Introduction
&
Review of Literature
Chapter-I

INTRODUCTION

1.1 Job Satisfaction

When a person joins an organization in the capacity of an employee he has to work as per prescribed norms expecting that his economic, social and psychological needs are satisfied to a reasonable level and satisfaction of these needs develop positive feeling towards the job. When employees do not derive satisfaction from their work due to personal, organizational and job related factors they may develop negative attitude towards the job and this may also lead to work half hearted or decide either to quit or try to change the job and they find it difficult to concentrate on work. In contrast to this situation when they experience satisfaction with their job they are more likely to work whole heartedly by utilizing their efficiency and capability in order to achieve the organizational objectives. So the management must realize the importance of satisfied work force as an asset for growth and overall development of the organization and dissatisfied employees as a liability and wastage of human and material resources.

Work is important for every human being because he has to spend a major part of his life time either in doing some job or preparing for doing some job so, it can not be separated from the life of people. Work also provides opportunity to actualize man’s creative potential as well as satisfies his economic needs. The life of every man is so complexed in the face of changing value system, global competition, emerging new challenges and increased demands a person can not live by bread alone rather he wants satisfaction of his economic, psychological, social and spiritual needs applicable to all kind of work situation, jobs and professions.

The employees working in the same organization may differ in terms of the level of job satisfaction inspite of similar job characteristics not because what they expect from the job rather their experience, personal value system and
adaptability to the conditions as related to their work life. The sustenance to work and employee’s performance effectiveness very much depends upon the satisfaction level they derive from the work, so the management must be aware and find it useful in creating congenial work environment to achieve organizational objectives.

The concept of job satisfaction was introduced by Hoppock (1935), who described job satisfaction in terms of a combination of psychological and environmental circumstances that lead to say a person that “I am satisfied with my job”. Inspired from his research work, attempts were made by researchers to describe job satisfaction by emphasizing various factors which they observed may lead to job satisfaction. With the growth and development of industrialization in every country, a large number of individuals got opportunities to work in various capacities at different hierarchical positions in the organizations and the work experience which they have are related to their work-place and the ways the management policies influence their attitudes and to what extent the employees put their faith in work related values which seem to have much effect on the attitude of an individual employee in particular and the employees working in the organization as a whole. The success and failure of an organization largely depends upon the satisfied and dissatisfied work-force because people working in the organizations have to spend at least one third of their waking life in doing work in any capacity at various levels, so it becomes essential for the management to look into the problems of these persons from the humanitarian point of view considering that their working life should be full of pleasant experiences, agreeable and fulfilling.

On the other hand the dissatisfied work-force in any type of organization is likely to make the organizational game-plan blurred and ruin its work environment. As a result of this there may be more absenteeism, alienation from work, half heartedly work spirit and low turn-over could be the examples
of the dissatisfied working force in an organization. Undoubtedly the job satisfaction has been pervasively studied area of industrial and organizational psychology, but the significance of study still remains important because the problem is being encountered by new approaches as adopted by researchers as a result of diversified change in all sphere of life and changing value systems and facing new challenges by the employees such as globalisation of rapid technological advancement, scientific innovations, humanization of work environment, changing organizational policies, participative management, growing demands and employees expectations will keep on the management researchers to plan studies relating these factors.

In this globally competitive era it is now essential for every organization to create more congenial work environment where people must feel to work and the management if succeeds in doing so should definitely evoke high level of job satisfaction among the employees at all levels. Researchers working in this area have reported that there are many factors that influence the employee’s level of job satisfaction such as working conditions, on and off the job benefits, salary, designation, work culture, family problems, employee’s efficacy, interests and human relations at work, organisational policies etc. It is clear from this description that the job satisfaction of an employee is the result of many factors and attitudes which will be much clear from the definitions of job satisfaction.

Smith (1955) defined “job satisfaction in terms of employee’s judgement of how well his job on the whole is satisfying his various needs”.

Blum (1955), and Blum & Naylor (1963) described job satisfaction in terms of a resultant of many attitudes possessed by a worker. It may be general attitudes concerning three areas viz. Specific job factors, individual characteristics and group relationship outside the job.
French *et al.* (1946) on the basis of factors suggested that these factors to a great extent are the causes of satisfaction and dissatisfaction among workers. These factors are:

(i) Factors related to an individual such as ability, health, age, temperament, desire, expectations, neurotic tendencies and unconscious conflicts.

(ii) Factors related to one’s life away from the work such as home conditions, recreation, consumer problems and union activities etc.

(iii) The factors related to employment such as wages, type of work, supervisory style, training, conditions of work, promotional avenues and social relations on the job.

Sinha (1974) stated job satisfaction as a reintegration of effects produced by individual’s perception fulfillment of his needs in relation to his work and situations and surroundings.

Janet *et al.* (1978) was of the view that the job satisfaction is part of life satisfaction.

Worthy (1950) identified six factors related to job satisfactions viz. Company in general, local organization, local management, immediate supervision, relation with co-workers and working conditions.

Grove & Kerr (1951) find out the relationship between the wages and liking for work as important determinants of job satisfaction.

The two factor theory proposed by Herzberg and his associates in (1959) is very much relevant as far as the study of job satisfaction is concerned. Their explanations are based on the studies reviewed on job attitude, identified the factors found associated with high satisfaction may also be called satisfiers or motivators or different from those factors associated with low satisfaction which are called dissatisfiers or hygiene factors. The satisfiers are achievement.
recognition, responsibility, growth and advancement including the work itself where as the hygiene factors are companies policies and administration, supervision, interpersonal relations, salary, security and working conditions. They also argued that the presence of satisfiers may lead to job satisfaction but absence of satisfiers can not be associated with job dissatisfaction but presence of these factors are not associated with the job satisfaction, later investigator Soliman (1970) did not find support using same technique as used by Herzberg; another researcher (1977) did not agree with the explanation of Herzberg’s study on the ground of attributional biases. He emphasized that the most typical tendency in every human being is that the unfavourable outcomes is always attributed to the environmental factors and the favourable outcomes is usually attributed to self.

Wolf (1970) emphasized that the context and the content factors may serve as satisfiers and dissatisfiers. He stated that when higher need is dominant in an individual the context factors to be strongly related to decrease the satisfaction level, further he pointed out that the content factors to be strongly related in increasing and decreasing the job satisfaction as a result of the fluctuations in gratification of higher level needs.

Wood (1970) on the basis of the factor analysis suggested that the job satisfaction is multidimensional and the dimensions of job satisfaction as identified by him are professional challenge, job status, autonomy, professional recognition in the society, interpersonal relations and supervisory and management styles.

The attitudinal dimension of job satisfaction as reported by Hinrichs (1968) are work itself, company, pay structure, management associates, obstacles, security, future opportunities, and job demands, out of these the employee’s attitude towards the company and the nature of work has the major share with regard to the over all job satisfaction variance.
Locke (1976) stated “job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”.

Many researchers are of the view that the job satisfaction is a result of employee’s perception of how well their job provides those things which are viewed as important. From this explanation three important dimensions of job satisfaction are emerging viz - job satisfaction is an emotional response of an employee to a job situation, this explanation is intrinsic so it can only be inferred. The job satisfaction very often can be determined on the basis of how well one’s outcomes meet or exceeding one’s expectations for e.g. people working in an organization feel that they are working much harder in comparison to other but are getting fewer rewards may likely to develop negative attitudes towards the work, manager, supervisor and co-workers, it may become the employee’s dissatisfaction. When employees perceive that they are being treated very well and being paid equitably may likely to develop positive attitude towards the work, some researchers gave explanation with regard to job satisfaction, is related to various attitudes suggested that there are five job dimensions that represents the important characteristics of a job about which the employees have the affective responses such as the work itself, pay, promotional avenues.

The studies conducted by many investigators that are directly or indirectly relevant to the present research have been reviewed to examine the concept as well the factors that influence the employees job satisfaction.

Muller (1977) attempted to examine the moderating effects of positive and negative affectivity using job satisfaction model between certain independent variables of the model and job satisfaction of nurses. The multiple regression analysis of data indicated that the major determinants of job satisfaction were routinization, instrumental communication and positive affectivity. The result also revealed that the participation of employees, instrumental communication, integration and distributive justice were found to be moderated by positive
affectivity. It was observed that the negative affectivity had moderating effect on promotional opportunity on employees' job satisfaction.

Garland and Gipson (1989) examined the relationship between job characteristics and job satisfaction of 138 nurses employed in Nursing homes. The analysis of data by means of factor analysis revealed that some of the dimensions of job characteristics i.e. labeled supervision, personal recognition and family/work conflict and qualifications emerged as predictors of job satisfaction and out of these characteristics only qualifications failed to show the significant correlation with the subject's levels of job satisfaction. The result showed strong relationship of job satisfaction with supervision.

Bultler and Mark (1991) explored the positional influence on the level of job satisfaction and job performance of 181 health care employees aged 19-48 yrs, the result indicated that the two groups did not differ with regard to job related areas such as perceived challenge, importance and work variety. Group differences were found in terms of the perceived relationship with supervisors and role conflict. The administrative subjects showed more favourable conditions than the co-workers and they were found closely related with supervisors and showed greater job satisfaction.

