CHAPTER II

REVIEW OF LITERATURE

Proper understanding of the problem and the procedure of research is the pre-requisite for any successful investigation. Such an understanding is possible only when the investigator gets him/her familiarized with the related literature. Hence, before investigation, it is the most essential one for the researcher to make a survey of the studies made earlier, which are pertinent to the topic on hand. The time spent in the study of related literature is said to be a ‘wise investment’.

Literature review in a research study accomplishes several purposes. It shares with the researcher the results of other studies that are closely related to the study being reported. It informs the investigator about the ongoing developments in the literature about a topic, filling helps in gaps and extending prior studies. It provides a framework for establishing the importance of the study as well as a benchmark for comparing the results of study with other findings. In the light of earlier researches, the problem can be viewed in different perspectives and hence the investigator is able to choose the right path to proceed with the envisaged objectives.
In order to explore the job satisfaction level of women employees working in leather industries. The reviews of literature are classified into groups namely Demographic Factors, Family Environment, Stress Coping, Work – Family Conflict, Work Locus of Control, Life Satisfaction, Physical Symptoms and Job Satisfaction. They are presented as follows:

**DEMOGRAPHIC FACTORS**

Carrell and Elbert (1974) conducted a study on postal clerks. The findings indicate that there was a positive relationship between age and job satisfaction. Similarly Neeraja Dwivedi and Pestonjee (1975) also reported that age was an important factor which played a significant role in the determination of job satisfaction.

There is no significant difference between job satisfaction of workers with the length of the service Sinha, 1965. Similarly no relationship was found between (i) experience and job satisfaction and (ii) age and job satisfaction Rao, 1970.

The background variables studied by Sen (1981) in relation to role stress were age, sex, education, income, family type, marital status, residence, distance from residence to place of work, distance from place of domicile to place of work, entry and previous job experience. Some of the conclusions were drawn by Sen were that role stagnation decreases as people advance in age. Age is negatively related to role stress. Women experience more role stress than men.
Donald H. Brush, Michael K. Moch and Abdullah Pooyan (1987) purposed a study to cumulate results across a large number of independent samples to study the population relationships between demographic individual difference variables and job satisfaction. The researchers obtained the data for the study from the Michigan Organizational Assessment Package Databank collected by the Institute for Social Research, University of Michigan. The researchers identified Twenty-one organizations, each representing a unique organization viz. manufacturing corporations, service-oriented organizations, and governmental organizations. The data were collected from 10,192 samples. The demographic variables in the study included age, race, gender, education, job tenure and organizational tenure. Across the 21 organizations, the sample averaged 36.8 years of age 78 % were white and 30.5 percent were female.

The study results revealed that there exists a significant difference between age-job satisfaction relationship and organizational tenure vs. job satisfaction. The study also suggests that organization type has an influence between job satisfaction and some individual demographic differences. These included job satisfaction with age in manufacturing and government organizations, gender in manufacturing and service organizations, and organizational tenure in manufacturing and government organizations.
Reddy and Ramamurthi (1991) studied the effect of age, personality, and general intellectual ability on stress in 200 male executives in four age groups (21-30, 31-40, 41-50 and 51-60 years). Results indicated that there were age differences in the sources of stress. The influence of personality and general ability on the stress experience was limited but significant.

Mettle Meshal Khan (1997) analysed the relationship between age and job satisfaction among female bank employees working in the Kuwait private sector banks. The findings of the study showed that age had significant effect on the job satisfaction of female bank employees in Kuwait.

Loreta Gustainiene and Aukse Endriulaitiene (2009) examined gender and age correlates of job satisfaction and tested the relationship between job satisfaction and subjective mental and physical health in a sample of sales managers. Survey of 200 employees holding the managers' positions (105 men and 95 women) in sales' organizations across the biggest Lithuania's cities was conducted. Job satisfaction was assessed by 20-item Minnesota Satisfaction Questionnaire developed by Weiss, Davis, England and Lofquist in 1967. Subjective health was assessed by questions measuring subjective physical health, and the 12-item General Health Questionnaire developed by Goldberg (1970). Correlation analysis was used to test the relationship between job satisfaction and subjective health.
The study results demonstrate that men sales managers, as compared to women, had higher scores on overall extrinsic job satisfaction. Younger men managers were less satisfied with their job in general and social service and achievement in particular (intrinsic satisfaction). Sales managers with higher education were more satisfied with responsibility and creativity levels in organization, as compared to managers having other than higher education. No distinct gender-related differences were seen regarding managers’ subjective health. The research supports general findings in literature, relating lower job satisfaction scores with worse health. Worse subjective mental health was related to dissatisfaction with independence, variety, social status, ability utilization, and working conditions. Worse subjective mental health among women managers was related to dissatisfaction with independence, activity, variety, social status, moral values, and compensation, and satisfaction with authority level. Women sales managers, unlike men managers, with better subjective physical health were more satisfied with variety, moral values, social service, and responsibility.

**Ofvani, Felicia Ngozi** (2010) examined the job satisfaction of women in paid employment to establish the effects of marital status, experience, academic qualification and relationship with superior officers of the women on their perception of job satisfaction.
The data were collected from 200 women in 8 professions such as teaching, pharmacy, law, nursing, lecturing medicine, secretarial and civil service administration. 25 women were selected in each profession. These professions were selected using the stratified random sampling. It was found that marital status, experience, academic qualification and relationship with superior officers had no significant effect on the job satisfaction of women.

Santoshi Sengupta (2011) investigated what and how job-related and demographic variables are associated with employee satisfaction of the BPO employees. Employee satisfaction is the dependent and independent variables are challenges in the job, supervision, working conditions, salary, accountability, authority, recognition, career progression, interpersonal relationships, age, gender, education, marital status and tenure. A sample consisted of 500 and simple random sampling technique was used to gather data from the respondents. It found that there is difference of perception towards the job related variables on the basis of gender, marital status, education, age and tenure. Correlations revealed that interpersonal relationships, career progression, salary, company policies, working conditions and authority have significant positive relationship with employee satisfaction.
FAMILY ENVIRONMENT

Kapur (1969) studied the problem of role conflict among women. The sample included 56 nurses, 24 social workers and 46 research workers. A specially designed questionnaire which included seven self-contained sub-questionnaires was administered to the respondents to assess values, work motivation, availability of household gadgets, household help, job satisfaction, bio-social characteristics such as age, job tenure, family income and role performance difficulty.

Gupta and Murthy (1984) carried out to analyse role conflict and coping strategies among working and non-working. A group of 180 women were selected, from 16 localities of Bangalore. The results indicated that role conflict was a reality for both working and non-working women, but it was higher among women with less satisfied than their counterparts.

Asha C.B. (1994) analysed whether the social psychological characteristics of family had any effect on the job satisfaction of women employees. The findings revealed that job satisfaction among women employees was related to their perception of family environment.
Higgins, et al. (2000) have empirically examined whether part-time work helps women to balance work and family for two classes of part-time workers, those in career-oriented jobs (managers and Professionals) and those in earner positions (technical, clerical, administrative, retail, and production).

STRESS COPING

Kaur and Murthy (1986) conducted a study with the intention of examining the nature of role stress and coping strategies. The sample consisted of 91 males and 7 females working in a major public sector industrial organization, Hindustan Aeronautical Limited (HAL). There is no significant relationship between demographic variables and role stress, coping strategies and locus of control.

