CHAPTER 2
LITERATURE REVIEW

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CHAPTER-2
LITERATURE REVIEW

2.1 Introduction
A number of studies have been conducted in India and abroad on job satisfaction. Most of them study aspects like identification of job determinants and job factors, factors of managerial effectiveness and organisational climate. For our purpose of study, 150 research papers were obtained from various sources out of which 145 research papers were found relevant to our research objectives which are reviewed here.

2.2 Review of Literature

- Evans and Iaseau (1950) have studied various job factors in relation to components of job satisfaction and identified eleven such factors which were reported by more than 30% of respondents. These factors in their order of preference were found to be as follow: income, interesting and important job, pride in company, fellow workers immediate boss, management, working conditions, security, chance to get ahead, benefit plans and safety and facilities.

- Ganguli (1957) examine that the existence of three morale dimensions including workers satisfaction with the total organization and the benefits derived from it, and two morale dimensions relating to satisfaction with supervision. In another study Ganguli provided norms for answering the question “what percentage of Indian employees can be considered as satisfied with their jobs”? We concluded that nearly 34% employees for made the dissatisfied group whereas only 22% formed the satisfied group.

- Davis (1957) Herzberg, Mausner and Synderman (1959) Friedman (1961), Chris Argyris (1964) and Blauner (1964) have studied the consequence of work simplification on consequent routine and repetitive tasks. They have shown that simple, routine and un challenging jobs often lead to high employee dissatisfaction this studies examined the relationships among the characteristics of job and the attitudinal responses for repetitive work, work and monotony, monotony and satisfaction, job size and satisfaction etc. These efforts led to the
formulation of a theory of job enlargement. It says that the large jobs are rich in terms of variety of operation to be performed and therefore lead to higher job satisfaction and better work motivation.

- **Herzberg, Mausner, Peterson and Capwell (1957)** have studied more than 150 such studies and listed various job aspects in ten different categories, each aspects in ten different categories, each representing one job components of job satisfaction these job factors are briefly defined as follows intrinsic aspects of job, supervision, supervision, as a factor generally influences job satisfaction, working condition, wages, and opportunities for advancement, security, company and management, social aspects of the job, communication and benefits.

- **Zaleznik, Cristenson and Rothlisberger (1958)** have examined the components of job satisfaction. They concluded form study that six factors as given below should be taken into account for various degree of job satisfaction intrinsic characteristics of the job, the extended featured of the job, supervisor and his associates at work, the company and the union.

- **Sinha and Nair (1958)** studied that job satisfaction among office and manual workers and analysed the causative impacts on satisfaction and dissatisfaction. ‘Interesting work’, ‘social status’ and ‘boss’ were found to be crucial factors contributing to salary and lack of security were regarded as important. Clerical employees were found to be lower in their satisfaction to what is usually observed i.e., increase in occupational level.

- **Sirota (1959)** examined that medium amounts of information about management philosophy, goals and operations procedures were more highly associated with employee satisfaction and advancement than were the large or small amounts of information. The results were interpreted as casting doubt on the assumption that maximum satisfaction of ego needs results in the highest degree of employee management harmony.

- **Herzberg, Mausner and Synderman (1959)** job attitudes are the first factors – attitudes –effects (F-A-E) complex was studied us interview individuals were asked to think and report about the times. When they felt most happy with their jobs (high) and when they felt most unhappy about their jobs (low). These “Nar rational data” were subjected to rigorous analysis for identifying the potential satisfiers and dissatisfies. About zoo interviews with accounts and engineers form nine steel and engineering companies provided data for the study.
Porter (1961) reporting on the differences between two managerial levels using a questionnaire designed to job satisfaction of Maslow’s hierarchical classification of needs the result indicated that management personnel differ in their need satisfaction, although the patterns of need satisfaction are similar. Porter’s study reports significant inter-group differences unlike the Rosen’s findings.

Sinha and Singh (1961) studied on the job satisfaction and absenteeism. They selected random samples of 50 high absentee and 50 low absentee workers from various departments of Tisco, Jamshedpur. A job satisfaction questionnaire consisting of items off our components of job satisfaction was administered to them. These four items were nature of work, wages and security, supervisors and supervision and company’s overall personnel policy. They found that a simple analysis to test the differences in averages using t-test showed that low absentees were significantly more satisfied with their job than high absentees.

Sinha and Sharma (1962) studied on attitude and job satisfaction. They randomly selected 100 workers from a light engineering factory around Calcutta. The factory had a single recognized union affiliated to all India Trade Union Congress. The union membership consisted of nearly 97% of the total workforce. They were administered questionnaire. The results of the product moment correlation showed a coefficient value of 0.47 between the two, which is statistically significant. It suggested that the greater the job satisfaction, the less favourable was the attitude towards the union.

Harrell’s (1964) studied a long list of the determinants of job satisfaction by grouping them into three broad factors. Each factor was identified as being composed of a number of job aspects. These are as follows, personal factors, factors inherent in the job and factor controlled by management.

Vroom (1964) pointed out that “There is a causal relationship between some characteristic work role and job satisfaction. Job satisfaction in environmentally determined. However besides environmental variable having effect on job satisfaction personality of the workers also has an effect on job satisfaction. Persons laho are satisfied with their jobs are assumed to differ systematically in their personalities from those who are dissatisfied”.

Raj Gopal (1965) studied the relationship between satisfaction and efficiency of textile mills workers belonging to high and little industrious mills. Six mills, three high and three low (efficiency was indexed in terms of operative hours per unit of
Production for the past three years) were chosen. 75 workers from high efficiency and 75 from low efficiency mills were chosen for that administer questionnaire. Thirty items representative seven aspect of work (i.e., salary, job, management, working condition, welfare facilities, co-workers, and union management relations) were provide to them and they were asked to point out their degree of satisfaction/dissatisfaction on a 5-point scale ranging from great satisfaction to extreme dissatisfaction. The results showed high efficiency mill workers compare to their counterpart in little efficiency mills to be significantly more satisfied with five of the seven feature excluding job and co-workers.

- **Portar and Lowler (1965)** examine that provide additional data and report that higher order needs accounted for more significant relationships than lower order needs. Therefore it can be stated that job satisfaction increases at each higher level of management and the patterns of need satisfaction are similar across different organizational levels within the managerial rank. But they did not report correlations between these need and performance. Therefore, no evaluation can be made between satisfaction and performance.

- **Centers and Bugental (1966)** examine that distinguished between intrinsic and extrinsic factors intrinsic factors like self-expression, autonomy etc., are important at determinates of job satisfaction at higher occupational levels which extrinsic factor like pay, security, co-workers etc., are important at lower occupational levels.

- **Lahiri and Srivastava (1967)** studied the applicability of Hertzberg’s two-factor theory. They found that for middle level managers, responsibility, domestic life accomplishment, job and the job were found to be motivational factors whereas, organisational policy and administration promotion, salary, superior and growth were dissatisfies.

- **Lawler and Porter (1967)** attempted to correlate satisfaction of managers needs with performance all correlations were significant, but we concluded that satisfaction of higher order needs was more closely related to performance than satisfaction of lower’s orders need’s, but they failed to test statistical differences between correlations, but Lawler’s study (1973) mentioned “Job satisfaction is one measure of the quality of line in the organization and is worth understanding and increasing”. Therefore, must be understood for improving the quality of life at workplace.
Blum and Naylor (1968) studied that job satisfaction is the result of various attitudes possessed by an employee. In a “narrow” sense they observe “These attitudes are related to the job and are concerned with such specific factors as wages, supervision, steadiness of employment conditions of work, advancement opportunities, recognition of ability fair evaluation of work, social relations on the job prompt settlement of grievances fair treatment of employer, and other similar items”.

Anjaniyulu (1968) studied the Job satisfaction of secondary school teachers and its effectiveness on student’s education. He had included 1000 teachers of Secondary School of Andhra Pradesh. Sample was selected through Random Sampling Method. Mean, Median and Standard Deviation was found for the procedure of data analysis. He had concluded through this research that 37% teachers were not satisfied with their job. The responsible factors for this dissatisfaction were lack of accommodation facility, lack of parental co-operation and lack of physical facility.

Smith, Kendall and Hulin (1969) defined that the theory of job satisfaction neither could be tested fairly not can be modified and improved so long as the concept of job satisfaction is not adequately explained and measured. They developed a set of attributes pertaining to job satisfaction there are different feelings corresponding to different aspects of job. There are also some conditions such as the details of remuneration the nature of promotion opportunities the characteristics of co-workers in the job, which exert major influence on the feelings of satisfaction.

Smith (1969) studied job satisfaction as “the extent to positive orientation an employee expresses towards his or her job”. Many empirical studies have been done mostly in the industrialized world, which examined various aspects of academics satisfaction with their job. The Herzberg’s two factor theory has got considerable attention from researchers around the globe. The Herzberg’s dual factor theory concept has been studied and tested in variety of contexts to date. Massive research has been done on the academics in order to analyze its significance and validity to this context as well.

Kapoor and Rao (1969) examined the Job satisfaction of 146 female employees. He had examined the age and attitude towards officers in this study. He had concluded through this research that more than twenty five years female employee
and married female employee always oppose against injustice and struggle against management too.

- **Wild’s (1970)** examined various aspects of job on 2150 female workers and 236 female ex-workers and using a forced-choice questionnaire and unstructured interview. His results show that 21.03% of current employees were dissatisfied with their job compared to 35.6% of the previous employees. The extent of dissatisfaction among various biographical groups, clearly establishes that the younger current employees were more dissatisfied than the previous employees. Job satisfaction was also prevalent among those with shorter length of service with the company. Both overall satisfied and overall dissatisfied current employees placed the financial need in the first position of the need hierarchy, which is in confirmation and with traditional expectation and in they also placed social need in the second position, but overall dissatisfied workers gave comparatively more importance to the need for a personally satisfying job. Overall satisfied ex-employees placed the social need first followed by the need of adequate ways, a personally satisfying job and security. The result further status that voluntary turnover is positively related with previous job dissatisfaction. And further more relationship of labour indicated that in the first six months of service, the turnover rate is higher than in the months that follow.

- **Jawa (1971)** studied the anxiety and job satisfaction. He collected data on 70 semi-skilled workers. They first filled out an anxiety scale and depending upon their scores was divided into three groups of high, average and low anxiety. This classification was made on the basis of distribution of 1st, 2nd, and 3rd quartile. In addition, the workers also filled a satisfaction questionnaire. The following distribution gives the average satisfaction scores and standard deviations for the three groups ‘low, average and high. The results indicate a trend of increasing satisfaction with decreasing anxiety level.

- **Wanous & Lawler (1972)** reviewed nine operational definitions of job satisfaction with the goal of determining whether it was possible to measure employees’ job satisfaction with specific facets. Their results revealed that existing operational definitions of job satisfaction did not yield empirically comparable measures of satisfaction. He also found that some operational definitions correlated better with overall job satisfaction and absenteeism.
D.M. Pestonjee (1973) studied that sets of factors consist of two subjects or areas, which are again, composed of many intent-wined job aspects. Job and management areas also include on the job (Orientrinsic) factors. Likewise personal adjustment and social relational areas covers off the job factors. It is important to note that off the job components of job satisfaction, though not directly connected with the job, are presumed to have a bearing on job satisfaction. These four areas with their related ‘aspects’ area are Job area, Management area, personal adjustment and Social relations.