Stevens (1992) examined the influence of organizational characteristics and professional attitudes on physician's job satisfaction. Data analysis revealed that formal structuring of work activities was found a strong predictor of job satisfaction with the work environment with regard to professional attitudes, the service orientation and craftsmanship were found as positive predictors of job satisfaction.

Bussing and Andre (1992) conducted a study on psychiatric nurses using Bruggemann's (1976) job satisfaction questionnaire to measure the level of job satisfaction and constructive job dissatisfaction. The nurses were compared on six aspects of control at work. The result revealed that the job satisfaction was found related with lesser cope and desire for control.
Blegen et al. (1992) reported that recognition for work has been found positively related to nurses job satisfaction. In this survey report of 341 randomly selected staff Nurses rated the extent of meaningfulness of head Nurses recognition behaviour, they gave their most meaningful preferences, in order of the importance such as monitary reward, commensurate with performance, private verbal feed back and written acknowledgement. The moderately meaningful categories of recognition as rated by the nurses were public acknowledgement, scheduled adjustment and opportunities for growth and development.

Bjorvell (1992) studied job related satisfaction of 153 hospital staff members including physicians, registered nurses, nurse assistants and aides. The subjects were asked to fill a questionnaire concerning co-operation, work load, support, independence, education and change. The results indicated higher level of satisfaction in all the professional groups inspite of it almost 50% of the subjects wanted to quit their jobs. Those who plan to quit their jobs percieved themselves less satisfied with their job which seems to be related with the factors such as co-operation, job complexity and help received from superiors and sufficient time for care delivery, in comparison to those subjects who did not show their willingness to quit the job. The result also indicated that the differences were most pronounced among registered nurses.

Blegen et al. (1993) contemplated to find out the relationship between job satisfaction and other important variables associated with job satisfaction. The analysis of the data revealed that the job satisfaction was found strongly associated with stress and organizational commitment and other variables such as communication with supervisors, autonomy, recognition, reutilization, communication with peers, fairness in reward distribution, and locus of control were found moderately related with job satisfaction. The result also indicated that the age, education, job tenure, and professionalism were found to have low correlations with job satisfaction.
Adams *et al.* (1994) observed that the job satisfaction of nurses and parents satisfaction with nursing care were found associated with the formal rules of hospital that enhanced the level of job satisfaction among nurse and also the parents satisfaction.

Jenkins (1994) studied the relationship of structural power of women's occupational roles to their job values, perception, satisfaction and dissatisfaction regarding power and affiliation. The college educated 110 women in mid 30s completed the questionnaire and the data were analysed to compare the women subjects in relational power, directive power and low power jobs. The women who were in supervisory roles were compared with the women of non supervisory jobs, the interpersonal power satisfaction was found related to perceived autonomy, challenge and affiliation. The women in relational power jobs showed affiliative values and interpersonal power satisfaction. The perceived status, mobility was found correlated with interpersonal power dissatisfaction.

Decker (1997) examined the relative importance of occupational and non-occupational variables as predictors of job satisfaction and psychological distress, 376 hospital nurses were surveyed and the variables used as predictors were perceived relation with the head nurse, co-workers, physicians and unit tenure, job-non-job conflict, as predictors of job satisfaction and psychological distress. The result indicated that the unit tenure was found negatively related with job satisfaction and positively with distress, but the total experience was found negatively related to psychological distress and not with the job satisfaction.

Steel (1997) analysed the findings of various researchers over a period of 10 years as related to job satisfaction and job attitude, they reported that the job satisfaction scores are stable over time, this kind of explanation. Lead Staw and Ross (1985) to suggest that the job satisfaction is rooted in dispositional mechanisms. He attempted to test this hypothesis by administering a
questionnaire on 116 subjects of U.S. Department of Defense employees, on two occasions, measures of job satisfaction $0.37 \ P < 0.01$ and job involvement $0.41 \ P < 0.01$. The result obtained yielded the evidence of significant stability over the findings of the studies of 10 year interval. The result suggested that the success of job design, interventions may be conditioned by personal characteristics viz. Attitudinal stability–instability of the individuals, the findings support both the dispositional and situational factors of job satisfaction.

Song (1997) studied job satisfaction, absenteeism and turnover among nurses working in nurse-managed special care unit and nurses working in a traditional intensive care unit, the nurse belonging to two different units i.e. in one unit a case management practice model with a shared governance management model and minimal technology was implemented in special care unit and in contrast to it the other nursing unit where primary nursing practice model with a bureaucratic management model and with high technology in the traditional ICU. The study was mainly concerned to determine whether nurse’s perception having their preferences for the special care unit practice model on their job satisfaction. The result indicated that the nurses working in special care unit showed greater job satisfaction and lower absenteeism rate. The findings clearly revealed that the nurses perception in preferences for the special care unit practice model were more satisfied with their jobs. on the basis of the results obtained it was suggested that the individual’s perception and preferences be given due considerations before implementing autonomy, authority and responsibility to nurses at the organizational level in order to bring desired outcomes in a given working environment.

Tel Aviv (1997) attempted to examine that to what extent the immediate and later effects of environmental congruence and group importance on employee’s job satisfaction, 180 subjects within the age range of 20 – 35 yrs old, 48% of the subjects were new employees in their organizational milieus
and 52% were the students in the first three months of departmental study, the subjects were asked to complete the self-directed search inventory, the environmental type inventory, the group importance inventory and job satisfaction inventory and about 6 months later the same inventories were administered to all the subjects who participated in the first phase. The result showed that the environmental congruence was found moderately related to job satisfaction concerning both immediate and later measurement but the magnitude of the effect of group importance was found considerably higher after the elapse of some adaption time.

Levinson (1997) investigated the differences between doctoral and non-doctoral school psychologists in relation to the time desired to be spent in different roles, involvement in vocational activities and satisfaction with different aspects of their jobs, analysis of the result showed significant difference between doctoral and non-doctoral school psychologist in terms of their level of job satisfaction.

Witte (1998) attempted to examine job satisfaction of self-identified college graduates with learning disabilities concerning work supervision, pay, promotions and overall job satisfaction, the groups were compared with no learning disabilities group. The result indicated that the graduates with learning disabilities perceived themselves as receiving significantly less pay and less promotional opportunities and were found less satisfied in comparison to the graduates without learning disabilities. The result also yielded that the salary did not emerge as a significant factor of job satisfaction in both the groups.

Tyler et al. (1998) administered job satisfaction questionnaire on volunteers of surgical and mental health directorates of an English Hospital. The study was planned to examine job satisfaction, job stresses and coping strategies. They reported that there was no interaction between job demand and desecration. The job satisfaction and psychological distress were found to be influenced by work-load, the surgical staff were found experiencing more stress and as a
result of it their level of job satisfaction were influenced more by distress. On the basis of the results obtained they suggested that an improving structural condition specially for surgical staff to be created and also their level of anxiety and hostility can be reduced by evolving suitable stress management strategies.

Lum et al. (1998) examined the direct and indirect impact of pay policies upon the turn-over intentions of 361 predominantly female Paediatric nurses, the results showed that the job satisfaction has an indirect influence on the intention to quit job whereas the organizational commitment has more strong and direct impact on job satisfaction. The result further revealed that the pay satisfaction had direct and indirect influence on turnover, working in twelve hour shift were also found to have direct and indirect influence on pay satisfaction and turnover.

Chung-Park (1998) examined the perception of the nurse, practitioners role by commanding officers directing the nursing services, physicians with regard to their job satisfaction of Navy nurse practitioners. The questionnaires were completed by NPs, COSs, DNSs and MDs working in U.S. overseas Naval hospital and clinics. The result showed that the MDs held more conservative view with regard to NPs ideal practice. DNSs had a higher level of expectations from NPs role than the CO’s. The DNSs give more emphasis on clinical role of MPs inspite of various problems and dissatisfaction. However, the result indicated that most of the nurse practitioners were over-all satisfied with their jobs.

Rani Rout and Usha (1999) attempted to identify the sources of stress and to compare job satisfaction, stress and mental health of primary care professionals. The study was conducted in two phases, one with interview and the second phase by means of questionnaire. The groups compared were nurses, receptionists and managers, ANOVA showed no significant difference
between these professionals, on the measures of job satisfaction, stress and mental health and drinking and smoking habits.

Williams (1999) administered multidimensional physician job satisfaction measure and separate global satisfaction measures. The physicians were selected from a national sample of primary care physicians, the result revealed 10 facts regarding satisfaction measures resulting from the factors related to physician’s working conditions and facilities being provided at primary health care centers.

Konard (1999) attempted to measure physician’s job satisfaction in a changing work place and a challenging environment. They found that the following facts such as – autonomy, relationship with colleagues, patients, staff, pay resources and status, intrinsic satisfaction, free time away from work, administrative support and community involvement were found related with the job satisfaction of the physicians.

MC Gilton et al. (1999) explored new perceived and preferred clinical control and organizational control associated with job satisfaction of nurses in long term care settings. The job satisfaction scale and organization control scale were completed by 113 nurses working in long term care need of community hospital. The result showed positive relationship between perceived organizational control and job satisfaction and a negative correlation was found between preferred clinical control and job satisfaction.

