Chapter- II

Review of Literature
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REVIEW OF LITERATURE

Since developments or reforms in healthcare directly impact job satisfaction levels of those working in the sector, it is imperative to review significant international and national studies in job satisfaction covering international and national studies. The review of literature covers a period of studies in the field that have surfaced in books/journals over a decade. Job satisfaction studies reviewed in the present study have been short-listed and reviewed randomly, taking into consideration studies carried out on employees or workers belonging to fields other than healthcare. Suitable studies have been selected and reviewed in order to identify the gaps in research on job satisfaction in general as well as healthcare sector in particular.

2.1 INTERNATIONAL STUDIES

Chen Ai-Hong et al. (2012) in “Comparison of Job Satisfaction among Eight Healthcare Professions in Private (Non-Government) Settings” compare the job satisfaction level among eight groups of healthcare professionals. The study shows significant differences in promotion, supervision, operating conditions, co-workers, nature of the work, and communication, but there were no significant differences in pay, fringe benefits, and contingent rewards among the eight healthcare professions. The overall job satisfaction levels are different among healthcare professionals in private settings, especially regarding promotion, supervision, operating conditions, co-workers, the nature of the work, and communication.

B. Ayodele and E. O. Olorunsola (2012) in “The Relationship between Job Satisfaction and Performance of Administrative Staff in South West Nigeria Universities” has employed a descriptive research of the survey type. The results of
the analysis show that there is a very high and significant relationship between job satisfaction and job performance. It was also revealed that there were significant relationships between the components of job satisfaction and job performance.

Chin-Wen Liao and Hsuan-Lien Chen (2012) in “The Work Value and Job Satisfaction of the Testing Department Staffs in Top Five Notebook Original Equipment Manufacturer (OEMs) Worldwide” chose research population of the testing department staff of the global top five notebook OEMs. Their study finds that: (i) there are conspicuous differences in notebook testing department staffs’ job satisfaction on relationship, promotion, working environment and leadership based on different individual variables; and (ii) there is positive correlation between work value and job satisfaction of notebook testing department staff.

Nawaraj Chaulagain and Deepak Kumar Khadka (2012) in “Factors Influencing Job Satisfaction among Healthcare Professionals at Tilganga Eye Centre Nepal” studies relationships between job satisfaction, productivity, absenteeism and turnover among healthcare employees. The result shows 76% of healthcare professionals were satisfied with their current jobs in overall job satisfaction at Tilganga Eye Centre. No association was found in between socio-demographic characteristics and job satisfaction. Variables such as responsibility, opportunity to develop, staff relations and patient-care were factors significantly influencing job satisfaction.

Amila Prasanga and Aruna S. Gamage (2012) in “Job Satisfaction and Job Performance of the Sailors in Rapid Action Boat Squadron of Sri Lanka Navy” studies that there is a fairly positive relationship between job satisfaction and job performance of the sailors. The results suggest that the satisfaction aspect on its own does necessarily lead to improved individual performance and assumedly
organizational effectiveness. Therefore, it needs to implement satisfaction-performance model effectively through specific practices.

Farzana Sultana and Bilkis Begum (2012)⁶ in “Measuring the Job Satisfaction of Female Library Professionals Working in the Health Libraries in Dhaka City” shows the facts like independence, variety of work, social status of the job, supervision, human relations, moral values, authority, ability utilization, library policies and practices, scope of advancement, relation with co-workers, recognition of job done and achievement has significant effect on job satisfaction.

Tulen Saner and Serife Zihni Eyupoglu (2012)⁷ in their “Have Gender Differences in Job Satisfaction Disappeared?: A Study of Turkish Universities in North Cyprus” state that the main purpose of this study is to provide empirical evidence to establish whether gender differences exist in relation to the job satisfaction of male and female university teachers in Turkish universities in North Cyprus. The results demonstrate that university teachers are only moderately satisfied with their job. Additionally, results indicate that female university teachers, as compared to male university teachers, have a higher level of satisfaction with overall job satisfaction with this difference being statistically significant with gender.

Azadeh Tourani and Sadegh Rast (2012)⁸ in their “Effect of Employees Communication and Participation on Employees Job Satisfaction: An Empirical Study on Airline Companies in Iran” suggest that the main objective of this study is to investigate the effect of employees’ participation and communication on employees’ job satisfaction. The findings suggest that both employees’ participation and communication have significant and positive effect on employees’ job satisfaction. The study also gives some suggestions on how to improve employees’ job satisfaction through participation and communication.
Muhammad Ali Shaikh et al. (2012) in “Facets of Job Satisfaction and its Association with Performance” carried out a study to investigate the relationship of overall job satisfaction with task and contextual performance. The study finds that among bank employees, different factors, viz. work, co-workers, supervision, pay and promotion are significant and have strong impact on overall job satisfaction level. The task and contextual performance were found to be weak predictors of job satisfaction, where overall job satisfaction is comparatively less affected by these two types of performances.

Abiodun M. Gesinde and Gbadebo O. Adejumo (2012) in “Effects of Age and Work Experience on Job Satisfaction of Primary School Teachers: Implications for Career Counseling in Nigeria” have employed a descriptive survey to investigate the influence of age and working experience on job satisfaction of primary school teachers. The results obtained indicate that there is significant positive relationship between age and work experience and job satisfaction.

Javad Eslami and Davood Gharakhani (2012) in “Organizational Commitment and Job Satisfaction” examines the role job satisfaction on organizational commitments in Iran. The results indicate that all three factors of job satisfaction (promotions, personal relationships, and favorable conditions of work) have positive and significant effects on organizational commitments.

Charrlotte Seib et al. (2012) in “Predicting the Job Satisfaction of Female Sex Workers in Queensland, Australia” have used a cross-sectional survey to examine job satisfaction and its correlation among female sex workers working as private service providers in licensed brothels and in illegal sectors of the industry (mainly street-based workers). Overall, most sex workers reported positive job satisfaction. Satisfaction was higher in women working legally and was generally comparable with
women from the general population. Multivariate analysis revealed that job satisfaction was significantly linked to women’s reasons for initially entering the industry. Sex workers’ age, education, marital status, length of time in the industry and current working conditions were apparently less important for job satisfaction.

Safdar Rehman and Gulap Shahzada (2012) in “A Study of Public Sector Organizations with Respect to Recruitment, Job Satisfaction and Retention” studied the recruitment, job satisfaction and job retention policies implied by the public sector of Pakistan. A deeper analysis of problems and challenges suggests that implementation of various HR policies to enhance the job performance resultantly improved job satisfaction and lower turnover.