Lawler’s (1973) examined, “Job satisfaction is not directly related to performance. However, job satisfaction is one measure of the quality of life in the organization and is worth understanding and increasing”. Therefore, must be understood for improving the quality of life at workplace.

Costelle and Sang (1974) studied that 164 professional employees using a questionnaire measuring five need categories security, social needs, esteem autonomy and self-actualization. Their findings were that 20% professionals showed satisfaction with their social and security need and they also reported lack of satisfaction among the higher order needs.

Anand and Bajaj (1975) conducted morale surveys in two large engineering organizations. Sources of data included relevant files questionnaires and interviews they explored information in respects of variable’s, including the company’s image. Job content and job satisfaction, basis for promotion, motivation for work salary and other benefits, superior subordinate relationship and participation, consultation and delegation. The sample consisted on 168 employees selected on the basis of stratified random sampling. The analysis of general responses of the employees and the responses of subgroups of employees was performed in terms of age, function and qualification. The total number of responses was tabulated for each item in the questionnaire. The results showed that the overall image of the company among the employees varied from good to very good in both organizations.

Shah (1976) concluded that high pay (money factor) was given high preference along with esteem, autonomy, and self- actualisation by all the three levels of managers. Security need was however, given low preference by these managers.

Gene Milbourn Jr. & J. D Dunn (1976) article presents a study which aims to assist operating managers of small organizations in determining the need for
conducting audits of employee attitudes, selecting an appropriate questionnaire to gather attitudinal data, and interpreting and using the information collected to improve managerial practices and organizational functioning. Job satisfaction is a feeling an employee has about his work, pay, promotional opportunities, supervisor, and co-workers. More specifically, it is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Managerial policies and practices determine the level of worker satisfaction/dissatisfaction toward each of the five component dimensions. The abbreviated scheme above shows that managers are responsible for designing or creating a work environment where employees are able to be satisfied and productive. A managerial policy on promotion, for example, is seen to effect both job satisfactions with promotion and employee performance.

❖ Prasad and Gowda (1977) Stated regarding what managers want from their jobs, found that top level managers ranked recognition for work, job contents, higher status and authority, good salary, informal relationship with higher and clearly defined responsibility in that order. In this study a very low correlation (0.027) between the ranking expectations by top level and lower level managers suggested inconsistency in the need hierarchy. Thus, lower level managers attach more importance to good salary and higher status and authority which command low rank from top level.

❖ Saiyaddin and Monappa (1977) found that only 33% of managers chose their job for the remuneration. The other hand, advancement, stability opportunity to use skills and the organisation were predominant in the chase of managerial career. He also included that freedom from supervision and sub-ordination adventures experiences and challenges, use of special ability and talents, to be creative and original, social status and prestige, opportunities to work with people, exercise of leadership, control over others, chance to earn a good deal of money and stable and secure future were ranked in that order.

❖ Downs and Hazen (1977) identified eight dimensions of communication satisfaction in the CSQ illustrating the diverse scope of organizational communication. Each dimension includes five questions to measure perceived satisfaction on a seven-point Likert scale anchored by very dissatisfied to very satisfy. The eight dimensions are: Communication Climate, Supervisor Communication, Organizational Integration, Media Quality, Horizontal Informal
Communication, General Organizational Perspective, Subordinate Communication and Feedback.

- **Drake and Mitchell (1977)** investigated the effects of horizontal and vertical power on motivation and satisfaction and found that both vertical and horizontal power had a significant influence on motivation and satisfaction. Vertical linkages refer to the supervisor-subordinate relationship and horizontal linkages refer to relation between sub groups and peers. This research suggests that managers should balance power among sub groups and within subgroups to ensure a maximum of motivation and satisfaction among employees.

- **Ananthakrishnan and Rohini’s (1980)** investigation was (1) to find out the manager in which achieving tendency and values are distributed among bank employees of nationalized and non-nationalized bank at the three different levels viz., clerks, officers and mangers and (2) to determine the influence of values and achieving tendency on job satisfaction in nationalized and non-nationalized banks.

- **Sharma and Bhardway (1980):** an attempt was made to find the moderator effects of background variables job satisfaction and job involvement of 50 managers and 50 supervisors of a private sector company. The main findings reveal that job satisfaction and job involvement. In the case of manager’s age, education, work experience and subordinates were found to be moderators of supervisors but age and tenure were moderators of satisfaction in the case of supervisors. Further, content factors were found to be ranked higher than job factors as important job characteristics. On the whole manages did not differ significantly in the extent of satisfaction and involvement of supervisors.

- **Pestonjee et.al. (1980)** examined the relationship of job satisfaction, ego-strength and job performance. The S.D employee inventory has been administered as measure of the workers satisfaction. To assess ego-strength the Hasan’s E-S scale has been applied. The amount of production of the workers has been obtained from the daily work record from August 1977 to January 1978 of the workers. The finding indicates that the level of job performance is significantly higher in highly satisfied group in comparison to low satisfied group. A significant difference in performance was also observed between high and low ego strength groups. Significant positive relationships between job satisfaction and job performance as well as ego – strength and job performance have been established.
Gupta and Srivastava (1980) examine that job satisfaction scale was used for collecting the data and T-Test was applied to compare the job satisfaction of PST’S and AST’S. On nine dimensions out of twelve PST’S was found to be more satisfied as compared to AST’S. Although the overall job satisfaction score for PST’S was greater as compared to AST’S but the difference was not significant.

Bhardway and Chandha’s (1981) studied that the extent to which a better organizational climate leads to a higher job satisfaction. The results show that out of the 11 dimensions of organizations climate, the supervisor working in private sector was found to be significantly different from the public sector supervisor on orientation, interpersonal relations, supervision, communication decision making, managing problems, and managing mistakes managing conflicts and risk taking. Further supervisors in the private sector were found to be more satisfied than public sector supervisors on promotion, satisfaction with co-workers, satisfaction with supervision and satisfaction with work.

Kumar Singh and Verma (1982) found that managers and supervisors ranked various job factors as job security, opportunity for advancement, pay according to merit, working conditions, task welfare, housing, supervisors, work group, bonus and name of the company in that order.

Nayak (1982) studied on Adjustment and Job satisfaction of married and unmarried female teachers. The sample of study carried 785 female teachers of Primary, Secondary and Higher Secondary school teachers of Jabalpur district. 410 unmarried and 375 married teachers were included. Random Sampling Method used to choose the sample of his study. Findings of the study were; (1) Marital status was not significantly affected on the Job satisfaction and, (2) There was significant relation found between Job satisfaction and the Adjustments.

Ansari and Husain’s (1985) studied that determining the perceived importance of the nature of work and job experience in relation to job satisfaction. The sample of 100 subjects comprising equal number of clerks and nurses were randomly selected. JDI has been used to measure job satisfaction and the years spent on the job were taken as reference of job experience. It was concluded that job satisfaction is not the function of either nature of work or job experience.

Joshi (1985) studied on the Job satisfaction of Secondary school teachers of Dabhoi taluka. 150 Secondary school teachers were selected for the sample of the study from Dabhoi taluka. The questionnaire has different sections like teacher,
student, principal, school-society etc. Findings of the research were; (1) Graduate teachers were more satisfied than post graduate teachers, (2) Below than forty years teachers were more satisfied with their job, and (3) Educational qualification and age were significantly affected on the Job satisfaction.

- **Williams and Hazer (1986)** has differentiated between job satisfaction and commitment by explaining the former as an emotional reaction to specific aspects of job and the latter as an emotional reaction to the whole organization. Both the individual factors as well as the organizational factors influence organizational commitment which eventually influences turnover intentions amongst employees.

- **Parikh (1986)** examine that administered self-awareness inventory (ASI) and job satisfaction scale (JSS) on 160 diploma and degree holders from engineering organizations of Gujarat state. The employees also served as independent factors in the composite research design of 2*2*2*2 dimensions job satisfaction was the response criterion. It was found that job satisfaction has significantly related with self-awareness, education and salary. While played non-significant role.

- **Panday and Prakash (1986)** examined the relationship between work achievement, motivation and their satisfaction. Satisfaction of 50 industrial employees with high achievement motivation was compared with that of their 50 colleagues with low achievement motivation. The satisfaction scale included 4 areas of satisfaction job management, personal adjustment and social relations. The results indicated that the employees with high achievement motivation. However, the difference was not significant on the job factors.

- **Near and Sorcinelli (1986)** analyzed faculty satisfaction using a combination of predictor variables related to work (e.g., interaction with colleagues and students, opportunity to pursue personal research agendas, and financial rewards) and non work (e.g., career opportunities for spouse, family life and childcare options, and family size) conditions. Their study is unique in that it was one of the first job satisfaction studies that focused principally on women faculty. They found that both work and non work conditions impacted faculty job satisfaction. Furthermore, the researchers indicated that, because they found a strong correlation between satisfaction with non work conditions and satisfaction with work conditions, institutions of higher education should be encouraged to make
improvements in the quality of faculty life, improvements that would positively impact the work and non work realms of its faculty.

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Ansari and Ansari’s (1987) investigation was aimed at determining the relationship between job anxiety and job satisfaction. Since the reported results of the relationship between the two remained inconclusive, the present efforts were made to verify the relationship on the sample that seems to be untouched by research investigators i.e., laboratory technicians working various laboratories of educational institutions to help promote research investigations in the field of science and technology. 100 laboratory technicians were randomly selected from various research laboratories of medical college, college of engineering and technology, and from the various departments of the studies of the faculty of science of Aligarh Muslim University. Job anxiety was measured with the help of job anxiety scale developed by Srivastava (1977) and job descriptive index. (Smith, 1965) was used to measure job satisfaction. Data were analysed by product moment correlation. Correlation between job anxiety and job satisfaction has been found to be positive but low.

Bhatt (1987) studied on the personality determinations of job satisfaction of college teachers. Findings of the study were; (1) Female teachers were more satisfied than male teachers, (2) There was no significant difference in the mean scores of married and unmarried teachers, (3) Job satisfaction had no significant relation with the age, (4) Job satisfaction had no significant relation with the variables like area of the work, educational qualification and experience.

Mohanty and Ghosh’s (1987) investigation were; (1) to study the job satisfaction of the trained graduate teachers of the secondary schools of Orissa. (2) To compare the job satisfaction of different sub-groups such as women teacher’s men teachers, urban area teachers, rural area teachers, government school teachers and government aided school teachers. Some of the major findings were: women teachers were more satisfied than the men counter parts, government aided school teachers get more satisfaction than non-government school teachers and rural area teachers were more satisfied than urban area teachers.

Happali and Mallappa (1988) the influence of organizational climate on job satisfaction was investigated by sixty industrial supervisors were interviewed. Organizational climate scale and job satisfaction scale were administered. It has
been found that organizational climate has an effect on job satisfaction. The hypothesis is relationship between job satisfaction and job involvement has been verified. It has been found that job satisfaction (overall) is significantly related to job involvement.