Byers (1999) conducted a study to measure the job satisfaction of physicians, nurse practitioners, and physician assistants of army-primary care clinics. The job satisfaction questionnaire was completed by 26 physicians, 190 nurse practitioners and 13 physician assistants. The analysis of the data revealed that three groups of primary care providers showed average level of job satisfaction and they did not differ significantly from each other with regard to their level of job satisfaction. The result also indicated that the autonomy and collaboration found significant predictors of job satisfaction. It is clear from the
finding of the study that the changes in health care systems that reduce the autonomy of primary care providers in clinical matters seem to reduce the level of job satisfaction of primary health care providers.

Chiu and Randy (1999) compared 626 nurses drawn from collectivist (Hong-Kong & Singapur) and individualistic (Australia and U.S.) societies to examine the possible differences in the role of affective dispositions in self-reported job satisfaction and work-strain, experienced by them on these two cultural orientations. The result revealed that the nurses who scored high on positive affectivity, collectivist showed lower job satisfaction than the individualists and they showed higher on work strain. The nurses who were high negative affectivity from both the groups scored higher on job satisfaction in comparison to individualists and they also scored low on work strain.

Mishra and Srivastva (1999) carried out a study to find out the moderating effect of mental health on job, organizational commitment and job satisfaction of male physicians working in Govt. Medical College in Lucknow. They were asked to complete the mental health inventory, organizational commitment scale and S.D. employees inventory. The data were analysed by means of multiple regression and indicated that mental health has a moderating effect on organizational commitment and job satisfaction. The result also indicted the relationship between organizational commitment and job satisfaction. Physicians with higher mental health showed higher level of job satisfaction than the counterparts having lower mental health.

Kushnir (2000) studied primary care physicians of health maintenance organizations reported that the physicians who participated in continuing medical education activities were found positively correlated with job satisfaction and negatively correlated with job stress and burnout.

Lambert (2000) analysed the views of junior doctors regarding their work and work related satisfaction, 70% doctors felt that they worked excessive hours and 80% reported that they undertook too many routine non-clinical duties and
only 24% showed that their post graduate training was of a high standard and 22% reported that they have been asked to perform clinical task with inadequate training, 65% were found satisfied with their future progress and only 36% felt that they had been able to get useful career advice. On the basis of the expression of the views of the doctors it was suggested that there is much need to appropriately train the junior doctors for the task they undertake. The hospital management has to ensure high level training to deal effectively with the tasks and equipments and reduce their excessive non-clinical work to provide reasonable working hours in order to bring greater degree of satisfaction among junior doctors with their work.

Wharton (2000) reported that the job satisfaction was higher among employees working in various departments with higher average level of job tenure, the result support the social relational view of work and emphasizes the usefulness of multilevel model as analytic strategy for examining such issues.

Leung et al. (2000) examined the sources of stress and their effect on job satisfaction and psychological distress. They also intended to see the moderating effect of locus of control on stress or-strain relationship, the step wise multiple regression showed that the recognition, perceived organizational practices and financial inadequacy were found as predictors of job satisfaction. Whereas the perceived organizational practices and home/work interface were found as the best predictors of psychological distress. They also observed that the external locus of control was found associated with low job satisfaction and psychological distress.

Goh (1991) examined perceptions of male and female with respect to their interpersonal work style, career emphasis, supervisory behaviour and job satisfaction, found that the women were less assertive in work situations and also less satisfied with their jobs as compared to their male-counterparts, further women were found to emphasise more the home life over their career success and advancement when compared with their men counterparts.
Wharton (1991) examined 438 women aged 45 – 55 yrs to probe that to what extent work place, gender composition affects, women's work related psychological well-being with individual's job satisfaction and organizational characteristics control. The result showed that the women working in predominantly male settings were more satisfied with their jobs, the findings are in support of the theories suggest that women's inter group relations improve as their numbers declined. The results also indicated that the women working in female titled setting where 15% - 30% male are also working with them showed least job satisfaction, the result obtained was interpreted in terms of reflecting favoured treatment of male minority to female co-workers frustration. The study also revealed that neither job related depression nor job related self-esteem was found related in work place gender composition, the findings of this study supports the findings related to Wharthon and Baron (1991) supporting their explanation that there is more substantial links between gender composition and psychological well being.

Robin et al. (1992) studied job satisfaction of male and female social workers working in nine different mental health setting in Israel, the variables examined were assertiveness, job setting and role clarity, the step wise regression analysis revealed that the job setting was found strongly correlated with role clarity but women were more clear about their job roles than the male. The assertiveness in work setting was found significantly correlated with job satisfaction as observed in this study, role clarity emerged as a powerful predictor of job satisfaction than the assertiveness and job experience.

Corzine et al. (1992) surveyed 98 male and 68 female officers of financial institutions who were having type 'A' behaviour were administered job satisfaction questionnaires. The result revealed that job satisfaction was found positively correlated with type 'A' scores and number of hours worked but it was found inversely correlated with the years in the job, job satisfaction was found correlated with salary and time in job as shown by men. Women’s job
satisfaction was found correlated with salary but not with time in job. However, the result showed that the salary was found positively correlated with hours worked as indicted by men and women officers.

Witt et al. (1992) attempted to examine the relationship of job satisfaction with gender and perceived fairness of pay and promotion. The found that the men and women differed from each other. The result indicated positive correlation between perceived fairness and job satisfaction., they also observed no partial differences in fairness perception in job satisfaction among men and women. Another investigator's Broakemer, result was found strongly related to perceptions of equity among men and women. Kahn (1972) observed that the women were more likely to distribute outcomes to individuals in direct proportion to their input.

Sutherland et al. (1993) attempted to identify the sources of job stress and personality factors as predictors of psychological ill health and job dissatisfaction among male and female general practitioners in U.K. It was observed that the male practitioners showed higher level of anxiety and depression as compared to female practitioners. The male practitioners showed lesser degree of job satisfaction, whereas women practitioners were relatively less dissatisfied with their job as compared to their male counterparts. The main predictors of lack of mental well being were the job stressors such as job demands of patient’s expectations, practice administration routine nature of medical work and role stress.

Phelon. (1994) interviewed white men and white women working in a large multinational firm in North-east U.S. They were matched for age, organization tenure and organizational division. The study was primarily concerned with the paradox of the contended female workers that the women who have jobs with lower pay and less authority than men, they are equally satisfied with their jobs and employers. The result obtained support the
hypothesis that for both men and women, the satisfaction is determined by subjective job rewards rather than by salary related factors. Okalo et al. (1994) investigated the level of job satisfaction of faculty members of historically black colleges and Universities in Texas in relation to sex, age, marital status, salary, academic rank, level of education, experience and race. The measures of job satisfaction based on sex factors were found moderately satisfied on different degrees with supervision, co-workers, work on present job in general and promotion. The subjects showed dissatisfaction with their pay, the experience did not emerge as a factor of job satisfaction. But the age, academic rank, salary range were found varied degrees of significance when correlated with job satisfaction scorers.

Mason (1995) studied job satisfaction of employees working in different organizations in U.S. using the hypothesis of socialization, structural and social role theories, four groups of employees managerial, clerical, males and females satisfaction level was measured in relation to advancement, feed back, performance evaluation and pay. The results obtained support the structural theory and little support for social scale theory and the findings did not support for socialization theory. The results revealed that the men and women subjects did not differ from one another with regard to their sources of satisfaction at work.

Vadud et al. (1993) examined the relationship between certain demographic variables with job satisfaction of male and female workers of two Govt. factories in Dhaka. They observed that the employees older in age were found better adjusted with their work situation in comparison to the younger group. The results also indicated that the satisfaction level with regard to the work was significantly higher among older male and female workers.

Loscoco (1998) investigated the gender patterns and the determinants of job satisfaction among Chinese men and women. The results showed that the women were found less satisfied with their jobs as compared to their male-
counterparts. The findings obtained were in contrast to the research findings of other investigators in other countries, lesser degree of satisfaction as shown by women was interpreted in the light of women’s economic disadvantage factor, the job satisfaction of man was found greater and the result obtained was interpreted in the light of the factors more closely related to individual’s features such as education and age. On the basis of the result of this study it may be concluded that the work structure and ideology with regard to gender seem to combine in shaping different work experiences among males and females.

Babin (1998) found that the role stress affected job performance negatively among females than the males, the job satisfaction level was found higher among males.

Goldenhar (1998) explored the impact of job stressors including sexual harassment and gender based discrimination of construction workers on their level of job satisfaction and psychological and physical health. They reported that the female labourers indicated greater responsibility for others safety, having support from supervisors and male co-workers lead to greater job satisfaction. The result also showed that the increased responsibility experiencing sexual harassment and discrimination based on gender from supervisors and co-workers, perception of over compensation at work, and job uncertainty were found related with psychological symptoms as reported by the labourers were insomnia, increased nausia and headaches.