Founded in 1948, Society for Human Resource Management (SHRM) USA, in its “2011 Employee Job Satisfaction and Engagement Report of U.S. Employees” contends that “There were differences between the 2011 findings and the 2010 results. Benefits, which have been among the top two job satisfaction contributors since 2002, slipped to fifth place in 2011. New to the list of top five most important job satisfaction contributors this year were: a) relationship with immediate supervisor and b) communication between employees and senior management.

Safdar Rehman Ghazi et al. (2011) in “Job Satisfaction of Head Teachers for the Selected Twenty Dimensions of Job” proposes two-fold objectives, first, to study facet-specific levels of job satisfaction of the head teachers. Second, the influence of four selected demographic characteristics on twenty facets of job satisfaction was investigated. Compensation, working conditions, social status, and school system policies and practices ranked the lowest in the hierarchy respectively, which indicates that the head teachers were “slightly satisfied” with these dimensions of job.
Jaita Mondal et al. (2011) in “School Teachers: Job Stress and Job Satisfaction” attempts to identify the level of job stress and job satisfaction among teachers in consideration with their gender differences along with age and experiences. The analysis show that the school teachers were partly satisfied and experiencing mild to moderate stress from their job overall. These can be the resultant of unfavorable job condition and job types for the school teachers.

Nadeem Malik (2011) in “Study on Job Satisfaction Factors of Faculty Members at University of Balochist” is a descriptive study which examines factors affecting job satisfaction. The faculty members of the University were generally satisfied with their jobs. However, male faculty members were less satisfied than female faculty members. The factor “work itself” was the most motivating aspect for faculty. The least motivating aspect was “working conditions”. The demographic characteristics were negligibly related to overall job satisfaction.

Mosammod Mahamuda Parvin and M. M. Nurul Kabir (2011) in “Factors affecting Employee Job Satisfaction of Pharmaceutical Sector” evaluate job satisfaction of employees in different pharmaceutical companies. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. It also investigates the impact of pharmaceutical type, work experience, age, and sex differences on the attitudes toward job satisfaction. The result shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction. The overall job satisfaction of the employees in pharmaceutical sector is at the positive level.

Riaz Ahmed Mangi et al. (2011) in “A Study of Job Satisfaction among non-PhD Faculty in Universities” attempts to comprehend the overall job satisfaction of non-PhD faculty in universities of Sindh. The analysis has found five new
components of the job satisfaction. The results showed that overall job satisfaction among the non-PhD faculty members of universities was very low. The motivator and job satisfaction components have significant impact on the overall job satisfaction of the non-PhD faculty.

Serhan Ercikti et al. (2011) in “Major Determinants of Job Satisfaction among Police Managers” examine the levels of job satisfaction among police managers. The findings indicate that police managers have higher levels of job satisfaction than the research on their line level counterparts indicates. Years of service, feedback on the job, and involvement in community policing were significant predictors of job satisfaction among this sample of police managers.

Muhammad Mansoor et al. (2011) in “The Impact of Job Stress on Employee Job Satisfaction: A Study on Telecommunication Sector of Pakistan” aims to examine the impact of job stress on employee job satisfaction. Job stress has been measured by conflict at work, workload and physical environment. Prior study indicates that the stressor workload, role conflict, physical environment affect the employee job satisfaction negatively. Results of the study results revealed that stress is negatively related to employees’ job satisfaction.

Philip O. Sijuwade and Brenda C. White (2011) in “Determinants of Job Satisfaction among the Social Workers” analyze the determinants of job satisfaction among a sample of social workers. The analysis uses six independent variables (age, career tenure, sex, salary and whether sample social workers were in private practice or worked for the agency/organization). A number of these variables were found to have an effect on the level of job satisfaction experienced by this sample of social workers.
Kanjana Kessuwan and Nuttawuth Muenjohn (2010) in “Employee Satisfaction: Work-related and Personal Factors” reveals the relationships between employees’ job satisfaction and work environmental and personal variables. The results suggest that the employees had a moderate level of job satisfaction with the whole job situations (overall job satisfaction). On a closer look, it indicated that the highest satisfaction occurred in the areas of the work itself, supervision, and co-workers. However, the employees were moderately satisfied with other work-related variables, including pay, fringe benefits, opportunity for advancement, contingent rewards, and communication. It appears that the employees rated pay as the most important factor influencing their job satisfaction followed by fringe benefits and co-workers.

Muhammad Masroor Alam and Jamilha Fakir Mohammad (2010) in “Level of Job Satisfaction and intent to leave among Malaysian Nurses” investigate the level of job satisfaction and intent to leave among Malaysian nurses. The objectives of the study were to examine the level of perceived job satisfaction and intention to leave. Findings of this study suggest that the nursing staff was moderately satisfied with their job in all the six facets of job satisfaction i.e. satisfaction with supervisor, job variety, closure, compensation, co-workers and HRM/management polices exhibits a perceived lower level of their intention to leave the hospital and the job.

R. O. Orisatoki and O. O. Oguntibeju (2010) in “Job Satisfaction among Selected Workers in St Lucia, West Indies” investigates the level of job satisfaction among supermarket workers. There was a positive correlation between job satisfaction with understanding the goals and objectives of the management and sense of belonging. There was no significant correlation of job satisfaction with other
factors such as knowledge about workplace, work stress, relationship with colleagues, but negative correlation of job satisfaction with salary. There is a need for review of workers’ salaries in view of rising cost of living as well as periodic quality assurance programme to monitor job satisfaction among the workers.

**Jamshed A. Halepota and Zahir Irani (2010)** in “The Impact of Organizational Antecedents on Employee Job Satisfaction: An Empirical Evaluation of Public Sector Employees in Pakistan” focus on the employee perception towards job satisfaction. In this regard procedural justices, on job training, esprit de corps and job clarity variables have been examined. Results show significant and positive impact of procedural justices, on-job training, esprit de corps for job satisfaction.

**Candice Manahan Roberge (2009)** in “Who Stays in Rural Nursing Practice: An International Review of the Literature on Factors Influencing Rural Nurse Retention” explores factors that influence rural nurse retention. A comprehensive literature review was used to highlight, examine and evaluate studies that identify factors, including personal characteristics and experiences, in relation to rural nurse retention and job satisfaction. The findings from the literature review suggest that rural nurse retention is influenced by level of job satisfaction. The findings also suggest factors, including personal characteristics and experiences, influence job satisfaction.

