versa. As in productivity, absenteeism is subject to modification by certain factors like the degree to which people feel that their jobs are important.

Employees who believe that their work is important than do those who do not feel this way. It is also worth mentioning that high degrees of job satisfaction will not necessary result in low absenteeism, while a low level of job satisfaction is likely to bring about high absenteeism.
7.3 On turnover:

Like between satisfaction and absenteeism, an inverse relationship, though at a moderate level, has been established between satisfaction and turnover. However, there are other moderating factors as well influencing the employees’ turnover rates.

Commitment to the organization is one such factor. There may be some employees who cannot see themselves working anywhere else, so they remain in the organization regardless of how much dissatisfied they feel in the organization. Similarly, if the condition of the economy is such that people find it tough to find job, even the dissatisfied ones will stay where they are.

Just the opposite tends to apply to the general economic conditions in which jobs are easily available. If green pastures are available, employees do not mind going in search of them, even when they are satisfied with their existing jobs.

Now, on an overall basis, it is accurate to say that job satisfaction affects turnover rates. Although absolute low turnover is not necessarily beneficial to the organization, a low turnover rate is usually desirable because of training costs and the drawbacks of inexperience.
7.4 On other dimensions:

Added to those noted above are the following other effects of job satisfaction:

1. Employees with high job satisfaction tend to have better mental and physical health.
2. They learn new job – related tasks more easily and quickly.
3. They commit less mistakes including on-the-job accidents.
4. They have and file less grievances about the job and the management.
5. Last but not least, the satisfied employees tend to evince prosocial attitude towards their co-workers and customers.

8. Human Resource Management

8.1 Ethical issue

Multinational organisations and even national organisations consisting of multicultural and multiethnic group of employees. Although, working in a multicultural environment is considered beneficial for the organisations, but it could be a barrier as well to effective HRM in the sense that employees belonging to different cultures and ethnic region may perceive in quite different manner.

Due possessing different background, culture, believes, values and religions, they may perceive a particular issue according to their personal characteristics.
Their needs could be different. They may need some special arrangement during the work. And above all there could be a communication barrier among them; there could be favouritism factor between the managers and employees.

HRM faces many other ethical challenges while managing the people and organisations. Some of these are racism, discrimination, conflicts, groupthink and social loafing etc.

Behaviour of organizations that the tendency for members of highly cohesive groups to conform so strongly to group pressure regarding a certain decision that they fail to think critically and reject the potentially correcting influence of outsiders Effective HRM policies can easily overcome such barriers.

When such kinds of issues occur in organisations it badly affects the performance of employees leading to a worse quality of goods and services. Human being along with many other resources runs an organization. Where an organisation has to manage its other resources it does need to manage human resources as well to achieve its goals. An effective human resource management is the most important factor for an organisation.

To achieve short term and long-term goals an organisation needs a skilled and professional workforce to fulfil its objectives. This workforce or human resources are vital assets for an organisation. How to utilise abilities and skills of those qualified, experienced and well-trained employees in useful manner, is exactly what HRM supposed to deal with obviously, human beings cannot be treated and managed like other resources.
At least, they are not machines. They possess feelings, beliefs, values and many other characteristics and individual differences. HRM Managers are supposed to manage these people effectively regarding their individual characteristics. An organisation needs competent, well educated, well trained HR managers and staff fully equipped with modern techniques and skills to manage human resources effectively.

Before going in to the depth of topic and discussing the different barriers and restrictions to the implication of HRM in an organisation, let's have a look what human resource management basically is. There are some basic definitions of HRM by different authors.

HRM is concerned with the effective and efficient use of the organization's human resources. How do we decide what kind of human resources (employees) we need; how will we procure them how? Will we ensure that we select only the best? How will we ensure that the people we choose can do the jobs we expect them to do? How will we measure their effectiveness? How will we maintain or motivate these employees.