Rout and Usha (1999) compared male and female general practitioners in terms of their job satisfaction, job stress and mental well being. The female practitioners showed positive mental well being, the male doctors showed significantly higher anxiety and depression than the female counterparts, the two groups of male and female general practitioners did not differ in terms of their job satisfaction. It appeared from the job satisfaction scores of both the groups of male and female practitioners that both the groups were found
unhappy about their rate of pay, hours of work and the amount of work they do. Three job stressers emerged as the predictors of high level of job satisfaction among both male and female group of doctors, time pressure, interruption, working environment, communication, the career and goal achievement. On the basis of the findings obtained it was suggested that the specific stress management programmes for male and female general practitioners be initiated and evaluated periodically to provide substantial benefit to male and female doctors experiencing greater degree of psychological pressure associated with their work through organizing, counselling service to mitigate their sufferings.
Ma Xin and Mac Millan (1999) reported that the female teachers were satisfied more with their professional role than the male counterparts. The result also revealed that the teachers who stays in their profession longer were less satisfied with their professional role, the work place condition positively affected the teacher's satisfaction.
Seymour and Buscherhof (1991) reported that the factors accounting for differences in professional nurses achievement patterns, the nurses completed a questionnaire on attitude choices and achievements. They had to write about the factors that influenced the courses of their careers. The purpose of the survey was mainly concerned with the description of work satisfaction and dissatisfaction. It was observed that the strong group of nurses who gave their choices for entering and remaining in this profession was influenced by some form of altruism and gender role issues and those who showed dissatisfaction described the profession as a problem related to nursing education, lack of respect and recognition and issues related to nursing, education, family autonomy and interdependence and control.
Rodriguez et al. (1992) studied the job satisfaction of health care providers and its determinants, reported that the age and job were found best predictors of job satisfaction, the 'permanent job' emerged as a predictor of work overload and
was found to express job related tension. The female health providers experienced more job satisfaction and less job related burnout than the males, when they were compared with the casual workers, the result revealed that the casual workers showed more satisfaction, less tension, less burnout, less perceived responsibility and less work overload than the permanent workers. Finally the results showed that the physicians were found more tense and also more on perceived responsibility as compared to the other groups.

Synder (1991) attempted to find out the relationship between age and job satisfaction. They hypothesized that the younger workers have higher expectations and are more easily disappointed, the older workers have abandoned their expectations and thus are less unhappy, the older workers have had the time and experience which may likely to make them more satisfying with their jobs. A group of 457 employees of a social service organization were surveyed and did not confirm any of these hypothesis on the basis of findings it may be said that the age and job satisfaction are not correlated. The groups compared did not differ because they might have viewed themselves as alternative rather than competing expectations.

It was attempted by some investigators to examine the relationship between job satisfaction with age but the results obtained by the investigators are inconclusive, the relationship they obtained between age and job satisfaction were found by some investigators as positive linear, negative linear, U shaped, inverted U shaped or inverted J shaped, no significant relations such type of conflicting results obtained by other investigators failed to provide true nature of relationship between age and job satisfaction.

In a study the job satisfaction of 380 general practitioners—rural and urban were compared on job satisfaction and mental health carried out by Rout, Usha and Jaya (1994) in England. The results revealed that the general practitioners experienced less job satisfaction more stressed and poorer in mental health, further when male and female general practitioners were compared, the results
indicated that the males were found more depressed than the females and males showed higher degree of free floating and anxiety than the males in the normative population, the result obtained was interpreted in the light of new contracts, community care and increased patient demands.

Richardson et al. (1997) investigated the under representation of women in top management positions because of the organizational policies and the practices that influences their career paths, 191 professional and managerial women were surveyed about the organizational support, work pressures and work outcomes, such as career and job satisfaction, they observed that the work pressures were found related to job satisfaction, the organizational support was found positively correlated with all the work outcomes indicating that the women were satisfied with their career and job both when organizational support were present, when individual characteristics and work pressures were combined in regression analysis, the organizational support emerged a significant positive contributor to satisfaction at work.

Sinacore-Guinn (1998) examined job satisfaction and self esteem of 138 employed mothers with certain demographic variables such as occupation and age of children from a major city in U.S. The result showed that the age, race and employment status (part time Vs full time) were found significantly related with job satisfaction and self-esteem. The result also indicated that the education level, number and age of children and marital status were found not significantly related to job satisfaction and self-esteem. Some discrepancies in their level of satisfaction were found with pay and opportunities for promotion, on the basis of the results obtained it was concluded that the occupational choice of the group of working women based on their motherhood status failed to increase higher level of job satisfaction.

Burnel et al. (1998) attempted to investigate the shape and strength of the age with job satisfaction of workers, they found a significant but week positive linear relationship of age with job satisfaction. On the basis of the results
obtained it is difficult to explain that age is substantial proportion of linear variance in the measurement of job satisfaction, the findings indicate that the age which is a chronological variable is not a variable predictor of job satisfaction.

Geyer (1998) attempted to ascertain the influence of employee's age on job satisfaction. Workers in facility relocation settings two measures of relocation consequences were used – length of commute and distance of move. The result showed that the length of commute was found negatively associated with job satisfaction, both the consequence measures were found interacting with employee age, therefore the responses to consequences were found more negative among older workers.

The study conducted by Piotrkowski and Chaya (1998) was primarily concerned to test the hypothesis regarding gender harassment as related to decreased job satisfaction and increased distress, 385 women office workers were tested, 70% reported exposure to gender harassment at work. The result showed that the harassment was found negatively correlated with job satisfaction and positively associated with distress. The findings indicated that the gender harassment emerged as work place stressor that needs severe attention.

Boey (1998) examined the effect of family relationship and adapting in-mitigating the negative impact of work stress among nurses, 1043 public hospital nurses in the mean age group of 33.8 yrs. completed job satisfaction scale and a five point measure of nursing stress. The result showed that the nurses who adapted to work stress showed higher job satisfaction and inclined more to adapt approach coping methods (problem orientation, ability enhancement and change of perceptive) in comparison to their counterparts, who experienced low job satisfaction under high work stress. The group of nurses who were high stress resistant used less frequent defensive or avoidance coping in dealing with their emotional reaction to stress. The result also
indicated that the stress resistant group of nurses perceived greater family support than the distressed nurses.

Jena (1999) reported that the job is relatively less important for women than it is for men, this may be due to low demand placed on the occupational roles of women. The meta analysis of the sex occupational stress, literature showed that merely physiological sex is not the factor representing the difference between men and women. The factors that influenced the life satisfaction was found to be as marriage, work interface, social isolation, discrimination, stereotyping play significant role in determining the life satisfaction and the occupation stress.

1.2 Self Efficacy

The significance of self efficacy research has attracted the attention of researchers working in the areas of management and organizational behaviour too because of its much relevance with the organizational performance and other dynamics of organizational related activities. Conceptually the self efficacy is much closer to self esteem which is a generalized personality trait which may be present in any situation but as far as self efficacy is concerned it is situation specific. Self efficacy is found to be associated with ability to adapt in a different career related tasks, career choice, learning and achievements and adaptability to the advent of modern technologies. The self efficacy can be enhanced by means of training in order to develop proficiency among the employees in doing on specific tasks.

“Social learning theorists pointed out that the reinforcement is not limited to external rewards or punishments, this explanation contradicts Skinner’s operant theory which emphasises that the reinforcement may result from external or internal sources. However, the wider coverage was proposed by the propounds of social learning theorist that the external rewards on punishment also include the self imposed reinforcing consequences. It is well accepted fact
that every individual has internalised standard of performance which he utilizes in any situation by evaluating his own actions. In other words one may give explanation that every person evaluates his action within the framework of his own standardized standards of performance. The conceptional explanations of self efficacy to be much clear from this statement. When a person is asked to work out on a task thereafter he has made self evaluative statement concerning the task on which he worked, how well he did may be evaluated in the light of his own standards with regard to performance. When he is asked to make an evaluation about his achievements in terms of grades, one person may evaluate his achievements as 'A' grade, the other person may evaluate his performance as grade 'C'. The differences with regard to their self evaluation may be due to individual differences. One person may be self-critical so that he has evaluated about himself as grade 'C' and the other person who has graded 'A' might not be self critical. It has also been observed that the adults who are depressed may tend to evaluate their performance as poorer in comparison to non depressed adults for the same accomplishments.

Researchers are taking a great deal of interest both in the 'self' and the role that beliefs play in human conduct and behaviour. Perhaps William James is the first writer who used the term “self esteem”, which he described as a self feeling stated that “this world depends entirely on what we back ourselves to and do”. He gave the concept of consciousness of self. Probably he (1920) is the pioneer who introduced this concept in Psychology, but it received little attention from the behavioural oriented psychologists who dominated American Psychology in those days. The behavioural oriented psychologists were more inclined toward the objectivity, therefore they gave their full attention to observable stimuli and response and they ignored the inner life of mankind which they labeled beyond the scope of scientific psychology. The behavioural oriented psychologists did not take interest in understanding ‘Self’ and they might have neglected this topic because ‘Self’ was considered as
subjective and philosophical as believed by behaviourists. It can be assumed that the beliefs which an individual creates, develops and holds to be true about himself from the very foundation of human agency and vital forces in his success or failure in all endeavours which did not have much objectivity and difficulty for the measurement of self.

