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REVIEW OF LITERATURE

3.1 INTRODUCTION

Researchers have done tremendous work on labour welfare and job satisfaction. Some studies have determined the influence of labour welfare facilities on job satisfaction. Other studies have researched the extent of job satisfaction experienced by employees (managers and workers) and the job facets that are responsible in promoting job satisfaction. Furthermore investigations have shown that personal variables such as age, gender and experience influence job satisfaction. The review of literature in this chapter will highlight all such studies and provide an insight into the variables influencing labour welfare and job satisfaction.

In this chapter, the review of literature is classified into various sections that are as follows:

- Studies on labour welfare and job satisfaction.
- Studies on job satisfaction.
- Influence of job facets on job satisfaction.
- Influence of personal variables on job satisfaction.
- Age and job satisfaction.
- Experience and job satisfaction.
- Gender and job satisfaction.
- Hierarchy and job satisfaction.
3.2 STUDIES ON LABOUR WELFARE AND JOB SATISFACTION

The labour welfare measures provided in an organisation affect the attitudes of employees towards work. Labour welfare facilities satisfy the needs of the employees, which can improve their working life, family life and overall welfare. Various studies have explored the labour welfare facilities provided by organizations and determined its influence on job satisfaction.

One such investigation was carried out by Goyal (1995) who studied the awareness of labour welfare facilities and brought out the relationship between labour welfare facilities and job satisfaction in her work titled *Labour Welfare and Job Satisfaction*. The study analyzed the impact of labour welfare measures on job satisfaction in the textile industries in Punjab, the extent of awareness and implementation of labour welfare measures among workers and the extent to which these measures have been successful to improve the workers' lot. Further the study critically assessed the problems and suggested ways to improve the implementation of labour welfare measures. In her research a comparative study was made between six cotton textile industries in Punjab belonging to the private, public, and co-operative sectors. Based on random sampling, 350 textile workers in these sectors in Punjab formed the sample of the study. The results of the study revealed that majority of textile workers were satisfied with their job. However private sector units have the maximum number of satisfied workers whereas the cooperative sectors have maximum number of workers dissatisfied with their jobs. The study highlighted a positive relationship between the level of satisfaction with the implementation of various labour welfare measures and job satisfaction. It was also revealed that the workers were satisfied with the labour welfare measures such as wages, housing facilities, and retirement benefits like gratuity and provident fund, and medical benefits. The maximum number of
workers satisfied with these welfare facilities was from the private sectors. Moreover the percentage of workers who felt the absence of adequate quality of working conditions, and that the supervisors and co-workers did not help them in the hour of need were very low.

The study further revealed that satisfaction with the implementation of the Factories Act (1948) increased job satisfaction among workers. There was a positive correlation between the level of awareness of the Factories Act and the level of job satisfaction but this relationship is not statistically significant. A positive correlation was found between the level of satisfaction in the implementation of the provisions of the Provident Fund and Miscellaneous Provisions Act (1952) and job satisfaction. The same results were found with the Employees State Insurance Act (1948). Education and job satisfaction were negatively related but the correlation was not statistically significant. A negative correlation existed between status of employment and job satisfaction among the textile workers. 21.42 percent of workers reported that they would not like to continue with their present job.

The findings of the study also revealed the percentage of workers in the textile industries studied, who were satisfied with their jobs due to the provision of various statutory labour welfare facilities. Majority of the workers were satisfied with their jobs with respect to retirement benefits like gratuity and provident fund. The number of such satisfied workers was the highest in the private sectors and the minimum in the public sectors. But only a few workers were found to be highly satisfied and highly dissatisfied with their jobs in this regard.
A small percentage of workers were dissatisfied with their jobs with respect to recreational facilities. The percentage of satisfied workers was the highest in the private sectors and minimum in the public sectors.

A fairly large percentage of workers were satisfied with their jobs with respect to medical benefits and housing facilities. The private sectors had the maximum number of satisfied workers while in the public sectors minimum number of the workers was satisfied in this regard.

Some workers felt that it is perfectly right that their job increased their standard of living (20.57 percent). The maximum number of the workers in favour of this was from private sectors and minimum from public sectors.

The small percentage of workers felt the absence of adequate quality of working conditions. The private sectors had the minimum number of workers who are dissatisfied with their job in this regard, while the cooperative sectors had the maximum number of such workers. A small number of workers were highly satisfied, majority of them were satisfied and a few of them were dissatisfied with the quality of working conditions.

To conclude, the study suggested the statutory welfare facilities should be well implemented and so should labour welfare measures so that the level of job satisfaction increases among textile workers in Punjab, which in turn may help in increasing productivity of workers.
In this study, Goyal (1995) determined the extent of job satisfaction experienced by textile workers due to primarily the statutory labour welfare facilities provided in the private, public and co-operative textile sectors in Punjab, the awareness and implementation of these labour welfare facilities and their correlation with job satisfaction, including the relationship between labour welfare and job satisfaction. However, the researcher did not investigate the influence of personal factors (gender, age and experience) and hierarchy on the level of job satisfaction of the textile workers studied, compare the level of job satisfaction experienced by these workers in the different sectors of the textile industry, the influence of the non-statutory labour welfare facilities on job satisfaction and the differential influence in the dimensions of labour welfare facilities on the level of job satisfaction.

In a research study by Srivastava (2004) titled *Impact of Labour Welfare on Employees Attitudes and Job Satisfaction*, a comparative study was conducted on workers in the private and public sectors of Kanpur city. The researcher attempted to assess the quality of labour welfare activities, measure the degree of job satisfaction of workers provided with labour welfare facilities in private and public sectors and evaluate the attitudes of workers towards management in both the sectors.

With the help of three standardized instruments, data was collected for the purpose of the study. These included Labour Welfare Inventory by Srivastava (2002), which had a total of 47 items and measured eight dimensions of labour welfare facilities, Job Satisfaction Scale constructed and standardized by Srivastava (1996) consisting of 38 items and measuring nine dimensions of job satisfaction and Attitudes of Workers towards Management constructed and standardized by Kapoor (1972) consisting of 20 items.
Incidental sampling technique was used to determine the sample of 100 workers each from the private and public sectors of Kanpur city. Thus the total sample of the study constituted 200 workers from the private and public sectors.

The results of the study showed that better labour welfare facilities have a deep impact on workers psyche. If the conditions of workers are improved and they are provided with good labour welfare facilities they will be more satisfied in their jobs. Welfare facilities work as incentives for workers. The study also found that there was a significant difference in the labour welfare facilities provided in the private and public sector. The public sector provides better facilities to their workers than the private sector. However welfare facilities like subsidized loan, canteen and safety of workers scored significantly higher in private sector than the public sector. Significant difference was also found in the job satisfaction experienced between private and public sector workers. The public sector workers were more satisfied with their jobs than private sector workers. Public sector workers experience job security and get promotion on the basis of kindness from authority, while private sector workers feel job insecurity and get promotion on the basis of hard work and performance. Moreover the private sector workers also received very good salaries and incentives than public sector workers.

A significant difference was also found in the attitudes of workers towards management in the two sectors. Public sector workers had a favourable (pro) attitude towards management while the private sector workers had an unfavourable (anti) attitude towards management. Furthermore workers who perceived better welfare in their organizations had a favourable attitude towards management as compared to the workers who perceived poor welfare facilities in their organizations. Workers who perceived better welfare
activities experienced higher degree of job satisfaction compared to those who perceived poor welfare facilities in private as well as public sectors. According to this better welfare facilities influence job satisfaction.

Srivastava (2004) thus made an in depth study of the influence of labour welfare facilities on job satisfaction, including its effect on the attitude towards management, the comparative difference in the labour welfare facilities provided between the private and public sectors and the attitudes of workers towards management in the two sectors.

The researcher did not probe into the personal factors (gender, age and experience) influencing the level of job satisfaction, the influence of the dimensions of labour welfare facilities on the level of job satisfaction, the statutory and non-statutory labour welfare facilities and its influence on job satisfaction of workers. Further no attempt was made to study the influence of hierarchy on the level of job satisfaction in these industries.

The study on labour welfare and job satisfaction was conducted by Agnihotri (2002). This study on Labour Welfare Activities and Its Impact on Labourer Behaviour found that job satisfaction and the different dimension of welfare facilities was significantly related.

Srimannarayana and Srinivas (2005) conducted a study titled Welfare Facilities in a Cement Plant: Employees' Awareness, Utilization And Satisfaction which analyzed welfare facilities provided by the plant, its administration and examined the extent of awareness, utilization and satisfaction of the employees with the welfare facilities. For the purpose of the study a private cement plant located in rural India was selected. The sample of the study constituted officers in the personal department (management) and a
random sample of 100 workers covering 50 monthly rated employees and 50 daily rated employees. A schedule was administered to the sample to collect their viewpoint on welfare.

The cement plant was covered under the Factories Act (1948) and its rules. The plant provided almost all welfare facilities as per the stipulations of the Act. These included drinking water, cool water facility, bathrooms, latrines, urinals, locker facility, comfortable sitting arrangement, spittoons, first aid boxes, training in first aid, lunchrooms cum rest rooms, and canteen facilities. The cement plant also implemented the Workmen's Compensation Act (1923), Payment of Gratuity Act (1972) and a provident fund trust was constituted for the benefit of workers.

In addition to the statutory welfare facilities, this plant undertook various other voluntary welfare programmes to promote the well-being of its employees. A township was built for the employees, with 783 quarters provided at nominal rents to the employees. A cooperative credit society and consumer stores were set up in the township. The company established an education society for the education of the employees' children. The company also provided full-fledged medical facilities to the employees and their family members. Transport facilities, recreation facilities, shopping complex was also provided for the benefit of the employees and their families. Thus it could be observed that the company provided various labour welfare facilities and these included both statutory and non-statutory welfare facilities.

With regard to the awareness of the labour welfare amenities, the findings of the study revealed that all the respondent employees of the study were aware of the available labour
welfare facilities, which included both statutory and non-statutory welfare facilities. Moreover all the respondents were using the various labour welfare facilities provided to them.

On the aspect of satisfaction with labour welfare facilities all the respondents of the study expressed satisfaction with regard to drinking water, spittoons, first aid appliances, latrines and urinals, sitting facilities and rest rooms. With regard to workers education, all respondents who were sent for programmes expressed their satisfaction over it. With respect to the canteen provided, all respondents of the study were happy with its location, ventilations, fans and hygienic conditions of the canteen. However, some of the respondents (29 percent) were dissatisfied with the foodstuff provided by the canteen, while a few of them (11 percent) complained on the services provided by the canteen staff and very few of them were dissatisfied with the prices of the food items.

With regard to housing facility, a great majority of the respondents was happy with quarters' allotment policy of the organization (89 percent). But many of them were not happy with the housing loan policy (97 percent), because the policy did not allow them to take loans to build houses in the locality of their choice.

The study also found that all the respondents were satisfied with the availability of the provisions in the cooperative stores and its credit facility but dissatisfaction stemmed from cooperative loan facility for a majority of the respondents.

With regard to medical facilities, all of them were satisfied with ambulance facility but in case of the remaining items (nursing staff, services of consultant doctors, diagnosis,
treatment and medicines given in the company hospital) there was dissatisfaction expressed by some of the respondents.

Concerning recreational facilities, all those respondents using the recreational club facilities and participating in cultural programmes were happy with them. A few of the user respondents were unhappy with the library and cable T.V. facility.

According to the study canteen, housing, cooperatives, children education, medical facilities and recreational facilities were major aspects of employee welfare that affect the quality of life of employees and their family members.

As for the social security provided by the organization all of the respondents were happy with regard to provident fund and the functioning of the provident fund trust committee, and a large majority of them were satisfied with Workmen's Compensation.

Further the study drew attention to the relationship between age and satisfaction with welfare facilities. Older employees were satisfied more with canteen food, quarter allotment policy and quality of teaching. Middle age respondents were satisfied more with cooperative loan, treatment and medicines given in the company hospital. Younger respondents participated more in club activities whereas older ones participated in cultural activities.

Moreover the study revealed that category of employment was a major factor affecting satisfaction. The results showed that the monthly rated employees were more satisfied with the labour welfare facilities provided than the daily rated employees.
It may be concluded that the organization under study provided various welfare facilities (statutory and non-statutory) for the benefit of workers and their families. This reflects the commitment of the management towards employee welfare. Employees are familiar with the welfare facilities. They are making use of these facilities depending on their needs. Overall a majority of them were satisfied with these facilities. The findings also revealed significant association between satisfaction with labour welfare facilities and age and category of employment.

However the study did not analyze the level of job satisfaction of employees, the influence of labour welfare facilities on the level of job satisfaction, and that of gender and experience on job satisfaction.

A similar inquiry on the awareness, utilization and satisfaction of labour welfare and social security was conducted by Kumar (2003) titled *Labour Welfare and Social Security: Awareness, Utilization And Satisfaction of Labour Laws*. The study was on workers in selected medium scale and large scale units equally drawn from public and private sectors in Haryana. A representative sample of 12 units was selected from these industries in Haryana.

The objective of the study was to ascertain the level of awareness, the extent of implementation and utility of selected labour laws among the workers in the selected units. A comparison was made of the awareness, implementation and utility of selected labour laws in the public and private sectors chosen for the study.
The results of the study revealed that on the *awareness* aspect of the factories Act (1948) workers in the private sectors were relatively more aware of the existence of the Factories Act compared to workers in the public sectors. Considering the modus operandi of different provisions of the Act it was found that workers in the public sectors were relatively more aware of the provisions in the Factories Act such as health, safety, welfare, and annual leave with wages than workers in the private sectors. Similar results were realized for large scale and medium scale units of the public sectors, but in the case of safety provisions awareness was more in the large-scale units of the private sectors and medium scale units of the public sectors.

On the aspect of *implementation* of the Factories Act the proportion of workers satisfied with the provisions of the Act (ventilation, temperature, drinking water, cleanliness and welfare) was relatively more in the public sectors than private sectors. The Act's provision on lighting, safety, overtime, and rest room facilities were noticed to be provided more in the private sectors, while the proportion of workers satisfied with the provision of first-aid and canteen in the private and public sectors were found to be the same.

On the *utility* front of the provisions of the Factories Act the proportion of workers expressing high utility was relatively more in public sectors than private sectors except on the health provision.

With the other labour laws studied such as Minimum Wages Act the workers in the public sectors were found to be more aware of the existence of the Act than workers in the private sectors. With the implementation of the Act workers in the public sectors were
found relatively more satisfied with the provisions of the Act, except with the wage rate of different classes. The proportion of workers expressing high utility of provisions of the Act (except the wage rate of different classes and employment covered provisions) was relatively higher in the public sectors.