"The integrated use of systems, policies, and management practices to recruit, maintain and develop employees in order for the organization to meet its desired goals." (World Health Organisation, 2001) "Human resource management refers to the philosophy, policy, and practices related to management of people."
Human resource management is the systematic planning, development and control of a network of interrelated processes affecting and involving all members of an organisation. These processes include:

- Human resources
- Job work design
- Staffing
- Training and development
- Performance appraisal and review
- Compensations and rewards
- Employee protection and representation
- Organisation improvement

8.2 Barriers to effective HRM

During all these processes, there are many barriers and restrictions due to which implementation of effective human resource management is ideally hard. Some of the barriers are similar in nature to all the organisations of the world.

Whereas, some of organisations may have specific difficulties in managing the human resources depending on national and local culture, organisational culture, traditions, beliefs and many others. Managing human being as compared to other resources is of course difficult in the sense that they possess individual differences.
They need autonomy, independence and pressure free environment. People like to work by their own convenient ways; an employee doing the same job for a long time becomes used to with his work and he knows better which method is convenient and more suitable for him to do the work than a manager who never did that job. So if a manager wants to enforce his own methods for that specific job, it won't be effective and long lasting.

This simple example shows a barrier to effective HRM, where HRM manager himself is creating a barrier and hence resulting poor performance of an employee. Poor knowledge, skills and leadership style of the managers is itself a barrier to effective HRM.

9. Top Management Priorities

Top management has more concerned with their personal status, power and maintaining their control than about the real needs of organisation. Where as they give low priority to the HRM issues.

Obviously when people sitting right on the top of the organisation put their priorities first rather than the organisation, defiantly it will affect the organisational structure and policies in the long term prospective.

The philosophy of top management is particularly important because managers and supervisors down through the organisation react and adapt to the signals higher management gives off about acceptable supervisory behaviours.
For example, if top management believe that subordinates should work exactly according to procedures or managers instruct to do with no question asked, the same message will go down through the organisation to all the employees.

On the other hand if top management believe that subordinates or employee should have considerable voice in the matters concerning their jobs and job conditions, certainly this believe will be found at every level. So in this way top management policies and beliefs go down through the organisation and result quite different consequences. In other words top management behaviour, attitude, believes and policies plays significant role in developing an organisational culture.

10. HR Managers' proficiency

HR managers are the people who design and implement new rules and decisions and they hold key position on which successfulness or unsuccessfulness of an organisation depend. Effectiveness of HRM is related to the managers' skills and knowledge about HRM programme.

HR managers need to be aware of all the facts and figures and must know the consequences of a particular policy and its long term affects on organisation. They must be capable of handling different situations. They are supposed to be aware of latest techniques and skills comes into market every day by different researchers to cope up with the matters related to employees and other groups whom they have to deal with (soft HRM)\(^\text{13}\).
And also they must update their skills to manage the strategic issue and planning by developing their corporate strategy (Hard HRM). Managers' leadership style and abilities to lead the teams do affect the performance of the employees.

To run an organisation HRM needs to have an effective HRM system.

An effective HRM system requires:

- Leadership and special attention
- Trained HRM managers and budget
- Integration of HRM functions to a system
- Vision of HRM as a facilitator of organizational goals
- Clear link to strategic and operational planning
- Refinement as internal and external changes occur

11. Training deficiencies

- The third barrier to effective HRM occurs as a result of the lack of proven knowledge about, and the few attempts at demonstrating, the long-term impact of HRM programs. As a consequence, members of an organisation may be sceptical of the value of major HRM initiatives. It is a skepticism that may be held by both senior and middle management. They are unable to discern tangible and positive performance outcomes related to HRM, so that their commitment to it wanes or, in some cases, simply fails to materialize. Since they are responsible for its actual implementation, their lack of commitment results in ineffective HRM.
• Training is the process of improving the skills, knowledge, and attitudes required for job performance. Managers and staff especially those related to HRM, need regular training to learn and develop the new trends, skills and techniques to make the organisation fast in the run of competition.