The importance of study of self was weakened owing to the engagements of psychologists concerning experimentation and scientific inquiry. When the humanistic psychologist revolted against behaviourists and they came out with criticism that the behaviourist approach was narrow and present limited view of human functioning so they renewed their attention and focussed on understanding the inner experiences to internal process to self constructs with the proposition of new theories by the scholars during 1950’s since then the humanistic movement was born and a group of researchers and scholars started working in this direction.

The credit goes to Abraham Maslow who is also known as the father of modern humanistic psychology. He outlined that the motivational process is based on the human desired to fulfill certain needs and in culminating the need to become self-actualize that is to achieve one’s potentialities, capacities and talents, following this explanation the interest in internal and intrinsic motivating force and affective processes began particularly with reference to the dynamic importance of the self-psychologists started taking interest in self-constructs and self-beliefs.

Since self efficacy is self-perception of an individual’s capability which becomes instrumental when he pursues to the goals and the control which he can exercise over his environments. Albert Bandura, Professor of Psychology at Stanford University (1977), advocated that the human behaviour and motivation in which the belief which people have about their own capabilities that guides the person that what actually they are capable of accomplishing the self perceptions, which they hold about their capabilities which help in
determining what a person can do with a knowledge and skills which he possess. According to Bandura’s Social Cognitive theory, individual possess a self-system which enables them to exercise a measure of control over their thoughts, feelings, motivation and actions. The self system encompasses one’s cognitive and affective structure that provides a reference mechanism of perceiving, regulating and evaluating behaviour that results from between the system and the environmental sources of influence. Every individual estimates his ability to get things done, it may be an important element of a person’s self-concept, which is a constellation of beliefs and experiences about his/her ability to deal effectively with the tasks and accomplish what needs to be done. Bandura (1977) labeled this component of one’s self-concept as self efficacy. If the self efficacy is low one can expect that the result would be in negative mood.

According to Medenick (1982) personal efficacy refers to a belief or expectation that one can successfully bring about change, people with expectations are more likely to take risks, set more difficult goals, persist longer at chosen activities and be more involved in what they are doing. Deaux (1976) stated that the subjects having high efficacy attribute success to ability or high effort and failure to lack of effort in some instances to external factors such individuals expect to be successful in what they do and other expect them to be successful.

Sherer et al. (1982) defined general self efficacy a global construct is the composite of all life success and failure that are attributed to the selfefficacy. Tipton and Worthington (1984) observed that the performance of an individual is affected by specific self efficacy and general selfefficacy both, they pointed out that in a clearly defined and familiar situation, the specific self efficacy accounts for more of the variance whereas in ambiguous and less familiar situation general self efficacy accounts for more of the variance. Kumari and Singh (1989) stated that personal efficacy can affect the individuals behaviour
in a number of ways, it can affect at the initiation and the persistence of coping or problem solving behaviour. People may not initiate any action if they believe that they have low competency or efficacy in the tasks. The low efficacy people if they try to perform on a task, their belief of low personal efficacy would determine how much effort and time they would expand on the task, if they have stronger perceived personal efficacy it might be expected that they would expand greater effort and persist greater on the tasks assigned.

Devins et al. (1982) studied seriously ill patients with kidney disease. The subjects perceived self efficacy and mood were assessed, they observed that the patients who were low in self efficacy showed greater feeling of depression and helplessness. Those patients who had high self efficacy showed better coping with the threatening situations in comparison to the patients of low self efficacy. Muller and Major (1989) stated that the beliefs which are considered to be important components of self efficacy is mainly concerned with the persons which they create, develop and hold to be true about themselves from the very foundation of human agency and this act as a vital force in their success or failure in all endeavours.

It is agreed by the psychologists that the self-concept originates in early social interaction. According to symbolic interactionism, individual acquires a self-image by internalizing the reactions of significant other person towards him. Other people reflect back to the individual his salient personality feature reflective that becomes the foundations of the individual’s self-concept, each significant other person functions as a mirror for the other individual although it is a distorted mirror, since what gets reflected back to the individual is largely determined by the expectancies and needs of the significant other person as by the individual’s true personality (Mead, 1934, Rogers 1959). Psycho-analytic writers are much specific about this mirroring process. They emphasized that the mother who is primary care taker of infants, if she is not fully responsive to the infant’s need instead projects her own fantasies and
expectations on to the child. The infant in such a dependent and helpless state will comply and be forced into a false existence.

Kohut and Wolf (1978), Miller (1981), Winnicott (1965), stated that this false self is presented outwardly to the external environment may come to take precedence over the individual’s more basic or true self. Winnicott (1965) emphasized that every individual develops the public self that is an image of himself which he presents to others. In his saying the person is called healthy if there is closer correspondence between the public self and the true self. The idea of public self is theoretically similar to Buss (1980) construct of public self-consciousness, which defined as the individual’s awareness of self as a social object.

Bandura (1977) stated that the concept of the construct self efficacy was introduced for the psychological changes that occur as a result of the various modes of treatment. The self efficacy theory states that the expectations of self efficacy determine what activities people engage in and how much effort they will expend and how long they will reserve in the face of adversity. Bandura (1977) distinguished between self efficacy expectancies and outcome expectancies.

According to him (1977) self efficacy expectancies refers to convictions which one can successfully perform the behaviour required to produce a given outcome. Whereas, the outcome expectancies of the beliefs that a given behaviour will lead to that outcome, further he emphasized that the self efficacy expectancies that vary on three dimensions viz. magnitude, strength and generality that may have implications on performance. Magnitude refers to the relative difficulty of a task as compared to others in hierarchy.

The strength refers to the relative distinguishability of expectation of by disconforming expectancy and the generality is related to the relative degree of specificity or pervasiveness of expected mastery. Attempts have been made by researchers to study self efficacy but they focussed largely on the magnitude
and strength dimensions of self efficacy (Bandura and Beyers, 1977). Some researchers interested in self efficacy attempted to provide conceptual meaning of “self” and their explanations were somewhat similar (Kelley, 1955, Vernon, 1963 and Epstein, 1973). They proposed that each individual generates a set of hierarchically ordered personal constructs, that include evaluations, introspections and postulations. In this context the individual interprets and anticipates his own behaviour. This he does because each person constructs a notion of self in day to day activities and every individual is continuously engaged in anticipation and interpretation of the events. This he does because he uses his unique set of personal constructs, a person’s construct provides means to order and give meaning to one’s impression of events which may be associated with the person, situation or self and consequently mediates behaviour. By making this explanation it is now clear that how an individual behaves greatly depends upon in what manner a person organizes his experiences that he encounters in his daily life.

Annkoff (1992) examined the relationship between anxiety, thoughts, self efficacy and performance of doctoral students after oral examination. The students were rated by the faculty examiners for their performance and level of anxiety. The analysis of data should that the state of mind ratio of positive thoughts to positive & negative thoughts were found to be an important contributor to anxiety. The rating done by the faculty members were found significantly related to their rating of performance.

Grubbus and Susan (1992) examined the influence of sex, race, socio-economic status and religiosity on self efficacy of male and female adolescents. They observed that the self efficacy was not found related with gender, race, SES and religiosity but the result indicated that the subjects as a group showed moderately high degree of self efficacy.

Hopf and Colby (1992) examined the relationship between interpersonal communication apprehension and self efficacy of self watch dimensions of self
esteem of undergraduates. They found strong inverse relationship between self efficacy and interpersonal communication apprehension than self efficacy and ICA. The result was interpreted suggesting that the anxiety may be related to the feelings of powerlessness as shown by undergraduates.

Lent (1992) examined the utility of self efficacy and outcome expectations of psychiatric patients with regard to their psychological symptoms, distress and perceived motivation and community adjustment. The patients studied were about to be relieved from hospital and re-enter in their community. The self efficacy was found to have its contributory effect on subjects perceived symptoms of severity and adjustment motivation. The self efficacy symptoms distress relationship was found to have moderating effect on subjects reality testing capacities.

Luzzo (1993) studied the non-traditional and traditional college students for career decision making based on their self efficacy, they found that the non-traditional college students showed greater career attitude than the traditional college students. These characteristics are based on their successfulness in college and no relationship was found between CDM and self efficacy, both the groups showed low level skill in solving their hypothetical career dilemma.

Parker (1993) tested the hypothesis that whether self efficacy and perceived control over decision making contribute to individuals willingness to engage in reformist dissent when found injustice and their intention exit. The reformist dissent refers to the dissent that occurs within the real of an organizations rules and norms. The study was primarily aimed at to see the influence of the perceived control over decision making which was expected to be positively related to willingness to engage in reformist dissent and it will be inversely related to exit. It was also expected that the dissent and exit both require confidence. Therefore, self efficacy was predicted to be positively related to dissent and exit both. The results indicated that the control was found positively correlated to willingness to dissent and inversely related to exit. The
self efficacy was found as a strong predictor of dissent. Implications for workers well being and retention were discussed. Kelly (1993) studied the relationship of academic achievement of male and female and sex balanced occupations. The results showed that the girls showed higher efficacy expectation for some female careers, and lower efficacy expectations for some male careers than the boys. The boys and girls did not differ in their efficacy expectations for sex balanced occupations. The overall influence on gender with regard to career self efficacy was found modest. The result also indicated that the achievements emerged as more powerful predictor of self efficacy than the gender.