**Nilufar Ahsan et al. (2009)** in “A Study of Job Stress on Job Satisfaction among University Staff in Malaysia: Empirical Study” investigate the relationship between job stress and job satisfaction. The results show that there is a significant relationship between four tested constructs. The results also show that there is significant negative relationship between job stress and job satisfaction.
John Breda and Patrick Kulesa (2009) indicate that symphony musicians as a group are moderately satisfied with their jobs and career choices. Overall, they reported slightly positive levels of job satisfaction and low levels of job dissatisfaction.

A. Kebriaei and M. S. Motehedi (2009) in “Job Satisfaction among Community Health Workers in Zahedan District, Islamic Republic of Iran” conducted a cross-sectional survey among 74 community health workers in rural health houses to investigate overall job satisfaction and satisfaction with eight aspects of the job (work itself, co-workers, management, workload, promotion, organizational structure, working conditions, and payment and benefits). Overall job satisfaction of respondents was moderate. They were satisfied with the work itself and co-workers, but very dissatisfied with all other aspects, especially payments and benefits.

Nor Liyana Mohd Bokti and Mansor Abu Talib (2009) in “A Preliminary Study on Occupational Stress and Job Satisfaction among Male Navy Personnel at a Naval Base in Lumut, Malaysia” reported moderate levels of job satisfaction in the favorable nature of work facet. High occupational stress on the other hand was related to an unknown superior’s evaluation of one’s workplace performance. Correlational analysis found that occupational stress was associated with overall job satisfaction and in eight of its facets.

Azman Ismail et al. (2009) in “Relationship between Occupational Stress and Job Satisfaction: An Empirical Study in Malaysia” measured the effect of occupational stress on job satisfaction. Analysis showed two important findings: first, physiological stress has a significant correlation with job satisfaction. Second, psychological stress has an insignificant correlation with job satisfaction.
R. Pillay (2008) in “Work Satisfaction of Professional Nurses in South Africa: A Comparative Analysis of the Public and Private Sectors” showed overall job dissatisfaction among participants. However, participants were satisfied with patient care and staff relations. Public sector nurses were highly dissatisfied with salaries, workload and resources, while private sector nurses were moderately dissatisfied with pay, workload and opportunities to develop.

Steven G. Westlund and John C. Hannon (2008) in “Retaining Talent: Assessing Job Satisfaction Facets Most Significantly Related to Software Developer Turnover Intentions” aim to assess facets of job satisfaction that are most significantly correlated with software developer turnover intentions. The results indicated a significant predicting relationship between the software developers’ turnover intentions and nine facets of job satisfaction. Also found was a significant negative relationship between satisfaction with the nature of work and turnover intentions when controlling the effects of the other independent variables.

P. Hardigan and M. Carvajal (2007) in “Job Satisfaction among Practicing Pharmacists: A Rasch Analysis” investigate the effect of gender, ethnicity, practice site, income, and age on levels of job satisfaction among practicing pharmacists. Older, higher-wage earning pharmacists working at independent practice sites experience the greatest amount of job satisfaction. The most significant finding from this study is that age, income, and practice site can predict job satisfaction among practicing pharmacists.

Komal Khalid Bhatti and Tahir Masood Qureshi (2007) in “Impact of Employee Participation on Job Satisfaction, Employee Commitment and Employee Productivity” attempt to find out relationship among employee participation, job satisfaction, employee productivity and employee commitment in Pakistan. The
findings of this study are that not only employee participation is an important determinant of job satisfaction components but also increasing employee participation will have a positive effect on employee’s job satisfaction, commitment and productivity.

Khodabakhsh Ahmadi and Kolivand Alireza (2007) in “Stress and Job Satisfaction among Air Force Military Pilots” gathered preliminary data on the relationship between stress and job satisfaction among military pilots in Iran. When military pilots have the least flights and spend most of their time casually, having no schedule can increase their stress, as well. Therefore, it is essential to provide them with some training, informing, evaluating and other psychological services, especially life skills and organizational skills. Furthermore, attending to military pilots and filling their schedule with useful programs such as flight with civilian airplanes, educational and research activities, favorite executive activities, sports and entertainment can decrease their stress and increase their job satisfaction and decrease their occupational weariness.

Sarminah Samad (2006) in “The Contribution of Demographic variables: Job Characteristics and Job Satisfaction on Turnover Intentions” determines the relationship of job characteristics and job satisfaction. The study found that demographic variables, job characteristics and job satisfaction had a significant contribution and negative effect on turnover intentions. It was revealed that job satisfaction accounted for larger variance in turnover intentions than from job characteristics.

Stanley Petzall and Julie Margret (2006) in “Job Satisfaction among Financial Planners in Australia” examine job satisfaction among financial planners in Australia, a relatively new profession which has been the subject of very little
research. Results of this survey indicate little correlation between job satisfaction and age, gender, tenure or type of employing organization. On the other hand, a positive relationship between job satisfaction and motivation was evident.

Ching-Fu Chen (2006) in “Job Satisfaction, Organizational Commitment, and Flight Attendants’ Turnover Intentions: A Note” looks at the effects of job satisfaction, organizational commitment, and individual factors on flight attendants’ turnover intentions. It makes use of samples of the attendants from a Taiwanese airline company. From the results of a logistic regression analysis, two aspects of organizational commitment as well as job satisfaction were found to have significantly negative impact on flight attendants’ turnover intentions. In addition, wage and marital status were found to be significant predictors of turnover intentions.

De Stefano et al. (2005) in “The Relationship between Work Environment Factors and Job Satisfaction among Rural Behavioural Health Professionals in Arizona” indicated that the opportunity to develop was an important predictor of job satisfaction, while work and time pressure do not appear to be predictors of job satisfaction.

Meagan Scott et al. (2005) in “The Relationships between Selected Demographic Factors and the Level of Job Satisfaction of Extension Agent” determine demographic factors that are related to the level of job satisfaction of Extension agents. The study follows a descriptive correlational design. Low relationships were observed between gender and the job satisfaction in terms of growth satisfaction, satisfaction with job security and satisfaction with pay. Females rated all three of these constructs higher than males, indicating a higher level of satisfaction with personal learning and growth opportunities at work, job security, and compensation.
Buciuniene et al. (2003) in “Healthcare Reform and Job Satisfaction of Primary Healthcare Physicians in Lithuania” reveal that there was no significant difference in total job satisfaction between the two groups. However doctors who had a longer service were found to be more satisfied with their jobs. The survey also showed that the participants were most satisfied with the level of autonomy, relationship with colleagues and management, while compensation, social status and workload caused the highest level of dissatisfaction among respondents. The author concludes that the nature of a primary healthcare doctor’s work and rather low salaries result in low job satisfaction among Lithuanian primary healthcare doctors.