Edward R. Kemery et al. (1987) examined Causal relationships involving role stressors, physical symptomatology, and turnover intentions within three alternative specifications. These specifications stemmed from Beehr and Newman’s (1978) and Schuler’s (1982) models of role stress and Locke’s (1976) theory of job satisfaction. The results, derived from LISREL VI analyses, indicate that a revised Schuler model is the most plausible specification. Schuler’s model, in particular, has several implications for understanding behaviour. It suggests that role stressors and factors affecting them (e.g. communication-Schuler, 1979) have direct and indirect influences on job satisfaction and physical health. While the results of the present research have
implicated just two stressors (i.e. role conflict and role ambiguity), one might suspect other stressors would have similar effects. The Schuler model also implies that a mutual, interactive relationship may exist between job satisfaction and physical symptomatology. If jobholders are dissatisfied, they are also likely to experience physical ill-health; if jobholders are ill, they are likely to be less satisfied with their jobs. This interaction appears to increase the likelihood of withdrawal cognitions. These findings could be inferred to mean that factors influencing job satisfaction or physical health are also likely to induce eventual behaviour to terminate employment. The rise in employee compensation suits that cite stress as the source of emotional or physical disabilities lends support to this inference (Ivancevich, Matteson and Richards, 1985).

**Jasmine (1987)** conducted a study to compare the level of job related stress among public and private sector blue collar employees. A job stress scale was administered to a sample of 120 blue collar workers from public and 120 from private sector organizations. The analysis of the data revealed that role incumbents of public sector organizations experienced significantly more stress than private sector organizations. Second, job stress was reported to be significantly and negatively associated with income. No significant relationship was found between stress and age.
Lynn Holdsworth and Susan Carfuright (2002) carried out a research on empowerment, stress and satisfaction: an exploratory study of a call centre. The focus of the study was to analyse the relationship between stress, satisfaction and the four dimensions of psychological empowerment such as meaning, impact, self determination and competence within a call centre. The study was conducted in a call centre which provides customer service and deployment of service engineers for the UK alarm. The results of the study shows that the respondents were stress, less satisfied and reported poor mental and physical health than the working population. And also they expressed that they are less empowered than those who work in the traditional office setup. The findings also reveal that the empowerment dimensions directly influence the health factors.

Caleb T. Hayes and Bart. L.Weathington (2007) have suggested that dispositional optimism is related to both stress and stress outcomes (E.C.Chang K.L.Rand, & D.R.Strunk. 2000). However, the nature of this relationship has not fully been explained. The authors contributed to a better understanding of this relationship by evaluating dispositional optimism, stress, overall life satisfaction, and job burnout in a sample of restaurant managers. Results indicated that stress and job burnout were significantly related; however, their relationship was not moderated by dispositional optimism, as would be suggested by the results of past research.
The diminished personal accomplishment dimension of job burnout mediated the relationship between optimism and life satisfaction. Also, stress significantly impacted perceptions of diminished personal accomplishment and life satisfaction.

Madhuri Modekurti and Rachana Chattopadhyay (2008), have studied that it is widely believed that service-oriented jobs, which involve a direct interaction with customers, are prone to create relatively greater stress levels for employees. These stress levels are more overwhelming in the case of women employees due to the greater need among them to strike a balance between their personal and professional lives. Recent years have seen a shift in the role played by women, wherein they are no longer handling the expectations of the family and society alone. In addition to the traditional family and societal expectations, they are also required to meet their more demanding professional tasks. Hence, caught in the midst of such an array of expectations, they experience severe stress, which is taking a toll on their life satisfaction levels.

Given this background, this study captures the relationship between organizational role stress and life satisfaction levels among nurses who are involved in intense organizational work climates such as hospitals. In order to corroborate these findings and to draw an appropriate comparison, the study also measures the stress and life satisfaction levels of women under relatively less intense organizational work climates. In line with the existing literature, the results reveal that intense work climates contribute to higher stress and lower life satisfaction levels.
George and Dimitrios (2009) carried out a research to find out the effect of stress and satisfaction on productivity. The study was conducted among 425 employees in the private and public sectors on random basis. Factor analysis was done to find out the factors responsible for the correlation among a large number of variables and then influence on productivity. It is found that increased stress leads to reduced productivity and increased satisfaction leads to increased productivity. The result denotes that productivity is seriously affected by the qualitative factors of stress and satisfaction. It also implies the effect of financial and social elements such as the importance of experience, and previous employment on productivity. The knowledge of the employee is found to have high impact on productivity.

Bahman Kord Tamini (2012) estimated the relationship between stress coping strategies and life satisfaction of students. The sample size of this study consists of 205 students selected at randomly from science faculty (54 male and 49 female) and arts faculty (49 male and 53 female) of Sistar and Baluchestan University. It was found that there was not any significant difference between science and faculties of life satisfaction. Life satisfaction scores of female students were higher than male students and they were more satisfied with their life than female students. The stepwise regression illustrated that avoidance coping was related to students’ life satisfaction.
WORK FAMILY CONFLICT

Gutek, et al. (1991) studied the work-family conflict of professional women and men to explore sex differences in work-family experiences and reports of work-family conflict. Two measures of work-family conflict were used to assess family interference with work (FIW) and work interference with families (WIF) was used. A systematically selected sample of 209 senior managers who were members of American Psychological Association (APA) were included in the study. The study were tested with tests and regression analysis, sublimated with analysis of co-variance and correlation matrices. The bivariate relationships among the time and, conflict variables were calculated separately for men and women.

Thomas and Ganster (1995) examined the direct and indirect effects of organisation policies and practices that are supportive of family responsibilities on work-family conflict. Survey data were gathered from 398 health professionals who had children aged 16 years or younger at home (99% of the respondents were women and 89% were married). The study is related to work-family conflict and depression. The result of this study indicated that family-supportive work policies and practices might produce significant benefits in terms of employee attitudes and well being.
Luis L. Martins et al. (2002) examined the moderating effects of individual differences and sources of support on the negative relationship between work-family conflict and career satisfaction. Data from 975 managers indicated that the relationship was significant for women irrespective of age but was significant for men only in later career. Moreover, the relationship was stronger for individuals who were in the minority gender in their work groups, but it was weaker for those who had strong community ties.

Noraint M. Noor (2002) tested for the 3 possible pathways (i.e., direct, moderator, and mediator effects) in which locus of control can influence the relationship between work-family conflict and well-being. The author predicted that work-family conflict would be negatively correlated with well-being. In a sample of 310 Malaysian employed women with families, work-family conflict was a significant predictor of both job satisfaction and distress negatively related to job satisfaction and positively related to symptoms of distress. More important, the results provided support for the effects of all 3 pathways of control on the relationship between work-family conflict and well-being, depending on the outcome measure: For job satisfaction, locus of control had direct effects, acted as a partial mediator, and played a significant moderating role. In contrast, only the direct effect of locus of control predicted distress.
**Susanna Lo et al.** (2003) investigated the status of Hong Kong professional women and the difficulties and conflicts they encounter in combining home and work roles. It examines their feelings towards their personal and professional lives. Data were obtained by means of in-depth-interviews with female married professionals with children in Hong Kong (N=50). General job/family satisfaction questions were asked to ascertain their satisfaction levels with job and family. A large majority of the respondents, somewhat surprisingly, indicated they were 'satisfied' with both job and family life, despite the fact that combining the two made for an 'intense' lifestyle, suggesting that they accepted their traditional social roles. This article argues that Hong Kong managers should become more aware of both the psychological stresses on their female employees and the nature of the balancing act-between life and work that they have to perform, so as to gain competitive advantage by attracting and retaining qualified women in the workforce.