Vasil (1993) examined gender differences in research productivity and self efficacy beliefs among subjects selected from six major universities. The other variables such as academic rank, academic field and academic institution were controlled to see the effect of gender differences. The result showed that the males reported greater over all research productivity, greater degree of confidence in their ability to perform research activities leading to doctorate degree. The result also revealed strong positive correlation between research self efficacy and research productivity.

Kaplen (1994) evaluated the self efficacy expectation as predictors of morality of patients suffering from chronic obstructive pulmonary disease. Self efficacy was found a significant predictor variable but its effect was marginal as far as the patients feeling about survival of a five year period was concerned.

Matsui, et al. (1994) examined the influence of instrumentality and expressiveness as related to male dominated and female dominated occupations. The subjects of the study were males and females selected from Japanese University, were given list of 10 male dominated and female dominated occupations, and they were asked to indicate their degrees of confidence in successfully accomplishing the job duties concerning each occupation. They were also given sex role inventory to assess instrumentality
and expressiveness. The female subjects reported significantly higher level of self efficacy for female dominated occupations and showed significantly lower level of self efficacy for male dominated occupations. The result did not indicate the effect of sex as the prediction of self efficacy for these two types of occupations. The result also indicated that the male dominated occupations were found associated significantly with instrumentality, whereas, self efficacy for female dominated occupations was associated significantly with instrumentality and expressiveness both.

Latham et al. (1994) examined the cognitive benefits of undergraduate students participating in decision making and the role of self efficacy on task performance. The result showed that the strategies developed by the subjects as well as their self efficacy were found having mediating effect of participation on performance. But participation of subjects in setting their goals did not affect their performance but it affected their self efficacy.

Marsh et al. (1994) examined the relationship between self efficacy attitude and achievement in mathematics. They reported that the self efficacy was found to have its mediating effect on attitude and achievements, and the self efficacy and attitude were found more strongly related with achievements for boys in comparison to girls.

Oettingen and Gabriell (1995) analyzed whether culture affects various sources of self efficacy belief system. They compared the self efficacy beliefs of subjects representing east and west Berlin, Moscow and Los angles based on data of research project, discussed the critical question of whether self efficacy effects on cognition and motivation that are universal across the culture. This study suggests that the self efficacy has its effect in every organizational and cultural groups.

Maly (1998) on the basis of the scale developed measures the patient’s satisfaction and the physician’s interpersonal and communication regarding coping with the health problems. It was found that the perceived self efficacy
of patient in interacting with the physicians was found positively correlated with self-reported health.

Grier (1998) attempted to study the effect of initial test of dual intervention program designed to enhance moral reasoning and personal efficacy among V\(^{th}\) and VI\(^{th}\) grade children. The subjects were given training in moral reasoning by exposing them to higher levels of reasoning through participation in small group discussion, for efficacy training the children were guided in their work and trained to identify appropriate means to achieve pre-designated goals. The result showed that the group treatment advanced the efficacy measures as well as the behavioural conduct of the children.

Judge (1998) studied the dispositional effect on job and life satisfaction and the role of care evaluation. It was hypothesized that the care self evaluation be comprised of self-esteem generalized, self efficacy, locus of control and neuroticism. It was proposed that the care self evaluation would have direct effects on job and life satisfaction. The result revealed that the care self evaluation had direct effect on job satisfaction and indirect effect on life satisfaction. The statistical and logical relationship between care evaluations, affective dispositions and satisfaction was explored.

Gardner (1998) studied the intervening role of organization based self-esteem in relation to generalized self efficacy, employee’s job performance and job satisfaction. The data was obtained from professional employees on these measures. The result indicated that the organization based self-esteem emerged as strong predictor of employee’s satisfaction and performance. The self-esteem was found as having its mediating effect on generalized self efficacy and employee’s responses.

O. Neill et al. (1998) examined the influence of equity-sensivity and self efficacy on job satisfaction and organizational commitment. The equity sensivity refers to how sensitive people are to overreward and underrewards situations which have been found to enhance the accuracy of equity theory in
predicting job satisfaction in social exchange situation. The self efficacy or task specific self confidence is an important component of Bandura’s Social Cognitive theory and its effect on individual’s goals, efforts and task persistence is well documented. It was observed that the employee’s working in a health care firm support the moderating role equity sensivity and relationship between self efficacy and job satisfaction. They did not find relationship between self efficacy and organizational commitment.

Bruss et al. (1999) examined the factors related to compliance with medication of patients suffering from rheumatoid arthritis. It was intended to determine the relationship between the adherence to sulpha salazine therapy and personal factors environmental influence, demographic factors, disease related factors and barriers to compliance. The result indicated that the self efficacy was found correlated with compliance. Self efficacy emerged as the only factor determining adherence.

Panagos (1999) reported that the self efficacy beliefs were found to be a substantial predictor if career interest and it also consistently mediate the relationship of other measures to career interest. The findings obtained also indicated the importance of subjective factors that is self efficacy beliefs and outcome expectations were found more substantial in shaping adolescent’s developments.

Rouxel (1999) measured self efficacy and anxiety and academic performance of students. The results obtained supported the functional relationship between self efficacy and anxiety. The findings of this study is in conformity to Bandura’s Social Cognitive theory, on the one hand contradicts Bandura’s general hypothesis regarding the effect of self efficacy on performance directly or indirectly to get support by these results.

McAuley, Edward et al. (1999) examined the influence of experimentally manipulated self efficacy in an exercise context and its effect on affective responses on college women assigned randomly to a high or low efficacy
conditions. The efficacy expectations were manipulated by means of bogus feed-back. The result showed that the manipulation successfully influenced the affective responses. The subjects participated in high-efficacy group reported more positive and less negative affect in comparison to the less efficacy counterparts. It was also observed that the efficacy was found significantly related to feeling state responses during and after the activity but only in the high efficacy condition. On the basis of the results obtained they suggested that the self efficacy can be manipulated and these changes to be related to the affective experience associated with exercise which is a significant finding that have important implications for the roles played by self efficacy which affected the exercise adherence.

Krans et al. (1999) studied the career decision making self efficacy and career indecision of male and female students. The groups were assigned to control group or a treatment group. This group of students participated in an intervention design to teach career choice competencies, they were provided this opportunity to practice these competencies that will enable the students to apply them to career development and career decision making. The career intervention was conducted by a female counselor twice a week for four consecutive weeks. Soon after the intervention the two groups were asked to complete the career decision making and self efficacy scale and the career decision scale. The investigators observed no significant difference between treatment group and control group in either career decision making, self efficacy and career indecision, a significant treatment by gender interaction was found CDMSE. Males in the control group indicated higher level of CDMSE, in comparison to the females of control group after the intervention. The CBMSE of females in treatment group was found higher than the CDMSE of females in control group.

Hirose et al. (1999) reported that the self efficacy was found related to college adjustment of students in Japan. They found that the students who were high in
self efficacy showed the pattern of well adjustment as compared to low self efficacy counterparts. The low self efficacy students showed difficulty in adjustment. The result of this study was also compared with the students across other colleges in that city.

Shea Christine (2000) examined the relationship between self efficacy and performance of students who worked on a manufacturing tasks. The variables used were the task feed-back and task experience which might influence the occurrence of efficacy performance spirals were also probed. The experimental task group were involved in manufacturing of real electrical wiring harness aimed at that the individuals having no experience in this type of work should not be able to produce the harness within 15 minutes. The results obtained showed significant relationship between self efficacy and performance overtime. It was also observed that the pattern of changes in self efficacy and performance from trial to trial also involved self-corrections on the basis of results they suggested that the efficacy performance do not necessarily proceed in a monotony. The task feedback and task experience affected the occurrence of self corrections. The pattern of changes in relation to self efficacy and performance over time. Finally the result was concluded that the nature of self efficacy substantially influenced the performance.

1.3 Hospital Climate
The organizational climate refers to an overall feeling that is conveyed by the physical layout, the way people interact and are involved in that organization and the way the members of the organization conduct themselves with customers or other outsiders.
In any organization if inflexible or highly formalized and impersonal climate are perceived by the employees, it is likely to create considerable job stress, job alienation or dissatisfaction, a more supportive climate for employees give
more control over their jobs and is good in lessening the job stress as well as 
make the employee to feel satisfaction with their jobs.

The organizational climate, research raised many questions because of its much 
relevance with the work related aspects of people working in different types of 
organizations. In fact the organizational climate is the human environment 
within which the employees of an organization do their work, further it may 
also be emphasized that it may be the environment within a department, a 
major unit of a company such as branch plant or the entire organization. A 
better explanation of organizational climate may be given as The organizational 
climate we can not see or touch, but it is there just like the air in a room it 
surrounds and effects everything that occurs in an organization”. In a broader 
perspective we may specify that the climate is influenced by almost everything 
that happens in an organization.

The concept of hospital climate will become much clear by relating it with the 
organizational climate because researchers in the field of organizational 
behaviour recognized the significance of organizational climate and its effect 
on employees satisfaction, motivation and involvement. It is almost agreed by 
the management people including psychologist that the employee’s behaviour 
is contingent upon the climate of the organization, a favourable organization 
climate is the basis of connecting link between the various groups of working 
people with the behaviour and motivation.