S. Bodur (2001) in “Job Satisfaction of Healthcare Staff Employed at Health Centers in Turkey” investigated job satisfaction levels and their causes. The results show low levels of job satisfaction mainly due to working conditions and salary.

M. A. Shah et al. (2001) in “Correlates of Job Satisfaction among Healthcare Professionals in Kuwait” reveal a significant relationship between educational level and job satisfaction. Respondents with a diploma reported the highest level of job satisfaction. Employees with longer experience were also more satisfied than those with short experience. Provision of orientation to the job was found to be positively associated with job satisfaction; respondents who received orientation and in-service education were more satisfied than those who did not.

D. M. Irvine and M. G. Evans (1995) in “Job Satisfaction and Turnover among Nurses: Integrating Research Findings across Studies” finds that variables related to nursing job satisfaction, work content and work environment had a stronger relationship with job satisfaction than economic or individual difference variables.
Md. Mosharraf Hossain and Md. Tariqu Islam (1999)\textsuperscript{47} in their "Quality of Working Life and Job Satisfaction of Government Hospital Nurses in Bangladesh" conclude that afternoon and night shift nurses faced more security problems than the nurses of morning shifts. Thus, it is suggested to keep the hospitals well-lit to certain extent and allow the nurses to work in small groups. This would provide the nurses not only a feeling of security but also provide them an opportunity to interact with each other, which in turn would lead to improved and congenial working relationship in the hospitals.

2.2 NATIONAL STUDIES

V. Varatharaj and S. Vasantha (2012)\textsuperscript{48} in "Work Life Balances a Source of Job Satisfaction: An Exploratory Study on the View of Women Employees in the Service Sector" study the work life balance of working women in service sector. The research was conducted among women working in Service Sector in Chennai city. The findings of the study reveal the majority of the women employees feel comfortable in their workplace irrespective of their trivial personal and workplace irritants.

Geeta Kumari et al. (2012)\textsuperscript{49} in their "Studies on Some Aspects of Job Satisfaction in Engineers India Limited" analyze certain aspects of job satisfaction on engineers working in a public sector company of India. It was found that employees do not give importance to mere fiscal requirements but also to working environment which include many work related and non-work related aspects. Also, with the generation of more money in the market and work pressure on individual, employees seek comfort in work and many things which may help alleviate work pressure and their personal/social tensions. Except some difference of opinions in a few question
asked in the survey majority of employees agree with the importance of good working culture.

A. Vijaya Kameswari and Nittala Rajyalakshmi (2012) in “Role of Internal Marketing in Job Satisfaction of Employees in State Bank of India” examines the relationship between satisfaction of employee with job, training and skill development activities, work environment, superior support, co-worker support and recognition for the work done in State Bank of India in Visakhapatnam city. The measurement model revealed that the internal marketing dimensions have positive and significant relationship with employee job satisfaction.

Shefali Malhotra and Omesh Chadha (2012) in “Stress in the Context of Job Satisfaction: An Empirical Study of BPO Sector” indicates that job satisfaction relieves stress among the employees. The results reveal that salary, job task, colleagues, sense of purpose, career path opportunity, work environment, autonomy and workload are the major variables that introduce stress among the employees. The paper also discusses the relevance of the stress management programmes after conducting a face-to-face interview with the employees.

Karthik Tiruvarur et al. (2012) in “How to Provide Healthcare” list unexpected challenges like (1) Unexpected Healthcare Expenditures (2) Point of Service Payments (3) Informational Challenges and Public Health Concerns before our policy makers. “Given all of these challenges, neither ‘pure’ insurance type arrangements nor an uncoordinated engagement of the private sector in the provision of healthcare, or a so-called ‘market driven’ or a purely ‘demand-led’ approach, would be sufficient to address the subject of comprehensive healthcare. In our view therefore, the rationale for the involvement of the government in healthcare comes not from the fact that health is a public good or that we have high levels of poverty in
India, but from the special nature of healthcare, particularly the informational and coordination challenges outlined earlier.

R. Srivatsan and Veena Shatrugna (2012)\textsuperscript{53} in “Political Challenges to Universal Access to Healthcare” argues Tamil Nadu’s success with healthcare. They cite four things which would help in promoting healthcare. One, since the college is a government-run educational institution providing tertiary care, its economics need not be profit-oriented, thus offsetting a constraint in providing accessible, advanced medical care in the neighbourhood. Two, the increased availability of seats for medical education is likely to make the discipline less a target of artificial academic merit measured by entrance tests and more of a genuine concern for healthcare. Three, medical courses are less susceptible to the current laissez-faire curriculum policy where only the most advanced specialization fill value to an export-oriented medical education. Four, depending on a district’s case load of medical problems to teach students will exert a corrective influence on competence, understanding and inventiveness.

R. Indradevi (2012)\textsuperscript{54} in her article “The Impact of Psychological Empowerment on Job Performance and Job Satisfaction in Indian Software Companies” tried to analyze the impact of psychological empowerment on job performance and job satisfaction of employees in software companies. This study had identified a strong association between employee psychological empowerment and job performance and job satisfaction. Job performance is predicted by psychological empowerment and among the four components of psychological empowerment, in software companies meaningful work is found to be the most important component predicting job performance followed by impact, autonomy and competence. The researcher also found a high positive relationship between psychological empowerment
and job satisfaction). The relationship is stronger in autonomy followed by meaningful work, competence and impact.

_Amarjeet Sinha (2012)\textsuperscript{55}_ in his “Health Evidence from the States” says “There is a lot to despair as far as India’s health indicators are concerned. They do not match our economic performance over the last two decades. Public expenditure on health in India as a proportion of the Gross Domestic Product (GDP) continues to be one of the lowest in the world, in spite of an increase from below 1% to a little over 1% with the National Rural Health Mission (NRHM). The conduct of government health workers in some health facilities also not generate confidence that the public system will deliver basic health services of a decent quality”.

_Kriti A. Patel et al. (2012)\textsuperscript{56}_ in “Occupational Stress and Burnouts as Predictors of Job Satisfaction amongst Lawyers in District Sangli” conducted a study to find out the role of stressors on mental well being of the lawyers since the practice of law is a high-prestige, high-skill, high-income and high-stress profession. The female lawyers experience significantly greater stress and burnouts as compared to males. Job satisfaction is significantly and negatively correlated with stress.