The results have revealed that work-family stressors are high. Senior-level women in the sample, however, have an income that allows them some measure of control over their lives. They can afford to hire a full-time domestic helper, or perhaps tutors to aid with children's homework. Not one of these respondents had taken stress-related leave, and only two had left work to raise children. Thus, they cope with life and job well enough to indicate that they are 'satisfied' with both.
This 'satisfaction' appears to relate strongly to cultural expectations about what it means to be a Chinese woman and perhaps to the realisation that Asian work cultures are not likely change drastically in the near future (Wright et al., 2000). In the Chinese socio-cultural environment, married professional women derive satisfaction and fulfilment from their career as well as their home at the cost of having an exhausting life. They survive through the incongruencies of Confucian values and their contemporary role of being an economic provider.

Susanna Lo, et al. (2003a) examined the kinds of work-family conflict experienced by female married professionals with children in Hong Kong and the coping strategies they adopted. Data were obtained through 50 in-depth interviews. The results revealed the general ineffectiveness of coping strategies being used by married women professionals. The percentage of women who attempted to use positive coping strategies designed around job changes was low, possibly due to their reluctance in negotiating for family-friendly organizational policies. It appears that companies in Hong Kong extend little support to working mothers in managing the work-family interface.

Michael P. O Driscoll et al. (2004) made a survey of employed workers conducting at two time periods to assess relationships between work-family conflict, well-being, and job and family satisfaction, along with the role of social support from work
colleagues and family members. Levels of work-to-family interference (WFI) were found to be uniformly higher than family-to-work interference (FWI). However, at each time period FWI showed more consistent negative relationships with well-being and satisfaction, indicating that family-to-work interference may have a greater bearing on employees’ affective reactions. There were few cross-time relationships between work-family conflict, and these reactions, which suggest that the association of work-family conflict with well-being and satisfaction, may be time-dependent. Although there was some evidence that social support from work colleagues moderated the relationship of WFI with psychological strain and family satisfaction, family support did not display a consistent moderator influence. Instead, both forms of support tended to exhibit direct (rather than moderator) relationship with the outcome variables.

**Luo Lu, et al.** (2006) made twofold research to explore relations between work family demands, work-family conflict (WFC), family-work conflict (FWC) and wellbeing outcomes, and to contrast employees from an individualistic (UK) and a collectivistic (Taiwan) society. Design methodology approach - Heterogeneous samples of full-time employees in Taiwan and UK were surveyed using structured questionnaires. For both the Taiwanese and British work demands were positively related to WFC, whereas family demands were positively related to FWC.
Both WFC and FWC were negatively related to wellbeing for employees in the two countries. More importantly, it was found that, for British, there was a stronger positive relation between workload and WFC, as well as a stronger positive relation between sharing household chores and FWC than for Taiwanese.

**Timothy A. Judge, et al.** (2006) investigated the effect of work-family conflict on the emotions of guilt and hostility, and the implications of work-family conflict and these emotions for job satisfaction and marital satisfaction, were collected from a sample of 75 individuals over a period of 2 weeks (producing 625 data points). Results revealed that within individuals, family-to-work conflict experienced at work, and work-to-family conflict experienced at home, were positively associated with guilt and hostility at work and at home, respectively. In addition, state hostility mediated the negative effect of work-to-family conflict at home on daily marital satisfaction. Finally, cross-level interaction effects were observed such that work-family conflict more strongly affected the emotions of those scoring high on trait guilt and trait hostility.

**Satyanarayana Parayitam and Narender Kumar Kalra** (2008) examined that the interest on work-family conflicts is escalating organizational behavior (OB) research. Extent literature suggests that work-family conflicts play a significant role in an individual’s work and life.
The present paper offers a conceptual model which suggests that relationships between work and family can have strong impact on job satisfaction and life satisfaction and organizational support programs have a vital role in this process.

Azize Ergeneli et al. (2010) examined the effects of gender and interpretive habits on the relationship between work-family conflict (WFC) and job satisfaction. The results of the analysis of the data collected from 286 academic personnel suggest that interpretive habits moderate the relationship between WFC and job satisfaction such that the negative effect of WFC and job satisfaction is stronger for employees focusing highly on deficiency, with high necessitating, and low skill recognition, referred to as stress-predisposing interpretive habits.

Furthermore, gender was found to have an influence on the role of interpretive habits in the WFC-job satisfaction relationship. Specifically, WFC had a negative association with job satisfaction for stress-predisposed male employees while no relationship was found between WFC and job satisfaction for men with a low focus on deficiency, low necessitating and high skill recognition namely, stress-resilient interpretive habits. Moreover, although WFC had a negative association with job satisfaction for female employees, this relationship was even stronger for stress-resilient females.
Nilgiin Anafarta, Ph.D. (2010) investigated the relationship between work-family conflict, family-work conflict and M satisfaction using structural equation modeling. The data are obtained from 226 health service staff (doctors and nurses) in Turkey. Considering the findings, it is concluded that health employees experience work-family conflict more than they experience family-work conflict. Results obtained indicate that there is a reciprocal relationship between work-family conflict and family-work conflict and that work-family conflict has an influence on job satisfaction whereas family-work conflict does not affect job satisfaction.

Yu Ru Hsu (2011) examined the moderating effects of perceived supervisor support (work environment variable) and internal locus of control (personality variable) on the relationship of work-family conflict with job satisfaction. Data were collected from correctional officers in Taiwan. Results show that work-family conflict has a negative effect on job satisfaction. Perceived supervisor support and internal locus of control not only have direct effects on job satisfaction, but also significant moderate relationship between work-family conflict and job satisfaction.

Antonia Calvo-Salguedo, et al. (2011) examined the mediating role of intrinsic and extrinsic job satisfaction in the relationship between the 2 dimensions of work-family conflict—family interfering with work (FIW) and work interfering with family (WIF)—and general job satisfaction.
Step-by-step hierarchical regression analyses were carried out on a sample of 151 men and women from a Spanish public organization. The results confirmed the mediating role of intrinsic job satisfaction in the case of FIW. This highlights the importance of taking into account the level of satisfaction with the intrinsic facets of one's job as a measure for understanding why FIW has a negative impact on general job satisfaction.

Aminah Ahmad and Zoharah Omar (2012) present a model which examines the mechanism through which informal support, provided by organizations to help employees manage work and family roles, affects employees' job performance using the conservation of resources theory, social exchange theory and related studies. The model has proposed that this informal support has a direct effect on job performance. Besides this, the informal support has an indirect effect on job performance through work-family conflict and job satisfaction.

The model implies that there is a need to realize the importance of informal work-family supportive practices, besides formal benefits, and the positive outcomes arising from such supportive practices. They proposed a model that work-family informal support has a direct effect on job performance. Additionally, this informal support has an indirect effect on job performance through work-family conflict and job satisfaction. The model implies that there is a need to realize the importance of informal work-family supportive practices, besides formal benefits, and the positive outcomes arising from such supportive practices.
WORK LOCUS OF CONTROL

Markku Riipinen (1996) undertook a study to find out the association of work involvement to occupational needs, needs satisfaction and locus of control. The respondents of this study were Finnish secretaries and Finnish elementary school teachers. Questionnaires were distributed and 468 questionnaires were received by the respondents. It was understood that work involvement was independent from need satisfaction of the respondents.

27 authors (2001) determined the national levels of individualism and internal locus of control related to well being. The research was simultaneously performed in different nations territories. Researchers collected the data from the managers of equal cadre. Primary data were collected from 24 managers. The findings of the research infer that well-being (job satisfaction, absence of psychological strain, absence of physical strain) was associated with internal locus of control.