The awareness of labour laws like Provident Fund Act, Employees' State Insurance Act and Workmen's Compensation Act was found to be high for all respondents in the private and public sectors of the study.

The study stressed upon only the statutory welfare facilities as determined by the labour laws and the extent of awareness, implementation and utility of these laws for workers in the selected public and private sectors in Haryana. The study brought out the comparative differences in the awareness, implementation and utility of labour laws between the private and public sectors.

The study did not consider the level of job satisfaction of workers in these sectors, the influence of labour welfare facilities on job satisfaction, personal factors influencing job satisfaction and the impact of statutory and non-statutory labour welfare facilities on job satisfaction.

Gani (1993) in his study on *Quality of Work Life in a State Setting: Finding of an Empirical Study* attempted to examine some important aspects of quality of work life, adopted from various studies in India and abroad. Using the technique of stratified proportionate sampling, the sample of the study constituted 250 workers from five large and medium scale manufacturing public and private sector units in Kashmir and Jammu
Divisions. A comprehensive interview schedule was prepared and used after proper pre-
testing to elicit information from workers on various issues under the study. The
information was secured from respondents through personal investigation methods. Likert
type technique was used to prepare the scale while selecting items to measure the
attitudes of workers. With a view to measure the level of workers' job satisfaction, a
scale developed and standardized by Ganguli (1954) consisting of 30 internally consistent
statements and measuring nine dimensions of job satisfaction was used with slight
modification.

Results of the study revealed that wage discontent, deplorable working and living
conditions, job insecurity and poor industrial relations climate, continues to be the major
consideration in employees working lives. Furthermore considering that the increase in
earnings have not led to an increase in real wages and that the improvements in wages
alone can neither satisfy the worker nor cause job mobility and work commitment among
them, the results draw attention to the fact that the non-wage incentives should receive
more attention than they have received hitherto. These are in the form of dress, items
subsidized, housing and canteens, family planning, recreational activities, transport,
education, health care assistance which would go a long way in improving the lot of
workers. With respect to various aspects of the job, majority of the workers were to a
great extent dissatisfied with their wages, welfare facilities, working conditions, security
of service, nature of job, supervisory behaviour, promotion opportunities, and personal
policies. From the results it was found that workers recognize the supervisor's relation
with workers as most important aspect of the job.
The study by Gani (1993) stressed upon the importance of non-wage incentives, which comes under the purview of non-statutory labour welfare facilities. Moreover, the various aspects of the job in which majority of the workers were highly dissatisfied are part of labour welfare facilities. It determined the level of job satisfaction experienced by workers. However, the research did not study the influence of the dimensions of quality of work life or in other words the labour welfare facilities on job satisfaction, nor did it study the influence of personal variables, hierarchy, and that of statutory and non-statutory welfare facilities on job satisfaction.

Sharan (1980) conducted a study on working conditions and job satisfaction. Six aspects of working conditions studied were wages, job security, benefits, promotional prospects, physical atmosphere at work, and social relationship with immediate bosses. The researcher found that the accumulative effects of these adverse working conditions have rendered work unpleasant for the respondents. Further, it was found that if these working conditions show any marked improvement particularly in wages, then the respondent’s satisfaction with their job is likely to improve considerably.

A study by Kumar and Yadav (2002) titled *Satisfaction Level from Labour Welfare Schemes in Sugar Factories in Gorakhpur Division*, examined the labour welfare schemes in the eight State government and private sector sugar factories of the Gorakhpur Division in Uttar Pradesh. Based on stratified random sampling, 240 workers were interviewed from these sugar factories, using a well-structured interview schedule. The results revealed that, overall the satisfaction level of workers from labour welfare schemes was low in both the private and State sugar factories. Further, the workers in both sectors ranked the four labour welfare schemes according to their importance, which fell in the
following order housing scheme, medical scheme, followed by education and recreation schemes.

However when a comparison was made between the respondents in the private and State sugar factories it was observed that worker's satisfaction level from welfare measures which affects work environment, is higher in the private sector sugar factories than in the State government sugar factories. Moreover satisfaction of workers from social security schemes, housing, medical schemes, education scheme, was higher for workers in the private sector sugar factories than the State government sugar factories. The study concluded that workers in State government sugar factories have less satisfaction from welfare schemes compared to those in the private sector sugar factories.

The study made a comparative analysis of labour welfare schemes in the private and public sector sugar factories. But it did not include the study of job satisfaction, hierarchy and labour welfare.

From the review of literature it can be realized that only a few researchers have shown interest in analyzing labour welfare facilities and its influence on job satisfaction.

3.3 STUDIES ON JOB SATISFACTION

One benefit of job satisfaction studies is that management is able to gauge the levels of satisfaction of employees in their corporations. It indicates how employees feel about their job, the areas of satisfaction and dissatisfaction and action plans that can be worked out to improve the job satisfaction of employees. Much research has been done in finding
out the level of job satisfaction experienced by employees. A brief description of these studies is presented below.

In a study by Goyal (1995) on *Labour Welfare and Job Satisfaction* undertaken on six cotton textile industries in Punjab (two units each of the public, cooperative and private sectors) on a random sample of 350 workers (50 workers form every unit studied) representing all the departments from blow room to packing, found that only few of the workers were highly satisfied with their job, majority of them were satisfied, while some of them were not satisfied with their job. The satisfied workers out numbered the workers who are not satisfied. The private sector has the maximum number of workers (80.67 percent) satisfied with their jobs.

A study by Nazir (1998) on *Perceived Importance of Job Facets and Overall Job Satisfaction of Bank Employees* conducted on a randomly selected sample of 193 clerks in a private sector Jammu and Kashmir bank revealed that majority of the clerks were satisfied with their job (76 percent) whereas a few of them (24 percent) were dissatisfied.

Khaleque and Rehman (1987) in a study on 1560 industrial workers indicated a higher percentage of workers that were satisfied with their job (86 percent), compared to only a small percentage of them who were dissatisfied (14 percent). Similar results could be observed from other studies like those of Khaleque and Wadud (1984). The study also revealed that overall job satisfaction is significantly higher for those respondents who are satisfied with job components and job facets than those who are not satisfied with them.
Results of the study by Tyagi and Tripathi (1996) concluded that maximum number of both scientists and extension personal expressed medium level of satisfaction with their profession, followed by low and high profession satisfaction.

Shinde (1997) observed that majority of the master trainers (57.5 percent) experienced medium level of professional satisfaction, followed by 30 percent feeling high level of professional satisfaction and only a few of them experiencing low level of professional satisfaction (12.5 percent).

In a study by Rao et al. (1991) on *Motivation and Job Satisfaction: An Empirical Examination* on a sample of 300 respondents in a small scale industry showed that an insignificant percentage of employees were satisfied with their work (12 percent), majority of the employees were dissatisfied with their work (48.25 percent) and many of them preferred to remain neutral on this count (39.75 percent). Those who were satisfied with their work were working in a work environment that was somewhat better than the others and were handling jobs that were quite challenging. Those dissatisfied with their work found their jobs disinteresting, heavy and burdensome, laborious, and oppressive nature of work.

The study of Reddy and Rajendran (1993) on *Organizational Commitment and Work satisfaction among Industrial Workers*, attempted to determine the organizational commitment and work satisfaction of 200 workers in two public and private sectors. The findings of the study revealed that majority of the workers experienced high level of job satisfaction, while others experienced moderate and low level of job satisfaction.
Haque (2004) found that Indian academicians are deriving only a modest degree of job satisfaction and there seems to be a growing discontentment among teachers towards their job despite the different plans and programmes started for their benefit.

A study by Sharma and Jyoti (2006) titled *Job Satisfaction Among School Teachers* conducted on a random sample of 120 equally represented government and private school teachers in Jammu city (at primary and secondary school levels) revealed that the degree of job satisfaction secured by teachers is not high and the reason lies in insufficient pay. Unless the physical needs, which require money, are satisfied, an employee will not be tempted to achieve higher order needs.

Panda (2001) in the paper titled *Job Satisfaction of Dotcom Employees - An Indian Experiment* studied job satisfaction among a sample of 150 executives at various levels (from Managers to Vice Presidents) of dotcom companies, spread over six cities in India - New Delhi, Mumbai, Calcutta, Bangalore, Hyderabad and Chennai. A majority of the respondents were satisfied with the job they were doing (73 percent), and a majority was also found to be dissatisfied with the company in which they are working (75 percent). The researcher further explained that the nature and content of the job is the driving force behind satisfaction, whereas apprehensions and operational problems leading to doubts about long-term survival of the company are indicators of dissatisfaction.

Rahad (1995) investigated factors related with job satisfaction in the article titled *Factors Related with Job Satisfaction of Village Extension Workers in Training and Visit System*. 240 village extension workers in the Amravati division of the Vidorabha region in Maharashtra State formed the sample of the study. Findings revealed that a majority of
the respondents were moderately satisfied about their job (70.42 percent), while the proportion of highly satisfied respondents was rather small (16.25 percent).

Maheshwari and Gupta (2004) in their study on *Professional Satisfaction of Home Scientists Working in Krishi Vigyan Kendras of India* measured the professional satisfaction of home scientists working in Krishi Vigyan Kendras of India. Their research was conducted in 170 Krishi Vigyan Kendras of India, with a sample of 90 training associates in home science. The findings of the study indicated that half of the training associates were satisfied with their profession, while a fairly large number (42.2 percent) were found partially satisfied. Only few training associates were in the category of high satisfaction (4.5 percent) and dissatisfaction (3.3 percent).

Rajagopalrao (2002-03) research on *Employees’ Attitudes Towards Organisations and Managements in Urban Co-operative Banks: A Study* observed employee’s attitude towards their organizations and management in Urban Co-operative Banks. Among a sample of 500 employees of twenty urban cooperative banks, most of the respondents were happy with their organization, majority of the respondents opined that they were very happy with their organizations, while some of them expressed that they were not happy with their organizations.

Gani (1993) in his study on *Quality of Work Life in a State Setting: Finding of an Empirical Study* examined the quality of work life in a State setting. This empirical study was conducted on a stratified proportionate sample of 250 workers of five large and medium scale manufacturing units in public and private sectors in Jammu and Kashmir. Results showed that most of the workers showed lower degree of job satisfaction (40.8
percent). In comparison a lesser percentage was moderately satisfied (34 percent), and a still fewer were satisfied with their jobs (25.2 percent). Workers dissatisfied with their job were either too old or too young, had low skills, were either illiterates or highly educated, whose job tenure was neither too short nor too large, earned relatively low wages and had a large family to support. The research suggested that a worker dissatisfied with his job is often rigid and inflexible, unrealistic in his choice of goals, unable to overcome environmental obstacles and generally unhappy.

Madgaonkar, D'Souza, Veena, and Poornima (2001) on Influence of Experience in Different Work Schedules on Job Satisfaction of Nurses studied the influence of experience in different work schedules on the job satisfaction of nurses. The study, conducted on a stratified random sample of 57 nurses working in government and private hospitals and primary health centres, on different work schedules, in and around Bangalore and Mysore cities, showed that irrespective of shift schedule or the type of organization, job satisfaction of the nurses did not differ significantly.

A case study by Chelliah (1998) on Job Satisfaction in Madras Fertilizers Limited conducted on 227 executives working in Madras Fertilizers Limited revealed that job satisfaction of the respondents was more than satisfactory.

Hariharamahadevan and Amirtharajan (1997) article titled Job Satisfaction of Nationalized Bank Officer- Summary of a Study studied job satisfaction among nationalized bank officers in the middle and junior level (representing 80 percent of total strength of officers) in the southern part of Tamil Nadu. Findings revealed that majority of the respondents were dissatisfied with their job.
In a study by Katuwal and Randhawa (2007) titled *A Study of Job Satisfaction of Public and Private Sector Nepalese Textile Workers*, an investigation was made to compare the job satisfaction of 372 workers in the public and private textile sectors in Nepal. The sample was selected on the basis of stratified random sampling. The results of the study revealed that few of the textile workers were highly satisfied with their job, while the remaining showed either moderate or low levels of job satisfaction.

From the review of literature it can be concluded that employees experience different levels of job satisfaction at their work place. However most of the studies have revealed that employees in India are to a large extent moderately satisfied with their job.

### 3.4 INFLUENCE OF JOB FACETS ON JOB SATISFACTION

According to Herzberg (1957) it is necessary to identify the needs of the employee. The organization for which he works must recognize his needs and ensure that they are satisfied. As such, job satisfaction is positively related to the degree to which one’s personal needs are fulfilled in the job situation.

Studies have shown that an increase in job satisfaction was not only with the satisfaction for the important components of a job but also with the satisfaction of the increasing number of job facets, irrespective of their importance (Blood, 1971; Warnous and Lawler, 1972; Khaleque and Rehman, 1987).

In a comparative study by Verma and Jha (1983) on the job satisfaction of 450 workers – 150 each from Bata, Reserve Bank of India and Government printing press. They found
job factors to be more important in determining job satisfaction than personal and external factors.

Sinha and Singh (1995) in their study on *Employees' Satisfaction and Its Organisational Predictors* focused on the contents of employees' salient needs and their expectancies to satisfy them, examined the direct effect of satisfying or not satisfying nature of the job, as well the impact of the various facets of the organization. To avoid having a sectoral picture of employees' satisfaction and its predictors the study included both managers and workers drawn from a large manufacturing organization located in the Eastern part of India. The sample consisted of 248 managers and 1795 workers, which is 11 percent and 10 percent respectively of the employees' population. Relevant data was collected from the questionnaire schedule administered to the sample, which contained several parts relevant to the study such as facilities provided by the organization, facets of the organization, and indices of satisfaction.

The findings of the study revealed that for both managers and workers there were three robust predictors of organizational satisfaction namely life satisfaction, expectancy to satisfy one’s salient needs and satisfying nature of the job. The two important needs of workers and managers were (a) utilization of one’s ability, expertise and job knowledge (b) need to be recognized for one’s efforts. These findings were similar to that of Sinha (1990). However on other needs managers and workers differed. Managers needed challenge at work, tension free life and freedom to do things in their own way, while workers wanted promotion on time, good working conditions and better relationship at work. Workers were found to be more satisfied than managers. However the more
educated the workers or higher their positions, the more dissatisfied they were with the organization.

The study provided evidence to support a new conceptual framework in which employees satisfaction was decomposed into employees satisfaction with their organization, life satisfaction, satisfying nature of the job, expectancy to satisfy their own salient needs.

The study did not investigate the level of job satisfaction experienced by the employees and the influence of personal factors (age, gender and experience) on job satisfaction. It did not consider the aspect of labour welfare facilities offered in the organization and the influence of labour welfare amenities on job satisfaction.