Since organizations are created by people with some objectives and persons 
possessing professional knowledge and educational background, various types 
of skills and expertise, which are prerequisites for some kinds of jobs and 
these people work together in various capacities at different levels. In every 
organization there exists structure, system, culture, leadership behaviour and 
employee needs that constitute an organization, the interactions of all 
components that create organizational climate which gives much emphasis on 
the role of perception which is an important intervening variable.
Realizing the importance of organizational climate and its relevance with achievements by the psychologists, management people, and researchers in the field of organizational behaviour observed that the climate of an organization may be improved by way of improving relationship between the superiors and the subordinates which might be the basis of improved employee motivation, satisfaction, performance boosting morale and good feeling on their jobs. It is well accepted truth that people belonging to various social and cultural groups, religious faiths, educational qualifications, expert knowledge and possessing a variety of skills join an organization in different capacity to serve in order to get their physiological and psychological needs be satisfied to a reasonable level but it is not possible that the needs of every employee can be fulfilled in accordance with their expectations. When employees experience paucity of things or social support which may be real or perceptual from their superiors, subordinates, peers and required physical facilities it is likely to make them dissatisfied and diminish their interest in work and involvement to do their best, such employees if sustain on the job might be living in the state of conflict and frustration but experiencing favourable organizational climate by an employee will be a kind of self retain on the job and it will also attract talented incumbents to its fold and drastically improve the overall functioning of the organization, if people experience supportive relationship from their superiors it is likely to develop and strengthen mutual trust and make the organizational climate more conducive for them.

While describing the hospital climate one can include those elements that are interrelated with people working and discharging the job related responsibilities and are the integral part of their work environment. The work responsibilities are assigned on the basis one's educational qualification, nature of job, and technical skills of the employees from both the category of doctors and paramedical staff. The employees associated with hospital are interdependent and have to work together in dealing with the patients coming
for treatment of their mild/severe illness. Inspite of different work responsibilities, their work environment is similar but they might be having discrepant perception and different personal experience that seems to influence the work attitude of employees working in the hospital. The employees unfavourable perception about its work environment is likely to make them feel dissatisfied or hanging them in between the job responsibilities and patient care.

The facilities expected and offered to patients during the course of their treatment in the hospital should be reasonably quick, safe, comfortable and readily available and on the other side the work force entrusted to hold the responsibility in discharging their duties includes paramedical staff to deal with the patients to the best possible efforts but due to paucity of resources they might feel that they are not providing reasonable level of justice to their patients. Inspite of their expertise, knowledge, willingness and sincerity in rendering their services to ailing and needy people they are likely to develop the feelings of helplessness that their effort is meaningless owing to non-availability of many things that are supposed to be an integrated part of the modern medical profession, this might be affecting the attitude of people involved in this profession towards the environment in which they used to work. Inspite of it, there may be individual differences with regard to perceptions of their work-environment as a result of different life experiences, inoculation of personality traits, home environment and schooling etc. may likely to experience discrepant perceptions of the same work-environment by these people.

Literature reviewed on organizational climate indicated that there is no consensus among researchers regarding the concept, dimensions and measurement of organizational climate, so many studies have been carried out in the last three and a half decades raising many questions and they have answered themselves by proposing various definitions of organizational
climate on the basis of their observations, factor analysis and measurements. According to Litwin and Stringer (1968) the organizational climate is a set of measurable properties of the work environment perceived directly or indirectly by the people who work in that environment, which influence their motivation.

Friedlander et al. (1969) stated that the individuals in any work environment tend to have homogeneous perceptions of the environment and the climate emerged from such common perceptions of the objective reality. In another explanation Likert (1967) emphasized that the climate is a linkage between the structural attributes of an organization and its effectiveness. Baumgardner (1971) described that the organizational climate is a product of leadership practices, communication patterns and enduring systematic characteristics of the working relationship among persons and divisions of any particular organization. Pane (1971) was of the view that the organizational climate can be described in terms of moral concept, reflecting the content and strength of the prevalent values, norms, attitudes, feeling and behaviours of the members of the social system.

Some researchers held similar views with regard to the perceptual measure of organization climate. As far as perceptual approach of organizational climate is concerned it refers to the summary of global perception held by people about their organizational environment. The summary of perception reflect on interaction between personal organizational characteristics in which the individuals by forming climate perceptions acts as an information processor using input from the objective events in the characteristics of the organization and the characteristics of the individual in terms of value and needs of perciever, as a result of it the climate takes the form of situation specific values that reflect those aspects of the situation to which the individual attaches importance (Campbel et al. (1970) Schneider and Bartlett (1970) Cambel and Beaty (1971); Schneider and Hall (1972) and Pritchard and Karasick 1973).
Frank et al. (1991) gathered information from nurses working in neo-natal intensive care units of hospitals by administering 115 items questionnaire concerning the methods used to control the light and sound environment in the neonatal intensive care units. On the basis of the responses and numerous staff measures, policies, equipment modification and design features which might be used to modify the hospital work environment. The findings suggested that measures to be implemented in individual infant care plans and changes in the routine work and neonate intensive care unit design.

Remen et al. (1991) stated that for treating patients in psychiatric hospital, the basic issues and concepts should be considered in designing the architecture and furnishing of a hospital where the patients should be given safe, comfortable, non-threatening and readily comprehensible set of surroundings to support the therapy which should be given to patients in the hospital would certainly have its much effect on physiological and psychological well beings of psychiatric patients as a result of experiencing good hospital environment.

Brown (1992) on the basis of certain observations suggested some ways through which the organizations culture may be harnessed, in order to achieve the operational and strategic goals. They argued that the aspects of culture which may be ranging from basic assumptions, beliefs and values seems to be the artifacts in the form of story, myths symbol as exploitable cultural levers.

MedCof, et al. (1992) examined the proposition that the work-satisfaction of nurses is a function of their strength of need for achievement, work technology and nurturance. The result yielded no significant difference between the types of unit and opportunities to satisfy the need for nurturance. The nurses working in other units with non-routine work technology also did not differ from each-other in terms of work satisfaction. The result also indicated that the nurses with high need for achievement showed greater work satisfaction in comparison to the nurses having low need for achievement, they also found no
correlation between need for achievement and work satisfaction among nurses working in the units on routine work technology.

Mishra (1992) conducted a study to probe whether climate perception influence the organizational commitment and job satisfaction of middle level and front line executives of public and private industrial organizations. They observed significant difference between the private and public sector executives with regard to climate, commitment and climate satisfaction on the dimensions of scope for advancement, monetary benefits, objectivity, recognition, appreciation, training, education and welfare facilities.

Ostroff (1993) studied the effect of climate and personal influences on employees behaviour and attitudes. The responses obtained on personal orientations and work outcomes from the employees was based on perceptions of their peers. The result indicated that the work responses could be explained by a joint and additive function of organizational climate and personal orientations. The result also indicated that the multiplicative climate person interactions was not found to influence significantly to explain the variance of employees behaviour and attitudes beyond that explained by the main effects of climate and personal orientations.

Weisman et al. (1993) studied the effects of a unit level self management model that includes salaried compensation and gained sharing of a number of clinical areas concerning retention of employees working in different units. The self managed nurses and traditional nursing units were required to give their responses on a questionnaire explored nurses perception of their work processes, level of work satisfaction and intend to retain on their jobs. It was observed that the self managed model was found to enhance the work satisfaction through effects of two work processes i.e. coordinate and effective team performance, and this model was found associated with higher retention rate and the nurses on self managed units also worked longer hours. The result
was discussed in the light of earned increased pay which has its effect on work satisfaction and retention of the nurses on their jobs.

Furnbam et al. (1994) examined biological and personality predictors of organizational climate of public and private sector employees in Britain. Both the groups representing two sectors completed questionnaire. They observed that the work locus of control was found related to internally reliable perceived climate dimensions, the work locus of control was found a significant predictor of nearly all climate dimensions among the employees of public sector organization accounting for as much as 30% of the variance whereas salary was found more powerful predictor among the employees of private company. A more positive view of different aspects of the organization was associated with having a higher salary, higher status, feeling of having control of one’s work situation and greater promotional avenues.

Hafstede (1998) examined the attitudes, values and organizational culture of employees of Banish Insurance company. 2590 employees were asked to respond 120 questions used to classify the groups in attitudes, values and perceptions of organizational practices for the purpose of diagnosing organizational culture and demographic. It was observed that the employee’s attitudes were found to be clearly distinct from employee values. The factor analysis showed that questions related to attitudes and those value loaded systematically influenced on different factors. It appears from the results that the perceptions of organizational practices were found unrelated to values and it overlapped with attitudes, since both these factors may be seen as the expression of the organization’s communicate climate. The result failed to establish relationship with the perception of organizational practices with recognisable clusters at individual level.