Chieh-Peng Lin (2005) conducted a study to determine the role of locus of control as a moderator on the process of turnover intentions. The respondents for this were a large cross sectional sample of personnel in a typical Taiwanese high-tech organization. Out of the total respondents 119 were externals, 106 were internals. 250 questionnaires were distributed, and 225 fully completed questionnaires were returned to the researcher.
The results supported that the job satisfaction is significantly related to turnover intentions, organizational commitment and work locus of control.

**Marcus Selant** (2005) attempted to highlight the role of locus of control on decision making. Respondents of the study were middle level, higher level executives of Swedish-based multinational construction company. The respondents were selected randomly by the investigators. Collected data were sorted and analysed with the help of Kruskal-Wallis one way ANOVA test. The findings of the study indicate that respondents with low external locus of control used group consultative decision making more frequently than those with high locus of control.

**Hossam M. Abu** (2008) examined the association between work locus of control and job performance. A self-administered questionnaire was given to 600 randomly selected respondents, who work with different service and industrial product organization in Dubai. At last 350 respondents returned the questionnaire to the investigator. The regression analysis result shows that locus of control was positively related to job performance.

**Jui-Chen,** (2008) analysed the relationship between locus of control and the work-related behavioural measures of job satisfaction and job performance. The respondents of this study were accounting professionals, and they were certified by the authorized body of Taiwan.
Survey instrument was distributed to 310 respondents and 209 completed questionnaires were returned. Job satisfaction scale had six items and was also scored using a five-point likert scale with higher scores representing a greater level of job satisfaction. It was found from the result of the study that higher interval locus of control is more likely to have higher levels of job satisfaction.

Justice Tillman, C, et al. (2010) made an attempt to know the relationship between job satisfaction and locus of control of the employees. Respondents of the study had qualified accounts who have passed the uniform certified public accountants examination. The participants were located in southern eastern part of the United States. The total sample of the study was 136. The results of this study reveals that work locus of control and job satisfaction are strongly correlated.

Tuija Muhonen (2011) checked the role of work locus of control (WLC) for women managers’ health analysed from a longitudinal perspective. Views of the respondents were gained by conducting interviews and by a well designed questionnaire. Public sector and private sector woman managers were respondents. Out of 45 participants, 38 orginally gave their views. The respondents lived in 31 different places all around Sweden. The outcome of the work described that there was no significant change in WLC between the two investigations. The healthy women were characterized by stability in their WLC beliefs rather than externality or internality.
LIFE SATISFACTION

Uma (1981) studied psychological symptoms of stressful life events in the case of 95 middle-aged women. In her study, she included three sets of variables: (a) physical variables such as health status and menopausal status, (b) social variables such as family shape and soda, activities and (c) psychological variables such as life stress and life satisfaction. The symptoms did not differ significantly in the number of stressful life events.

Donna Massey Kantak, et al. (1992) have analysed that the relationship between job satisfaction and life satisfaction has been the focus of a great deal of research in the social sciences for over thirty years, yet very few studies on this topic exist in the business disciplines and nonexist in the study of the sales force. Using a large national sales force, this study compares job satisfaction and life satisfaction across three organizational levels. Findings indicate a strong correlation between job satisfaction and life satisfaction regardless of job level. Significant decreases in certain satisfaction areas were found between territory mangers and district managers.

Virginia G. Lewis and L.DiAnne Borders (1995) conducted a study with 10 factors and their relation to the life satisfaction of single middle-aged professional women. The proposed regression model, which included job satisfaction, gender identity, locus of control, social support, health, financial resources, leisure-time
activities, sexual satisfaction, and regrets regarding life circumstances, was explored through a questionnaire. Questionnaires were administered to single professional women in higher education institutions. Responses were received from 152 women. Performance on life satisfaction was significantly explained by recourse to the variables of job satisfaction, internal locus of control, regrets regarding life circumstances, sexual satisfaction, and leisure-time activities.

Roderick D. Iverson and Catherine Maguire (2000) investigated that the relationship between job and life satisfaction in geographically remote settings. The study addressed by testing a causal model that incorporates job-related, personal, environmental, and community-related variables. The LISREL results, based on a sample of 286 male employees from an open-cut coal mine in remote central Queensland, Australia, indicate that the community variables of family isolation and kinship support have the largest total (direct and indirect) effects on life satisfaction. Job satisfaction is found to be the next most important factor, and mediates the impact of routinization, industrial relations (IR) climate, promotional opportunity, work overload, family isolation, kinship support, positive affectivity, community participation, and negative affectivity on life satisfaction. In addition, job satisfaction is observed to have a stronger effect on life satisfaction than vice versa.
They identified that community characteristics of family isolation and kinship support should be afforded greater attention by both researchers and practitioners. In addition, we observed that the social well-being of employees is directly linked with work activities. A strong positive relationship between life and job satisfaction was found. Job satisfaction was also observed to mediate the effects of routinization, IR climate, promotional opportunity, work overload, family isolation, kinship support, positive affectivity, community participation, and negative affectivity on life satisfaction.

Daniel Heller, Timothy A. Judge and David Watson (2002) studied the relationship between job experiences spill over onto life and vice-versa. This study directly tests a different explanation for this relationship: personality traits that influence both job and life satisfaction. In a longitudinal test with multi source data, three typologies, which were shown by past research to be linked to both job and life satisfaction, were examined: Big Five, positive and negative affectivity, and core self-evaluations. One hundred and fifty-three university employees working in a diverse set of occupations were surveyed twice, with a six month time interval; the first survey also included a second questionnaire to be completed by a 'significant other.' Analyses of concurrent and prospective zero-order and partial correlations, as well as structural equation modeling, supported the hypothesized
confounding role of all three typologies, especially core self-
evaluations. Though controlling for personality reduced the magni-
tude of the job-life satisfaction relationship, it did not entirely
eliminate it. Overall, the results suggest the presence of both
dispositional and environmental factors in job and life satisfaction.
Finally, implications for organizational practice and theory
development are discussed.

Marcel, Lavanchy, et al. (2003) have identified quantified
factors that contribute to rural physicians’ satisfaction with their
jobs and life as a whole. Cross-sectional, mailed survey designed
was used and their study populations were family physicians
practicing in rural eligible for British Columbia’s Northern and
Isolation Allowance. The main measure demographics, Domain
satisfaction, Burnout Inventory, Beck Depression Inventory, and
Life Satisfaction. The study results of step wise multiple
regressions reveal the greatest predicators of rural physicians’
overall life satisfaction are satisfaction with jobs, personal
relationships, health, finances, and absence of depression. These
predictors account for 70% of the variation in rural physicians’
overall life satisfaction. The greatest predictors of rural physician
satisfaction with jobs and satisfaction with current place of
residence practice, on-call shifts, personal accomplishments, and
absence of emotional exhaustion. The predictors account for 44%
of the variation in rural physician job satisfaction.
Satisfaction with their jobs, personal relations, health and finances, and absence of depression are all determinants of rural physician satisfaction with their lives. The predictors of physician job satisfaction are satisfaction with current place of residence practice, on-call shifts and personal accomplishment and a lack of emotional exhaustion.