Finding a lacuna of reliable studies on job satisfaction for the scientific community and for other researchers to consider scientists as a subject of their analysis, Dhawan (1999) conducted a study on Job Satisfaction Among Indian Scientists: Some Empirical Findings from a Research Laboratory. The focus of the study was on the following issues: degree of satisfaction and dissatisfaction of the scientists with various aspects of their job such as goal setting, future in the laboratory, influence in the organization and learning opportunities, relationships of the background of the scientists with the factors of job satisfaction and job dissatisfaction. Determining the critical factors that contributed to the variations in overall job satisfaction and job dissatisfaction of the scientists was also analyzed.
A questionnaire consisting of 40 questions that represented 12 factors of job satisfaction was constructed to collect relevant data. On the basis of systematic random sampling 84 scientists from the middle to the high categories from the research laboratory of the CSIR were selected for the study.

The findings highlighted the degree and factors responsible for the satisfaction and dissatisfaction of the scientists. Factors responsible for job satisfaction for the sample of 84 scientists studied were: work meaningful and important, potential skills and abilities, work enjoyment and overall job satisfaction. On the other hand factors responsible for dissatisfaction among the respondents were potential skills and abilities, learning opportunities, future prospects, influences in the organization, work meaningful and important, mutual support and help, learning opportunities and appreciation. Thus 'work meaningful and important' and 'potential skills and abilities' are factors that had direct implications in scientists' job satisfaction/dissatisfaction. Appreciation was low on satisfaction scale and high on dissatisfaction rating, thus indicating that this factor has direct implication for satisfaction/dissatisfaction of scientists. The results also revealed that majority of the scientists' showed a high level of job satisfaction.

Further, the relationship between job satisfaction factors and the background data of the respondents indicated that there was a negative relationship between age and the following factors of job satisfaction- work related variety, appreciation and future prospects. A positive relationship between age and autonomy and challenge were found in the study. Moreover a negative relationship was found between service and job satisfaction factors like work meaningful and important, future prospects, work related variety, work enjoyment, potential skills and ability, and appreciation; while a positive
relationship was found between total service and factors like goal setting, and autonomy and challenge.

The study made a detailed analysis of factors influencing job satisfaction/dissatisfaction and the relationship between factors of job satisfaction and the personal background of the respondents.

The study failed to investigate the influence of hierarchy on job satisfaction, labour welfare facilities offered in the organization and the effect of labour welfare on job satisfaction.

In a study by Dhawan (2001) on Variations in Job Satisfaction with Age: Some Empirical Findings drew attention to the relationship between age and sources of job satisfaction among blue-collar and white-collar employees and the differential impact of age on the sources of job satisfaction among different types of employees.

Using the interview method wherein a questionnaire consisting of 40 questions representing five factors of job satisfaction was administered to the respondents to collect information on job satisfaction. The five factors in the job satisfaction questionnaire were opportunity, learning and challenge; influence over supervisors; work enjoyment and meaningfulness; satisfaction with work groups; and desirable future. The sample of the study consisted of 110 blue-collar workers from a Heavy Engineering Industry and the 50 white-collar workers from a government department.
The investigation discovered that there was a difference on the job satisfaction factors for white-collar workers and blue-collar workers. The white-collar workers showed significantly higher level of job satisfaction than the blue-collar workers with influence over supervisors, opportunity, learning and challenge and desirable future.

A further insight into age and job satisfaction factors for the two categories of workers was also provided. Age of blue-collar workers was found to be positively correlated to influence over supervisors and negatively correlated to work enjoyment and meaningfulness. Whereas the age of white-collar workers was negatively correlated with opportunity, learning and challenge; and positively correlated with desirable future. Moreover with age the job satisfaction for white-collar workers and blue-collar workers becomes quite identical. Hence overall comparison of job satisfaction between white-collar workers and blue-collar workers tends to suppress crucial differences owing to the age factor.

The study underlined the differences between two categories of employees in respect of their levels of job satisfaction factors based on the age factor. It provided an understanding of the influence of age on job satisfaction.

The study did not investigate the influence of other personal variables on job satisfaction, the type of labour welfare amenities provided to the two categories of workers, and the influence of labour welfare on job satisfaction.
Mishra, Dhar and Dhar (1999) conducted an investigation *Job Satisfaction as a Correlate of HRD Climate (An Empirical Study)*, which focused on the relationship between HRD climate and job satisfaction. The sample of the study included 200 respondents – 100 each from the manufacturing (pharmaceutical) and service (banking) industries constituting the middle management level and above. The questionnaire method was used. Two standardized scales were administered to the respondents to assess HRD climate and job satisfaction. The scales were Rao’s (1990) 38-item scale to measure HRD climate and Wiebs et.al. (1967) Job satisfaction scale.

The findings of the study revealed that job satisfaction is a significant correlate of HRD climate. HRD climate contributes to the overall organizational and individual development. Moreover the employees are dependent on both personal and organizational variables to enhance job satisfaction. A study by Sinha and Singh (1995) supported this contention.

This study did not however deal with the level of job satisfaction of employees nor did it make a comparative study of job satisfaction between the two industries. Further the personal factors influencing job satisfaction was not included in the study. The relationship between labour welfare and job satisfaction was not analyzed.

Ibrahim, Sejini and Qassimi (2004) did a research study titled *Job Satisfaction and Performance of Government Employees in UAE* that investigated into the relationship between performance, personal variables and job satisfaction. The researchers randomly selected nine units of total 60 Federal and local Government units in the UAE from which 382 employees’ managerial and non-managerial positions formed the sample of the study.
The researchers reviewed several standardized questionnaires and adopted 30 statements that reflected the main core of alternative facets of job satisfaction (pay, fringe benefits, supervision, promotions, and work itself) and considerations of modern work environment (internal control systems and procedures). Each respondent was expected to indicate the extent to which he/she was satisfied with 30 items dealing with different aspects of their jobs.

The findings showed that age, gender and marital status had no effect on overall job satisfaction or its facets (that is pay and benefits, professional development and work environment). The results also indicated that pay and benefits has no significant effect with relation to age, gender and martial status. There was also no significant relationship between self-rated performance and overall job satisfaction. However the self-rated performance, position and nationality were significant factors affecting some job facets namely pay and benefits, professional development and work environment.

The research looked at the relationship between job satisfaction and performance; including the effects of personal variables on job satisfaction. However the study did not rate the job satisfaction of the sample studied nor compared the job satisfaction between the units selected. Moreover labour welfare facilities offered in these units were not analyzed and its effect on job satisfaction studied.

Hariharamahadevan and Amirtharajan (1997) in their micro study titled *Job Satisfaction of Nationalized Bank Officer – Summary of a Study* attempted to inquire into the general level of job satisfaction among nationalized bank officers in a particular town, find out the relationship between job satisfaction and various background factors and suggest
suitable measures to improve job satisfaction. The researchers selected a ‘structured questionnaire’ in English. The sample consisted of all the officers at the junior and middle level of all the nationalized banks in a particular town in the Southern part of Tamil Nadu. These officers represented 80 percent of total strength of the bank officers.

According to the findings of the study those factors which had a close relationship with job satisfaction were age, educational qualification, experience, salary, job security, customer service, suggestion scheme, interpersonal relationship, departments care, training effectiveness, officers association and recognition. The factors which had no relationship with job satisfaction were retirement benefits, loan facilities, accommodation facilities, working hours, transfer policies, authority and power, grievance handling procedure, job attitude and status in society. Further the study revealed that even though a considerable percentage of respondents were satisfied with their jobs (64.8 percent), they still are dissatisfied with some of the factors related with their jobs such as promotional policy, authority and power, working hours, transfer policy of officers, association and job security. Some of the respondents were dissatisfied with their job (35.2 percent), but they agreed that they are satisfied with some factor such as salary, security and interpersonal relationship, loan facilities, suggestion scheme, work performance, retirement benefits, training effectiveness, accommodation facilities, and customer service. The study concluded by giving suggestions on policies of promotion, transfer, customer service, and job satisfaction.

The study brought out some valuable information about job satisfaction of the respondents, the satisfiers and dissatisfies of the job and the association between job satisfaction and various variables.
The study left out the influence of gender and hierarchy on job satisfaction and the aspects of labour welfare and job satisfaction.

The empirical study by Rajagopalrao (2002-03) on Employees' Attitudes Towards Organisations and Managements in Urban Co-operative Banks: A Study was initiated to examine the beliefs and outlook of the employees for joining the Urban Cooperative Banks, enquire into the reasons for the happiness and unhappiness of the employees with their organizations and managements and determine the feelings, opinions and attitudes towards their organizations, managements and jobs. The study comprised of a selected sample of 500 employees of 20 urban co-operative banks in Bangalore city. The study used a well-structured questionnaire and the researchers personally collected data from the respondents through personal contact and discussions.

The study found that majority of the respondents were very happy with their organisations, while some of them expressed that they were unhappy with their organisations. The study further ranked the reasons for happiness of the respondents with their organisations which included good management, financially sound organisation, high reputation, job satisfaction, work culture, involvement in development and high salary. Further the following specific factors have influenced the unhappiness of the respondents in the following rank order: no scope for self-development, no job satisfaction, bad management, no facilities, poor salary and no work culture. Moreover the study also found that majority of the respondents expressed that they were happy with the managements, whereas a few of them expressed unhappiness with the managements of their respective urban co-operative banks. The reasons specified by the respondents for
their happiness/unhappiness with their managements were related to the treatment they received from the Board members of the respective urban co-operative banks.

The study determined the feelings of the respondents towards their organisations and managements and highlighted the reasons for the happiness/unhappiness with their organisations and managements.

Nonetheless the study did not venture into comparing the level of job satisfaction between banks; investigating the influence of age, experience, gender and hierarchy on job satisfaction; and the impact of labour welfare and job satisfaction.

A study by Maheswaran, Rath and Vani (2003) on *Job Satisfaction Among Faculty Members in Select B- Schools* was conducted in the twin cities of Hyderabad and Secunderabad. The objectives of the study were to examine the degree of job satisfaction of faculty members, to find their ranking preference on the job satisfaction dimensions, and to assess the job satisfaction in relation to demographic variables of the faculty members. The sample for the study consisted of 53 faculty members who were randomly selected from B-schools affiliated to the University/AICTE and foreign institutes. The questionnaire method was used consisting of two parts: part A included demographic variables and part B included a standardized scale measuring job satisfaction that consisted of 15 items from the works of Oshagbemi (1997), was administered to the sample.

The findings of the study showed that the most preferred dimensions of job satisfaction for the respondents were teaching, pay, co-worker behaviour, management and research.
The least preferred dimensions of job satisfaction were workload, selection of subjects, infrastructure, promotion and supervision. Job security falls in between the top five preferred and least five preferred dimensions and it was a moderately preferred dimension. The study further determined a significant relationship between age, designation and job satisfaction, with senior management faculties experiencing significantly greater job satisfaction than junior faculty members. Although female faculty experienced a higher level of job satisfaction than their male counterparts the difference was not significant. Moreover the salary of the faculty members did not significantly influence their job satisfaction.

The study indicated the most preferred and the least preferred dimensions of job satisfaction of the respondents and the influence of personal variables and job satisfaction.

However the study did not make a comparative study of the job satisfaction between the B-schools and the influence of work experience on job satisfaction. The study left out the aspects of labour welfare amenities and the effect of labour welfare on job satisfaction.

Islam (2003) investigated the level of job satisfaction of women workers and technological change on job satisfaction in garment industries in Bangladesh. The study titled *The Impact of Technological Change on Job satisfaction of Woman Garment workers in Developing Country* was an attempt made to analyze the impact of technological change on job satisfaction of Bangladeshi women garment workers, examine the relationship between job satisfaction and the overall impact of technological change on garment workers and the relationship between job satisfaction and age, work experience, and the skill levels of women workers. 296 female workers were randomly
selected from 88 garment companies in Bangladesh who formed the sample of the study. The study was based on primary data wherein a structured questionnaire was used. The job satisfaction relating to technological change were developed, based on technological change survey (Slem and Levi, 1995).

The results of the study showed that the most important factors of job satisfaction in order of their importance were fair pay followed by work satisfaction, task significance, salary, supervision, bureaucracy, conflicts, information sharing, co-workers relation, benefits and promotion. Moreover more significant work makes women workers more interested at work and gives more job satisfaction. Sharing information makes the women workers more understanding and in turn, increases their level of job satisfaction. The positive results of technological change on job satisfaction of women workers were improved task significance, better salary, higher quality supervision, good co-worker relations and increased benefits. The negative results of technological change on job satisfaction of women workers were unfair pay, work dissatisfaction, bureaucracy, conflicts, low information sharing, and lack of promotion. Further the results brought to light that age, experience and skills of the respondents had a significant relationship with the job satisfaction factors.

The study showed the positive and negative impact of technological change on job satisfaction factors on women workers in Bangladesh garment industries and the important factors of job satisfaction for the respondents. Influence of personal variables on job satisfaction was also analyzed.
The study however did not compare the level of job satisfaction between the employees in the garment industries. It considered only female workers and left out the male counterparts. Labour welfare and its effect on job satisfaction were not considered in the study.

Joshi and Sharma (1997) in their study on *Determinants of Managerial Job Satisfaction in a Private Organisation* examined the role of organisation related factors on job satisfaction among managerial staff in a private sector located in Gujarat. The objectives of the study were to ascertain the level of job satisfaction of managerial employees, and to identify the situational factors that influenced job satisfaction among the segment of the employee population. Random sampling technique was used, to draw the sample of 124 managers from a private sector organization located in Gujarat. The data for the study was collected through a specially designed questionnaire administrated to the managers in small groups. For measuring job satisfaction, a multiple item scale was used, with a total of 8 items.

The findings brought to light that all 15 job and organization related variables were positively and significantly related to managerial job satisfaction. Further the study indicated that the best predictors of job satisfaction were job content and training, and none of the 13 other independent variables studied are capable of influencing job satisfaction, such as scope for advancement, grievance handling, monetary benefits, participation, objectivity and rationality, recognition and appreciation, welfare facilities, support and warm communication, top management commitment, resourcing and recruiting, career/succession planning and performance appraisal. Furthermore among the
managerial employees majority of them were found to be highly satisfied with their job.

The study determined the importance of job satisfaction and its related factors to only the managerial class of a private firm. It also indicted that the best predictors of job satisfaction.

However the study excluded the job satisfaction study of the non-managerial workers, personal variables and job satisfaction. It did not include the labour welfare facilities and its influence on job satisfaction.