Shrivastav and Sharma (1988) studied the relation between job satisfaction and job necessity. Seventy five engineers of Thermal Power Corporation Limited of Delhi were selected for the sample of study. They were from thirty eight to sixty seven years ago level. Job satisfaction test having twenty nine statements used to measure the job satisfaction it was formatted in seven points. Findings of the study were that the safety, status and personal characteristics have no significant relation with Job satisfaction. There was negative relation between job necessity and Job satisfaction.

Nagarathnamma (1988) examine the relationship between certain personality traits and job satisfaction. 100 nurses working in government hospitals comprised the sample. The results revealed that internal locus of control and neuroticism was not significantly related to job satisfaction.

Sahni (1990) conducted a comparative study of job involvement and job satisfaction among managers in organizations under India and Japanese managerial system. Results show that there is a significant difference between managers working under India system and Japanese system on job involvement signification with promotion, pay and over all managers from Indian system recorded high mean scores on all the dimensions of job descriptive index (except work) and job satisfaction index than the other group managers. The results of correlation between job involvement and satisfaction for managers under Indian system indicate that job involvement is positively related to satisfaction with work, promotion, co-worker, superior and overall. For managers under Japanese system involvement was related with satisfaction with work co-worker and overall.

Nair (1990) studied on the job satisfaction of the primary school teachers of Baroda city. 150 teachers were included for the sample of the study. Random Sampling Method used to select the sample of the study. Job Satisfaction Scale and Personal information list were used for the data collection. The collected data analysed with different statistical techniques like; mean t-test, and Simple Percentile Method and Distribution of Frequency. Findings of the study were; (1)
No significant difference found between the teachers of government and non-government school teachers, (2) There was no significant difference found between P.T.C. and B.Ed. degree teachers and (3) There was no significant different found between married and unmarried teachers.

Bhardway and Chandha’s (1990) studied was to see how far a better communication leads to a better job satisfaction. A total of 70 supervisors were taken with 35 from each of the private and public sectors. Regarding the job satisfaction dimensions too, the private sector scored higher in out of the five dimensions namely satisfaction with work, satisfaction with promotion, satisfaction with co-workers and satisfaction with supervision.

Nagarathnamma and Bharthi (1990) examine the relationship between attitudes toward life in general. The subjects of this study comprised of 360 non gazetted officers in Tirupati, among which 180 were females and 180 were males. The study also intended to see the sex differences with regard to job and life satisfaction. The findings of the study confirmed that there is a positive and significant relationship between job and life satisfaction. Further it was found that sex differences exist with regard to job satisfaction but not with life satisfaction.

Sehyal and Rana (1990) studied compay male and female managers in the job satisfaction, quality of working life and eysenckian personality dimensions for these purpose of our study. 120 male and 120 female managers of five star hotels were studied. The results showed significant differences between the sexes on some dimensions of job satisfaction and quality of working life. None of the t-ratios emerged significant for the eysenckian dimensions of personality.

Das and Agrawal’s (1990) conducted an experiment to investigate the effect of two independent variable’s: (1) locus of control (internal and external locus), and (2) type of concerns (public and private sector concerns), upon the job satisfaction of engineers (N=112). The results indicated that engineers from private sector concerns had significantly better job satisfaction than engineers from public sector.

Agrawal and Das (1990) compared the job satisfaction and life satisfaction of males among dual career and single career couples as well as of males and females among dual career couples. The sample comprised of 100 university level teachers between the ages of 30-40 years. The sample was divided into two groups. Group 1 consisted of 25 dual career couples (N=50) and group 2 consisted.
of 50 single career males. Job satisfaction was measured by job satisfaction scale developed by Muthagya and life satisfaction scale developed by Alam measured life satisfaction. The results indicate significant difference in the life satisfaction and job satisfaction of single career males and dual career males as well as of dual career males and females. Job satisfaction and life satisfaction are both found to be higher among single career males as compared to dual career males. Similarly, dual career females are found to have higher job satisfaction and life satisfaction as compared to dual career males.

**Sharma and Bhaskar (1991)** XYZ measured job satisfaction as an indicator of the level of motivation and morale of junior and middle managers of 30 public sector industries. The broad categories of variable measured were demographic, personality, job characteristic, and organizational climate. Respondents were asked to rank their perception of various dimensions of organizational climate and job characteristics. Low ranks devoted lower satisfaction with the variable and high ranks indicated greater satisfaction with the variable. Several dimensions of organizational climate, grievance handling, welfare strategies, participative management, scope for advancement, monetary benefits, objectivity and rationality, and recognition were also ranked low thus pointing to their neglect by the organization. The mediums ranked variables were bureaucracy, safety and security, lateral trust, training, education (organizational climate), work technology, and a liberal personality. The variables ranked high were conscientiousness, outgoing behaviour, and interpersonal relationship with colleagues. Job satisfaction, assessed as positive attitude toward work, was moderate in 23 organizations, and high job satisfaction in 5 organizations. The three most powerful determinants of job satisfaction were objectivity and rationality, liberalism, and work experience.

**Chhokar (1995)** assessed the role and organizational correlates of job satisfaction, job involvement, organizational commitment, and psychological strain among bank employees. Role ambiguity and role conflict were low, role overload, participation in decision making, hierarchy of authority and the subset of organizational values representing consideration of employees were moderate; and formalization and the subset of organizational values representing consideration contribution to the organization were fairly high. While psychological strain was observed to be fairly low, job satisfaction, job
involvement and organizational commitment were higher. The subset organizational values representing consideration for employees were the only variable that consistently predicted all four criterion variables: they contributed to increased job satisfaction, job involvement, organizational commitment, and lower psychological strain. Role ambiguity was significantly related to increased psychological strain and reduced job satisfaction and organizational commitment.

- **Vivien Swanson (1997)** examines the common perception of the doctor’s role as one of the most stressful in comparison with other occupations. Previous studies of GPs (Sutherland and Cooper 1993) and Health Service workers in the UK (Rees and Cooper 1992) carried out during approximately the same time period had reported both GPs and other health service workers to have generally higher stress scores than norms using the same measure. It is therefore difficult to conclude that the lower stress scores found in the present study were affected by the lack of sensitivity of the OSI to medical occupational stressors.

- **Vasani’s A.M (1998)** studied on blue collar workers of saree industries of Jetpur in relation to adjustment, mental hygiene and job satisfaction found a positive significant correlation between mental hygiene and job satisfaction, but not significant between adjustment and job satisfaction.

- **Mosadeghard (2000)** gave Job satisfaction dimensions like nature of the job, management and supervision, task requirement, co-workers, job security, and recognition and promotion had more effect on employees’ organizational commitment in organizational set up.

- **Panda (2001)** studied job satisfaction of dot.com executives at various levels from content managers to vice presidents. Most of the subjects were satisfied with the job they were doing but dissatisfied with their present organization. The nature and content of the job were the driving force behind satisfaction, whereas apprehensions and operational problems about long term survival of the company were indicators of dissatisfaction. Salary was rated as the most important factors contributing to job satisfaction in dot.com companies. The nature of the job with scope for creative execution was ranked higher for providing satisfaction as compared to job security. Extended working hours and fear of loss of job led to maximum dissatisfaction had a negative correlation with job status.

- **Vyas (2001)** studied on the job satisfaction of primary teachers with reference to their sex, marital status and educational qualification. Cluster Layer Method was
used to select the sample of the study. 3000 primary school teachers were selected from Junagadh and Porbandar districts. 1770 male teachers and 1230 female teachers were included in the study. Findings of the study were; (1) There was a significant difference found between married and unmarried teachers, (2) Marital status was affected on male teacher’s job satisfaction; (3) Married teachers’ gender was affected on the job satisfaction and (4) The effect of different district found with reference to lower educational qualification.

- **Raj (2001)** examines the relationship between teaching effectiveness and satisfaction and motivation to work among 100 secondary schools teachers from both rural and urban areas. Results indicated that emotiveness. The effect of job satisfaction was found to be non-significant. Teachers high on motivation to work were significantly better than poorly motivated teachers on teaching effectiveness.

- **ME Sempane, HS Rieger, G Roodt (2002)** examine that a clear relationship existed between the variables job satisfaction and organisational culture. Job satisfaction can therefore to a certain extent be used to predict employee’s perception of organisational culture. Employees seemed to be reasonably satisfied with the dimensions, customer orientation, organisational integration, performance orientation and reward orientation, while conflict resolution, disposition towards change, locus of authority and management style and task structure were perceived more negatively. Most of the aspects perceived negatively relates to the management and leadership style within the organisation which may warrant further investigation and development activities for managers.

- **S.K. Srivastava (2002)** studied that there is positive and significant correlation between overall work adjustment and job satisfaction in public sector personnel and the level of significance is 0.01 level. Adjusted workers have higher score than the maladjusted workers on job satisfaction which shows the total adjustment or satisfaction of the workers with their job.

- **Larry H. Faulk (2002)** studied that the purpose of this study was to develop and test a general model of pay satisfaction consequences. Although the model did not receive full or consistent support from the analyses, the results did support an underlying focus of the study - that the dimensions of pay satisfaction do have differential impacts on outcome variables. The results provide further support for the multidimensional nature of the pay satisfaction and point out that there is some benefit to treating it as such. Since the results of the different analyses were
inconsistent and at times contradictory, very few definitive statements can be
made. One is that raise satisfaction is very important in that it appears to influence
numerous consequences. Another is that pay satisfaction has very little impact on
performance. Hopefully, this initial foray into the development of a pay
satisfaction consequences model will spur other researchers to build on its
foundation in order to gain a better understanding of pay satisfaction’s influence
in organizations.

organizational learning culture and job satisfaction are important in determining
employees’ motivation to transfer learning and turnover intention. The results of
this study revealed that organizational learning culture had significant influences
on both job satisfaction and motivation to transfer learning and that the direct
impact of job satisfaction on motivation to transfer learning was positive but not
significant. It was also found that learning culture had an indirect impact on
employees’ turnover intention. However, this impact was mediated by job
satisfaction. Perhaps one of the major theoretical implications of this study comes
from the findings that confirm that organizational learning culture is a valid
concept and that it’s associated measures, operational as the DLOQ and are valid
and reliable. Although organizational learning culture and job satisfaction were
highly correlated they tend to be mutually exclusive in concept and measurement.
Consequently, learning culture should continue to be taken into consideration
when studying organizational outcomes.

- Vimala Ramachandran (2005) studied, we came across teachers who loved
children and were highly motivated regardless of where they were posted. These
were exceptional people. It was, indeed, humbling to meet teachers who worked
hard despite all odds. We came across situations where good teachers received
tremendous community support that led to improvement in their teaching and
overall results. The reverse was also true. There were villages that had a
wonderful teacher in the past but could do little to motivate/support a new teacher
who just refused to teach. The most dismal picture was in schools with only two
teachers and lots of children. Teachers could not cope with the situation and had
simply given up. There were teachers who were indifferent to the children and did
not really care if they learnt to read and write. They promoted children,
maintained records and did what they were asked to do.
Rafael Munoz de Bustillo Llorente and Enrique Fernandez Macias (2005) examine two complementary approaches were adopted. On the one hand a study was made of whether the differences in mean values of job satisfaction in a group of countries correspond to differences in other objective variables that may explain levels of job satisfaction, such as salaries, working day, unemployment or distribution. After that, an analysis was made of the existence of a relation between objective variables of job quality and levels of job satisfaction within the same country. In both cases the unequivocal conclusion was that job satisfaction has no apparent relevant relation to other objective indicators of job quality, which makes this indicator of little adequacy for evaluating job quality. The second conclusion obtained in this article is related, precisely, to the non-existence of a relation between objective job quality and levels of job satisfaction and derives from reflection on the causes that could explain this result.