**Timothy. A. Tudge, et al. (2005)** in their study tested a model explaining how the core self-evaluations (i.e., positive self-regard) concept is linked to job and life satisfaction. The self-concordance model, which focuses on motives underlying goal pursuit, was used as an explanatory framework. Data were collected from 2 samples: (a) 183 university students (longitudinal measures of goal attainment and life satisfaction were used) and (b) 251 employees (longitudinal measures of goal attainment and job satisfaction were utilized). In both studies, the core self-evaluations concept was positively related to goal self-concordance, meaning that individuals with positive self-regard were more likely to pursue goals for intrinsic and identified (value-congruent) reasons. Furthermore, in both studies, goal self-concordance was related to satisfaction (job satisfaction in study 1 and life satisfaction in study 2).
Sabrina O. Viana, et al. (2007) analysed the contribution of socio-demographic, clinical, functional and psychosocial variables toward life satisfaction among workers with work-related musculoskeletal disorders (WMSD). A cross-sectional study was carried out with 155 workers suffering from WMSD in one or both upper extremities, with time since the onset of the health condition longer than six months. Most of the workers were women (85%) between 30 and 49 years of age (77%) and predominantly manual laborers with elementary education level. Single workers and those reporting higher levels of emotion-focused and lower levels of problem-focused coping reported lower life satisfaction. The strategies with which an individual copes with the disease had an influence on the level of life satisfaction regardless of the functional condition. In the study the strongest predictors of life satisfaction were the psychosocial variables, represented by coping strategies regarding the disease. Interventions directed at workers with WMSD that seek to promote well-being should favour coping in the most adaptive manner, going beyond the clinical realm of the disease.

Kristin M. Perrone, et al. (2007) have examined the relationship between parental attachment and satisfaction with work and family roles, as well as the relationship of these variables to life satisfaction.
Results from a multiple regression analysis indicated that satisfaction with work and marriage, but not parenting satisfaction or parental attachment, was significantly related to life satisfaction. Responses to open-ended questions indicated that parental attachment relationships affected participants' career, marriage, parenting, and life satisfaction in varied and complex ways.

Carala Grun, et al. (2010) have analysed the impact of transitions from unemployment to full-time employment on life satisfaction, with special focus on the influence of job quality. They apply various indicators of job quality (self-reported job satisfaction, wages, type of contract, and indicators of the fit between the worker and job requirements), control for the influence of income changes and other factors affecting life satisfaction, using a conditional logic estimator. Results suggest that job quality only matters to some extent, and often people in bad jobs are still better off than those who remain unemployed. This effect is statistically significant for most indicators of job quality, except for workers with low job satisfaction and for those whose new job is much worse than their pre-unemployment job.

Overall, they conclude that subjective measures of job quality are more influential on life satisfaction than objective ones for full-time employees, their results obtained from the analysis of objective job quality measures suggest that the manifest function
of work is fulfilled and hence, life satisfaction is likely to increase. Nevertheless, there are several subjective measures of job quality that can counter the positive effect of re-employment—like low job satisfaction or a perceived worsening in several job dimensions when compared to the previous job. This point to the fact that even if the manifest function of work was assured, its effect on life satisfaction can be cancelled out if the latent function was not fulfilled.

Andress Hirsche (2011), has investigated whether vocational identity achievement mediates the relaribn between basic personality dispositions (i.e. core self-evaluations) and career and well-being outcomes in terms of job and life satisfaction. Two studies with Swiss adolescents were conducted. Study 1 investigated students in eighth grade, prior to making the transition to vocational education and training (VET); it showed that vocational identity related positively to life satisfaction but that this relationship disappeared once core self-evaluations were controlled. Study 2 investigated students in their second year of VET; it showed that job satisfaction was unrelated to identity and self-evaluations. However, identity fully mediated the relation between self-evaluations and life satisfaction.
PHYSICAL SYMPTOMS

Robert Karasek, et al. (1987) studied four broad classes of dependent variables (psychological strain, physical illness symptoms, health-related behaviour and social participation), associated with eleven categories of stressors and stress moderators from work and family life, using multiple logistic regression analysis for a random sample of 8700 full-time male and female members of T.C.O., a major Swedish white-collar labour federation (covering 25 per cent of the Swedish labour force). The goal was to find broad patterns of associations by comparing relative magnitudes of effects for (a) stressors and stress moderators; (b) work and family activities, and (c) males and females. Their primary conclusion is that job factors are the next strongest set of predictors of health and behaviour after age. Job factors are stronger than family factors for both men and women; proportionally increasing the explained variance by over 60 per cent versus roughly 20 per cent for family factors (over the 25 per cent of explanation due to demographic factors).

The overall pattern of stressor outcome associations is quite similar for men and women, although both job outcome and family burden outcome associations are stronger for women than for men. They failed to find a clear linkage between particular stressors and particular physical illnesses.
Among the job factors, control and work load have the strongest associations; with the former predicting behaviour patterns and job satisfaction (along with social support), and the latter predicting mental strain symptoms. Family problems are associated with increased health risks stronger for men) and family responsibilities and constraints affect health behaviour (stronger for women). Job satisfaction is the most successfully predicted outcome in the study, and is similarly affected for men and women.

Asjaug Mikkelsen et al. (2000) have studied the viability of a model characterizing the interrelationship among job demands, organizational learning climate, and coping style as independent variables and job stress as an intermediate variable and subjective health complaints, job satisfaction and commitment as dependent variables is tested. It is hypothesized that the overall pattern of interrelationships among the variables in this model would be the same in two quite distinct public sector organizational settings. The results observed indicate that a positive learning climate reduces job stress and also has a direct and positive impact on job satisfaction and commitment. A depressing coping style heightens job stress, increases health complaints, and reduces job satisfaction.

The results of this study provided fairly strong support for the hypothesis that the affective organizational commitment, job satisfaction, and the subjective health complaints of public-sector
employees are all influenced both by the situational job stress variables (psychological demands and organizational learning climate) and individual coping styles. Making the learning climate better through active, integrated human resource management directed at the reduction of workplace job stress and the promotion of a supportive learning climate should serve to improve subjective health, job satisfaction, and organizational commitment. This type of personnel effort seems especially important given new pressures for public-sector accountability, customer service improvements, and demands to adopt new technologies and information systems.

**JOB SATISFACTION**

Sinha (1958) explored the job satisfaction level of 100 manual workers and 100 office workers based on relevant data. The data are analyzed with the statistical application of frequency, and percentage analysis. The result confirms that salary and security services were considered very important by both groups.

Ganguli, A.C. (1961), who made a survey of Indian studies on job satisfaction found that the Indian workers in general were less satisfied with their jobs than their Western counterparts. Many factors like age, sex, educational level, years of experience, the locality of the working place, job security and relationship with co-workers and superiors seem to affect the job satisfaction of workers.
Hari Gopal, R and Chattopadhayay, S.N (1969) examined job satisfaction based on sample of 126 workers, 22 supervisors and manager of 8 industries, randomly selected in Hyderabad. In this study the data were analyzed with the statistical application of F-ratio and correlation. The result indicates that there is a significant difference in job satisfaction of workers in 8 industries.

Interrelationship with respect to measures involving job satisfaction and job involvement was done by Mukherjee (1969) among 80 semi-skilled male workers at Nagpur, and his study revealed that higher the job involvement, higher the job satisfaction and vice-versa.

Srivastava (1978) made an investigation among 106 underground coal mine workers, and found that workers showed more job satisfaction in their twenties (age) than who were in their thirties and forties. It also infers that the length of the service was related to job satisfaction. Similarly Singh and Singh (1980) strongly indicates that the age and experience influenced job satisfaction. He also indicate that higher job satisfaction were experienced by those whose age is below 30 years, than those belonging to other age groups.