Thomas et al. (1999) research work was aimed at to describe the meaning of work for nurses employed in two states psychiatric hospitals. They were given a companion article concerning the meaning of state hospital nursing facing
challenges that describes the study methods and the findings regarding the challenges in clinical decision making, personal control and maintaining the professional standards that nurses face in the state nursing hospital. The article given to them provides information regarding the ways that the nurses meet challenges, cope and make meaning to their efforts, those methods include taking pride in being able to cope with the challenges, maintaining watchfullness valuing the ideal when it does occur and personal meaning. The article concludes with suggestions for supporting and enhancing the ways in which the nurses have to cope and make meaning in their daily work in the hospital.

Butterworth et al. (1999) studied the effectiveness of clinical supervision among nurses. The investigator of this research work was interested to find out whether it is stressful to work in a hospital or in community or whether the nurses in more senior positions should be more stressed in comparison to lower level hospital staff. The scores obtained on general health questionnaire, burnout inventory coping skill scale and job satisfaction scale. They found that the occupational stress level were rising among nurses working in community nursing centre. The result also indicated that inspite of experiencing more stress on job by nurses working in community nursing were found more satisfied than those working in the hospital settings. The result also showed that the nurses in senior positions percieved stressors differently according to their grade.

Oresland et al. (1999) examined the perceptions of gender equality among medical doctors and registered nurses of Swedish University Hospital in relation to age. The responses obtained from medical doctors and registered nurses were analyzed and it was found that the women tend to have similar opinions irrespective of occupation and age. The result indicated significant difference between men and women but men believed that the gender equality
exists in the hospital but women showed different belief with regard to the values and the condition at the work place mainly benefit man.

Whitman (1999) intended to probe that to what extent the hospital and home environments affect the growth and development of infants, with special consideration to the effect of care taking processes on infant health. The result was discussed in the light of potential benefits of maternal involvement and tactile interaction.

Chesney Barbara et al. (2000) studied staff nurses working in nursing units at Mid-Western Hospitals, interviewed about their perceptions of fulfillment and the frustration as they experience at their work place. The data obtained on perceived fulfillment and perceived frustration with respect to work status, by comparing peers, managers, and physicians and staff nurses. They observed that the staff nurse's perceptions were found linked to these work statuses of nurses, managers, job characteristics and job descriptions were found the basis of their satisfaction because these jobs have job autonomy and social support and gender dynamics and social networks and leadership styles were discussed.

Westerberg (2000) examined the effect of perceived psycho-social and physical work-environment on job satisfaction and psycho somatic reactions of municipal middle managers. In this paper the gender variable was also explored. The result yielded that the type of activity was found to influence the groups compared. The findings showed that the employees concerned with care and education possessed a tendency of lower values for psycho-social work environment factors and they also showed more psychosomatic reactions in comparison to those group of employees concerned with maintenance and production units. The female managers were found higher in education level, lower in salaries showed more reactions of psychosomatic nature and also showed lower job satisfaction and less satisfied with psycho-social work environment in comparison to their male counterparts.
After reviewing research literature on job satisfaction it was observed that there is need to pursue a study on job satisfaction because it is still an important topic of research in industrial and organizational psychology. It will not be out of place to mention that the job satisfaction has been studied extensively by many investigators by taking into account various factors, but research on this topic can not be put aside because many aspects still remain unexplored and warrants the investigators to probe because of its greater significance in the changing scenario and from the point view of evolving suitable strategies based on findings and give meaningful suggestions in order to mitigate the job related problems. Every piece of research in this area was an attempt towards understanding the intricacies involved in describing the concept, meaning and nature of job satisfaction as done by early investigators and identified its relevance with the overall performance of the employees working in the organization.

Many researchers attempted to find out the influence of organizational climate and work related factors of job satisfaction. The research investigators of this area often believe that studying employee job satisfaction is essentially important because it may lead to a more effective functioning of an individual in particular and the organization as a whole.

The present researchers did not find any study directly related with the topic of the present research but some studies were found partially related. while planning research in this area the investigators realized that the working life of people should not be evaluated merely in terms of the productivity and turnover but also in terms of the satisfaction which they derive from their work. Realizing the significance of job satisfaction in organizational dynamics the present study was an attempt to find-out the influence of self efficacy, hospital climate and certain biographical variables such as age, sex, religion, marital status and experience on level of job satisfaction among doctors and paramedical staff working in J.N. Medical College Hospital.
The sample selected for this research work seems to be unique because most of the job satisfaction studies has been conducted on school/college and university teachers, bank employees, nurses working in different units of hospitals but they did not include samples representing both doctors and paramedical staff. The samples of the present study representing doctors and paramedical staff have been taken from a medical college is also an unique feature of this research work. The study of job satisfaction of doctors and paramedical staff seems to be more important so that hospital management be benefited in knowing that to what extent the factors being investigated are related to the satisfaction level of these working groups because of its greater relevance from the point of view of patient’s caring in the hospital. The satisfied working groups of doctors and paramedical staff should be invaluable asset in providing a great deal of support to patients and in creating more friendly and congenial work environment in the hospital.

Keeping all these factors in mind various null hypotheses have been formulated because it occupies prominent place and considered an integral part of scientific researches because it plays important role in drawing meaningful conclusions with regard to the populations of which the sample is a part. The following null hypotheses to be verified to test the results of the proposed research work.

1.4 **Hypotheses:**

- **Ho:** Self efficacy should not be a determiner of job satisfaction.
- **Ho2:** High and low level of self efficacy will have equal effect on job satisfaction of doctors.
- **Ho3:** High and low self efficacy will have equal effect on job satisfaction of paramedical staff.
\( \text{Ho}_4 \) High and low hospital climate will not be a determiner of job satisfaction.

\( \text{Ho}_5 \) High and low Hospital climate will have equal effect on job satisfaction of doctors

\( \text{Ho}_6 \) High and low Hospital climate will have equal effect on job satisfaction of Paramedical staff

\( \text{Ho}_7 \) There will be no significant difference between doctors and paramedical staff in terms of their job satisfaction

\( \text{Ho}_8 \) The doctors and paramedical staff scoring high on hospital climate will not differ in terms of job satisfaction

\( \text{Ho}_9 \) The doctors and paramedical staff scoring low on hospital climate will not differ in terms of job satisfaction.

\( \text{Ho}_{10} \) High self efficacy group of doctors will not differ from high self efficacy group of paramedical staff in terms of job satisfaction.

\( \text{Ho}_{11} \) High self efficacy group of doctors will not differ from low self efficacy group of paramedical staff in terms of job satisfaction

\( \text{Ho}_{12} \) High and low age of doctor and paramedical staff will not differ significantly in terms of job satisfaction.

\( \text{Ho}_{13} \) There will not be significant difference between male and female in terms of job satisfaction.

\( \text{Ho}_{14} \) Male and female doctors will not differ in terms of level of job satisfaction.
$H_0_{15}$ There will not be significant difference between male and female paramedical staff in terms of job satisfaction.

$H_0_{16}$ There will not be significant difference between the job satisfaction of high and low experience group of doctors and paramedical staff.

$H_0_{17}$ Marital status will have equal effect on job satisfaction.

$H_0_{18}$ Marital status will not influence the level of job satisfaction of doctors.

$H_0_{19}$ Marital status will not influence the level of job satisfaction of paramedical staff.

$H_0_{20}$ There will not be significant difference between married and unmarried male doctors.

$H_0_{21}$ There will not be significant difference between the job satisfaction of unmarried male and unmarried female doctors.

$H_0_{22}$ There will not be significant difference between the job satisfaction of unmarried male and unmarried female paramedical staff.

$H_0_{23}$ There will not be significant difference between job satisfaction of married male and married female doctors.

$H_0_{24}$ Married and unmarried female doctors will not differ in terms of job satisfaction.

$H_0_{25}$ Married male paramedical staff will not differ significantly from unmarried male paramedical staff.

$H_0_{26}$ There will not be significant difference between job satisfaction of married and unmarried female paramedical staff.
1. Ho27 There will not be significant difference between Hindu and Muslim groups in terms of job satisfaction.

2. Ho28 There will not be significant difference between the job satisfaction of Hindu and Muslim doctors.

3. Ho29 There will not be significant difference between the job satisfaction of Hindu and Muslim paramedical staff.

4. Ho30 Muslim male and female doctors will not differ significantly in terms of job satisfaction.

5. Ho31 Hindu male and female doctors will not differ significantly in terms of job satisfaction.

6. Ho32 There will not be significant difference between the job satisfaction of Muslim male Paramedical staff and Muslim female Paramedical staff.

7. Ho33 There will not be significant difference between the job satisfaction of Hindu male Paramedical staff and Hindu female paramedical staff.

8. Ho34 There will not be significant difference between the job satisfaction of Hindu female doctors and Muslim female doctors.

9. Ho35 There will not be significant difference between the job satisfaction of Hindu Male doctors and Muslim male doctors.

10. Ho36 There will not be significant difference between the job satisfaction of Hindu female paramedical staff and Muslim female paramedical staff.

11. Ho37 There will not be significant difference between the job satisfaction of Hindu Male Paramedical staff and Muslim male Paramedical staff.
Ho$_{38}$ There will not be significant difference between the job satisfaction of high self efficacy and high experience group and low self-efficacy and low experience group of doctors.

Ho$_{39}$ There will not be significant difference between the job satisfaction of high self efficacy and high experience group and low self-efficacy and low experience group of Paramedical staff.