Karen S. Myers Giacometti (2005) examined the response rate for this study was 25.7 %. The low response rate coupled with the two-stage replacement process for obtaining respondents could have affected the results by providing conservative estimates of the number of teachers leaving. Leavers may be unhappy teachers and just did not want to respond to the survey. There were no significant differences between leavers and satyrs on the demographic variables except for years of experience. A greater proportion of leavers were single, male and minority teachers between the ages 25 – 30. The greater proportions were high school teachers who left after the third year. The largest proportion of leavers earned below a 3.0 grade point average in a traditional teacher preparation program. A higher proportion of leavers were from the south and almost equal proportions of leavers taught in either a suburban or urban setting. A greater proportion of satyrs were married, female, white teachers. Equal proportions were either under 25 or over 30. The greater proportions of satyrs were first-year, middle school teachers. A greater proportion of satyrs earned over a 3.5 grade point average and prepared for teaching in an alternative teacher preparation program. The larger proportions of satyrs were from the northeast and taught in a rural setting.

Dr. Sharada Jain, Sunil Shekar and Jitendra Sharma (2005) examined that they promoted children, maintained records and did what they were asked to do. We discovered no correlation between motivation levels and teacher qualification,
training, residence, gender and pay scale. However, a school with good infrastructure and connectivity could hold back more teachers for more hours. It is difficult to say whether this translates into more instruction time or higher learning levels. Teachers said they were motivated – but their understanding of motivation is different from ours. Both teachers and an administrator gave a lot importance to daily presence, compiling and sending the necessary data and maintaining discipline. They valued justice and fair play. They were ready to work with administrators and political leaders who they felt were just, and appreciated and rewarded hard work. But rapport with children, learning levels and actual classroom environment were not seen as being a part of motivation. These factors did not figure in any discussion with teachers or administrators.

Michelle Romilla Gordi (2006) analyses that importance of job satisfaction in a call centre environment. Since a large number of people work for half their life, it is important to consider ways of improving their satisfaction. From the research one can conclude that it is important to keep job satisfaction high so as to reduce turnover levels in call centers. Evidence has been presented showing that high levels of job satisfaction correspond with high levels of customer satisfaction. Since the data presented shows a relationship between job satisfaction and customer satisfaction, it follows that it is important for a company to ensure that their employees are satisfied in their jobs. This then indicates that employees who are satisfied in their jobs are more likely to serve customers well, which is imperative in call centers especially. Since call centers are the major customer interface for many organizations, their management therefore merits significant investment. Working towards enlightening call centers on the importance of job satisfaction and which specific variables assist in creating the satisfaction, could result in a better working environment.

Shamima Tasnim (2006) analysed that the teachers perceive the term job satisfaction. After getting their expression it seems that they described job satisfaction with their emotion. Sometimes they told what they really mean by job satisfaction and sometimes they were concerned about their expectation from the job. Even sometimes they described job satisfaction from their dissatisfaction context of the above job. It means factors causes satisfaction and dissatisfaction also hinders in their mind to explain the term job satisfaction. The way the respondent explain the term job satisfaction is similar with Luthans’s (1995)
dimension of job satisfaction. First dimension is that job satisfaction is an emotional response to a job situation. Second job satisfaction is often determined by how well outcomes meet or exceed expectations the pattern of define or explain the term job satisfaction is also similar with Smith, Kendall and Hullin’s (1992) view. They identified some job dimensions those represent most important characteristics of a job about which people have affective response. The dimensions are: work itself, pay, promotion, supervision. According to Hofstede, challenge; earnings; recognition and advancement are important for masculine country. These all factors affect the entire teacher to explain the term job satisfaction. After reviewing the teachers’ perception of job satisfaction we found that there are some similarities and dissimilarities among male and female teachers’ perception towards job satisfaction.

- **K.K.Jain, Fauzia Jabeen, Vinita Mishra and Naveen Gupta (2007)** studied confirmed the assumption that there is no significant difference between managers and engineers in terms of their job satisfaction and both the groups appeared almost equally satisfied with their jobs. When the managers and engineers were compared on organizational climate, it was found that both the groups differed significantly. Managers scored significantly high on organizational climate scale than the engineers indicating that the managers are more satisfied due to the empowerment given to them. We concluded that engineers experienced higher degree of stress as compared to managers. When job satisfaction of high income group managers were compared with low income group managers, the results revealed that both the groups differed significantly. On the other hand, comparison of job satisfaction of high income group engineers with low income group engineers showed non-significant results. However, the trend of the result shows that the high income group of managers and engineers are more satisfied with their jobs when compared to the low income group. The reason to this trend can be attributed to the universal truth that the monetary compensation is one of the important motivators for the employees that largely affects their performance and satisfaction level.

- **Karin Schön (2007)** studied job satisfaction mostly confirmed what was already known in management theory to be winning concepts. The use of values and methodologies from, in particular, the Human Relation School and Total Quality Management was a winning approach for these companies. The second study
described how three organizations in Sweden had worked to implement Six Sigma. This kind of comparison in Sweden had not previously been published and can thus be considered new understanding. The second study also strengthened the validity of using previously known Six Sigma success factors in Sweden too. The third study titles this thesis together. This study can be considered a step to explore the consequences for job satisfaction of implementing a systematic improvement methodology, such as Six Sigma. This research journey started in the field of Quality Management. Looking back at the history of Quality Management, two important fields of research were especially apparent: Scientific Management and Human Relations. One trail within the Human Relations area that was attracting the interest of the present writer was the study of job satisfaction and its connection to people’s health. After exploring how successful companies had worked to achieve job satisfaction, the author made a change of research fields. Following the road of Scientific Management within the Quality Management field of research, the smaller trail of Six Sigma emerged as being a current popular methodology. After taking that route in the second study the author wanted to connect these two important trails, job satisfaction and Six Sigma, which seemed to be living different lives in two different fields of research but also highly attached through Quality Management theories.

Prakash Krishnan Nair (2007) examined the relationship between job stress, time stress, and anxiety on job satisfaction, motivation to transfer, and transfer of learning using four different analysis techniques. This was done to cross-examine the relationships and to enhance the accuracy of the results. Both the direct and indirect, or mediating, relationships among the variables involved in the study were examined. The overall findings of the study suggest that although job stress, time stress, and anxiety did not have a direct effect on transfer, they had an indirect effect through job satisfaction and motivation to transfer. While some of these relationships, such as the ones between time stress and anxiety and motivation to transfer and transfer, have been researched in the past, some other relationships, such as the ones between anxiety and job satisfaction and job satisfaction and motivation to transfer, have not been researched sufficiently, and still others, such as the ones between job stress and transfer, time stress and transfer, and anxiety and transfer, have not been researched at all. More importantly, indirect effects of job stress, time stress, and anxiety on motivation to
transfer or transfer of learning have not been examined at all. In this context, the
study’s findings are significant.

- Bulent Aydin; Adnan Ceylan (2008) studied that the organizational culture gets
more importance than organizational learning capacity in satisfying the
employees. For the managerial practices, knowledge based activities do not have
considerable effects on employee satisfaction in metalworking area. The
employees may believe that; the technical knowledge can be bought from outside,
whereas a strong organizational culture cannot be bought and it can only be
created within the organization by the efforts of its own members. As the
managerial implication, buying the technology from a bigger firm (namely being a
technology follower) may cause better results. However the managers cannot buy
a culture from a different firm and hence, they should always try to create their
own way for culture. The managerial level and human resource department
employees should know that; organizational culture, organizational learning
capacity and employee satisfaction are related items and should be fully analysed
when constructing the organizational strategies. As a managerial practice, in the
employee selection processes, the organizations had better hire more educated
personnel in order to reach a high satisfaction level. Besides, we have determined
that managerial level employees are easier to be satisfied. This indicates that (as
another managerial practice) career development is important in the organizations
for satisfaction, which the managers should construct a well-designed career-plan
for each of the employees. This may provide to build more sensible and healthy
organizations.

- Brooks C. Haltom (2008) evaluated precision in measuring and modeling both
the independent and dependent variables to deepen our understanding of
withdrawal behaviors. Most studies of voluntary turnover have one or two
independent variables with voluntary turnover as the dependent variable. This
review clearly indicates that the theory and research on turnover is cumulative.
Over time, we have accumulated substantial evidence on the weighted-average
effect sizes for our more frequently studied predictors. One way to increase the
rigor of our research is by making point or range predictions of our better-studied
results rather than testing them against the null hypotheses. For instance, most
turnover studies include job satisfaction, organizational commitment or some
similar attitude; rather than test these variables against the null “one more time”,
instead we should predict significant ranges (e.g., the null hypothesis is that
satisfaction correlates less than .20 with turnover, whereas the alternative
hypothesis is that satisfaction correlates more than .20 with turnover; the null
hypothesis is that intention to leave correlates less than .30 with turnover, whereas
the alternative hypothesis is that intention correlates more than .30 with turnover).

George J. Petersen (2008) examine the literature to date has been remiss in
establishing pre service teacher beliefs for second-career educators. In limited
ways, the GPSTs in this study remind us of seminal research on traditional
undergraduate pre service teacher beliefs (Pajares, 1992). Research indicates that
second-career teachers bring strengths to their teaching (Mayotte, 2003), and the
data in this study suggests similar findings. Unlike our “traditional”
undergraduates who attended middle and high schools within the present era of
high-stakes testing and view this emphasis as the norm, these GPSTs articulate
different perspectives. Further, these GPSTs bring background experiences, such
as baccalaureate degrees in the Humanities, and values found in other career
fields, that inform and shape their beliefs about teaching. They seem to suggest
that education is an academic, social, and reciprocal enterprise. We recognize that
this study is limited to one cohort of graduate pre service teachers, and that these
results are not generalizable. However, we believe that this study of GPSTs’ pre-
existing teacher beliefs will resonate with teacher educators. There is great value
in understanding the beliefs that GPSTs bring into the classroom as a platform for
designing teacher-preparation experiences, and we contend that teacher educators
have an obligation to design course and field experiences that foster their
professional development based on these beliefs. Furthermore, we suggest that
this data informs continuing reflection about graduate certification programs and
graduate students in teacher education. During a time when teacher shortages have
resulted in the recruitment of second-career teachers, we recommend that further
studies need to be conducted with this dynamic population. Additionally, we
recommend expanding the study of graduate pre service teachers to include those
seeking certification in secondary education. Perhaps similarities and differences
between the two groups might inform program design in teacher education. It is
our fervent hope that teacher educators can utilize this fledgling research-base to
deliberately plan for GPST program experiences that address both the common
and distinctive philosophies of this specific student population.
Nndaraj Naicker (2008) analysis the employee commitment scales / questionnaires have revealed that employees do not have a strong emotional attachment to paper Mill and they are unsure as to whether they prefer to continue working for this company. It is also apparent, from the research findings, that the employees work for the company out of obligation and not because they want to. These commitment levels indicate a workforce that would leave the company at the, drop of a hat, if the opportunity presents itself.