Raka Sharan (1980) conducted a research and developed a case with regard to the working conditions and job satisfaction among industrial women workers of Kanpur.
100 samples were studied and the working condition was analyzed in terms of (a) Wages, (b) Benefits, (c) Job security, (d) Promotional prospects, (e) Physical atmosphere at the work place, and (f) Social relationship with immediate bosses. The findings were as follows: (1) 75 percent of the total samples earned less than the average wage, even the women workers working in public organizations were not better-off than the women working in the private sector. This shows that there was no wage difference in the public and private types of organizations. (2) The researcher observed that the respondents did not get any tangible benefits such as casual leave, earned leave, medical or maternity leave.(3) 80 per cent of the respondents felt insecurity in their jobs which also include public sector employees. (4) 89 percent of the sample did not perceive any promotion prospects in their present jobs and there is no difference among the public and private organizations. (5) Only 16 per cent were satisfied with the physical atmosphere at the work place and all were from private sector. (6) 82 per cent of the respondents regarded their immediate bosses as equals and only 11 per cent placed their bosses at a higher status level; but 7 respondents placed their bosses inferior to themselves in status.

**Jagadish and Srivastava** (1983) examined job satisfaction in relation to perceived role stress of-the workers, based on a sample of 100 first level technical supervisors from the-diesel locomotive workshop at Varanasi.
The relevant data have been collected and analyzed with the application of statistical tools of standard deviation, critical ratio and coefficient of correlations. The result confirms that the employees' job satisfaction depends on job and its related factors which are significantly affected by their perceived role stress. A significant increase in relationship has been observed between the two variables.

**Arya, P.P** (1984) explored work satisfaction and it correlates with reference to a sample of 375 workers, randomly selected from the industries located in Bhopal and Bangalore. Particularly, 194 samples were drawn from the Heavy Electricals Ltd., of Bhopal and the rest from the Indian Telephone Industries, Bangalore.

In this study, relevant data have been collected and analyzed with the statistical tools of correlation, multiple regression, chi-square and median test. The result reveals that both education and training have positive influence on work satisfaction.

**Chopra** (1986) studied the difference between institutional atmosphere and job satisfaction, job satisfaction and the achievement of the student. Sample of the study included 272 teachers and 620 students of Secondary and Higher secondary rural area schools of South Delhi district. Different tools like School Atmosphere Questionnaire, Job Satisfaction Inventory, Socioeconomical Attitude Scale, self-made and standardized Development Scale and Achievement Test were used for the data
collection. Chisquare, t-test and Coefficient of correlation were different statistical techniques used for the data analysis. The conclusion of the study was that the free atmosphere school teachers have higher Job satisfaction, while strict atmosphere school teachers were dissatisfied.

Gupta (1986) studied job satisfaction at three different levels. 765 male teachers were selected for the study from primary, secondary and college of Meeruth district. Job Satisfaction Scale, Job Attitude Scale, Personality Adjustment Test and personality Inventory were used for the data collection. The collected data were analysed with different statistical techniques like Mean, Product Moment Method, Coefficient of correction and t-test. Major findings of the study were: (1) Primary school teachers have positive relation with Job satisfaction, concern to the achievement, affiliation with the Institute and toleratesome matters, while negative relation concern to egoism and safety of the job. (2) There was positive relation found between secondary school and college teachers with two variables of respect and necessity of achievement; while negative relation was found in safety and freedom in some matters with their job, and (3) Secondary school and college teachers have satisfaction with their job.
**Verma and Upadhayay** (1986) analyzed job satisfaction in respect of organizational commitment and job involvement based on a sample of 100 non-executive employees from the Bhilai Steel Plant. The relevant data have been obtained and analyzed with the statistical tools of mean, ANOVA and correlation. The result-predicts that those who had high job satisfaction and job involvement were found to have higher organizational commitment. Also, those who had high job satisfaction and organizational commitment were also high on job involvement.

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

**Marianne Tait, et al.** (1989) have found 34 studies (combined n=19,811) reporting relationship between job and life satisfaction. Contrary to previous reviews (e.g., Rice, Near, & Hunt, 1980), this meta-analysis found sizable overlap between work and nonwork experiences. Furthermore, although this correlation was substantially greater for men than for women in studies published prior to 1974, the difference disappeared in studies published after
1974. Demographic changes among female workers and changes in the relative importance of work to women’s lives were suggested as explanations for the larger correlation observed for women.

As observed in this meta analysis although shifting population characteristics probably play a role in the changing relationship observed for women in this study, it is also likely that this change is attributable, at least in part, to a change in attitudes and norms about the relative importance of work to women’s lives. It seems likely that for many women, their identities are no longer defined exclusively by their homes and families but also by their jobs. This greater involvement of women in their jobs would tend to increase the amount of overlap between work and life attitudes.

The comparison of relationship between job satisfaction and occupational level examined was by Satya (1989), in both public and private sector organizations. 60 employees were taken from both sectors, for this study. The respondents are managers, supervisors and workers. The data have been collected and analyzed. The result indicates that there was no significant difference in mean job satisfaction scores of both sectors and there was no relationship between job satisfaction and dissatisfaction, which shows that the perceived relationship between what employees expect from their jobs and how much value they attribute to their jobs.
Satya (1989) compared the sense of job satisfaction among 60 employees of the public and 60 employees of private sector organizations and examined the relationship between job satisfaction and occupational level in both sectors. These factors represented 3 levels of hierarchical status - managers, supervisors, and workers. A scale of job satisfaction was used to collect the data. There was no significant difference in mean job satisfaction scores of public and private sectors and there was no relationship between job satisfaction and dissatisfaction, which seems to be a function of the perceived relationship between what employees expect from their jobs and how much value they attribute to their jobs.

Yavas et al. (1990) compared the levels of commitment to the organizations, job satisfaction, and work values between 52 Saudi and 93 Expatriate managers working in Saudi Arabia, using a questionnaire survey. The questionnaire included items from the Minnesota Satisfaction Questionnaire. Differences between the groups were generally in degree rather than in kind. Subjects were basically similar in their commitment to their organizations and held similar work values. Both groups were generally satisfied with their jobs, but the expatriates expressed somewhat higher levels of satisfaction.
Penny L. Wright (1990) analyzed job satisfaction in relation to organizational commitment based on the sample of 264 Bank tellers. This study identified that different job characteristics are found to be associated with job satisfaction and organizational commitment. In the case of career of tellers, job satisfaction and organizational commitment are enhanced by participation in decision making, job challenge, and promotional opportunities. In people oriented tellers, job satisfaction and organizational commitment were affected positively through a cohesive and effective association.

In addition to overall job satisfaction, facet-specific satisfaction and the weighted job satisfaction index were examined by Chung and Mary (1992), in Taiwan and the Republic of China to compare the differences from the source of job satisfaction.

Age, gender, marital status and education are the individual characteristics. Occupation, industry the nature and size of firm retirement program, income and service length are the job related variables.

Timothy A. Judge and Shinichiro Watanabe (1993) analysed the relationship between job satisfaction and life satisfaction of employees. The result indicates that there is a strong relationship between job satisfaction and life satisfaction of employees.
Scott, et al. (1993) examined whether facet job satisfaction measure lacked the elements necessary for capturing overall job satisfaction. Study one with 663 employees, from 3 separate plants of a single company, investigated the relationship between a composite facet measure and a single item measure, when facets chosen by an employee committee are added. Another study with 66 employees of a division of a single company investigated the relationship between 2 measures of a specific type of job satisfaction in a well-defined content domain. Results indicate that adding employee chosen facets marginally improved the relationship between facet and single item job satisfaction and that even when the entire content domain is specified, the magnitude of the relationship between a single item measure of job satisfaction and a facet measure is not substantial. These findings support the hypothesis that facet measure is not substantial. These findings support the hypothesis that facet measures of job satisfaction do not incorporate all the elements that go in making an overall judgment about job satisfaction.