The study by Srivastava and Roy (1996) on Work Adjustment and Job Satisfaction among Pro and Anti – Management Workers was based on the hypotheses that there will be a significant difference between adjusted and maladjusted employees in terms of job satisfaction, there will be a significant difference between pro and anti-management employees in terms of work adjustment, and there will be a significant difference between pro and anti management employees in terms of job satisfaction. The sample of 100 workers from Bharat Heavy Electricals unit in the city of Haridwar, Uttar Pradesh was chosen through the random sampling technique. To collect data the questionnaire to measure Job Satisfaction constructed and standardized by Ganguli (1954) was used in the study. It consisted of 29 statements and measured eight dimensions of job satisfaction. Besides Work Adjustment Inventory constructed and standardized by Mishra and Srivastava (1992) was used, and the attitude scale for distinguishing between pro and anti-management employees, constructed and standardized by Kapoor (1976) was used.
The results of the study determined that job satisfaction is significantly related to the attitude the employees have towards management. Some dimensions of job satisfaction that is nature of work, senior – junior relationships, salary and working conditions are positively and significantly related to the attitude of the employees. No significant relationship was found between the rest of the dimensions of job satisfaction such as job security, advancement, functioning of the union, nature of corporate communication and attitude of employees. The study also showed a significant difference between adjusted and maladjusted workers in terms of job satisfaction. Pro-management workers experienced greater job satisfaction and better adjustment than their anti-management counterparts. Pro – management workers feel a high sense of satisfaction in matters of advancement, working conditions, nature of work, communication procedures, while anti – management workers do not. Moreover the pro-management workers were better adjusted to their work than anti-management workers. It was also found that work adjustment plays a significantly important role in creating job satisfaction.

The study highlighted the relationship between employee attitudes, work adjustment and their job satisfaction. The pro-management and anti-management sentiments was the focal point of the study.

However the study did not find out the level of job satisfaction experienced by workers, the influence of personal factors on job satisfaction. Labour welfare facilities and the impact of labour welfare on job satisfaction were left out of the study.

A study exploring the relationship between organizational climate and job satisfaction was done by Prabhu and Rodrigues (2003) in their study titled *Organisational Climate and Its Influence Upon Job Satisfaction: A Study in a Public Sector Organisation in*
India. The objectives of the study were to assess the nature and state of organizational climate, explore the relationship between the organizational climate and employee job satisfaction, and to suggest workable organizational climate, and improving strategies to enhance the employees' job satisfaction. The stratified sampling technique was used for drawing the sample of 100 executives and non-executives from a public sector. A self administrated questionnaire consisting of personal attributes and professional demographic information, including items on organizational climate, and items pertaining to job satisfaction were used. The study adopted job satisfaction survey questionnaire by Spector (1985) combined with job satisfaction questionnaire (www.hr_survey.com/sdea4f.htm, www.hr_survey.com/sdea6s.htm. and www.surveysolutions.com) that was simplified and modified to suit Indian working conditions as per the requirements of the study. The organizational climate questionnaire by Baldev R. Sharma (1989) was also used.

The findings revealed that a majority of employees were highly satisfied with their jobs and the organizational climate. The dimension wise analysis revealed that employees perceived different dimensions of job satisfaction differently. Co-workers, resources, compensation and recognition were the dimensions which most of the employees reported high satisfaction. Training, supervision and management are the variables where they experienced low satisfaction.

The study focused on the relationship between the organizational climate and employee job satisfaction and the perception of the job satisfaction dimensions.
The study did not compare the level of job satisfaction experienced by executives and non-executives, differences in their perception of the dimensions of job satisfaction. Besides labour welfare and job satisfaction was not included in the study.

Study by Rahman, Rahman and Khaleque (1995) on *Job Facets and Job Satisfaction of Bank Employees in Bangladesh* was conducted with the objectives of determining whether the public and private sector employees differ in terms of their job satisfaction and whether age and experience of the public and private sector employees were related to job satisfaction. Through random sampling the sample of 28 bank officers in private sector banks and 28 officers in public sector banks in Bangladesh. The total sample constituted 56 bank officers. The measuring instrument used was the job satisfaction scale developed by Warr et.al. (1979), which was a 15 item seven point rating scale.

The findings of the study indicated that officers in public sector banks experienced higher level of job satisfaction than their counterparts in the private banks. Further the job facets influencing job satisfaction showed that salary by itself was not enough to increase job satisfaction. This result is supported by a study conducted by Khaleque and Chowdhury (1983). In addition, the study showed that public sector employees enjoy more work autonomy, which is an important factor in increasing job satisfaction. The working day of the public sector banks was comparatively shorter, their lesser salary compensated their job satisfaction and working hours. The employees of private sector banks receive higher salaries than their counterparts in public sector banks. However though the employees of private banks are satisfied with their salaries in the initial stages, after a few years of experience they realize the importance of job security. Working day that is an important factor of job satisfaction (Khaleque and Rahman, 1980) is comparatively longer in private
sector banks. The results also indicated that better salary and more job security; shorter working hours and more work autonomy are associated with higher job satisfaction. Moreover results on the personal background of the sample showed that for the public sector banks job satisfaction positively increased with age and experience while for private sector banks there was no significant relationship between age and job satisfaction. But job satisfaction was negatively related to experience in private sector banks.

The study pointed out the difference in the level of job satisfaction experienced between private sector and public sector banks, the job facets that differ in these banks and their influence on job satisfaction, including the personal factors of age and experience influencing job satisfaction in private sector and public sector banks.

The influence of hierarchy and gender on job satisfaction was not included in the study. Even labour welfare and job satisfaction was not considered in the study.

Nazir (1998) made an attempt to study the overall job satisfaction of bank clerks, identify the determinants of job satisfaction including the perceived importance of some job and background factors on the overall job satisfaction. The study titled *Perceived Importance of Job Facets and Overall Job Satisfaction of Bank Employees* was conducted on a randomly selected sample of 193 clerks in various branches of a private bank in Srinagar district of Jammu and Kashmir. The instruments used to collect data from the respondents included the Brayfield-Rothe scale (1958) to measure overall job satisfaction, scale for rating perceived importance job facets by Khaleque and Rehman (1987), and the job facets and life satisfaction questionnaire.
The results of the study revealed that majority of the clerks (76 percent) were satisfied with their job, while few of them (24 percent) were dissatisfied. Moreover the overall job satisfaction was significantly higher for those respondents who are satisfied with job components and job facets than those who were not satisfied with them. Further there were five factors that were conceived as the most important causes of job dissatisfaction namely hours of work, adequate earnings, management policy, ability utilization, and recognition. The relationship between job satisfaction and personal variables showed that except for income and level of education no other variable such as age, marital status and number of dependents showed any association with overall job satisfaction.

The study investigated the overall job satisfaction of bank clerks; influence of job facets and their perceived importance, including the influence of some personal variables on job satisfaction.

However the study did not analyze hierarchy and job satisfaction, labour welfare facilities and its impact on job satisfaction.

Haque (2004) studied the relationship between gender and age on the job satisfaction of academicians in the study titled *Job Satisfaction of Indian Academicians: A Study based on Gender and Age*. The researcher randomly selected 253 teachers from a central university. A questionnaire was constructed and administered to the respondents, which included 43 items with nine job satisfaction dimensions.

The results of the study indicated that the academicians were moderately satisfied with their jobs. On all the dimensions of job satisfaction 38 percent were satisfied, 20 percent
were dissatisfied and 42 percent were indifferent. On job itself all respondents were satisfied and most of the respondents were satisfied with autonomy, collegial relations among faculty, salary and benefits, and teaching administration. High level of dissatisfaction was experienced on three job dimensions - institutional resources for research, career advancement and promotion, and physical facilities. With age job satisfaction is found to be increasing but at a decreasing rate. On the basis of gender there was moderate job satisfaction experienced between male and female respondents, but male respondents showed a little more satisfaction than their female counterparts.

The study made a detailed analysis of job satisfaction, satisfaction with the job dimensions and the influence of age and gender on job satisfaction.

However the study did not analyze the influence of hierarchy on the level of job satisfaction, labour welfare and its impact on job satisfaction nor did it make a comparative study between organizations.

The study conducted by Sharma and Jyoti (2006) on Job satisfaction Among School Teachers investigated intrinsic, extrinsic and demographic variables in determining the level of job satisfaction of school teachers in both government and private schools. A random sample of 120 school teachers of equal representation in both government and private schools (at primary and secondary school levels) in Jammu city was selected for the study. A questionnaire was prepared on the guidelines of the Job Descriptive Index, which comprised of 109 statements in six sections. The results of the study revealed that the overall job satisfaction experienced by teachers was modest. The reason lies in insufficient pay. Moreover the dimensions of job satisfaction studied had a positive
relationship with job satisfaction. The level of satisfaction from all dimensions of job satisfaction was modest except pay and rewards dimensions in which majority of the respondents felt it was inadequate. Comparing the job satisfaction of the respondents in the private and government schools results indicated that both experienced modest level of job satisfaction. On the dimensions of job satisfaction for the private school teachers the maximum satisfaction was derived from the dimensions of students and physical environment, while minimum satisfaction was experienced from pay and rewards. On the other hand, the government school teachers secured maximum satisfaction from the dimensions of principal’s behaviour, and high dissatisfaction on the dimension of pay and rewards. Between the primary and secondary school teachers in both the private and government schools it was found that the secondary school teachers experienced a higher level of job satisfaction that their counterparts in the primary schools. Thus explaining that as the occupational level increases job satisfaction of the individual also increases. On the gender aspect the results showed that the level of job satisfaction is higher for female teachers than their male counterparts. Further no significant relationship was found between age and job satisfaction.

The study was an in depth analysis of job satisfaction, the dimensions that satisfy/dissatisfy the respondents, including the influence of demographic factors on job satisfaction. Moreover a comparison was drawn on their level of job satisfaction and its dimensions between the respondents in the private and government schools.

However the study did not incorporate labour welfare facilities provided and its effect on job satisfaction.
The effect of work motivation, hierarchy and job anxiety on job satisfaction was made by Malhotra, Shruti and Sachdeva (2001) in their work titled *Work Behaviour and Job Satisfaction: A Study in Banking Industry*. A sample of 180 employees (managers and clerks) from different nationalized banks in Rohtak and Bhiwani were selected for the study. Data was collected from the respondents by administering three standardized instruments - Work Motivation Questionnaire by Agarwal, Job Anxiety Scale of Srivastava and Sinha and Job Satisfaction Scale by Muthaya. The results found that work motivation and job anxiety significantly affect job satisfaction but hierarchy was not found to significantly affect job satisfaction. There was a difference in the job satisfaction scores of managers and clerks at different levels of work motivation and job anxiety. Job satisfaction was found to be significantly higher for the low motivation group than moderate and highly motivated group. The moderate and highly motivated group did not differ significantly. There seemed to be an emergence of rudimentary ‘U’ shaped relationship between the two factors. The results made it clear that professionals with high ranks (managers) at moderate level of work motivation display least job satisfaction with the low motivated group having maximum job satisfaction. At the low ranks (clerks) display similar level of job satisfaction which in contrast is highest at high work motivation level and lowest at low work motivation level.

The study highlighted the effect of work motivation and job anxiety on job satisfaction on the ranks of managers and clerks.

In a study by Rahad (1995) on *Factors Related with Job Satisfaction of Village Extension Workers in Training and Visit System* on a sample of 240 village extension workers in Amravati division of Vidarbha region in Maharashtra State found that majority of the
respondents were moderately satisfied about their job. The proportion of highly satisfied respondents was low. Further, out of eight independent variables studied only education was found to be significantly and negatively related to job satisfaction. The contribution of hygiene factors to job satisfaction was more than the motivator factors. Among the various hygiene factors job security and advancement, adequacy of salary, physical conditions of work and social status attached to the job were positively and significantly related to the job satisfaction of the respondents.

A study that explored and evaluated the impact of status on motivation of public sector bank executives and identified some indicators to improve the motivation of the bankers was done by Islam (2000) in his paper titled Impact of Status on Motivation of a Banker in Bangladesh: A Public Sector Bank Perspective. A sample of 195 officers and executives of different public sector banks in Bangladesh were chosen for the study. The sample was interviewed through a pre-designed questionnaire.

The findings showed that officers and executives of public sector banks have not achieved a reasonable level of job satisfaction keeping with their existing status in the banking job. Majority of the executives (88.2 percent) perceived their status to be lower than similar jobs in other government departments. The executives and employees of the banks perceived that they could achieve high levels of job satisfaction if they were assured a separate higher pay scale, which takes into consideration their job requirements. Further the status of the respondents had fallen significantly because their salary and benefits were much lower than their expectation and justification. With job security a large proportion of the respondents (55.9 percent of executives, 69.8 percent of
employees) expressed their satisfaction. Finally suggestions were made to improve the motivation of the bankers.

The study analyzed the job satisfaction of officers and executives in keeping with their status, and the aspects that could increase their job satisfaction.

The study did not deal with the personal factors influencing job satisfaction, labour welfare and its impact on job satisfaction.

Sharma and Sharma (2003) researched upon the motivation and commitment of managerial staff in relation to various organizational variables. Their research study titled *Organizational Commitment and Motivation Among Managerial Staff*. The sample consisted of 254 middle level managers randomly selected from a high performing organization. A structured questionnaire on 11 organizational characteristics was developed by the researcher and administered to the respondents in a group setting of 15 to 20 managerial staff.

The study highlighted the significantly better availability of HR policies and practices in 10 aspects namely, safety and security, monetary benefits, objectivity and rationality, participative management, training and development, welfare facilities, recognition and appreciation, grievance handling, scope for advancement, and delegation of authority. Further three determinants were identified as critical predictors of organizational commitment and managerial motivation namely job content, scope for advancement, and objectivity and rationality. Other significant determinants of organizational commitment
were safety and security, and monetary benefits. For job satisfaction the predictor was monetary benefits.

The study indicated the predictors of organizational commitment, managerial motivation and job satisfaction.

The study did not research into the job satisfaction of the managerial staff and the influence of labour welfare on job satisfaction.

Maheshwari and Gupta (2004) conducted a study on the professional satisfaction including the factors affecting the professional satisfaction of scientists titled *Professional Satisfaction of Home Scientists Working in Krishi Vigyan Kendras of India*. The study was conducted on a sample of 90 training associate home scientists who were mailed questionnaires to collect data. A job satisfaction scale was developed consisting of 41 job satisfaction items.