Raduan Che Rose (2009) studied that organizational learning plays an important role and significantly contributes to organizational commitment, job satisfaction and work outcomes of public service managers. Besides, the findings present empirical evidence that organizational commitment and job satisfaction partially mediate the relationship between organizational learning and work performance of the Malaysian public service managers. The result of the present study contributes to the literature on organizational learning and work outcomes from the Malaysian perspective. More specifically this study enhances and supports the findings of the earlier research regarding the role of organizational commitment and job satisfaction as mediator variables. This study represents original research of these mediating effects. Public service managers have many roles and responsibilities in the work place, such as managing learning. Strategic organizational initiatives aimed at improving workplace and professional development need to have top-level support, therefore top management need to have motivation, commitment, knowledge, and ability to create and enhance the learning atmosphere in the organization. Top management need to understand and identify what factors or elements contribute to the effectiveness of organizational learning activities and what factors hinder the learning processes among the public service managers. By doing that, organizations at the same time will be able to achieve benefits such as increased organizational commitment, job satisfaction and work performance among the public service managers.

G.Balachandar, Dr.N.Panchanatham and Dr.K. Subramanian (2010) studied that top management needs to concentrate on the motivation factors such as pattern of working, chance to learn and use of abilities. Mean value for the three motivational factors are almost similar for both the private and government owned insurance company officers. Jointly both the private, government insurance companies may further think about new motivational strategies for the officers for
their satisfaction. It leads to low officer attrition rate, less absenteeism, better team work, and increase in the company image.

- **Ishfaq Ahmed¹, Muhammad Musarrat Nawaz², Naveed Iqbal³, Imran Ali⁴, Zeeshan Shaukat⁵ and Ahmad Usman⁶(2010)** concluded that significant relationship exists between intrinsic motivational factors including recognition; work itself, opportunity for advancement, professional growth, responsibility, good feeling about organization and employee job satisfaction. Whereas no significant relationship was found between hygiene (extrinsic) factors and employee job satisfaction. Moreover, higher job satisfaction was observed in employees of treasury department then employees of examination and student registration departments. Significant difference was noted regarding job satisfaction between male and female employees with female employees having more job satisfaction than male employees. There was no significant difference of job satisfaction between permanent and temporary employees. Significant effect was found between employee is academic qualification and job satisfaction, higher job satisfaction was noted in employees having higher education with masters, post graduate degree and above. Finally, highest job satisfaction was recorded regarding job experience ranging from 5-10 years; remaining categories of experience were having low job satisfaction.

- **Rizwan Saleem (2010)** examined that there was a positive relationship between the motivation and job satisfaction. Overall the employees were quiet satisfied with their jobs and had their interest in their job. More than average employees are motivated to work for the organization. Some of employees thought that they were not on their actual path and organization had not fulfilled their commitments, what they did in beginning especially regarding Promotion.

- **Alina Hyz (2010)** examined that there are no correlation between the demographic characteristics (gender, age, years of experience and the educational level) and the level of satisfaction. The exception is the position in organization and contribution to the decision making process, showing a positive correlation with “job satisfaction”. Factors such as recognition, autonomy, working with groups, prospects, clarity of responsibilities, relationships with co-workers and cooperation with the department of human resources show a positive correlation with job satisfaction. However, the intensity varies considerably. According to the survey results the job satisfaction is
correlated with the efficiency, commitment, customer service. Instead, for reasons mainly connected with the labour market situation in Greece there is not a statistically significant correlation between satisfaction and intention to change a job.

Raigama Rathnaweerage and Neelamani Thanuja Rathnaweera (2010) revealed that bundles of HRM practices are positively related to better employee satisfaction. This result is consistent with Jackson & Schuler, (1992); Eskildsen & Nussier, (2000); Boselie & Wieles, (2002). This means that effective HRM practices lead to employee satisfaction. Results revealed that only four dimensions of HRM practices emerged as the predictors of employee satisfaction in the case of PSB in Sri Lanka. These practices include compensation & social benefits, performance appraisal, training & development and recruitment & selection. Compensation and social benefits had the strongest significant effect on employee satisfaction. When considering the HR practices in the model, it indicated that 62.3% of the variance in employee satisfaction is explained by the six HR practices. This study found that bundles of HRM practices are also positively related to better employee commitment. This result supports the previous research findings such as, Llés, Mabey & Robertson, (1990); Graetner & Nollen, (1992); Meyer & Allen, (1997); Ulrich, (1998); Meyer & Smith; (2000); Guest, (2002). However, for PSB in Sri Lanka three HRM dimensions determine the employee commitment. Compensation and social benefits had the strongest significant effect on employee commitment. When considering the HR practices in the model, it revealed that 28.8% of variance of employee commitment is explained by six HRM practices jointly. Compensation & social benefits, recruitment & selection, and training & development practices emerged as the significant variables in explaining the variance in employee commitment. Multiple regression analysis suggested that three out of six HRM practices namely compensation & social benefits, performance appraisal, and training & development were found to be explanatory factors having significant effect on employee retention of Sri Lankan public sector banks. Compensation and social benefits had the strongest significant effect on employee retention of PSB in Sri Lanka.

Solomon Markos (2010) studied demonstrate that feeling valued by management, two-way communication between management and employees, management’s interest in employees’ well-being and giving more opportunities for employees to
grow are the top drivers of employee engagement. Nevertheless, as studies indicate, employees do not give much importance to pay and benefits. The results indicate that employee engagement is closely linked with organizational performance outcomes. Companies with engaged employees have higher employee retention as a result of reduced turnover and reduced intention to leave the company productivity, profitability, growth and customer satisfaction. On the other hand, companies with disengaged employees suffer from waste of effort and bleed talent, earn less commitment from the employees, face increased absenteeism and have less customer orientation, less productivity, and reduced operating margins and net profit margins. Thus there is a need to study the cost aspect of engagement decisions. The remarkable fact is, the findings of today’s researches, can be used as corner stone for the building of complete essence to the construct. Furthermore, much of the works related to “employee engagement” construct is attributed to survey houses and consultancies. Therefore, there is a need for academia to investigate this new construct and come up with a clear definition and dimensions that will be used for measuring employee engagement justifying the importance of engagement concept.

Daniel Lopez Ramirez (2010) in his study found lower satisfaction with communication climate, co-worker communication, and media quality among classified employees and managers. These data catered the accuracy, thoroughness, organization, and general health of communication within the organization.

Jackie Mamitsa Banyana Ramasodi (2010) examined satisfaction with one’s job can affect not only motivation at work but also career decisions, relationships with others and personal health. Those who work in a profession that is extremely demanding and sometimes unpredictable can be susceptible to feelings of uncertainty and reduced job satisfaction. Job satisfaction of healthcare workers is also an essential part of ensuring high quality care. Dissatisfied healthcare providers not only give poor quality, less efficient care; there is also evidence of a positive correlation between job satisfaction and patient satisfaction (Tzeng, 2002). Given the pivotal role that healthcare professionals play in determining the effectiveness, efficiency and sustainability of health care systems, it is imperative to understand what motivates them and the extent to which contextual variables and the organization satisfy them.
Ms Ankur Jain (2010) studied that the relationship between TQM practices and employees’ job satisfaction within the Indian software industry. The findings could prescribe potential implications for top management to review their TQM programs, consistent with the training needs of the employees within the organization. In order to improve external validity of the instrument, additional studies would be needed, with increased sample sizes, geographical diversity, organization type, and so on. Secondly, the findings are based on the use of self-reported survey data, which may be affected by response biases. Thirdly, cross-sectional data analysis cannot confirm the direction of causality implied in our research model, so it is necessary to be cautious in conclusions regarding causality. Fourthly, it is also important that other major constructs related to the TQM implementation process should be added to the conceptual framework underlying this study. Finally, while the measure of job satisfaction comprises of only a small number of items, which tapped different aspects of job satisfaction behaviour, and does not represent an overall view of job satisfaction, therefore this is a considerable biased view for this study.

Jasmine Sonia (2010) examined major challenge faced by all IT organization is, developing and maintaining organizational commitment and job satisfaction. It is the interest of all organization to secure commitment and reduce employee turnover. This study confirms the relationship between job satisfaction and organizational commitment. So managers need to make effort to develop human resource policies that are in alignment to the needs and motivation of the employees. The findings of this study have pointed out some salient issues in the IT field. It is imperative for IT company management to meet the demands of their personnel to strengthen their motivation, satisfaction and commitment to minimize turnover.

Ritu Narang and Alka Dwivedi (2010) studied that the most important information to have regarding an employee in an organisation is a validated measure of her level of job satisfaction (Roznowski & Hulin 1992; Judge, Hanisch & Drankoski 1995). The present study strives to develop a reliable and valid scale to measure the job satisfaction of knowledge workers and thus is quite relevant in the present knowledge economy. This paper also discusses and elaborates the factors which the management can pay attention to, in order to manage the job satisfaction of employees engaged in knowledge work. The results show that for
enhanced job satisfaction, the management, on the one hand, has to progressively
develop the employees in their field of work, both by giving them challenging
tasks and creating a learning environment and on the other hand avoiding their
micromanagement (Alvesson & Sveningsson 2003).

- Dinah Jeruto Kipkebut (2010) studied to dispute the long held belief by some
  scholars (Kiggundu, 1989; Waweru, 1984; Blunt and Jones, 1992; Taylor, 1992)
  that African organizations are managerially impoverished in terms of narrowly
  defined jobs, decision making which is limited to senior executives, reactive
  management styles indicating lack of planning and lack of intrinsic motivation
  among African workers. Some of these scholars have claimed that the typical
  African worker is motivated by material things, derives no satisfaction from their
  job (Blunt and Jones, 1992), and is passive and reactive to their tasks. Contrary to
  these studies, the present study has shown that Kenyan employees just like their
  Western counterparts, desire to work in institutions that have well established HR
  systems and positive work practices.

- Billy Gumbang¹, Norazah Mohd Suki² and Norbayah Mohd Suki³ (2010) analyzed
  both men and women have different level of job Satisfaction. Finding in
  this study is consistent with other researches such as Al-Ajmi (2006); Linz (2003);
  Weaver (1977). One common explanation for the different level of work
  satisfaction reported in some studies for men and women is that women have
different expectations with regard to work than men (Campbell, Converse, and
  Rogers, 1976). An employee has higher or lower levels of job satisfaction because
  they have lower or higher expectations and greater or less ability to satisfy them.
  From this perspective, job satisfaction is seen to be an emotional response
  resulting from the interaction of work rewards and work values. The greater the
  perceived congruence between rewards and values, the greater the job satisfaction;
  the greater the perceived discrepancy, the less the satisfaction (Oshagbemi, 2000).