_Shallu Sehgal (2012)\textsuperscript{57}_ in “Job Satisfaction of Bank Employees in Shimla: A Comparative Study of Private and Public Sector Bank (Axis Bank and UCO Bank)” reveal that there is not much difference in the level of job satisfaction between public (UCO) banks and private (AXIS) banks, but regarding some factors like job security, salary offered to employees, benefits given to the employees and experience, the satisfaction level differs in both the banks. The employees of UCO Bank are highly satisfied with the level of job security as compared to the employees of AXIS Bank. The analysis also shows that highly experienced employees at UCO Bank are more satisfied with their job as compared to the employees at AXIS Bank.
Vishal Thakur et al. (2012)\textsuperscript{58} in “Job Satisfaction among Govt. Senior Secondary School Physical Education Teachers from Hamirpur and Kangra Districts of Himachal Pradesh” made an attempt to compare job satisfaction among Govt. Senior Secondary School Physical Education teachers from Hamirpur and Kangra Districts of Himachal Pradesh. It is concluded that the Hamirpur district school physical education teachers have high job satisfaction as compared to Kangra district school physical education teachers.

Pardeep Kumar et al. (2012)\textsuperscript{59} in “A Comparative Study of Job Satisfaction between Teachers in Different Set-Ups” attempt to find out the difference between levels of job satisfaction among teachers in different set-ups. It is found that there is an insignificant difference in the job satisfaction of teachers at different levels.

Om Raj Katoch (2012)\textsuperscript{60} in “Job Satisfaction among College Teachers: A Study on Government Colleges in Jammu (J&K)” is of the view that when teachers are satisfied with their job, they can perform their responsibilities with more concentration and devotion. Research shows that female college teachers are more satisfied with their job than male teachers, and income per annum is an important factor impacting the level of job satisfaction.

Daljeet Singh Wadhwa et al. (2011)\textsuperscript{61} in “A Study on Factors Influencing Employee Job Satisfaction: A Study in Cement Industry of Chhattisgarh” focus on impact of various factors on job satisfaction. It has been found that all the three variables viz. environmental, organizational and behavioral factors have a positive impact on job satisfaction. It means that if the employees are treated equally and fairly and they are properly supervised, their level of satisfaction can be increased towards their job. Organizational factors will thus contribute to job satisfaction. Hence it may
be concluded that organizational factors are important aspects for job satisfaction of employees in a company.

**Vijay Kumar Gupta (2011)** in “Relationship between Job Stress and Employees Performance in day-to-day Operations of Private Organizations and the Impact of Stress on the Overall Performance of Employee” examines relationship between job stress and employees’ performance in day-to-day operations of private organizations and the impact of stress on the overall performance based on empirical evidence drawn from banking Sector in Chandigarh and Jalandhar city. The study shows that when the average stress scores decrease, the average employee performance score increases proportionately. The study reveals positive correlation and significant association between employee performance and stress level.

**Pankaj Deshwal (2011)** in “Job Satisfaction: A Study of those who mould the Future of India” investigates the levels of job satisfaction among engineering faculty members in the engineering colleges of technical universities in Uttar Pradesh and examine the effects of the dimensions of the job on levels of satisfaction among them. The job satisfaction levels of the engineering faculty members were found to be moderately high. This study also gives suggestions to maintain or improve faculty members’ job satisfaction level.

**M. Ramesh (2011)** in “Job Satisfaction among Employees in Small Scale Industries, Visakhapatnam” investigates job satisfaction among employees in small scale industries in Visakhapatnam. The result indicates that most of the units were noisy and suffered from inadequate illumination. Arrangements for protected drinking water were also poor. Majority of the employees were dissatisfied with the work environment in which they are carry out their duties. It is reported that the motivating
factors that would motivate employees to perform in small scale industries are basically three things viz. monetary benefits, promotions and secured jobs.

**Surender Sarin and Vijender Pal Saini (2011)** in “To Study the Factors affecting Job Satisfaction Level in the Selected BPO Companies in NCR Region” suggest that to meet the challenges of globalization and to remain competitive throughout, the BPO industry needs to constantly work upon the areas that can create a difference from an HR perspective; an effective HR practices in all the departments of the BPO companies can make all the difference. In the present study, employees are asked to indicate their level of satisfaction on different aspects of their job. The present study aims to analyze job satisfaction variables to find out which ones can help the BPO industry to combat the future challenges. It presents the HR environment and true picture of the factors of the satisfaction prevailing in the BPO companies.

**Shanthi Rangasamy (2011)** in “Impact of Service Quality on Satisfaction in Healthcare” suggests that the purpose of this paper is twofold. First, to identify the service quality factors important to patients. Second, to examine their links to patient satisfaction in the context of India. A field survey was conducted and evaluations were obtained from patients on several dimensions of service quality (responsiveness, assurance, reliability, empathy, tangibility and clinical and nursing services) and their satisfaction towards the services provided. Using factor analysis and multiple regression, significant associations were found between the five dimensions and patient satisfaction.

**S. Kayalvizhi and K. Chokkanathan (2011)** in “A Study on Factors Influencing the Job Satisfaction of Lecturers Employed in Self Financing Arts Colleges, South India” makes a descriptive study. The study results clearly indicate
that the lecturers employed in arts colleges situated in Salem are highly dissatisfied with their jobs. The factors which are intrinsic to job and motivated lectures are recognition, work itself, possibility of growth and the extrinsic factor that act as a major dissatisfying factors are poor compensation and benefits offered by the institution.

Suresh Kumar (2011) in “An Investigative Study of Job Satisfaction in Bhakra Beas Management Board” attempts to assess the job satisfaction and means difference among various satisfaction levels. The finding appears to be reasonably valid in view of the deplorable socio-economic conditions of the employees and their factors influencing job satisfaction.

U. Syed Aktharsha and H. Anisa (2011) in “Job Stress and Job Satisfaction: An Investigation of Nursing Personnel” examine job stress and its impact on job satisfaction among the nursing personnel in private hospitals. Finally, multiple regression analysis reveals that some independent variables concerned with job stress, burnouts and job satisfaction are significant in explaining the level of overall job satisfaction of nursing personnel. This study is limited to only hospitals and the results may not be applicable to other business organizations.