The findings indicated that half of the training associates were satisfied with their profession, while some were found partially satisfied. Only few training associates experienced high level of satisfaction and dissatisfaction respectively. The findings also revealed that there was not a single item in which the respondents were highly satisfied or dissatisfied (salary, interpersonal relationships, nature of work, motivation at work, security, work environment, coordination among staff, sense of achievement, prestige attached to the job, opportunity to use own talents and skills and so on). Out of 41 professional satisfaction items the respondents were satisfied with 25 items and partially satisfied with rest of the 16 items. They are satisfied with salary, nature of work,
interpersonal relationships, professional security and above mentioned factors; and partially satisfied with promotional opportunities, professional training, library, recognition and appreciation for efforts, opportunities for professional growth and development. The study also found a negative significant relationship between various constraints (administration, financial, technical, operational, personal and social) and professional satisfaction. Thus due to these constraints the training associates did not experience optimum professional satisfaction and it reduced their interest and enthusiasm in the job. Moreover it was found that age and experience of the respondents were not associated with their professional satisfaction.

The study determined the job satisfaction of the sample studied. Their satisfaction on various items of professional satisfaction, and the relationship between the constraints, age, experience and professional satisfaction was analyzed.

The study did not include influence of hierarchy, gender on job satisfaction, and impact of labour welfare on job satisfaction.

The study by Rao, Sujatha and Chakravarthy (2002) on *Job Satisfaction of Employees, A Survey of LIC Employees* on a sample of 54 employees majority of them in the middle age group whose average service was 12.73 years indicated that respondents were satisfied with their job. The study also found that among the factors contributing to job satisfaction majority of the employees were satisfied with the quality of training facilities, working conditions or environment, housing loan facility, and good or excellent relations with management. Moreover majority of the respondents were satisfied with their present job, most of them were happy with their place of work and do not want to leave the
organization even if a better job is offered to them. Since all these factors influenced job satisfaction it was concluded that these were the reasons for high job satisfaction among the employees.

Further the study also found that certain attributes influenced job satisfaction. Salary was highly associated with job satisfaction, followed by years of service. While promotion, satisfactory place of work and housing were not dominant attributes associated with job satisfaction. However salary was found to be the most important factor deciding the level of job satisfaction.

The study considered the job satisfaction of the sample, the job facets they were satisfied with and those job attributes that had high associations with job satisfaction.

The study did not include the influence of personal factors and hierarchy on job satisfaction, nor did it consider the relationship between labour welfare amenities and job satisfaction.

The experience of shift and shift schedules on the job satisfaction of nurses was undertaken in a study by Madgaonkar, D'Souza, Veena, and Poornima (2001) titled Influence of Experience in Different Work Schedules on Job Satisfaction of Nurses. A standardized questionnaire (Mishra, Tiwari and Pandey, 1997) was administered to a stratified random sample of 57 nurses working in government and private hospital and primary health centers, on different work schedules, in and around Bangalore and Mysore cities.
The findings showed that irrespective of the shift schedule or the type of organization, job satisfaction of the nurses did not differ significantly. Further an increase in the shift work indicated a linear increase in their job satisfaction.

The study basically looked at the job satisfaction of nurses working in shifts.

It did not consider the job factors or the personal factors that influence the level of job satisfaction of these respondents, nor did it include the labour welfare amenities provided and its impact on job satisfaction.

Joseph (2001) in his article *On Job Satisfaction Among Transport Employees* made a comparative study of the job satisfaction of employees in the private and public sector. The empirical study was conducted on a sample of 300 transport employees working in the private (180 employees) sector and public sector (120 employees) in the Kottayam district of Kerela. The sample was interviewed using the Job Satisfaction Scale constructed by H.C. Ganguli (1994) consisting of nine variables that measured job satisfaction.

The findings pointed out that there was a significant difference between the public sector and private sector transport employees in their level of job satisfaction. Employees in the public sector were highly satisfied with salary and other allowances, social status, relationship with co-workers, working hours and relationship with passengers; whereas the private sector employees were highly satisfied in their relationship with co-workers, working conditions and relationship with passengers. The public sector employees are just satisfied with job security and trade union relations and their counterparts in the private sector were satisfied only with trade union relations. The satisfaction of public
sector employees in the middle range was only in the case of management policies and working conditions. But the satisfaction of private sector employees in the average or middle range was for five variables namely salary and other allowances, job security, management policies, social status and working hours. It was found that experience and the number of dependents significantly affected the job satisfaction of transport employees in the public and private transport sectors.

The study determined that job satisfaction was the result of both situational and personal variables. It made a comparative study of the job satisfaction aspects in private and public sectors. The study left out the variables of age, gender and hierarchy, including labour welfare and their impact on job satisfaction.

In a study by Katuwal and Randhawa (2007) titled *A Study of Job Satisfaction of Public and Private Sector Nepalese Textile Workers*, an investigation was made in comparing the job satisfaction of 372 workers in the public and private textile sectors in Nepal. The sample was selected on the basis of stratified random sampling. The results of the study determined that the workers in the public and private textile sectors experienced high dissatisfaction towards job facets, especially the facets of monetary expenditure of the organization, behavioural aspects of management, and employment policy of the organization. While comparing the workers in the public and private textile sectors, it was found that public sector textile workers were statistically more satisfied than their private sector counterparts with personnel policies, style of management, and welfare facilities. The private sector textile workers were statistically more satisfied with the duration of work, wages, job security, and training and development than those in the public sector. Both groups of workers had similar attitudes on the job facets such as autonomy in work,
job interest, promotion, ability utilization, recognition, supervision style, colleagues, and physical facilities available in the work place.

The study was a comparative analysis of job satisfaction and job factors in the private and public sectors. It determined the job facets that influenced the job satisfaction of workers in the two sectors, as well as those job facets in which the two groups experienced similar satisfaction.

The study however left out the personal variables, labour welfare and their impact on job satisfaction.

From the above studies it can be observed job facets play an important role in influencing job satisfaction. Moreover the studies also reveal that different job facets determine the job satisfaction of employees.

3.5 INFLUENCE OF PERSONAL VARIABLES ON JOB SATISFACTION

When a person comes to work, he brings with him his total personality, his attitudes, likes and dislikes, his personal characteristics and these in turn, influence the satisfaction he derives from his work. As work is one of the necessary aspects of the total life experience of an individual, it becomes important to examine how personal characteristics influence one's job. Personal variables here refer to bio-social variables such as age, gender and length of service which are in keeping with the variables of the present research.

3.5.1 Age and Job Satisfaction

Research on the relationship between age and job satisfaction has revealed that in general job satisfaction increases with age. As workers grow older they become more realistic and
adjust themselves better to their work situation. However later their job satisfaction may decline as promotions become less frequent and they face the realities of retirement. The youngest workers report the lowest job satisfaction. Young workers today expect a great deal of personal fulfillment from their jobs. Job challenge, self-expression and freedom to make decisions are factors important to them. They are thus disappointed when they begin to work and fail to find challenges and responsibilities. The results of many studies have shown meaningful relations between job satisfaction and age.

The essence of the study by Hoppock (1935) suggested that job satisfaction tends to increase with increasing age. Older workers tend to be more satisfied with their jobs than younger workers.

Herzberg et.al. (1957) were among the first to report linear relationship between age and job satisfaction. Herzberg and his team suggested that job satisfaction climbs with age. Later, Handyside (1961) and Warr (1992) reported similar relationship between age and job satisfaction. Hulin and Smith (1965) tested Herzberg’s hypothesis and suggested that the linear model best explains the effect of age on job satisfaction. Age is one of the factors affecting job satisfaction. Studies conducted in five different countries prove that the elder workers are more satisfied (Davis, 1988). Kose (1985) has also found a meaningful relation between the age and job satisfaction. According to Herman et. al. (1980) and Sweeny (1982), the older teachers were more satisfied with their jobs than were younger teachers. In more recent studies Hickson and Oshaghami (1999) and Bas and Ardic (2000) examined the effect of age on job satisfaction of academicians.
Age has been found to be consistently related to job satisfaction (Hulin and Smith, 1965; Rhodes, 1983; Bush et. al., 1987). The aging effects on job satisfaction were established by researchers such as Friedlander (1963), Dicaprio (1974), Doyle (1975), Start and Laundry (1973), Arvey and Dewhirst (1979), Ganguli (1955), and Shrestha and Singh (1975) who have reported significant association between the age of the respondents and their level of job satisfaction. Pattanayak, Nanda, Mohapatra and Mohapatra (1995) have studied the role of personal characteristics like age and job experience and satisfaction in an integrated steel plant. The findings suggested that personal characteristics influence job satisfaction of both executives and supervisors.

Some researchers have established certain association between age and sources of satisfaction (Hulin and Smith, 1965; Saleh and Hyde, 1969; Sharma, 1971; Hunt and Saul, 1975; De, 1977; Glenn and Taylor, 1977; Haefner, 1977). In their study of white-collar employees, Glenn and Taylor (1977) found a moderate but consistent positive correlation between age and job satisfaction. They explained this correlation as a result of influence associated with 'aging' or 'cohort' membership or both. For both types of employees - white collar and blue collar - job satisfaction has been shown to vary directly with age (Hulin and Smith, 1965; Saleh and Hyde, 1969). The level of employee in an organizational hierarchy has been shown to be an important mediating variable affecting the relationship between age and sources of job satisfaction. In a study of five government departments, De (1977) found a positive correlation between age and job satisfaction for top-level employees, a negative correlation for middle level employees and an insignificant correlation for lower level employees. While job satisfaction of top-level employees increased with age, it decreased with age for middle level employees.
The study highlighted the intervening influence of levels of organizational hierarchy in the relationship between job satisfaction and age.

Researchers have studied the relationship between age and job satisfaction across cultures. While most of the studies in the West, by and large, showed a negative relationship (Kay, 2000), there is some evidence to suggest that it may be curvilinear as in case of a national sample of British workers (Warr, 1996) or positive for an American sample (Lee and Wilbur, 1985). In other parts of the world same trends seem to prevail. Studies on Nigerian samples have found positive relationship between age and job satisfaction (Saiyadain, 1985; Sokoya, 2000), which is the same for the Malaysian sample (Saiyadain, 1996). However Indian samples have found to show a curvilinear relationship (Dhawan, 2001), as well as a linear relationship (Nazir, 1998). Whereas a German sample showed no relationship between age and job satisfaction (Grund and Slivka, 2001). A study based on Korean sample showed a U shape relationship between age and job satisfaction (Ahn et. al., 2001). Some of the reasons for wide variations across cultures could be related to high expectations that employees develop as they grow old which are often nullified by routine nature of the job. Additionally, over qualification and lack of authority and control at the beginning of one’s career can also affect the job satisfaction of the employees.

Super (1939) and Dwivedi and Pestonjee (1975) found age to be curvilinear and significantly related with job satisfaction. Further Gani (1993) found that workers dissatisfied with the job were found to be either too old or too young.
Various researchers through their studies have shown that there is no significant relationship between age and job satisfaction.

Nazir (1998) in his study on 193 bank clerks in the Srinagar district of the Jammu and Kashmir State found that there was no significant relationship between age and job satisfaction.

Similarly a study by Sinha and Singh (1995) on 248 managers and 1795 workers drawn from a large manufacturing organization located in the eastern part of India found that there was no significant relationship between age and organizational satisfaction.

Studies by Natraj and Hafeez (1965), Sinha and Nair (1965), Gosh and Shukla (1967), Rao (1970), Vasudeva and Rajbir (1976), Bhatt (1992), Reddy and Rajendran (1993), Vasagam (1997) and Nazir (1998) have also found no significant relationship between age and job satisfaction suggesting thereby that job satisfaction is independent of age. These studies had workers as their respondents.

In a study by Saiyadain (1985) on samples of 620 Nigerian and 778 Indian employees showed that for the Indian sample there was no significant difference in the job satisfaction of managers in relation to age, sex, marital status, years of education and annual income.

According to researchers such as Kornhauser and Sharp (1932), Sinha (1958), Scammel and Stead, (1980), and Wellmaker and Hamshari, (1986) no relationship was found between age and job satisfaction.
According to Sharma and Joyti (2006) on *Job Satisfaction Among School Teachers* conducted on 120 respondents in private and government schools in Jammu city revealed that there was lack of linear relationship between age and job satisfaction among the teachers. The age wise analysis of job satisfaction revealed that insignificant coefficient of correlation existed between age and job satisfaction. But when class intervals of age were made and the mean job satisfaction obtained by teachers in each group was calculated, it revealed that there was a significant difference in mean job satisfaction of various age groups, and that maximum job satisfaction was during 41-45 and 55-60 years. The analysis showed that satisfaction level varies for different age groups.

In a study by Ibrahim, Sejini and Qassimi (2004) on *Job Satisfaction and Performance of Government Employees in UAE* conducted on a sample of 381 employees (managerial and non-managerial positions) working in nine government offices in UAE showed that there was no significant relationship between age and job satisfaction.

Similarly, a study by Madgaonkar et.al. (2001) on *Influence of Experience in Different Work Schedules on Job Satisfaction of Nurses* conducted on a stratified random sampling of 57 nurses working in government, private and primary health centers in and around Bangalore and Mysore cities indicated that age, marital status and type of organization did not influence the job satisfaction of nurses.

Maheshwari and Gupta (2004) in their article *Professional Satisfaction of Home Scientists Working in Krishi Vigyan Kendras of India* on a sample of 90 training associates home scientists in the 170 Krishi Vigyan Kendras of India also established that age of the respondents were not associated with their professional satisfaction. The study by Bhate

There are a number of studies conducted that show a positive relationship between age and job satisfaction (Nicholson et. al., 1976; Glenn et. al., 1977; and Saiyadain, 1983). Generally one would expect that as a person grows older he would get greater satisfaction with his job particularly because of the experience and the ease with which he would be able to perform it. Studies by Ghua (1965) and Sinha and Agarwal (1971) support such a relationship.

One such study by Rahman, Rahman and Khaleque (1995) on Job Facets and Job Satisfaction of Bank Employees in Bangladesh conducted on a random sample of 56 male officers of private banks (28 officers) and public banks (18 officers) showed that in the public banks, employees job satisfaction increased positively with age and experience. But for the private sector employees there was no significant relationship between their age and job satisfaction.

In a study by Maheshwaran, Rath and Vani (2003) on Job Satisfaction Among Faculty Members in Select B-Schools conducted on a random sample of 53 faculty from 29 B-schools in the twin cities of Hyderabad and Secunderabad on the older age group, middle age group, and younger age group revealed that faculty members in all age groups were highly satisfied with their jobs. Moreover a statistically significant difference between job satisfaction and the age groups was also found. This established that the senior management faculties were more satisfied than the junior faculty. As the faculty members grew older, their job responsibilities also increased and consequently their rewards also
increased. Hence their job satisfaction was high. However the younger faculty members take time to cope with the dynamic environment and hence feel the pressure of work environment, which results in lower level of satisfaction. Dhawan (2001) study reported a similar finding that employees of different age groups exhibit different levels of satisfaction, therefore necessitating different strategies to enhance the satisfaction of the people.