- Avinash G Mulky (2011) studied that person-job fit has a positive and significant
  relationship with job satisfaction. This finding supports the idea that when there is
  similarity between an employee and the organization in terms of values, goals,
  needs and processes, personality and climate, the employee may perceive a better
  fit with the organization and hence be more agreeable to exert considerable efforts
  on behalf of the organization. Earlier research (Johnston et al., 1990; Babakus et
  al., 1996) has found a positive relationship between job satisfaction and
commitment and negative relationship between job satisfaction and propensity to leave the organization. Similar results were found in this study. Job satisfaction had a moderately, positive relationship with organization commitment and a reasonably strong, negative relationship with turnover intentions. These findings support the notion that when an individual is satisfied with her job, she is more likely to also like the organization which employs her, and is less likely to entertain thoughts of leaving the organization. These relationships which have been discovered in the developed countries also apply in emerging market contexts. Prior research by Saks and Ashforth (1997) has found that person-job fit has a strong positive relationship with commitment and a strong negative relationship with turnover intentions. In this study, the path between person-job fit and organization commitment was positive but not significant. It appears that in emerging market contexts, perception of fit with the job does not simultaneously result in identification and attachment with the organization. One possible reason for this could be that the employee perceives a good fit with the job on account of a match between his knowledge and skills and the requirements of the job, but there may be a lack of similarity between the employee and the organization on other dimensions like values and goals. In this study the relationship between person-job fit and turnover intentions was negative but not significant.

**Salila Kumar Pattnik (2011)** examined that in helping to understand the organizational culture attributes that has significant effect on the prediction of the level of job satisfaction, in the Indian origin software organization, the current study has derived several important implications for research and practice. During regression analysis it was found that four out of the twenty one attributes of the organizational culture set, specifically over all organizational culture, organizational work inspiration to its employee to perform the best of their work, tolerance to employee mistake and relationship among employees has strong positive predictors of job satisfaction. The T-test result confirmed that in order to have a better organizational culture, the job satisfaction of employees needs to be high. Thus the culture of the organization can also be predicted with the level of job satisfaction of the employees of that organization. There is also a significant impact on job satisfaction if the organization is caring about not only its employee but also the family of the employee. One interesting finding of the research was that smaller organizations were shown better organizational culture and level of
job satisfaction with respect to the larger one. Though the larger organizations are doing extremely well in terms of revenue growth yet the culture and job satisfaction stands low with respect to smaller organization.

Irum Saba (2011) found that the respondents are male, have a master’s degree, belongs to an age group of more than 44 and they are in their current position from more than 21 years. So the largest part of the respondents are satisfied with the work itself, salary, working conditions, job security and co-workers’. The people having a subject specialization and considerable experience enjoy autonomy in their method of teaching and it gives them a sense of satisfaction in terms of job content. The young teachers find the salary level in public institutions very attractive and find it very reasonable when compare with their qualification. At the same time the current economic conditions do not offer promising packages to the young graduates, the other dominating half of the sample consists of the teachers with high experience and a considerably large tenure of job and the teachers of the public institutes have enough freedom to conduct their lecture in their own style and can choose lecture delivery method which they think appropriate. They have enough experience in this field and they do not have any threat of being terminated by the management of the college. Teachers are satisfied with their co-workers because they cooperate with them and also provide them sufficient support whenever they need. But greater part of the teachers is dissatisfied with the way promotion are given on the job. The newly hired young teachers usually show a sense of dissatisfaction with promotion criteria. One pronounced reason can be the current recruitment policy in public sector educational institutes as most of the hiring are on contract basis.

Faheem Ghazanfar (2011) examined that pertaining to the correlation, the correlation value 0.342 (P<. 01) between the two variables indicates there is a positive but slightly weaker relationship between the two variables under study. However as Sekaran (2003) mentioned that, in social sciences, very high correlation between two variables may create a doubt that whether they are two different variables or a single variable is being measured twice. So in this context, correlation value of 0.342 (P<.01) is considered to be an acceptable value indicating a positive relationship between the two variables. The other results of correlation of dependent variable work motivation with each of the three dimensions of independent variable (fixed pay, flexible pay and benefits) indicates
that work motivation has a positive but slightly weaker relationship with fixed pay which is 0.305.

- **Geeta Kumari and K. M. Pandey (2011)** discussed the Public Sector versus Private Sector, it can be said that both are equally important for any nation. It should be Public Sector and Private Sector which should be the area of discussion. A harmony between the two is required for any nation to prosper and grow. It may be interesting to investigate whether the extent of experienced ambivalence is similar, higher, or lower for employees in different industries, occupying different jobs, holding different positions, with different ethnic or cultural backgrounds, etc.

  It is concluded that to do the quantitative analysis about job satisfaction.

- **Kumaravadivel and U. Natarajan (2011)** studied that the efficiency and performance level of the sand casting process can be improved by adopting a Six Sigma approach. These results might indicate that the job satisfaction level falls within the tabulated Value even though they experienced low job satisfaction Level. Correlation coefficients were calculated to describe the relationship between job satisfaction and factors and they ranged from 0.98 – 0.99(± 0.85 to ± 1.00), indicating relationships of negligible to moderate magnitude. It is also believed that the workers need a more in-depth understanding of the relationships with one another. Awareness Training or Sensitivity Training also was arranged according to the nature of requirement of the employees to convert them into Green Belt (GB), Black Belt (BB), and Master Black Belt (MBB) etc. The production processes of casting parameters should be deeply analyzed by tools like FMEA, Taguchi and Regressions to improve their process accuracies.

- **E.J. Lumley, M. Coetzee, R. Tladinyane & N. Ferreira (2011)** have studied the retention literature by shedding new light on how the job satisfaction of individuals employed in the IT environment relates to their levels of organizational commitment. In practical terms, the new knowledge gained from observing the relationship between specific job satisfaction factors and the affective and normative commitment of the participants may be useful in the attraction, selection, placement, development and reward and remuneration of talented employees in the IT environment. The results suggest that in order to create a working environment that encourages people to stay with their respective organizations, managers need to review existing pay practices so as to offer fair
pay, provide challenging and meaningful work tasks, and foster positive co-worker relationships.

- **M.L. Voon¹, M.C. Lo², K.S. Ngui³ and N.B. Ayob⁴ (2011)** have determined the aspects of transactional and transformational leadership that affect employee’s job satisfaction in the public sector in Malaysia. The results showed that transformational leadership style has a positive relationship with job satisfaction whereas transactional leadership style has a negative relationship with job satisfaction in government organizations. For the linear regression test, the finding shows that only contingent reward dimension of transactional leadership has significant relationship with two dimensions in job satisfaction (working condition and work assignment). An overall, this research has shown that transformational leadership style has a positive relationship with job satisfaction. This implies that transformational leadership is deemed suitable for managing government organizations. Organizations that have leadership capability to change their management approach using leadership skills will further improve their performance. Therefore, firms who want to adopt the job satisfaction must resource their initiatives and increase the capabilities that should be given serious attention by organization aiming to be world class.

- **M Nurul Kabir (2011)** examined employee job satisfaction can improve service quality and increase employee satisfaction. In this circumstance, policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees. This study tested factors affecting job satisfaction for pharmaceuticals companies. The results suggest that the factors had satisfactorily explained job satisfaction and that the policy makers and managers should focus on the factors that affect employee job satisfaction, if they want to enhance their businesses. Based on the results for the standardized values, we are able to see that work conditions, fairness, promotion and pay, are key factors affecting pharmaceuticals companies employees’ job satisfaction. Money is a good motivator, actually all employees’ work for money, employees need the money, a good salary and good compensations are key factors in satisfying the employee. We can increase the employee salary and compensation to motivate the employee, the good pay back can be one of the key factors affecting job satisfaction, also in this way one can increase the service quality and organizational performance. The factor of work conditions is also proven to have
significant influence over the pharmaceuticals companies. The physical design of the place does have certain impacts on job satisfaction. Because the work conditions in the pharmaceuticals companies include the employee relationships and work environment, all these factors relate to employee job satisfaction. A good work environment and good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee work performance. The importance and the need is therefore describing or defining the physical environment by identifying those elements or dimensions that make up the physical environment. Therefore, in the questionnaires several elements have been defined such as cleanliness, lighting, noise, and furniture arrangements. These elements are the determinant of whether it affects employee’s satisfaction. In pharmaceuticals companies, the employees hope they all receive equal treatment with respect to pay or promotion. If pharmaceuticals companies create a fair competitive environment, like fair treatment, fair compensation, fair work hours, these will improve employee job attitudes; fairness can also motivate employees to be hard working. After this consideration, we can see that fairness can increase employee job satisfaction; satisfied employees offer good services for the organization. This can increase organizational performance, so fairness is a key factor affecting job satisfaction in pharmaceuticals companies. In pharmaceuticals companies job security as an aspect of job satisfaction was more important to male employees than to female employees. Employees from medium- and large-staff-sized organizations, compared with those from small staff-sized organizations, were more likely to cite job security as a very important contributor to their job satisfaction.

- Sajal Kabiraji and Meraj (2011) studied that a number of Indian BPO firms employ exclusivist strategies, such as open human resource policies and other collectivistic human resources practices such as team reward and compensation, team performance evaluation, etc. (Sarkar, 2009). This may be the brightest explanation of our finding that compensation was highly correlated to job satisfaction. There are other points too which explains the reason for job satisfaction. According to Yen and McKinney (1992) perceived job characteristics positively relates to compensation satisfaction and so far as the job characteristics of Indian BPOs are concerned they have a formal, structured, and rationalized HRM system (Budhwar, Luthar and Bhatnagar 2006). Moreover, in support of the
previous findings (Dreher, Ash & Bretz, 1988), this study found out that there is age difference so far as perception of compensation satisfaction is concerned.

- **Brikend Aziri (2011)** examined that job satisfaction represents one of the most complex areas facing today’s managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity and hence also on performance of business organizations. There is a considerable impact of the employee’s perceptions for the nature of his work and the level of overall job satisfaction. Financial compensation has a great impact on the overall job satisfaction of employees.

- **Cecile M. Morris (2011)** examined that there are differences in perceptions associated with the four generations. The two younger generations have some differences associated with the two older generations which is understandable based on their position within their career timeline and the dimension being considered. It is current research added to the foundation of generational research and the relationship with job satisfaction in the workplace. History may repeat itself every 80-100 years as suggested by Howe and Strauss (2000). Through ongoing studies this hypothesis may be realized.

- **Bekele Shibru (2011)** studied that result with the prior work of research indicating high correlation between components of transformational leadership with subordinate job satisfaction and the summated transformational leadership. Only two factors viz. Idealized influence and individualized consideration have effect on subordinate job satisfaction. As the practical implementation of transformational leadership increase so does subordinate job satisfaction. It can be specifically concluded that the two factors of transformational leadership Viz. Idealized influence and Individualized consideration have significant contribution to achieve the objectives of creating subordinate job satisfaction.

- **Dr. R. Indradevi (2012)** analysed the impact of psychological empowerment on job performance and job satisfaction of employees in software companies. Almost all firms had recognized the importance of increased employee performance for organizational sustainability and development. All organizations expect a committed workforce, who can define their objectives and set the means for achievement (Carter, J.D.T 2009). 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. We 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.

Mrs. E. Deepa and Mrs. M. Stella (2012) studied some of the factors which may be the possible reasons for an employee to leave the organization. This research will help the organization to make the necessary measures to retain the employees. This will certainly bring down the causes for employee turnover and helps the management to reduce the employee turnover level. To reduce the employee turnover rate the company has to concentrate more on working condition and Safety measures. So it leads the organization to retain their employees.