Timothy A. Judge (1993) analysed the relationship between job satisfaction and life satisfaction of workers. The data used in this study were obtained from the quality of employment surveys. Two waves of data were collected, the first in the winter of 1972-1973 and the second in 1977. The standardized questionnaire was used to collect the data from 804 respondents by probability sampling method. A causal model was hypothesized and tested
that involved simultaneous consideration of cross-sectional and longitudinal effects between job and life satisfaction. It was found that job satisfaction and life satisfaction were significantly and reciprocally related. Life satisfaction significantly influenced job satisfaction and job satisfaction significantly influenced life satisfaction.

Robert (1994) examined 187-male first line supervisors of a large manufacturing company, ranked the importance and achievement of 16 work values and responded to measures of job satisfaction. Analysis showed that both important and achieved values, individually and combined related significantly to satisfaction. Total variance explained by the work values included 63 percent for satisfaction with the work itself, 9 percent for satisfaction with pay, 43 percent for satisfaction with co-worker, and 35 percent from job satisfaction with promotion, 16 percent for satisfaction with supervision, and 29 percent for overall job satisfaction.

Khalad et al., (1994) administered to 442 employees of a Saudi Arabian organizations to examine job satisfaction, organization commitment, values commitment, and continuous commitment with respect to turnover. Each of these variables predicted the turnover significantly. When compared with each other organized commitment correlated significantly with job satisfaction and value commitment.
**Pradnya and Michael** (1994) studied job satisfaction of 206 white-collar employees in an Indian corporation using the job satisfaction surveys (JSS). Six alternative models were proposed as representing the factor structure of the job satisfaction surveys in India. Four of the models had been developed and empirically validated. Confirmatory factor analysis was used to estimate the fit of these alternative models. The best statistically plausible structure of job satisfaction in India was a modification of an eight oblique factory model proposed by P.C. Spector (1985). The eight correlated factors were pay, promotion, supervision, operating procedures, and nature of work, co-workers, communication and benefits. Results support the applicability of the job satisfaction dimensions developed in the U.S.

**Janat Bogg and Cary Cooper** (1995) analysed the differences between senior civil servants and their counterparts in the private sector. The following variables were studied much as job satisfaction, mental health, physical health, demographic data, work stress, type A – behaviour, coping strategies and locus of control. The sample consisted of 1051 senior civil servants. All were members of the first Division Association of Civil Servants. Who are in the following occupations Tax Inspectorate, Government Accountants, Crown Prosecution Service, Government Lawyers, Statisticians, Top level administrators, H.M.School Inspectorate, Museum curators and Government Economists.
The data were collected by random sampling technique. It found that senior U.K. Civil servants were significantly more job dissatisfied and displayed more mental and physical ill health than their private sector counterparts.

Christopher (1995) examined the relationship between (1) perceived age discrimination at work and (2) job satisfaction and involvement and organizational commitment among 103, (49 - 68 years old) employees of an Australian financial service firm. Completed questionnaires contained a 12 item version of the Action Tendency Measures of job satisfaction, a 10 item version of the organizational commitment scale, and job involvement scale. The study found the correlation between age discrimination and job satisfaction between age discrimination and job involvement and between age discrimination and organization commitment significantly negative. The result suggests that procured age dissemination at work has negative implications for employee job satisfaction, organizational commitment, and job involvement.

M.Afzalur Rahim and Clement Psenicka (1996) investigated the main effects of (a) job stress on psychiatric symptoms and propensity to leave a job and of (b) psychiatric symptoms on propensity to leave a job and the (c) moderating effects of locus of control and social support on the relationships of job stress to psychiatric symptoms and propensity to leave a job.
Data collected with questionnaires completed by 526 members of the Chamber of Commerce in a southern state were analyzed using LISREL 7 (Joreskog & Sorbom, 1988). The results indicate that role overload and role insufficiency positively influenced psychiatric symptoms and that role insufficiency, role ambiguity, and role conflict positively influenced propensity to leave a job. Overall, the moderating effects of locus of control on the relationships of stress variables to psychiatric symptoms and propensity to leave a job were significant, but similar moderating effects for social support were not.

**Ronald** (1996) examined the sources and levels of job satisfaction among 1,575 employees (809 women) of a professional services firm. Subjects were only moderately satisfied.

The men, who were at a significantly higher organizational level than the women, reported significantly greater job satisfaction. When hierarchical level was controlled, these differences disappeared. Women and men at higher organizational levels were more satisfied than those at lower levels.

**Terri A. Scandura, et al.** (1997) examined the relationships of gender, family responsibility and flexible work hours to organizational commitment and job satisfaction among 160 (80 matched pairs) matched male and female managers in a cross organizational study.
Ninety-three different organizations were presented in the sample as 67 women identified peers in the same organization and 13 identified peers in different organizations. The respondents were selected randomly. It found that women who perceived their organizations offered flexible work hours reported higher levels of organizational commitment and job satisfaction than women who did not. Flexible work hours were related to higher organizational commitment and job satisfaction for those having family responsibilities.

**M.C. Ganjewar, et al.** (1998) investigated the level of job satisfaction of working women with various aspects of job and the relationship between job and household satisfaction of working women. The sample comprised 200 randomly selected women working in various officers, schools, hospitals of Nanded city of Marathwada region of Maharashtra state. Result showed that a majority of working women were highly satisfied with occupational status and work schedule aspects of jobs, while they were moderately satisfied with work autonomy and least satisfied with work environment aspects of their jobs.

**Chet Robie, et al.** (1998) studied the relation between job level and job satisfaction. Study 1 was a meta analysis of the relation between job level and job satisfaction using data drawn from 35 independent samples. The study shows that a moderate degree of relation exists between job level and job satisfaction and that operationalization of job level and the power distance of the
culture may moderate this relation. Study 2 was a primary study of the relation between job level and job satisfaction using 4 meausers of job level and 5 facets of job satisfaction and the overall sample size was 530 in 4 different hospitals. It found high degree of convergence among the measures of job level and a consistently positive relation between the job level and job facet satisfaction measures.

Charles and Mark (1988) sampled 319 human service workers in 22 human services organizations. In this analysis, factors of job characteristics, were examined as the predictors of job satisfaction and organizational commitment. The result indicates the two job characteristics of skill variety and role ambiguity as the best predictors of job satisfaction, whereas the organization's age is the best predictor of commitment.

Timothy A. Judge, et al. (2001) studied a review and reexamined of the relationship between job satisfaction and job performance. A qualitative review is organized around 7 models that characterize past research on the relationship between job satisfaction and job performance. These models followed 2 meta-analyses of the job satisfaction and job performance relationship. A new meta-analysis was conducted on 312 samples with a combined number of 54,417. The results indicate that the mean true correlation between job satisfaction and job performance is moderate.
Elyce A. Crown (2001) studied a dual career marriage considered to be present when each spouse is pursuing a career that (a) demands a high level of personal commitment, (b) requires a constant updating of knowledge, and (c) has a component of upward mobility. A sample of 223 dual-career women were from the fields of business, education, government, medicine, skilled crafts, law, industry, arts, and sales. Purposive sampling was used to collect the data from the respondents. It found marital satisfaction in the early family life cycle stage and adaptability in the late family life cycle to be statistically significant.