N. K. Natarajan (2011) in “Relationship of Organizational Commitment with Job Satisfaction” conducted a study in a public sector organization with an all-India presence. It explores the relationship of organizational commitment with job satisfaction. Results found that affective commitment is a potent predictor accounting for most of the variance in case of intrinsic, extrinsic and total job satisfaction. It may be concluded that employees exhibiting high degree of normative commitment may enjoy intrinsic job satisfaction and the ones exhibiting high degree of continuance commitment may enjoy extrinsic and total job satisfaction.
Ajay Solkhe and Nirmala Chaudhary (2011) in “HRD Climate and Job Satisfaction: An Empirical Investigation” attempts to analyze and determine the relationship based on the responses sought from executives from various departments and different hierarchical levels of a public sector undertaking located in North India. The findings indicate that HRD climate has a definite impact on Job Satisfaction which in turn leads to the increased organizational performance.

K. R. Sowmya and N. Panchanatham (2011) are of the opinion that the term job satisfaction has been conceptualized in many ways. Job satisfaction is about the feeling that an individual has about his/her job. The present researchers have studied job satisfaction of employees in new private sector and select public sector banks specifically in the banking sector of Chennai. The factor analysis meticulously identifies that the job suitability as well as the working conditions and other interpersonal relationships among the workers are able to ascertain their level of satisfaction within the working domain.

R. V. Shidhaye et al. (2011) conducted a study on Indian Anaesthesiologists at Pravara Institute of Medical Sciences, Loni (India). Seventy eight percent surgeons reported full satisfaction. Female and male anaesthesiologists working in teaching hospitals were more satisfied. 49 % were satisfied with assistance in operating rooms. 51% felt they were duly respected by the surgeons. 50% expressed satisfaction with recognition of their services by patients. Two main factors for dissatisfaction were—lack of resources/ equipment and low recognition by patients. Although job satisfaction among Indian anaesthesiologists is quite high yet by improvement in working conditions and by raising their profile among general public can reduce their occupational stress and further improve their efficiency.
Bushara Bano (2011) has made a study of job stress among police personnel to identify causes of stress and also empirically investigate the socio-demographic factors affecting stress level among police personnel. Findings reveal that political pressure, lack of time for family, negative public image and low salary are the primary causes of stress among police personnel. It also emerges that stress is significantly more pronounced among those police personnel who are younger, more educated, posted in rural areas and have less work experience.

Nidhi Turan and Sultan Singh (2011) attempt to measure different types of organisational stress and the overall role stress with particular reference to the demographic variables of the banking and insurance employees. The study reveals that at the overall level, highest mean value is of inter-role distance and the lowest mean value is of personal inadequacy. Organizational stress has positive association with the length of experience, except beyond 20 years of experience. Among the four demographic variables under study, ‘the length of experience’ is revealed to have laid highest effect on the sub-stress variables and the overall stress.

B. V. Prasada Rao and S. R. Pdala (2011) studied the relationship between stress and job satisfaction among secondary school teachers, besides testing whether the correlations obtained for the comparable sample differ significantly and conclude that both the aspects are significant statistically. The results of the study disclose that the job satisfaction aspect influences in respect of variables like sex, locality, qualification, age, experience and type of institution, whereas the stress aspect influence in respect of variables locality, age experience, marital status and type of institution. There is significance of difference between the teachers in their job satisfaction and stress in respect of variables like locality, experience and type of
institution. It emerges that the stress and job satisfaction aspects are independent and interdependent among teachers.

Roopalekha Jathanna et al. (2011) in "Determinants of Job Satisfaction among Healthcare Workers at a Tertiary Care Hospital" suggests that unlike traditional job satisfaction surveys, this study tries to explore the correlation between employee's personal profile and their satisfaction in their job. The personal profile determinants which were compared with overall job satisfaction are: age, gender, work experience, marital status, dependent children and parents. It reveals that majority of the determinants studied had a positive impact on the job satisfaction. It is interesting to note that comparatively young employees with dependents were more satisfied with their job. They feel satisfied and motivated to work as if they were contributing to the family.

E. Raja Justus and C. Sathya Kumar (2011) in their study on PLC marketing arrive at three clear major issues: the first issue relates to balancing of family and social life for marketing executives in PLCs. As they work throughout the day and also odd hours of the day, mentally and physically to meet the challenges or targets fixed, they are unable to spend sufficient leisure time with family members. As a result, the contact between the family members is reduced and leads to conflict. The second issue is related to the stress level of marketing executives in PLC. The cause being monotony of work and dealing with abusive clients, which leads them to overreact to situations. The final issue identifies the poor work environment of the PLC's marketing executives.

Amarjit Gill et al. (2010) examine the impact of transformational leadership (TL) and employee empowerment (EE) on employee job stress (JS). The results suggest that the improvement in the level of perceived TL used by managers and EE
mitigate the job stress of Customer Contact Service Employees (CCSEs) in the Indian hospitality industry. The results also show that TL and EE mitigate the job stress of CCSEs in the Indian hotel industry.

Sunaina Hoogan and V. M. Deepa (2010) shed light on the present global educational environment to analyze the definite changes in education system in 2020. They undertake a conceptual study on the level of stress faced by the students of management education. They bring out the definition of stress by the way of research. Stress, improperly addressed, is a killer: a killer of bodies, minds, aspirations and companies. Stress is associated with unclear thinking, poor decision-making, chaotic work environments and poor family relations. It is present in everyone’s life, be it at home, school, college, office or any specific sectors in Indian industry as well. The study evaluates stress in education. It is important to understand its crucial characteristics in education. The possible outcomes of this research highlight the symptoms of stress faced by students.

Navdeep Kumar and Pankaj Garg (2010) in “Impact of Motivational Factors on Employee’s Job Satisfaction- A Study on some Selected Organization in Punjab, India” examines the influence of motivational factors (salary, facilities and promotion) on employees’ job satisfaction in some selected organizations of Punjab, India. The results indicate a statistical significant relationship between the three independent variables (salary, facilities and promotion) with dependent variable i.e. job satisfaction. The results also depict that among independent variables, salary package is the most important and more influential variable.

Yogesh Upadhyay et al. (2010) in “Job Satisfaction and Organisational Commitment: A Study of Mediating Role of Perceived Organisational Support” explores the link between job satisfaction and organizational commitment. Though
the link has received enough attention in the past as well, the present efforts is more
directed towards understanding the mediating role of perceived organizational
support. The outcome of the study offers interesting insights into the mediating role of
perceived organizational support in between job satisfaction and organizational
commitment. Implications for researchers and managers have been discussed.