In a similar study conducted by Randhawa (2005) on The Relationship between Work Attitudes and Work Performance on a random sample of 150 scientists from the agriculture extension centers in Haryana. The sample was between the age group of 26 to 65 years with at least three years of experience in the same organization and educated up to post-graduate level. The findings showed that there was a positive correlation among the demographic variables that is age, qualification and experience. The highest correlation was between age and experience. A significant correlation was found between age and job satisfaction, and between experience and job satisfaction. This indicated that older and more experienced scientists tend to be more satisfied with their jobs.

Bhatt (1998) in the article titled A Study of Socio-Personal Variables and Job Satisfaction of LIC Employees on a random sample of 282 employees in the age range of 20 to 58 years showed that there existed significant difference between the low and high age group of employees. It implied that high age group of employees experienced higher job satisfaction than the low age group employees.

The study by Pavani and Devi (2003) titled Job Satisfaction among Women Police Constables was conducted on a sample of 60 women police constables from Vijayawada
City Police Department, Andhra Pradesh. The results revealed that age of the women constables had a positive significant relationship with job satisfaction. As age of the respondents increased their level of job satisfaction also increased.

Similar results that employees become more satisfied as chronological age increases, thus indicating a positive and linear relationship between age and job satisfaction was observed in studies conducted by researchers (Nicholson et. al., 1976; Glenn et. al., 1977; White and Spector, 1987; Lindstorm, 1988; Krishnan and Krishnan, 1994). However some researchers have found the opposite results (Sinha and Sharma, 1962; Srivastava, 1978; Narchal, Alag and Kishore, 1984; Kacmar and Ferris, 1989; Snyder and Mayo, 1991).

While many studies have found a positive and linear relationship between age and job satisfaction, some others suggest that this relationship is positive and linear until a terminal period in which there is significant decline in job satisfaction (Salesh and Otis, 1964; Carrell and Elbert, 1974).

One such study was by Haque (2004) on Job Satisfaction of Indian Academicians: A Study Based on Gender and Age. A random sample selected for the study consisted of 252 teachers from a central university in three age groups: up to 40 years (72 respondents), 41-51 years (66 respondents) and above 50 years of age (114 respondents). The results determined that job satisfaction level seems to be increasing with age but at a decreasing rate. But there was no significant difference in the job satisfaction of respondents with respect to different age groups. However on the dimensions of job satisfaction the teaching staff in all age groups seemed to show high satisfaction level.
with the dimension of job itself. They are moderately satisfied on dimensions of autonomy in job, collegial relation among faculty, salary and benefits, and general factors, and moderately dissatisfied on dimensions of career advancement and promotion, and institutional resources for research. The study concluded that there was no significant difference in the attitudes of different respondents with respect to age. Though there was dissatisfaction, it was found to be decreasing with age. Contrary to this fact, job satisfaction is found to be increasing with age but at a decreasing rate.

In a study by Dhawan (2001) on *Variations in Job Satisfaction with Age: Some Empirical Findings* conducted on a sample of 110 blue collar workers from a heavy engineering industry and 50 white collar workers from a government department, drew a comparison between two groups of blue-collar employees and white-collar employees on the basis of age - 30 years of age or below and those above 30 years. The study revealed the relationship age and facets of job satisfaction. Blue-collar employees above 30 years of age had significantly higher score for the factor 'influence over supervisor' than those 30 years or below. On the other hand younger blue collar employees (those 30 years of age or below) showed significantly greater 'work enjoyment and meaningfulness' in comparison to the older colleagues. The two groups were similar on the rest of the factors such as opportunity learning and challenge, satisfaction with group's work and desirable future. Further the correlation between age and job satisfaction for blue-collar workers showed that age is positively correlated with 'influence over supervisors' and negatively correlated with 'work enjoyment and meaningfulness'. Thus for blue-collar workers with increase in age 'influence over supervisors' also increased, whereas with age there was a decrease in their 'work enjoyment' and their perception about its 'meaningfulness'. The results clearly showed that age had a significant relationship with these two factors.
In the case of white-collar workers the study revealed that the younger group of white-collar workers showed significantly greater satisfaction on the two factors of 'opportunity, learning and challenge' and 'influence over supervisors' in comparison to the older colleagues. On the other hand, white-collar workers above 30 years of age showed significantly higher satisfaction with 'desirable future' in comparison to the younger group. The study also determined the correlation between age and factors of job satisfaction for white-collar workers, which indicated that age is negatively correlated with the factor 'opportunity, challenge and learning' and positively correlated with the factor 'desirable future'. Thus for white collar employees, with increase in age, their opportunities for better work environment, challenge at work and new learning goes down, whereas they feel their future is safe and better. For the remaining three factors namely influence over supervisor, work enjoyment and meaningfulness, and satisfaction with work group no significant correlation was found. Moreover when the entire sample of blue-collar workers was compared with the entire sample of white-collar workers (without consideration of age) the latter showed significantly higher satisfaction with the two factors of 'influence over supervisor' and desirable future'. When comparisons were made between younger blue-collar and white-collar workers, the latter showed significantly higher scores on the two factors 'opportunity learning and challenge', and 'influence over supervisor'. Likewise older white-collar workers exhibit greater satisfaction with the factor 'desirable future' than older blue-collar workers. There was greater similarity found between older people than differences, as revealed by the results of the study. With age the degree of job satisfaction for blue-collar and white-collar workers becomes quite identical. Thus overall comparison of job satisfaction between blue collar and white-collar workers tend to suppress these crucial differences owing to age.
Islam (2003) in his study on *The Impact of Technological Change on Job satisfaction of Woman Garment workers in Developing Country* on a sample of 296 women workers in 88 garment companies in Bangladesh revealed that a positive significant correlation age of women workers and the factors of job satisfaction.

According to the results of the studies conducted based on the Minnesota questionnaire for younger workers short – term factors (co-workers, hours, pay and working conditions) seem to be of primary concern. Older workers are more concerned with long-term factors (advancement, benefits and security).

Berhard and Gerhard (1981) investigated the relationship between motivational factors and job satisfaction and found that older workers had a lower need for growth and were more satisfied than younger workers.

Bhargava and Kelkar (2000) found a significant positive relationship of age with salary, experience and promotions, in their study on *Prediction of Job Involvement, Job Satisfaction and Empowerment from Organizational Structure and Corporate Culture* on a sample of 83 managers, officers and supporting staff of a leading soap industry in Mumbai.

There are studies undertaken by scholars that show an inverse relationship between age and job satisfaction.

The intention of a study conducted by Saiyadain, Demberel and Murerwa (2004) on *Demographic Variables and Job Satisfaction amongst Mongolian and Ugandan Employees* was to examine the interaction between demographic differences with country
differences. Selecting a random sample of 120 Mongolian and 100 Ugandan employees revealed that there was decreasing satisfaction with increasing age for employees in both countries. The analysis of the results showed an inverse relationship between age and job satisfaction. Age is likely to lead to greater seniority and so greater autonomy. Younger people in the sample from both countries were very satisfied with their jobs. However as they spent more time in the same job their satisfaction level dropped as routine and habituation set in. This is supported by a significant negative relationship between age and job satisfaction in both the samples. Across countries Ugandan employees are more satisfied than the Mongolian sample. Further Mongolian employees in the age group of 25 and below and Ugandan employees between 31 to 53 years were found to be more satisfied than the other age levels in their respective countries. There was also a significant quadratic relationship between age and job satisfaction for Mongolian employees, only thereby suggesting that after a certain age the fear of loosing the job and finding alternatives draws them to get more involved with the job leading to higher degree of satisfaction with it.

Other studies have also found a significant negative relationship between age and job satisfaction was (Sinha and Sharma, 1962; Narchal, Alag and Kishore, 1984; and Dhawan, 1999).

The review of literature on age and job satisfaction points out that various conclusions can be drawn such as: positive relationship between age and job satisfaction, an inverse relationship or the two variables could be neutral. Even across cultures wide variations exist between age and job satisfaction. However in general job satisfaction increases with age since employees become more realistic over the years and adjust better to their work
situation. On the other hand younger workers are reported to experience low levels of job satisfaction because they expect a great deal of personal fulfillment from their jobs, which may not be accomplished at their work place.

3.5.2 Experience and Job Satisfaction

According to Lawler (1977) work experience has profound effects on both the individual employees and society as a whole. Job satisfaction is found to be influenced differently by different years of work experience.

Various researchers studied the effect of tenure on job satisfaction. Gruneberg (1979) pointed out that the relationship between tenure, defined, as length of service with the organization and job satisfaction is unclear. This is because studies have indicated diverse relationship between experience and job satisfaction.

In samples from some countries the relationship was found to be positive. For example, studies in India (Saiyadain, 1985), Nigeria (Sokoya, 2000) and Malaysia (Saiyadain, 1996) have shown that job satisfaction increases with increasing years of work experience. On the other hand, Kalantan et. al. (1999) found a negative relationship amongst Arabic medical professionals and Saiyadain (1985) found that job satisfaction increased with increasing years of work experience amongst Nigerian employees and then showed a decreasing trend with increasing years of work experience, once again high expectations with increasing years of experience in terms of authority and control might have influenced the degree of satisfaction.

Studies have found a positive relationship between job satisfaction and years of experience (Sinha and Nair, 1965; Porter et. al., 1974; Gupta and Mishra, 1978; Lynch and Verdin, 1983; Narchal, Alagh and Kishore, 1984; Wellmaker, 1985; Rajashekar, 1991; Bedcian, Ferris, and Kachmar, 1992; and Pandey, 1992) and a negative correlation was found between years of experience and job satisfaction in studies by Vasudeva and Rajbir (1976), De Santis and Durst (1996), and Vasagam (1997). Whereas other studies have shown no relationship between job satisfaction and experience (Natraj and Hafeez, 1965; Ghosh and Shukla, 1967; Rao, 1970; Sinha and Agarwala, 1971; and Reddy and Rajendran, 1993). These studies have generally used workers as respondents. In the case of supervisory and above groups, a study by Saiyadain (1985) conducted on a sample of 620 Nigerian and 778 Indian employees showed that for the Indian sample those with 15-19 years of experience seemed to be more satisfied than those with less than 5 years of experience.

An inquiry by Rahman, Rahman and Khaleque (1995) on Job Facets and Job Satisfaction of Bank Employees in Bangladesh on a random sample of 56 male officers in public banks (28 officers) and private banks (28 officers) showed that in the private sector, employees job satisfaction was significantly negatively associated to their experience and for the public sector employees job satisfaction increased positively with experience.

In a study by Gani (1993) on Quality of Work Life in a State Setting: Findings of an Empirical Study conducted on 250 workers of five large and medium manufacturing units
in public and private sectors in Jammu and Kashmir revealed that workers dissatisfied
with their jobs were those whose job tenure was neither too short nor too large.

Bhatt (1998) attempted to determine the difference between LIC employee’s socio-
personal variables and job satisfaction. The study titled *A Study of Socio-Personal
Variables and Job Satisfaction of LIC Employees* was conducted on a random sample of
282 employees from different cities of Gujarat, with an experience of 1-35 years. The job
satisfaction scale constructed, modified and standardized by the researcher, which was
based on the two-factor theory of Herzberg, was administered to the respondents. The
results showed that there existed significant differences in job satisfaction between the
low and high experience groups of employees. It means that the respondents with more
experience showed higher level of job satisfaction than those with less experience.

Joseph (2001) in his study titled *Job Satisfaction Among Transport Employees* on a
sample of 300 transport employees working in the private and public sectors in the
Kottayam district of Kerela determined that experience influenced the job satisfaction of
transport employees.

The intention of a study conducted by Saiyadain, Demberel and Murerwa (2004) on
*Demographic Variables and Job Satisfaction Amongst Mongolian and Ugandan Employees*
was to examine the interaction between demographic differences with country
differences. Selecting a random sample of 120 Mongolian and 100 Ugandan employees
showed that the relationship between years of experience and job satisfaction was
different for the employees across countries. The job satisfaction was high for Mongolian
employees who had 1-5 years of work experience while for the Ugandan employees the
job satisfaction was greater for employees with 6-10 years of work experience, than other employees of varying work experience in their respective countries. Further there was an inverse relationship between work experience and job satisfaction but this was found for only the Mongolian employees.

In a study by Panda (2001) on *Job Satisfaction of Dotcom Employees an Indian Experiment* conducted on a sample of 150 executives at various levels of hierarchy (from managers to vice-presidents) of dotcom companies, spread over six cities in India - New Delhi, Mumbai, Calcutta, Bangalore, Hyderabad and Chennai- showed that there was no significant influence of personal factors (age and gender) on the overall job satisfaction, except for experience. Experience was found to be significantly related to job satisfaction.

In a study by Randhawa (2005) on *The Relationship Between Work Attitudes and Work Performance* on a randomly selected sample of 150 scientists from the Agriculture Extension Centres in Haryana showed that there was a significant positive correlation between experience and job satisfaction. This indicated that more experienced scientists tend to be more satisfied with their jobs.

The study by Pavani and Devi (2003) titled *Job Satisfaction Among Women Police Constables* was conducted on a sample of 60 women police constables who had less than five years of working experience, from Vijayawada City Police Department, Andhra Pradesh. The findings determined that working experience of the respondents had a positive significant relationship with job satisfaction. As working experience of the respondents increased their level of job satisfaction also increased. Similar results were also reported in studies by Devi (1981) and Dhokora and Bhilegaonakar (1987).
Islam (2003) in his study found a negative relationship between experience and job satisfaction. The study found that less experienced women were more satisfied with their job.

According to the review of literature, the various studies have highlighted the intervening influence of experience and job satisfaction. Researchers have determined that the relationship between experience and job satisfaction is diverse. These two variables have been found to have a positive, negative or no correlation with each other. Work experience of employees can contribute towards the growth of the organization, especially when employees perceive their job as highly satisfying.

3.5.3 Gender and Job Satisfaction

Gender has been found to have an influence on job satisfaction (Rockman, 1985 and Wahba, 1975). A great deal of research has been done to examine the relationship between gender and job satisfaction (Mottaz, 1986; Goh, Koh and Lowl, 1991; Mason, 1995; Clark, 1996 and 1997). However the results of the relationship between job satisfaction and gender are contradictory.