E.B. Faragher, et al. (2005) analysed the relationship between job satisfaction and health. The study objective was to systematically review the research evidence linking job satisfaction to measures of health and to subject this evidence to a series of meta analysis to obtain combined estimates of the strengths of these statistical relationships. A systematic review and meta analysis of 485 studies with a combined sample size of 267995 individuals was conducted to evaluate the research evidence linking self-report measures of job satisfaction to measures of physical and mental well being. It is found that job satisfaction level is an important factor influencing the health of workers. The meta-analysis findings indicated that, on average, employees with low levels of job satisfaction are most likely to experience emotional burn-out to have reduced levels of self-esteem, and to have raised levels of both anxiety and depression.
Kaloli Sen (2008) examined the relationship between job stress and job satisfaction among teachers and managers. Based on literature, a 20 items questionnaire was developed for measuring stress. The sample consisted of 31 teachers in primary and secondary school, and 34 managers working in service sector in the NCR region. The study found no significant differences in job stress and job satisfaction of teachers and managers. However, teachers experience low job satisfaction and face job stress, while in case of managers both job satisfaction and job stress do not seem to associate.

Quinn M. Pearson (2008) has examined that role over load, job satisfaction, leisure satisfaction, and psychological health were measured for 155 women who were employed full time.

Role overload was negatively correlated with psychological health, job satisfaction, and leisure satisfaction. Job satisfaction and leisure satisfaction were positively correlated with psychological health. Stepwise regression analyses indicated that role overload was the strongest predictor of psychological health and that job satisfaction and leisure satisfaction, respectively, added significantly to the prediction equation.

Saveri (2009) aimed at finding the relationship between job satisfaction and life satisfaction among the B.T, assistant teachers. The population consisted of sixteen higher secondary schools and the sample consisted of 300 government and aided higher secondary schools B.T assistant teachers from both rural
and urban schools. The stratified random sampling technique was used to select the sample. The result shows that there is a significant relationship between job satisfaction and life satisfaction of B.T assistant teachers.

Remus Ilies et al. (2009) examined the role of employees’ work-family integration in the spillover of daily job satisfaction into daily marital satisfaction and affective states experienced by employees at home. Participants were from a pool of university employees including administrative professionals, supervisors, and clerical-technical employees. The sample consisted of 101 employees and their spouses (or) significant others. Surveys were used to assess perceptions and or feelings from employees and their spouses significant others.

The results show that the main effects of daily job satisfaction on daily marital satisfaction and affect at home, as well as the moderating effect of work-family integration on the strength of the within-individual spillover effects on home affect.

Y.P.S. Kanwar et al. (2009) examined the impact of work life balance and burnout on job satisfaction in the context of information technology and IT enabled services industries. Burnout is measured through three dimensions: meaninglessness, de-motivation and exhaustion. The respondents were selected using convenience sampling from six different organizations of the IT and ITES industries.
The total respondents from both the sectors were 313, including 218 male and 95 female respondents. It found that job satisfaction was higher among the male respondents in comparison to the female respondents. The IT group had lower work-life balance and job satisfaction, while it had higher meaninglessness, demotivation and exhaustion compared to the ITES group.

**Muhammad Imran Malik, et al.** (2009) examined the relationship of job satisfaction with the upcoming concept of work-life balance turnover intentions and burnout level of doctors. The sample constituted 175 MBBS qualified doctors working in different public and private sector hospitals. A convenient sample method was used to collect the data from the respondents. It found that work life balance is a major contributor toward job satisfaction and female doctors are more satisfied with their job compared to male doctors. Worklife balance has strongest significant positive relationship with job satisfaction, employee turnover intentions have a moderate significant negative relationship with job satisfaction and burnout has low negative but significant relationship with job satisfaction.

**Vathsala Wickramasinghe** (2009) investigated the level of job satisfaction experienced by IT graduates employed full time in offshore outsourced IT firms in Sri Lanka. The sample consisted of 122 randomly selected individuals who graduated in the information technology field and were employed full time in 0017F
in Sri Lanka. A survey questionnaire was chosen as the mode for data collection. It found that gender and tenure are significant in job satisfaction measurement. Females are less satisfied with their jobs and feel a loss of interest in IT jobs in 0017F and intend to leave their present workplace.

**Nirali Pandit et al.** (2010) studied the factors of quality of work life affecting job satisfaction level of nurses and studied the impact of the prevailing quality of work life on individual job satisfaction level of the nurses and then compared the quality of work life of nurses of a private and government hospital. Ten variables of quality of work life and seven variables for job satisfaction were studied. A sample of 200 nurses (100 from government hospital and 100 from private hospitals) has been drawn using a non-probability convenience sampling technique. It found that quality of work life factors that play a significant role in determining work-life balance of nurses in these hospitals have a positive effect on the individual job satisfaction of nurses. Comparison of private and public hospitals show that the difference in job satisfaction levels among hospitals is not only factor related but also related to the extent to which work-life enhancing facilities are provided by a hospital.

**Ayda Buyukashin Sunal et al.** (2011) compared job satisfaction, perception of job risk, stress symptoms and vulnerability to stress of miners, dock workers, jean sandblasting workers and factory workers.
The sample consisted of 220 male workers from three different Turkish cities. 59 were miners, 44 were dock workers, 39 were sandblasting workers and 78 were factory workers whose ages ranged between 17 and 55. It found that dock and jean sandblasting workers perceived their work as more risky compared to other workers. Jean sandblasting workers also had the lowest scores on job satisfaction subscales and total job satisfaction. Dock workers had lower scores on job satisfaction than factory workers and miners. Perceived job risk, vulnerability to stress and stress symptoms were the most important predictors of job satisfaction.

Tamela D. Ferguson et al. (2011) explored the relationship between job satisfaction and situational constraints. The sample consisted of 153 oil field industrial equipment service workers and the survey instrument was administered at a specific firms facility on two different days and times to accommodate second and third shift workers as well as weekend workers. It found that situational constraints perceived in the work environment accounted for over twenty seven percent (27%) of job satisfaction differences, after controlling for demographic factors that may influence job satisfaction.

S.P. Halagalimath et al. (2012) investigated the job satisfaction level of the women lecturers working in the university. The study was conducted during 2007-2008.
The population of the study comprised 120 randomly selected female lecturers working in a university of agricultural sciences and Karnataka university. Self-structured questionnaire was developed to collect the data from the respondents. The variables are salary, job security, working conditions, recognition, opportunity for personal growth, supervision, co-workers and no. of working hours. The results show that women employees in universities are overall satisfied with their job.

**Shalini Srivastava** (2013) studied the relationship between job satisfaction and organizational commitment and investigated the moderating effects of trust and locus of control on the relationship between job satisfaction and organizational commitment. The study was administered on 247 middle level managers belonging to private sector organizations. Four validated instruments were used in the study.

Statistical tools like descriptive statistics, factor analysis, Pearson product moment correlation and hierarchical regression analysis were used to analyse the data.

**Padmakumar Ram** (2013) determined the overall job satisfaction, job facet satisfaction and in the public sector. The sample consisted of 85 employees (45 conductors and 40 drivers) and the respondents were drawn from two bus depots on a stratified sample technique.
The data collected through the questionnaire are based on interviews conducted at their work places during the rest hours. It is found that there is no association between job facet satisfaction and overall job satisfaction. No association was found between salary and overall job satisfaction, in case of low and medium income groups, whereas there is negative association in the case of high income group only.