• It is an investment an organization makes in it. While training can take many forms, the desired end is generally the same: improved performance of job-related tasks. Further, the quality of the training output i.e. improved job-related or organizational performance is only as good as the training data input. That is, if the needs for training have not been properly identified, then the training itself may be called into question. Employees working for longer time in organisations use the same typical procedures that they have learnt in their academic life. Whereas, the developmental changes are very fast. Therefore, organisations need to provide its employees the latest knowledge of related fields so that they could work efficiently and right according to market requirements.

HRM leadership must

• Install a philosophy that people are valued
• Give meaning to the work that people do
• Make HRM an agent for organizational transformation
• Lead the integration of HRM components into a system
When HR staff of an organisation does not have knowledge, skills and vision, it would affect the quality of goods and services and the organisation do not live competitive any more in the world market. HR staff will not be able to manage properly the human and other resources\textsuperscript{15}.

It would then come to a situation where organisation will be not being competitive and the employees will be showing bad performance because of ineffective resource management.

HRM department play a significant role in the growth of an organisation. Therefore having a competent HR staff has always been a significantly beneficial for a company. Further it merely depends on HR staff's abilities that how they achieve the effectiveness by both the hard and soft approaches.

12. Differences in perceptions

All the human beings are different from each other in their way of thinking, perceptions and interpretation. Everyone may have his/her own different perceptions about a particular matter. Similarly in organizations employees possess different perceptions. HRM managers are supposed to implement rules and regulations in such a way that it could minimize the chances of tensions\textsuperscript{16}.

It is perhaps not surprising that HRM staff would rate their own helpfulness to managers and employees at a higher level than would non-HRM staff. HRM staff and managers are not able to perceive the certain operations as non-HRM staff can.
This barrier exists because of the reasons that they cannot be professional in all the fields and departments of an organisation. So they try to implement the operations according to their own perceptions.

However, the finding of more positive responses from senior level staff and from those who claimed greater familiarity with HRM in their organisation invites some discussion. It could be that these respondents simply have a greater knowledge of HRM as practiced in their organisations, and that their views are thus more accurate.

On the other hand, they might also feel a greater investment in the organisation's management and its HRM, and either tend to respond somewhat defensively to the questions or at least not appreciate how top management and HRM effects lower level staff and those with less contact with HRM. Regardless of the interpretation, the finding of significant differences on the basis of these particular background variables supports the need for a multi constituency approach to evaluating HRM effectiveness.

13. Lack of Motivation

Employees like other human beings seek appreciation when they work hard to achieve organisational goals. Motivation from the management and HR policies to motivate the employees plays significant role in the performance of employees, which is directly related to the performance of organisation. And on the other hand it will improve the quality of goods and services.
Organisation where employees are not appreciated for their work, face the difficulties of bad quality and services. How to motivate the employees achieve best possible performance, merely depends on the HRM policies. Different organisations use different motivational tools to get the highest performance depending on local culture and employees' taste.

But again HR department face the problem of employees' satisfaction. Managing human being is of course very crucial in the sense that every individual is different in nature from others. Implementing the same motivational tools for all the employees may not be possible, because same tools can de-motivate some of the employees.

Therefore HRM practitioners need to evaluate the employees' nature. And they must consider the consequences before implementing the tools. But some of the tools like performance appraisal, incentives, pay rise, paid holidays, promotion and other financial benefits attract all the employees and these tools are effective.

14. Managerial behaviour

Managers' behaviour towards staff plays a key role in motivation and performance of the staff. If the managers are friendly, cooperative and committed to staff welfare and needs while getting the satisfactory work from the staff, staff will be cooperative as well. Managers are the people who run an organisation. If they were well trained, experienced and skilled, no matter what the crises and barriers are, they would solve efficiently. Managerial behaviour is directly related to quality products and services.
Employees nowadays are more empowered and have been given many rights. So it is not possible for a manager to dictate and pressurise the staff working under him like a century back. A manager needs to keep a balance between achieving the goals and making employees happy. A manager is a leader and he must have good leadership qualities.\textsuperscript{18}

The role of a manager is overseeing the task and the people and it is possible that some managers may put more emphasis on one than the other. A manager may be very good at getting the job done well and on time, but in the process may upset staff and have a high rate of staff turnover and absenteeism. It will be expensive for the organisation to employ this manager, as despite the good work produced, the long-term effects will be low morale and the frequent cost of recruiting new people and sorting out the grumbles of the existing staff.