While some studies have found women to be more satisfied than men (Bartol and Wortman, 1975; Murray and Atkinson, 1981; Sloane and Williams, 1996; Clark, 1996 and 1997), others have found men to be more satisfied than women (Hulin and Simith, 1964; Shapiro and Stern, 1975; Forgionne and Peeters, 1982). There are some studies reporting higher level of job satisfaction (Price, 1971; Cortis, 1973; Raichura, 1995; Anand, 1972; Javingia, 1974; Reddy and Ramakrishnan, 1981), low job satisfaction
(Gakhar and Sachdeva, 1987 and others) among females and no difference between males and females (Di Caprio, 1974; Doyle, 1975; Start and Laundry, 1973; and Rao, 1986).

There are studies conducted, to show that gender of employees does not influence job satisfaction.

A study by Ibrahim, Sejini and Qassim (2004) on Job Satisfaction and Performance of Government Employees in UAE on a sample of 381 employees (managerial and non-managerial positions) working in nine government offices in UAE found that gender was not significantly related to job satisfaction.

Similarly Ushasree, Reddy, and Vinolya (1995) in their study on Gender, Gender Role and Age Effects on Teacher’s Job Stress and Job Satisfaction conducted on a random sample of 40 male and 40 female high school teachers found a lack of gender differences in job satisfaction.

Saiyadain et. al. (2004) study on Demographic Variables and Job Satisfaction amongst Mongolian And Ugandan Employees was an investigation of gender differences and job satisfaction across regions. The random sample of the study included 120 Mongolian and 100 Ugandan employees of whom 56.7 percent and 43.3 percent were male and female employees respectively in Mongolia and 48 percent and 52 percent were male and female employees respectively in Uganda. The findings revealed that there was no significant difference between male and female samples in both countries. The results are unlike the general trend of females being more satisfied with their job as against male samples. One explanation could be that if women reject role stereotype determined by their gender and
pursue careers side by side with their male counterparts, they may experience the same degree of job satisfaction as men (Saiyadain, 1985).

Further a study by Maheswaran et.al. (2003) on Job Satisfaction among Faculty Members in Select B-Schools conducted on a random sample of 53 faculty members of which 61 percent were males and 39 percent females with the average age of 34 years showed that female respondents obtained a higher mean score than their male counterparts but this was not statistically significant. However both males and females were satisfied with their jobs.

Researchers have found that gender differences influence job satisfaction and they have also illustrated those job facets that provide more satisfaction to males and female employees.

A questionnaire designed by Minnesota Gas Company headquartered in Minneapolis, and administered for over 30 years, collected data from 57,000 people: job applicants and employees, managers and subordinates, older and younger workers, men and women, the highly educated and the barely educated. The questionnaire asked people to rank 10 common job factors according to the importance they attached to them. The job factors included advancement, type of work, company, security, pay, supervisor, co-workers, benefits, working conditions and hours of work. The results of the studies undertaken by researchers at Minnesota Gas Company and in other private companies using this questionnaire states the following: Men consider job security to be most important, and working conditions the least important. Women rank type of work first, and benefits last. The ranking of type of work has moved up over the years for males. The importance of
security to women has, on the average, decreased over the years. The importance of pay and benefits has been increasing for both men and women while the importance for advancement, opportunity for promotion has been decreasing.

In another study by Sharma and Jyoti (2006) on *Job Satisfaction Among School Teachers* conducted on a random sample of 120 equal representation of government and primary school teachers (primary and secondary school levels) in the Jammu city revealed that there was a significant difference between gender and job satisfaction. The female teachers are more satisfied than their male counterparts due to the nature of the job and the socio-cultural value of the teaching profession, and the low expectations about job status among the female teachers as compared to the male teachers. The findings of this study was supported by Perie and Baker (1997) who in their study on job satisfaction among more than 36,000 elementary and secondary public school teachers reported that female teachers showed higher levels of job satisfaction than male teachers.

However there are certain other studies that indicate that women workers tend to be less satisfied with their jobs than their men counterparts (Hulin and Smith, 1964; Cheung and Steven, 1999).

According to a study titled *Job Satisfaction of Indian Academicians: A Study Based on Age and Gender* conducted by Haque (2004) on a sample size of 252 teachers from a central university in which 198 were male and 52 were female respondents found some relationship between gender and job satisfaction. Both male and females academicians were moderately satisfied with their job, but male respondents were a little more satisfied than female respondents. Both were highly satisfied on the dimensions of job itself, and
moderately satisfied on autonomy in job, collegial relation among faculty, salary and benefits and general factors. Males were moderately satisfied with teaching administration and institutional resources for research, while female respondents were moderately satisfied with career advancement and promotion. Further male respondents were moderately dissatisfied with career advancement and promotion and physical facilities and female respondents were moderately dissatisfied with institutional resources for research, teaching administration and physical facilities. On the nine different dimensions of job satisfaction (job itself, autonomy in job, teaching administration, collegial relation among faculty, career advancement and promotion, physical facilities, institutional resources for research, salary benefits and general factors) there did not seem to be a variation in the satisfaction level, on the issue of effect of gender on job satisfaction.

Rao (1986) conducted a study to evaluate the difference between quality of working life of men and women employees doing comparable work. The findings illustrated a significantly higher composite quality of working life score for men than for women employees. Men employees had significantly higher scores for opportunity to learn new skills, challenge in job and discretionary elements in work. It was also found that age and income had a positive impact on perceived quality of working life for women.

The investigation by Islam (2003) on The Impact Of Technological Change on Job Satisfaction of Women Garment Workers in Developing Country on a sample of 296 women workers of 88 garment companies in Bangladesh revealed that the most important job satisfaction factors was fair pay, followed by work satisfaction, task significance, salary, supervision, bureaucracy, conflict, information sharing, co-workers relation,
benefits and promotion being the least important factor of job satisfaction for Bangladesh women workers in the garment companies. The findings of the study also revealed that more work was important and information sharing would result in a more positive overall impact on women workers in Bangladesh. More significant work and sharing information increased the level of job satisfaction of women workers. Further age and experience of women workers were found to have a significant relationship with the job satisfaction factors such as fair pay, better salary, quality supervision and better benefits. There was a positive significant correlation between age and experience of women workers and these factors of job satisfaction.

In a study by Bhatt (1998) on *A Study of Socio Personal Variables and Job Satisfaction of LIC Employees* on a randomly selected sample of 282 employees (242 males and 40 females) from different cities and towns of Rajkot district of Gujarat State indicated a significant difference in job satisfaction of male and female employees. The female employees expressed more job satisfaction than the male employees. The findings of the study were supported by Anand (1972), Javingia (1974), Reddy and Ramksishna (1981), and Raichura (1995).

Hunt and Saul (1975) examined the relationship between age, tenure and job satisfaction among male and female white-collar workers. Age was found to have stronger relationship with job satisfaction than tenure among males. Reverse relationship was found among females. However another study shows that the effects of the motivator and hygiene factors on job satisfaction does not vary according to sex (Bilgin, 1986).
Across countries an examination of the relationship between gender and job satisfaction by and large showed no difference between male and female samples. For instance studies on the sample from India (Saiyadain, 1985), USA (Mannheim, 1983), Nigeria (Saiyadain, 1985), Germany (Grund and Sliwka, 2001) and Malaysia (Saiyadain, 1996) did not find gender differences influencing job satisfaction scores. However studies on British sample (Clark, 1997), Arabic sample (Kalantan et. al. 1999) and Korean sample (Ahn et. al., 2001) showed that females were more satisfied with their jobs than male counterparts.

Studies were even conducted only on women employees by researchers such as Islam (2003).

Rajashekar (1991) conducted a study on working conditions and job satisfaction of women employees. He found that six aspects of work place such as wages, benefits, job security, promotional aspects, physical atmosphere at work place, and social relationship were found to be the determinants of job satisfaction. Moreover women employees, in the study, were found to have medium level of job satisfaction. Very few had low level of satisfaction which indicates that employment of women leads them to experience at least minimum level of work satisfaction as they get financial returns. The study also revealed that age, income, education, work experience and family/spousal support had significant positive relationship with job satisfaction of women employees. Hence women with better education, better income, advanced age, more experience and better family support had better job satisfaction. Gupta and Nisha (1978) also found that women with advanced age and advanced experience had better job satisfaction.
The study by Pavani and Devi (2003) titled *Job Satisfaction among Women Police Constables* was conducted on a sample of 60 women police constables from Vijayawada City Police Department, Andhra Pradesh. The sample were administered the modified scale by Gita Shrestya (1995) on job satisfaction. From the findings of the study it was revealed that majority of the women constables (56.66 percent) had moderate level of job satisfaction, which was because of low level of salaries, bad working conditions, lack of promotions and lack of professional recognition and inadequate working incentives. Similar findings were revealed by Chakraborty (1965). Furthermore the results of the study determined that majority of the respondents showed high level of job satisfaction with regard to the following job variables – medical and other benefits, job security, progressive enhancement of income and allotment of increments in the department. The study provided an insight into the nature of the job and the causes for medium level of job satisfaction.

The review of literature has provided an overview of the job satisfaction between genders. Some studies have revealed that females experience more job satisfaction than males, while others have found the opposite. Still other studies have shown that gender has no relationship with job satisfaction. Moreover various studies have indicated that different job facets determine the job satisfaction of males and female employees.

### 3.5.4 Hierarchy and Job Satisfaction

For a long time the superior-subordinate relationship has been the focus of discussion and investigation. In this age of intense inter-company rivalry, dynamics of such relationship can make or break an organization. Intense competition is also on the rise in fast emerging industrialized countries such as India (Raman, 2000). How to manage the
superior-subordinate relationship to serve an organization’s best long-term interest is an open question. However all agree that somehow the relationship has to be managed to provide superior performance and continued productivity.

The feeling of satisfaction and dissatisfaction is based purely an interpersonal interaction between any two persons in the work group or between the leader supervisor and the subordinate of the group. Various researchers have attempted to determine the relation between hierarchy and job satisfaction.

Das (1985) in his study on the nature of interpersonal relations found a positive correlation between job satisfaction and interpersonal relations. In another study conducted by Das and Sekhar (1992) it was found that there was a positive relationship between work performance, job satisfaction, interpersonal relations and communication.

Beregmans (1981) study revealed that the structural characteristics and the hierarchical level of a job have the most significant and pervasive effect on manager’s sense of job satisfaction. Singh and Srivastava (1975) found that the status of a job and job satisfaction were positively correlated. According to Venkatachalam et. al. (1998) each individual tries to better his job prospects. Since work is central to an individual’s life, he tries to move upward in his job and this would lead to further involvement in his job and more satisfaction. Mary (1987) and Dhar and Jain (1992) found that job seniority is related to job attitudes whereas other authors found no such relationship (Babu, 1986; and Reddy, 1989). Sharma (1991) who conducted a large survey on officers and clerks of the banking industry found that the level of overall satisfaction of bank officers was roughly the same as that of bank clerks.
In a study by Singh and Pestonjee (1990) on *Job Involvement, Sense Of Participation and Job Satisfaction: A Study in Banking Industry* on a sample of 500 bank employees - 250 officers and 250 clerks - of a nationalized bank in western India showed that occupational level had a significant influence on job satisfaction. The study also found that there was a significant difference between job satisfaction of officers and clerks in job area and social relations. Clerks were found to be more satisfied in these areas in comparison to officers of the bank. The study confirmed that the occupational levels have a significant influence on job satisfaction. This result was similar to that of Ebling et. al. (1979) who found that job satisfaction does not increase linearly from worker to chief. Tannenbaum et. al. (1974) have also suggested that position in the hierarchy is not an independent contributor to job satisfaction.

In a study by Sharma and Bhasker (1991) on *Motivation of Public Sector Managers: A Comparative Study* on 30 public sector enterprises on a sample of 5184 managerial personal - junior and middle level managers- found that they were only moderately satisfied with their job. The study also found that two variables, which were not significantly related to job satisfaction, were monthly emoluments and experience as officer.

Venkatachalam, Reddy and Samiullah (1998) in their paper titled *Effect of Job Level and the Organization's Identity on Job Involvement and Job Satisfaction: A Study of Different Organizations* on a sample of 300 supervisors and an equal number of subordinates drawn from three different organizations: banks, schools and government offices located in four districts of Andhra Pradesh revealed a mixed relationship between hierarchy and job satisfaction. The findings showed that there was a significant difference in the job
satisfaction between supervisors and subordinates in government offices. Supervisors experienced more job satisfied than subordinates. Job level showed a significant effect on job satisfaction. However in banks and schools there was an insignificant difference in the job satisfaction between supervisors and subordinates.

In an empirical study of Bhargava and Kelkar (2000) on Prediction of Job Involvement, Job Satisfaction and Empowerment from Organizational Structure and Corporate Culture on a sample of 102 in the three hierarchical levels - managers, officers and the supporting staff - in a leading soap manufacturing industry in Mumbai indicated that hierarchical level emerged as a significant predictor of job satisfaction.

Insights into the hierarchical motivation dynamics in Indian enterprises was done by Afza (2005) in a study titled Superior Subordinate Relationships and Satisfaction in Indian Small Business Enterprises. The study investigated the relationship between basis of leader power and several criterion variables such as commitment satisfaction, intent to leave and compliance. Moreover it intended to examine whether the findings of an emerging economy (India) were different from that of the developed countries (USA). The study used the questionnaire method. Job satisfaction was measured with the Job Description Index (Amith, Kendall and Hulin, 1969). Organizational commitment was measured with the short form of the organizational commitment questionnaire of Porter et.al. (1974). Rahim leader power inventory was used to measure the five French and Raven (1959) basis of supervisory power, which was modified for the present study. Similarly questionnaires were used to measure propensity to leave and compliance. The sample of the study constituted 341 employees from 25 manufacturing companies in Durgapur industrial zone in West Bengal. The respondents were randomly selected from
the three departments of production, marketing, and office administration of these companies.

The results of the study showed that performance-contingent reward power base and expert and referent power bases of the leaders were more effective in influencing the follower's organizational commitment, job satisfaction, propensity to leave, and attitudinal and behaviour compliance. Further the correlations between the variables were found to be stronger in India than those in USA. The performance-contingent coercive power was ineffective in influencing any significant outcome from the followers. This finding was consistent with the findings of the study conducted in the USA (Rahim and Afza, 1993).

The study brought out the relationship between leader power and various variables related to the job. It also drew a comparison between India and USA. However the study did not look into the job satisfaction levels of employees, labour welfare aspects in the organization and its impact on job satisfaction. Moreover the study did not determine the influence of personal factors on job satisfaction.