Anita Sharma et al. (2010)\textsuperscript{83} in “Stress and Burnout as Predictors of Job
Satisfaction amongst Lawyers” have examined the impact of burnout and
psychosocial stressors on the job satisfaction among male and female lawyers from
different courts of Himachal Pradesh (India). The stepwise regression analysis
indicated that emotional exhaustion, stress due to clients, work under-load and
economic position have turned out to be the significant predictors of job satisfaction
showing 45% variance for males and 55% variance for females. The t-test analysis
revealed higher job-satisfaction for male lawyers as compared to their female
counterparts. Whereas, female lawyers experienced significantly greater psycho­
social stressors and burnout as compared to males.

T. Jacob John (2010)\textsuperscript{84} in his “Is India Ready for an Overhaul in Healthcare?”
is of the view that only the United Kingdom and Cuba provide healthcare to all
persons, without exception, exclusively through public sector institutions and
services. Most other countries have a mix of public and private healthcare institutions.
In India the government has to evolve a policy regarding the involvement of the
private sector in providing the healthcare as citizen’s right.

Amarjit Gill et al. (2010)\textsuperscript{85} in “The Relations of Transformational Leadership
and Empowerment with Employee Job Satisfaction: A Study among Indian
Restaurant Employees” examine if transformational leadership and empowerment
affect job satisfaction among Indian restaurant employees. Positive relationships

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between employee perceived transformational leadership used by managers and employee perceived job satisfaction and employee perceived empowerment and employee perceived job satisfaction were found.

Ritu Narang and Alka Dwivedi (2010)\textsuperscript{86} in “Managing the Job Satisfaction of Knowledge Workers: An Empirical Investigation” develop a reliable and valid scale to measure the job satisfaction of knowledge workers. Regression analysis shows the relative significance of various dimensions. Strangely enough, the results of regression show organizational support also as an insignificant dimension and negatively correlated with job satisfaction.

Jaspal Singh and Gagandeep Kaur (2009)\textsuperscript{87} in “Determinants of Job Satisfaction in Select Indian Universal Banks: An Empirical Study” attempts to evaluate the job satisfaction level of Universal Bank employees in India. Exploratory factor analysis reveals that eleven factors—workplace environment, supervision, job security, cooperation from peers, pay and other facilities, employee acceptance, delegation of authority, job contentment, workplace discrimination, opportunities for growth, transparent salary structure as the important determinants of job satisfaction. The result of multiple regression analysis shows that supervision, cooperation from peers, payment and other facilities, and delegation of authority (independent variables) influence the level of job satisfaction (dependent variable) of bank employees.

Hirak Dasgupta and Suresh Kumar (2009)\textsuperscript{88} in their study “Role Stress among Doctors Working in a Government Hospital in Shimla (India)” determines sources of role stress among doctors in Indira Gandhi Medical College and Hospital, a Government Medical Hospital located in Shimla (India) and to examine the stress levels among male and female doctors working in the hospital. They conclude that
productivity of the doctors is the most decisive factor as far as the success of the organization is concerned. The productivity in turn is dependent on the psycho-social well-being of the doctors. The growing importance of interventional strategies is felt more at the hospital level.

Suminder Kaur et al. (2009)\textsuperscript{89} in their article “A Study of Job Satisfaction and Work Environment Perception among Doctors in a Tertiary Hospital in Delhi” conclude a significant proportion of doctors were found to be dissatisfied with the average number of their work-hours and salary. Factors like the average number of work-hours per day and the number of night shifts per month were found to have a significant relation with dissatisfaction.

Raj Kamal and Debashish Sengupta (2009)\textsuperscript{90} in “A Study of Job Satisfaction of Bank Officers” ascertain the degree of overall job satisfaction prevailing among the Bank officers but also to elicit their views on the different factors contributing to their job satisfaction in the light of current realities. It is found that younger employees have more energy, more expectations and more options, and hence have lesser satisfaction with the job. Overall the job satisfaction of bank officers is not very high yet it is still satisfactory. There is still considerable room for improvement.

Imrana Qadeer (2008)\textsuperscript{91} in his “Health Planning in India: Some Lessons from the Past” is of the view that the emergence of the middle class, and its demands for advanced medical services that match the international standards and the proliferation of five star hospitals in urban areas have influenced the general perception of other classes about what is best for them. The medical bureaucracy, rooted in the middle class, has generously supported this trend. The professionals, with similar origins and a training that restricts them to a biomedical mind set also support this trend. Together
these sections have played a key role in supporting the state in its neo-liberal policy shifts over the 1990s. The ruling political parties, taking advantage of this support were able to consolidate their international patronage by transforming health services into yet another commodity and shed the burden of responsibility for the services they were earlier committed to. Cutbacks, privatization, opening up of public sector, casualisation of health personnel, and changes in priorities were introduced through the Health Sector Reforms.

Rama V. Baru and Madhurima Nundy (2008) in their paper “Blurring of Boundaries: Public-Private Partnerships in Health Services in India” enunciate that the evolution, structure and characteristics of public-private partnerships in healthcare over the last six decades have broken down the traditional boundaries between the market and the state, leading to the emergence of multiple actors with multiple roles and newer institutional arrangements that have redefined their role, power and authority. The fragmentation of role and authority has serious consequences for comprehensiveness, governance and accountability of health services.

Rashmi Shahu and S. V. Gole (2008) in “Effect of Job Stress and Job Satisfaction on Performance: An Empirical Study” attempts to fill part of this void in literature by examining the relationship between job stress, job satisfaction and performance. The study’s findings suggest that higher stress levels are related to lower performance whereas higher job satisfaction indicates higher performance.

Dinesh Bhugraa et al. (2008) in “Burnout and Stress among Doctors and Dentists in North India” reports the findings on levels of burnout among doctors/dentists from North India. Key symptoms of depersonalization and emotional exhaustion were present in less than half the respondents. There was little evidence of burnout being related to changes of job characteristics although changes in timetable
show a weak association. It concludes that being in private practice gives professionals more control over their job style and it may be responsible for low levels of burnout.

**Gurpreet Randhawa (2007)** in “Relationship between Job Satisfaction and Turnover Intentions: An Empirical Analysis” examines the relationship between job satisfaction and turnover intentions. The results show a significant negative correlation between job satisfaction and turnover intentions. This signifies that higher the job satisfaction, lower is the intent of a person to quit the job. Further, comparative analysis was also done in order to measure the significance of difference between the mean scores of two groups of scientists. The results revealed that the two groups of scientists do not differ significantly on the measures of job satisfaction and turnover intentions.