Muhammad Javed (2012) this research can be implemented in different ways in public sector organizations of Pakistan. First of all training and development has a weak correlation with employee job satisfaction which clearly indicates that training and development is not a strong driver of job satisfaction in public sector organizations of Pakistan. Therefore serious amount of consideration should be given to this aspect. Before allocating any sort of training activities to employees training need analysis should be conducted so that managers should exactly know that which kind of training should be given to employee. If employee will feel training to be interesting and is according to the need of an employee than employees will actively participate in trainings and that training will be much more productive and source of satisfaction for employees. Employees will not only learn more but they will also exhibit the learned skills at the workplace as well which will enhance the employee performance and that will lead towards enhancement of organizational performance and then organizations will have satisfied employees. Rewards and recognition are both strongly correlated with employee job satisfaction which is an indication that how important employees perceive rewards and recognition for them in the public sector organizations of Pakistan. Rewards and recognition is both very useful and recognized tool of employee job satisfaction but both these variables act other way around if there is
So it is very important for managers in public sector organizations to eliminate discrimination while giving rewards or recognition.

- **Sadegh Rast and Azadeh Tourani (2012)** determined the level of job satisfaction of employees at three private airlines in Iran, majority of employees surveyed reported that they were moderately satisfied with their job. The employee’s most satisfactory factors from high to low are: supervision, relationship with co-worker, nature of work, opportunities for promotion, and present pay. Based on the result, although employees are moderately satisfied with present pay, this factor got low rank among employees of these three companies. So, it can be concluded that employees are not sufficiently satisfied with their present pay. On the other hand, satisfaction with supervision was placed in top rank factors in all three companies. It can be concluded that supervisors play their role relatively good.

- **Md. Rifayat Islam¹, Md. Tauhid Rasul² and G. M. Wali Ullah³ (2012)** analyzed the factors which affects the Job satisfaction of private company’s employees of Bangladesh. The nine factors which are co-ordination & leave facility, reward & future opportunities, vision of the company, work Process, empowerment, Peer relationship, health & insurance Policy, strategy of the company and fair retirement policy. The result indicated that four out of nine factors (Coordination and Leave Facility, Reward & Future Opportunities, Vision of the Company, Work Process and Health & Insurance Policy) have significant influence on job satisfaction. Remaining factors did not show any significant influence on job satisfaction. It may be said in a way that an employee of private companies considers other factors as well for job satisfaction.

- **Omar J. Pagan (2012)** examined that workers did not offer a great diversity of responses. This behavior did not allow concluding the degree of satisfaction as the responses were similar among the groups. Employee responses did not represent that they are neither clearly dissatisfied nor clearly satisfied with the variables pay, promotions, supervision, co-workers, and fringe benefits, operating procedures, nature of work, communication, contingent rewards or technology. As the findings better strategies to move employees towards higher satisfaction scores as satisfied employees provide better service to customers, peers and managers (Kim, et al., 2009; Maier, 2011). Another conclusion of the study is that, in Puerto Rico, although gender gave the impression to be significantly different in
operating procedures and co-workers. A possible explanation for these results could be that the Puerto Rican culture does not perceive females to have fewer opportunities to work than males in line positions. Another possible reason to explain why gender differences were not significant is that pay, benefits, rewards and other job satisfaction variables are considered to be similar regardless of the gender of the employee.

- **Elzette Pieterse – Landman (2012)** examined that good performance and optimising current talent for greater business results in today’s economic climate holds important implications for organisations and its leaders in light of engagement and leadership practices. Research on the dynamics of the relationships between specific leadership behaviours, employee engagement, work-related factors and employee intention to quit shed valuable light on respective focus areas within these dynamics. This study however set out to explore specific relationships between perceived leader behaviour, employee engagement, job characteristics and employee intention to quit by testing a conceptual model of hypothesised relationships derived from research on the available body of literature relating to these constructs. This study adds to existing literature on intention to quit, transformational leadership, employee engagement and job characteristics (motivating potential of a job) by provided insights into the strength and directions of relationships among these constructs and the mediating effects of the engagement construct on employee intention to quit. The findings of this study provide valuable information to consider in business practice for the development of interventions aimed at mitigating turnover behaviour and maximising organisational outcomes through an engaged workforce.

- **Jamal Nazrul Islam (2012)** examined that job satisfaction can affect employee morale, turnover, absenteeism, and pro-social behaviour, which can be crucial for organizational success. This not only applies to traditional business but also the financial institutions like bank. The job satisfaction of employees of the commercial banks is critical for the success. Overall the employees are quite satisfied and view the bank as a good place to work. The bank’s missions as well as motivation and hygiene factors are important for their job satisfaction. As shown in the results section satisfaction with career advancement had a strong association with job satisfaction. Working in an environment of co-operation and
mutual respect was also important to the employees’ job satisfaction. Topics such as talking with senior management about problems with and simple open communication throughout the workforce were among some others associated. Feeling motivated at work is just as important as having work assignments delegated fairly. Finally the employees believe they are providing a valuable service to their clients and make contribution to the overall development of the bank. The in-charge of different department also enjoys its job autonomy.

- **M.L.Meena and G.S.Dangayach (2012)** examined conditions or factors that foster greater employee satisfaction. The interest is to be believed that the behaviours of satisfied employees made positive contributions to the organizational effectiveness and performance. The current study intended to reveal the relationships between employees’ satisfaction and office environmental. Employee is one of the key factors of the organization success. No organization can succeed without a certain level of satisfaction and effort from its employees. Organizations often attempt to satisfy its employees to gain their needs and loyalty. The elements identified in the theoretical foundation was reviewed and compared to the findings of the empirical research. Their satisfaction was reviewed from a strategic point of view. Finally, the relation to employee loyalty and profitability was illuminated. On the basis of survey, it is found that important of need are improvements in employee’ satisfaction, employee productivity health well-being and growth of organization.

- **Ruzina binti Jusoh (2012)** studied that on new teachers’ job satisfaction and its effects on leaving the profession. Three themes were found to be related to job satisfaction of teachers that caused new teachers to leave the profession. Based on the results, recommendations are provided on how to implement the results into a real setting to enhance new teachers’ job satisfaction. One of the purposes of this study is to prevent the next generation of new teachers from leaving the profession. The interview sessions carried out provided a platform for them to voice their challenges and experiences during their probationary periods.

- **Ruchi Goyal, Dr. Madhu Shrivastava² (2012)** examined the focus of this research work is to understand the impact of HR Practices on job satisfaction and organizational commitment in selected Pharmaceutical units. The analysis reveals how appropriate HR Practices of an organization can improve the job satisfaction
level of the employee and strengthen his Commitment towards his organization in the pharmaceutical units under study.

- **Alam Sageer, Dr. Sameena Rafat and Ms. Puja Agarwal (2012)** studied those employee attitudes typically reflects the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public. So, every organization should develop strategies that strengthen the work environment and increase the employee morale and employee satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention.

- **1F. Tabassum Azmi and G. Mohan Sharma (2012)** examined measurement model was assessed for all five scales viz. Pay satisfaction (PS), Satisfaction with promotion opportunities (PR), Satisfaction with supervision (SU), Satisfaction with work schedule flexibility (WSF) & Job satisfaction (JS). The results obtained in EFA showed that all the scales were one-dimensional in nature, except the SU scale. To purify the SU scale, items with low loadings on the principal factor were deleted. PS scale had 6 items, PR scale had 6 items, Purified SU scale had 4 items, WSF scale had 6 items and JS scale had 5 items each. Indicator reliability for all the scales was found to be satisfactory and falling within the recommended zone. Scale reliability was assessed in three ways i.e. Cronbach’s coefficient alpha, construct reliability and variance extracted measures. All five scales exhibited acceptable scale reliability. Various forms of construct validity i.e. convergent discriminate predictive and criterion validity were assessed. While the first three were the part of the measurement model, the last was part of structural model. Evidence of all forms of validity was found in the study. SEM was used to establish the relationship between job related factors (PS, PR, SU and WSF) as exogenous variables, and JS as endogenous variable. Although the structural model did converge, mixed support was found for the hypothesized relationships between each of the constructs. In majority of the cases significant, direct and positive relationship existed between exogenous and endogenous variable.

- **C. Swarnalatha (2013)** examined that ethnic harassment and gender harassment independently predicted organizational commitment, job satisfaction and turnover intentions. The results evidenced the strong support for the inurnment effect, which emerged for the two or three outcomes.
Sulieman Ibraheem Shelash Al-Hawary¹, Kamal A. M. Al-Qudah², Petra Mash’ª Abutayeh³, Sherrihan Mash’al Abutayeh⁴ and Dyala Yahya Al-Zyadat⁵ (2013) examined the impact of internal marketing in its four dimensions; training and development, motivation, communication and empowerment on job satisfaction in the commercial bank in Jordan. \(H_{1a}\) Motivation is positively related to employee’s job satisfaction. One of the research findings that can be concluded from the statistics provided above is that motivation is positively related to employee’s job satisfaction in the commercial banks in Jordan. Motivating employees should be one of the main roles of the manager in the organization; a manager must acknowledge that his/her employees are the most important asset they have in order to have a distinctive output- whether it is a tangible product or an intangible service- and costs of investing in this asset will always be for the benefit of the organization. However, giving the employees sense of achievement, providing them with new opportunities for advancement and promotions are key motivator that creates positive job attitudes as identified by Herzberg et al, (1959). This result is also consistent with Ahmad et al. (2012) finding of the positive correlation between motivation and job satisfaction. \(H_{1b}\) Empowerment is positively related to employee’s job satisfaction. Participation is a process by which influence is shared among individuals who are otherwise hierarchical unequal (Locke and Schweiger, 1979; Wagner, 1994). Empowerment has been described as a venue to enable employees make decisions (Bowen & Lawler, 1992) and as a personal experience where individuals take responsibility for their own actions (Pastor, 1996). There is a participatory management that manages the subordinate participation in decision making process, taking actions and solving any problems or conflicts during job in logical way that fits the organization objectives and the creativity components is very important for employees to develop a new means to implement their tasks and in cases including risks, Berry and Parasuraman (1991) also regard empowerment as an essential aspect of IM. Empowerment or in other words participation of front-line employees in making decisions related to their routine job activities is directly related to job satisfaction, previous researchers have also highlighted the significant relationship between empowerment and job satisfaction (e.g. Spreitzer, 1996; Fulford & Enz, 1995; Hancer & George, 2003). \(H_{1c}\) communication is positively related to employee’s job satisfaction.
Badria Abdallah Al-Hummadi (2013) studied that leadership styles and it affected on employees job satisfaction and turnover intention have been the subject of several studies (Bass, 1985) and (Vroom and Jago, 1988). This study makes an attempt to examine the nature of correlation between leadership styles and employee’s job satisfaction and turnover intention. The study tested several hypotheses that reflecting the relationship between these three global variables and their factors. As explained and illustrated through the methodology section and the data analyses sections. The study was able to prove the existence of positive and significant relationship between leadership styles (Transformational- Transactional) and job satisfaction. As well as, strong negative and significant relationship found between leadership styles (Transformational- Transactional) and turnover intention.