In a study by Maheswaran et. al. (2003) on *Job Satisfaction Among Faculty Members in Select B-Schools* conducted on a random sample of 53 faculty members from 29 B-schools in the twin cities of Hyderabad and Secunderabad on professors, associate professors, assistant professors and lecturers found that professors are more satisfied, lectures are less satisfied and the assistant and associate professors are moderately satisfied. The findings were statistically significant. Thus those in senior positions experience more job satisfaction than those at the lowest positions.
The study on hierarchy level of women employees was conducted by Suchitra and Devi (2003). Their research on Job Satisfaction of Women Employed in Various Occupations on a sample of 90 working women in Hyderabad city in the State of Andhra Pradesh in the age group of 25-45 years, in which 30 respondents were clerks, 30 class IV employees and 30 were administrators/professionals, indicated that regarding job satisfaction of class IV employees, two thirds of them experienced medium level of job satisfaction and 30 percent of them experienced low level of job satisfaction. Their low level of salaries influenced their job satisfaction. Even in the case of clerks their lower salaries had lead them to have only medium level of job satisfaction. Anand (1972) had found that salary was significantly related to job satisfaction. Among all three categories of women employees, administrators/professionals had high level of job satisfaction followed by clerks. Thus indicating that hierarchy influences job satisfaction.

An investigation on the occupational level and job satisfaction was conducted by Joshi (2001) titled Occupational Level and Job Satisfaction: A Comparative Study of Public and Private Sector Organizations. The focus of the study was to make a comparative study of the extent of job satisfaction among the employees of the public and private sectors. On a random sample of sixty each (N=120) from private and public sectors, in three levels of hierarchy managers supervisors and workers (sample of 20 was taken from each level) the results found a mixed relationship between hierarchy and job satisfaction in the private and public sectors. The extent of job satisfaction was not significantly higher in the private sector organization as compared to the public sector organization. Further the study highlighted that there was a significant positive relationship between occupational level and job satisfaction in the public sector and not in the private sector. There was a significant difference in the extent of job satisfaction of managers,
supervisors and workers in the public sector, whereas there was no significant difference in the extent of job satisfaction of managers, supervisors and workers in the private sector. These findings of the private sector are supported by the studies of Chaudhry (1989), Anantharaman and Begum (1982), Sarveswara Rao (1976), which have found no significant relationship between occupational level and job satisfaction. The findings of the public sector are supported by the studies of Srivastava and Singh (1980), Singh and Pestonjee (1990), Daftuar (1986), Sinha (1988), Kornhouser (1964), Komarraju (1981) that found a significant positive relationship between occupational level and job satisfaction.

Manickavasagam and Sumathi (2000) attempted to study various aspects of job satisfaction in their paper titled *The Study of Job Satisfaction among the Employees of Dalmia Magnesite Corporation, Salem*. The objectives of the study was to ascertain the degree of job satisfaction among the employees of Dalmia Magnesite Corporation, to determine whether executives, staff and workers of Dalmia differed with respect to job satisfaction, to identify factors influencing job satisfaction and to suggest suitable measures for improving the level of job satisfaction. The study used the proportionate stratified random sampling method. The sample consisted of 150 employees in the executive, staff and workers (mine workers and factory workers) cadres, with 20 percent from the executive cadre and 10 percent each from the staff and workers categories. The employee attitude and opinion about a range of items were tapped by job satisfaction survey schedule, administrated for the purpose. The study used the scaling technique for measuring job satisfaction.
It was noticed from the findings of the study that the level of job satisfaction was high among the executives and the staff cadre and low job satisfaction was observed more among the mine workers compared to factory workers. Moreover executives had more job satisfaction than staff and workers. Further there was a significant difference in the job satisfaction levels of executives and workers. According to their preferences the respondents also rated the job facets. The cadre wise differences in preferential ranking of job related factors showed that executives gave first preference to 'growth opportunities' and second preference to 'salary'. Staff and workers assigned first preference to 'wage/salary' and second preference to 'job security'. 'Supervision' was given least preference by all the three cadres of employees while 'wage/salary' was given more importance. The study concluded by making suitable suggestions to improve the level of job satisfaction of the employees.

Various studies have determined that different job facets contribute towards job satisfaction at different levels of management.

In a study by Sharma and Sharma (2003) on Organizational Commitment and Motivation among Managerial Staff on a sample of 254 middle mangers in a high performing public sector company found that job content emerged as the most critical determinant of managerial motivation and organization commitment. The net contribution of this variable is the highest. The scope for advancement and objectivity and relationship were the next highest predictors of variance in motivation and organization commitment.

Sinha and Singh (1995) found that the nature of work and human relations contributed directly to the satisfying nature of the job in the case of managers.
Khaleque and Choudhary (1984) found nature of work to be the most important factor in job satisfaction among top-level managers whereas managers at the bottom level considered job security as the most important factor in this respect.

Dolke and Sutaria (1980) found that supervisors who were high achievers were motivation seekers while low achievers were hygiene seekers. In a study by Kline and Boyd (1991) respondents at the highest management level reported highest levels of job satisfaction. For presidents, satisfaction was related to the organization’s structure and context as well as to its climate, whereas for middle managers and vice – president’s job satisfaction were related more frequently to the organizations climate and less frequently to its structure and context.

In a study by Joshi and Sharma (1997) on *Determinants of Managerial Job Satisfaction in a Private Organization* conducted on a random sample of 124 managers from various departments and at various managerial levels (junior, middle and senior managers) from a private sector organization in Gujarat indicated that managers in this company were highly satisfied with their jobs. The managers perceived job context, training and communication to be most well looked after by the company. The dimensions of performance appraisal, resourcing and recruitment, appreciation and recognition, participative management, support and warmth, career/succession planning, and scope for advancement were moderately rated by managers. While the dimensions of top management commitment to HRD, objectivity and rationality, welfare facilities, grievance handling, and monetary benefits were perceived to be relatively neglected.
A study by Karrir and Khurana (1996) on *Quality of Worklife of Managers in Indian Industry* conducted on a random sample of 491 managers from the private, public and cooperative sectors at different levels of management (top, middle and lower levels) indicated that managers who experienced more job satisfaction and were more involved in their jobs and work, displayed higher quality of work life.

A case study on *Job Satisfaction in Madras Fertilizers Limited* conducted by Chelliah (1998) determined the job satisfaction of executives and the factors responsible for their satisfaction. The study was on a random sample of 227 executives of the organization, who were administered schedules and questionnaires to elicit the required responses. The findings showed that job satisfaction of the respondents was more than satisfactory. It highlighted the major factors that the executives were highly satisfied that contributed to their job satisfaction namely job security, promotion, conducive physical environment, impartial treatment, freedom of expression, nature of the job, salary and other monetary benefits, supervision, relationship with colleagues, work evaluation, and labour welfare facilities.

The relationship between job satisfaction and a number of organizational characteristics was examined by Sharma and Kaur (2000) in their study *Determinants of Managerial Motivation in a Public Sector Manufacturing Organization*. Data for the same was collected with a 61 item structured questionnaire administered to a sample of 163 executives of a public sector manufacturing organization. The findings found that the executives were only moderately motivated and they perceived their HRM policies and practices to be quite unsatisfactory. The only exceptions were job content (which was given high rating) and climate dimensions called objectivity and recognition (whose
ratings were moderate). The HRM policies and practices were: monetary benefits, safety and security, welfare facilities and training and development. The study also revealed that out of the eleven independent variables selected for the study (scope for advancement, grievance handling, monetary benefits, participative management, objectivity and rationality, recognition and appreciation, safety and security, training and development, welfare facilities, job content and delegation of authority) only job content and monetary benefits emerged as the best predictors of job satisfaction. When the effect of these two variables is controlled, none of the remaining nine organizational characteristics had any significant relationship with job satisfaction. Together the two variables explained 50 percent of the variance. Apparently the executives of the company were highly satisfied with the way their jobs were designed. They enjoyed the fact that their job allowed them to use their own idea and abilities and that the jobs involved adequate variety and challenge.


Promotional opportunities, job security, salary did influence the job satisfaction of managers/supervisors as indicated in studies of Ganguli (1965), Sawlapurkar et. al. (1968), Padaki and Dolke (1970), Narain (1971), Singhal and Upadhya (1972), and Pareek and Keshats (1981).

Recognition was another determinant of job satisfaction for managers/supervisors as observed in the studies by Padaki and Dolke (1970), Dayal and Saiyadain (1970), Narain
Studies also showed that relations between co-workers and supervisors influenced job satisfaction (Dayal and Saiyadain, 1970; Rao, 1970; Pestonjee and Basu, 1972; Lal and Bhardwaj, 1981).

There are research studies that indicate the job facets that influence the job satisfaction of workers.

In the case of workers the results of a representative sample of 16 studies dealing with different samples of Indian workers from different organizations summarized by Saiyadain (2002) indicated that economic factors played a significant role in job satisfaction of Indian workers. This was followed by job security, advancement and fringe benefits. Work itself, relationship with co-workers, working conditions received the sixth, seventh and eighth ranks respectively and recognition the fourteenth rank, including company policy. The researcher concluded that the factors that satisfied managers/supervisors and workers were not the same. In the case of workers it was the hygiene factors while in the case of managers/supervisors it was the motivators that contributed to their satisfaction.

A study by Lal and Bhardwaj (1981) on 25 supervisors, 25 clerical staff and 25 skilled workers showed that supervisors and clerks ranked relations with co-workers, responsibility and relations with supervisors as most important determinants of job satisfaction, but for skilled workers it was independence, responsibility and working conditions that determined job satisfaction.
Researchers have found that there are cases when workers are not satisfied with their supervisors.

In a study by Rao et al. (1991) on *Motivation and Job Satisfaction: An Empirical Examination* on a sample of 300 respondents in a small scale industry showed that employees were not always happy with their relations with supervisors. Most of the employees expressed dissatisfaction, some preferred to remain neutral and others expressed satisfaction in this regard. The emerging picture regarding supervisory behaviour in this study showed that the supervisors were demanding, dictatorial and irritating personalities, guarded employees performance closely all through the day, were production-centered and did not allow employees reasonable amount of freedom to process the job operations in an independent fashion. To some workers the supervisors were helpful and appreciative and to others they were untrustworthy, irritating, dictatorial and demanding. Thus the emerging picture regarding supervisory behaviour and treatment (meted out to employees) was full of paradoxes. Besides Ganguli (1965) and Pestonjee and Basu (1972) found that relations with supervisors was an important contributing factor to job satisfaction.

The study by Goyal (1995) titled *Labour Welfare and Job Satisfaction* on 350 textile workers in Punjab further determined that a very small number of workers felt that their supervisors and co-workers did not help them in the hour of need. Thus the number of workers dissatisfied in this regard was very low. The study also revealed that in the private sector none of the workers is dissatisfied in this respect. Moreover many of the workers reported that their supervisors and co-workers helped them in the hour of need, while some of them just agreed to it and other workers slightly agreed to it. Further the
study revealed that higher the status of employment, lower is the level of job satisfaction among the workers, that is unskilled workers tend to have higher job satisfaction as compared to those who were highly skilled.

To conclude, research studies on hierarchy and job satisfaction established that differences existed in the job satisfaction experienced by managers and workers in organizations. These studies have further emphasized that there are various job facets that influence the job satisfaction of managers and workers. One of the critical determinants for the overall performance of corporates is the efficiency and effectiveness of its managerial cadres and the workers who run the industry. The corporate sector thus requires to pay greater attention towards the development of human resources in all their aspects. It is realized that this is a task that will require not only constant attention but also innovation and initiative in many ways.

3.6 HOW THE PRESENT RESEARCH IS SIMILAR OR DIFFERENT TO OTHER STUDIES

The present research draws certain similarities with other studies done by various scholars, but is also distinct from them. The present study is similar with other studies on labour welfare and the relationship between labour welfare and job satisfaction (Gani, 1993; Goyal, 1995; Agnihotri, 2003; Kumar, 2003; Srivastava, 2004; Srimannarayana and Srinivas, 2005).

The present study will determine the level of job satisfaction of employees, as done by earlier studies (Rao et. al., 1991; Gani, 1993; Rahad, 1995; Tyagi and Tripathi, 1996;
The job facets influencing job satisfaction will also be studied in the present research as investigated by researchers earlier (Herzberg, 1957; Rahaman et al., 1995; Sinha and Singh, 1995; Srivastava and Roy, 1996; Joshi and Sharma, 1997; Hariharamahadevan and Amirtharajan 1997; Nazir, 1998; Dhawan 1999; Rao et al., 2002; Islam, 2003; Maheshwaran et al., 2003; Sharma and Sharma, 2003).

The present research will consider the influence of gender, age and experience on job satisfaction, as examined by earlier studies (Hoppock, 1935; Herzberg, 1956; Rahaman et al., 1995; Bhatt, 1998; Maheshwaran et al., 2003; Pavani and Devi, 2003; Saiyadain, 2004; Randhawa, 2005; Sharma and Jyoti, 2006).

However from the review of literature it can be observed that there is a dearth of studies on labour welfare, the relationship between labour welfare and job satisfaction. Very few studies have made an attempt to investigate the influence of labour welfare amenities on job satisfaction. Hardly any studies have been done to determine how labour welfare facilities influence the job satisfaction of employees.

The statutory and non-statutory labour welfare facilities, as predictors of job satisfaction have not been paid much attention to by researchers. A comparative study between Indian and multinational companies have not been researched earlier. Moreover a comparative study on labour welfare and job satisfaction in Indian and multinational pharmaceutical companies in India and Goa has not been carried out in any of the research studies.
Taking into consideration this lacuna, the present research on *Labour Welfare and Job Satisfaction: A Comparative Study of Indian Pharmaceutical Companies and Multinational Pharmaceutical Companies in Goa* will be an attempt to fill the gaps evident in the earlier studies. This present study will:

➢ Examine the labour welfare facilities provided and the job satisfaction experienced in pharmaceutical companies in Goa.

➢ Compare the labour welfare facilities provided in Indian pharmaceutical companies and multinational pharmaceutical companies in Goa.

➢ Measure the level of job satisfaction of employees in Indian pharmaceutical companies and multinational pharmaceutical companies in Goa.

➢ Study the influence of labour welfare facilities provided on the level of job satisfaction of employees in Indian pharmaceutical companies and multinational pharmaceutical companies in Goa.

➢ Determine the relative importance of statutory and non-statutory labour welfare facilities as predictors of job satisfaction in pharmaceutical companies in Goa.

➢ Analyze the influence of gender, age and experience of employees on the level of job satisfaction of employees in pharmaceutical companies in Goa.

This research is the first of its kind to be undertaken in Goa. The research findings will make employers in pharmaceutical companies in Goa become aware of the labour welfare facilities provided by them, the level of job satisfaction of their employees and those labour welfare facilities that will increase the level of job satisfaction of their managers and workers. Moreover the research will be useful for the pharmaceutical companies to frame appropriate labour welfare policies/reforms suitable to their companies that will enhance job satisfaction of their employees.