Managerial behaviour sometimes becomes a barrier to effective HRM when the line managers start favouritism to some people working under them or when do not behave properly to the people working under them by not giving them empowerment and decision making authorities while they are working or when the managers try to enforce their own instructions and dictations.

As discussed earlier that managerial behaviour does affect the employees' quality of goods and services. Detecting which line manager is not working properly and becoming costly for the organisation in the sense that people working under him leave the job, is not difficult for HRM department. But the actual barrier is how to teach the line managers the ethics of get their job done in a pleasant environment. As line managers could take it as a matter of prestige. Therefore
HRM managers are supposed to handle such situation to get the satisfactory performance from line managers\(^{19}\).

**15. To conclude**

Managing the organisations and people is not idealistic. It's the era of employee’s right and freedom. Research and practices has made easier to manage human resources effectively than few years back.

An organisation just need to employ the proficient and skilled HR staff to implement the effective HR policies and discipline right according to the latest research, And almost all of them are related to HRM staff and managers' skills, knowledge and efficiency.

They are right that HRM staff's laciness of skills is the major barrier. All other barriers are minor and overcoming on those barriers is the responsibility of the HRM manager and staff by policies and planning.

Therefore, It is suggested to the organisations to train their staff and equip them with new techniques and knowledge to manage the activities effectively: to achieve the best performance from employees and make the organisation competitive and market leader.
16. Research Design

16.1 Statement of the problem

The study was done on job satisfaction of workers working in different corporate sector. The study is intended to bring out the importance of the job satisfaction on the basis of their age, qualification, income and experience.

16.2 Objectives of the study

1. To discover whether there is any significant difference between the job satisfaction of the age group of workers

2. To study the significant different difference in job satisfaction between the workers drawing high and low salary

3. To learn whether there is any difference in job satisfaction between the high qualified and less qualifies workers.

4. To suggest the measure for improving job satisfaction among employee at different level in corporate sector.

16.3 Hypotheses

1. There will be significant difference between the age groups in job satisfaction

2. Workers drawing high salary will have significantly greater job satisfaction than that of lesser salary.

3. Workers with high qualification were more satisfied with their job than the workers having less qualification.
16.4 Tool used

Various statistical techniques were used and especially Dubai, B.L., Appal K.K and Varna SK (1989) Job Satisfaction tool was used with little modification.

16.5 Scale

Job satisfaction scale developed by them consists of 25 statements. It is measured on a five-point scale ranging 0-4.

The subjects can be evaluated with each statement on the basis of their judgment on the following five-point scale, strongly agree, agree, undecided, disagree and strongly disagree.

It has reliability score of 0.64 (test – retest) and 0.72 (spilt – half reliability coefficient).

This questionnaire is independent age, income, qualification and experience.

16.6 Sample and Data source

The study was conducted on 500 workers working in Chennai corporate companies among them 480 (240 male and 240 female) sample were selected for job satisfaction analysis and from them 210 (105 male and 105 female) subjects have been selected for the testing of hypothesis in this study. The staffs are in the age group of 20 - 58 years and their economic status ranges from 10000 to 80000 per month. Their qualification status ranges between SSLC to Ph.D. the experience of the workers lies between 2 to 30 years.

The sample consists of both clerical and managerial workers.
16.7 Scoring

The items are scored on a five – Point scale from 0 to 4 as strongly agree, agree undecided, disagree and strongly disagree.

The scores are summed up for all the 25 statements in order to arrive at a single total score for an individual low scores that are below 25 indicate high level of satisfaction, between 26-75 indicate moderate satisfaction in their job and above 75 indicates the low level of job satisfaction.

16.8 Statistic used

For the present study job satisfaction analysis measurement and’t ‘– test and other appropriate test were used to find the level of significance.

16.9 Data collection

The data collections were done in two levels i.e. primary and secondary data.
References