**K. K. Jain et al. (2007)** in “Job Satisfaction as Related to Organizational Climate and Occupational Stress: A Case Study of Indian Oil” explore the influence of occupational stress and organizational climate on job satisfaction of managers and engineers working in Indian Oil Corporation Limited, Mathura, India. The findings confirm the assumption that managers who perceived organizational climate high and conducive were more satisfied with their jobs than those who perceived organizational climate as low. However, when the high and low organizational climate group of engineers were compared, it was found that high organizational climate group of engineers were more satisfied.

**Madaan Nirupam (2007)** in her “Attitudes and Perceptions of Medical Doctors towards their Jobs in the State of J&K, India” concludes that medical doctors in the state of Jammu and Kashmir in India are content with their jobs, even though they are not reconciled with the management’s (in this case the government
authorities) agenda. Working relationships with their colleagues and the esteem in which their patients hold them are potent satisfiers in their professional lives. Most of these doctors are high achievers caught in a mediocre system. Their organizations would do well to understand their motivations and harness their potential for the benefit of the system.

Shweta Sharma and K. K. Aggarwal (2007)\(^\text{98}\) in their article “HRM Issues in Small Hospitals: An Entrepreneurial Challenge” have dwelt on the importance of HRM practices in small hospitals. For them job satisfaction and capability of employees along with organizational climate plays an important role in deciding how a firm’s employees would handle its resources.

M. Gopinath Reddy et al. (2006)\(^\text{99}\) in their article “Politics of Pro-poor Reform in the Health Sector Primary Healthcare in Tribal Areas of Visakhapatnam” comes to appropriate conclusion regarding public sector healthcare system in Andhra Pradesh. They opine that the politicization of the system of appointments and transfers within the health system means that no system of performance monitoring and accountability will be effective if practitioners can bribe their way into a better position, regardless of their performance in rural areas.

Ramesh Bhat and Nishant Jain (2006)\(^\text{100}\) in their “Analysis of Public and Private Healthcare Expenditures” are of the view that the analysis of public healthcare expenditure suggests that state governments have the target of allocating only about 0.43 percent of GSDP to health and medical care. This does not include the allocations received under centrally sponsored programmes such as family welfare. Given this level of spending at current levels and the fiscal position of state governments, the goal of spending 2 to 3 per cent of GDP on health looks ambitious.
Amit Sengupta (2005)\textsuperscript{101} in “Private health Sector in India: Is burgeoning, but at the Cost of Public Healthcare Public Healthcare” says private healthcare is growing at the cost of public healthcare is unfair. While public spending on healthcare has been dropping, during the first half of the 1990s, India’s defence budget grew at 1.5% yearly in real terms. Since 1996-97, the defence budget has been growing at 10% yearly in real terms. It would not be appropriate to say that defence spending is growing at the cost of public healthcare.

Anu Singh Lather and Shilpa Jain (2005)\textsuperscript{102} in “Motivation and Job Satisfaction: A Study of Associates of Public and Private Sector” show significant positive correlation between the job satisfaction and need for autonomy and self actualization of top level managers. The significant positive correlation was found between the job satisfaction and need for self control, need for monetary gains and need for social affiliation and conformity of middle level managers. Significant negative correlation was found between job satisfaction and need for non financial gains of middle level managers. There was a significant positive correlation between job satisfaction and need for self control of supervisors and significant positive correlation between job satisfaction and need for self control and need for personal growth in workers

Debabar Banerji (2005)\textsuperscript{103} in his “Politics of Rural Health in India” is of the view that the government's moves towards globalization has further extenuated this trend towards commoditization of medical services. There has been a mushrooming growth of numerous unregulated, profiteering private hospitals, nursing homes, diagnostic centres and other ancillaries of the medical industry. With unabashed political support, unregulated institutions for education of physicians and other health personnel such as dentists, nurses, homoeopaths and 
\textit{vaid} rapidly expanded in the
private sector as it became a lucrative business for making profits at the expense of the suffering of the people.

R. C. Goyal (2005)\textsuperscript{104} in “Hospital Administration and Human Resource Management” has made an in-depth study of growth of healthcare services in India. Tracing health services through five year plans, national health policy 2002, evolution of HRM in hospitals, manpower planning, recruitment, training, promotions, working conditions etc. His focus on HRM clearly underlines the importance of job satisfaction which is its legitimate part.

Ajeet Mathur (2004)\textsuperscript{105} in his “Designs of Healthcare Trade Role of Information Technology” explores the expanding role of IT in promoting healthcare services. Use of IT can certainly have positive effect in the promotion of job satisfaction. He says: “New networks, contracts, licences, organisation structures, control systems and management processes enabled by IT expand choices and reduce response times for all concerned. Patients, doctors, hospitals, pharmacies, statutory health authorities and health insurers can quickly avail, adjust to and offer new responses interactively and rearrange their responsibilities towards each other. Performance comparisons promoted through openness and accountability raise the incentives for private and public health systems to compete and perform better.

Naval Bajpai and Deepak Srivastava (2004)\textsuperscript{106} in “Sectorial Comparison of Factors Influencing Job Satisfaction in Indian Banking Sector” examine the degree of job satisfaction of two public sector and two private sector banks in India. The result indicates that layoff threats, quick turnover, less welfare schemes, and less scope for vertical growth increase job dissatisfaction. On the other hand, secure job environment, welfare policies and job stability increase the degree of job satisfaction.
S. Chaudhury and A. Banerjee (2004) in “Correlates of Job Satisfaction in Medical Officers” carried out a study to assess the job satisfaction of medical officers of the Armed Forces. Overall there was a low level of job satisfaction among the medical officers. There was no significant difference in the level of job satisfaction in the three groups. Only three of administrative cadre and specialist officers were in the higher satisfied group. The most common factor stated (91.5% of the respondents), as contributing towards job satisfaction was an opportunity for self-development. Others in decreasing frequency were job security (51.6%), prestige of organization (38.5%), nature of work (28.8%) and opportunity for promotion (21.6%). Factors for dissatisfaction were poor utilization of skills (80.8%), poor promotional prospects (78.4%), inadequate redressal of grievances (72.7%), organizational policy (68.7%) and inadequate pay and allowances (48.7%).

K. Chandraiah et al. (2003) in “Occupational Stress and Job Satisfaction among Managers” investigate the effect of age on occupational stress and job satisfaction among managers of different age groups. The findings of the study reveals higher levels of job stress and less job satisfaction among managers of 25-35 years age than their counterparts in the middle age (36-45 years) and the old age groups (46-55years). The study also found that the age is negatively correlated with occupational stress and positively with job satisfaction.
Notes and References