R.Gayathiri¹ and Dr. Lalitha Ramakrishnan² (2013) have concluded in their study that the identification of the measures of quality of life is indeed a difficult task, though there is a sort of common agreement on its concept of employee wellbeing. Evidently there are objective (physical and structural design) factors that provide work place setting and intervening policy factors that affect work processes of employees. As regards the outcome factors the immediate effects on psychology of employees (positive attitudes, commitment, and satisfaction) and ultimate effects on performance of organization are being considered by researchers.

Abdullah Aldhuwaihi (2013) studied has several practical implications for Saudi banks in particular and private-sector firms in general. By empirically testing the applicability of the CVF, Saudi banks can use it to assess their organizational culture. The literature emphasizes the influence of organizational culture on crucial organizational elements related to employees, such as job satisfaction, organizational commitment, and turnover intention (Cameron & Freeman, 1991, Cameron, Kim, & Quinn, 2011, Peters & Waterman, 2004). Schein (1992) suggests that organizational culture is even more important today than it was in the past. Globalizations, increased competition, various workforce developments and technological change have created a greater need for strategy innovation, coordination and integration across organizational units in order to improve efficiency and effectively manage workforce. In their forecast for the state of organizational culture in 2018, the American Management Association (2008)
suggests that organizational culture will become even more important and critical for future organizations. They argue that organizational culture will become a major component of the talent management process. Without a reliable tool to diagnose organizational culture, it would be difficult to identify the invisible aspects of organizational culture.

- **Peter Zbranek (2013)** examined that the length of service has statistically positive impact on employee performance. This increases their commitment to the organization and they are willing to do more. The performance of the employees who work for the company for more than 10 years, however, is worsening probably due to reduced work motivation. That is why the management of the organization should motivate them more. Because of distinct advantages of DEA method over traditional systems of employee performance evaluation we recommend to apply it in the future, particularly in companies whose management has exact data on inputs and outputs of individual employees.

- **G. Arumugasamy and R. Sam Renu (2013)** examined that the present study is confined to the job satisfaction of higher secondary school teachers working in Kanyakumari district. The study elicited many factors responsible for job satisfaction and for the changes in the attitude of teachers. The study concludes that among all the categories of teachers the aided school teachers in Kanyakumari district have better job satisfaction in many aspects. The study reveals self– finance school teachers are facing a lot of problems when comparing to the Government and aided higher secondary school teachers. The researcher has also made many suggestions for the redressal of the problems faced by the higher secondary school teachers. If the Government authorities and the managements of the higher secondary schools have come forward to implement the suggestions made in this study with a strong will, certainly there will be great betterment in the job satisfaction among the higher secondary school teachers.

- **Sorab Sadri¹ and Conrad Goveas² (2013)** examined the existence of QWL in select freight forwarding companies. It revealed that QWL is highly prevalent as per the views of employees. Taking into consideration the importance of QWL for people in the organization, these employers should continue to take consistent and steadfast measures to sustain improve the QWL of employees. Such measures will surely benefit these employers in retaining and sustaining their employees.
Daisy Ofosuhene Kwenin¹, Stephen Muathe² and Robert Nzulwa³ (2013) analyzed the influence of employee rewards, job satisfaction and human resource policies on employee retention in Vodafone Ghana Limited. Reviewed literature provided a strong evidence of the relationship between the variables tested and employee retention. Empirical review showed that in order for organizations to do a better work in retaining employees they should understand the factors that motivate employees to stay and to facilitate measures in keeping valuable employees because of the huge cost associated with employee turnover. The implication of the study is that employee rewards, job satisfaction and human resource policies significantly influence employee retention in Vodafone Ghana Limited. Moreover, the study also identified that employee job satisfaction also indicated a strong signal for retention. Consequently, the study recommends that management of the organization provide intrinsic values in the jobs to make them more satisfying for the employees to stay. Human resources policies was also identified to connect directly with retention and is thus recommended that the company takes a second look at its policies to promote growth and opportunities for employees.

Danica Bakotić (2013) studied that job satisfaction is a phenomenon does not totally clarified. This paper is focused on the observation of the importance of working conditions to overall job satisfaction. Empirical research of this paper showed that there is no significant difference in overall job satisfaction between workers who work in normal working conditions and workers who work in difficult working conditions. Furthermore, it was found out that the satisfaction with working conditions is higher in the case of workers who work in the administration than in the case of workers who work in difficult working conditions. And finally, it is discovered that in the case of workers who work under difficult working conditions, the working conditions are important factor of their overall job satisfaction. So, working conditions as a factor of job satisfaction, do not considerably determine overall job satisfaction to make significantly difference between workers who work in normal working conditions and workers who work in difficult conditions. However, given that it was discovered that the working conditions are an important factor of the overall job satisfaction of workers who work in the difficult working conditions, and given that these workers are less satisfied with this factor in relation to employees who work in
normal working conditions, it could be concluded that it is necessary to improve the working conditions of workers who work in difficult working conditions.

**Aarti chahal, Seema chahal, Bhawna Chowdhary and Jyoti chahal (2013)** examined that job satisfaction is a very big concept as it includes various factors associated with job satisfaction of employees. Satisfaction varies from employee to employee. The overall satisfaction of bank employees is associated with different factors of job satisfaction which includes nature of job, working environment, salary and incentives linked job, promotional methods, performance appraisal, relationship with other employees and management, and grievance handling etc., While concluding, it could be said that with the change of satisfaction determinants, level of job satisfaction also varies. This study mainly investigated the relation between of job satisfaction with employee’s performance and organizational commitment. Organizational commitment is likely to be strongly associated with employee retention. To ensure organizational commitment, companies must promote job satisfaction. The organizations lack the relationship between workers and supervisors, it should be given due consideration. The organizations also lack on certain factors such as working conditions, training development facilities and long working hours. Employee’s welfare measures and job security should be given utmost importance, so that the employee’s turnover may be restricted. If these factors are given little more care, the company can maintain good workers with high level of satisfaction, organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity. We concluded that overall the job satisfaction of bank officers though is not very high but still satisfactory. But there is still considerable room for improvements. An organization should try to take every possible step to enhance job satisfaction among employees because if employees are satisfied then customers associated with it will also be satisfied.

**R. Lakshmi Devi¹, R. Amalraj² and S. Prasanna Devi³ (2013)** studied the factors of turnover intention are different from organization to organization to some extent. In this paper, all factors were divided into two clusters using hierarchical clustering technique namely push and pull factors. This paper concludes that the most significant factor is pull factor with a mean value of 3.3.
The push factor also contributes to the turnover with a mean value of 2.61, but not significantly.

- Joseph F. Hair Jr.¹, Marcelo L. D. S. Gabriel² and Vijay K. Patel³ (2014) in this study has modeled four first-order components of stakeholder orientation and confirmed that together they make up a second-order construct of combined customer and employee stakeholder orientation. This higher-order modeling approach leads to more theoretical parsimony and reduces model complexity. It can also be useful in obtaining more accurate solutions in situations where there is high multi-collinearity between exogenous constructs.

- Osibanjo Adewale Omotayo¹, Salau, Odunayo Paul² and Falola& Hezekiah O³ (2014) examined the relationship between motivating factors (salary, promotion, incentives, award, relationship, and benefits); employee retention; and job satisfaction. This study tends to assist managers and decision makers in choosing the right motivating factors in retaining and satisfying their employees. However, the results from the survey indicate that salary and promotion have positive significant implications on employee retention.

- Usmani Sania, Kumari Kalpina, and Hussain Javed (2015) examined that customer satisfaction can be measured using different tools to find any possible relationship between diversity, employee morale and customer satisfaction. Employee loyalty and customer loyalty strengthens each other, increasing job satisfaction and customer value. Concisely, if employees are more satisfied then so will be customers. HR practices are revealed in employee behaviors, attitudes and feelings, and customer satisfaction. Diversity, employee morale and customer satisfaction gained prominence in organizational literature in the past century, all differently; through this study this new association was tested but unfortunately found no evidence of such an incidence. However, the results of this study provided significant insights into the underlying effect between diversity and employee morale.

- Rashida Banu (2015) the study establishes the importance of including the constructs of work and family demand in theoretical models and measuring them directly in empirical model tests. The measurement model provides strong support for the separation of work family and family-work dimensions regarding positive spill over, as well as the outcomes explored. Similarly, the prediction model yielded an acceptable degree of fit to the data providing strong support for the
effects tested. The positive spill over literature is still in its early stages and no studies have utilized this approach for both measurement and prediction models in the targeted context of study. The study testified the mediating role of work-life balance construct adapted from the newly developed measures of satisfaction with work-family balance (Valcour, 2007) and contributed to our understanding of the association of SWLB’s relationship between Improved Effectiveness at Work and work life balance which is new. The study will contribute to the knowledge of work-life studies by identifying and assessing the impact of factors that lead to work-life balance of individuals.

- **Veronica Tarigan¹ and Dorothea Wahyu Ariani² (2015)** concluded that the results of this study support the basic assumption underlying that, when employees are satisfied with their work and feel committed to the organization, they tend not to terminate their employment voluntarily. We also noted that the relationship between job satisfaction and turnover intention is mediated by organizational commitment. The findings of this study indicate that research on organizational commitment has increased and continues to become increasingly important for the researchers. This is because employees who have committed will be able to ensure that they will keep working and stay within their organization. Committed employees will feel that they have the organization and in turn, they will tend to not leave the organization.

- **Chittipa Ngamkroeczjoti¹, Supannachart Phanitchrattana² and Phattarapon Ounprechavanit³ (2015)** examine that employees are satisfied with the promotion procedures for career opportunity. They also feel satisfied with the company’s evaluation regarding employee’s performance. Based on the reverse association between job satisfaction and turnover intention. They studied job was challenging to employee, job gave employee has a feeling of personal accomplishment. Also, an employee has opportunities to use their ability to apply for work and employees have freedom to state opinions in order to take independent action when needed. The researcher showed result to prove that employee intention to leave company due to job satisfaction is low. In contrast, employee worked with company showed high satisfaction with company services to reduce turnover rate.
2.3 Research Gap

The review of above studies indicates that several studies have been found in the literature at national and international level which have measured employee job satisfaction in various Industries and also have examined the impact of job satisfaction on motivation, efficiency and productivity of the employees leading to the better growth of these Industries. But hardly any study is found on evaluating the employee job satisfaction in sugar Industries which contributes highly to the Indian economy and it is one of the largest tax payers to central exchequer. The present study concentrates open evaluating employee job satisfaction for sugar manufacturing companies of Gujarat State, since covering the entire sugar Industry of India is beyond the scope and capacity of a single researcher. Further, the sugar Industry in Gujarat State is at a primitive level and needs the attention of the government and entrepreneurs for its development. One of the major reasons for this condition of Sugar Industry in Gujarat could be employee dissatisfaction, which justifies the relevance of the present study. Thus there is an urgent need of the hour to evaluate the current status of employee job satisfaction and its related parameters, which may help identifying the core areas of dissatisfaction which require attention for improvement. The present study may help the entrepreneurs the sugar manufacturing companies to pin point the major factors affecting employee job satisfaction, which may help them in framing appropriate strategies to increase employee job satisfaction and thereby increase the employee efficiency and company productivity for future growth of the sugar Industry in Gujarat.

The next chapter described research methodology for this study.
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