CHAPTER II

REVIEW OF LITERATURE

2.1 INTRODUCTION

A critical review of literature including various studies conducted in India and abroad related directly or indirectly to the topic of the study has facilitated to identify the various factors influencing the career satisfaction of professionals, employees and consultants. The secondary data related to this study was collected from Books and records of the organizations under study, Text Books, Research Journals and Articles published in the periodicals and through internet / Worl Wide Web (www.).

Researchers were more concerned to study the factors that lead to satisfaction / dissatisfaction with their Career / Job; therefore it was one of the most attractive topics of research in the area of industrial / organization behavior during decades and even today.

2.2 REVIEW OF LITERATURE

Generally, Career Satisfaction is defined as pleasurable or positive emotional state resulting from the appraisal of one’s work experiences (Greenhaus et al, 1990\(^1\); judge et al, 1995\(^2\); Nabi, 2001\(^3\); Bozionelos, 2008\(^4\)). Sinha (1974)\(^5\) states


“importance of satisfaction in work cannot be minimized. Greater job satisfaction is likely to lead eventually to a more effective functioning of individual and the organization as a whole.” Recent researches indicated that the level of income, status and promotion that used to determine an individual’s career achievement appear to be less relevant once employers achieved certain level of compensation. What is important to them is their personal satisfaction which is derived from their careers (Barnett & Bradley, 2007; Hofman, 2008).

It is important for the worker to feel satisfied doing his/her job and feel great value for his/her efforts. Job satisfaction brings a delightful emotion (Brown, 1996). Researchers were more concerned to study the factors that lead to satisfaction/dissatisfaction with their jobs; therefore it was one of the most attractive topics of research in the area of industrial / organization behavior during last few decades and even today.

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Studies carried out by many investigators revealed that there is a positive correlation between workers’ job satisfaction and their attitudes towards the organization and its management, the nature of their job, the financial rewards, the promotion opportunities, the attitude of supervisors towards workers, job status, job security and organization climate.

Similarly, Likert (1967) viewed job satisfaction and other satisfaction derived by the members of organization as one of the criteria for evaluating the effectiveness of organization.

Murthy (1969) found that the main personality dimension did not distinctly differentiate satisfied and dissatisfied individuals; however neuroticism seemed to have sufficient influence on job satisfaction as related to status.

Arvey and Dewhirst (1976) took 271 scientists as a study samples and found that the degree of job satisfaction of the workers with high achievement motivation exceeded that of workers with low achievement motivation.

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Job satisfaction in general means the work force is motivated and committed to high quality performance. Job satisfaction is a major factor in personal satisfaction, self respect, self esteem and self development (Locke, 1976)\textsuperscript{16}.

Autonomy has been identified as an inherent part of a Salesperson’s job (Yammarino and Dubinsky, 1990\textsuperscript{17}; Becherer and Morgan, 1982)\textsuperscript{18}. Autonomy has been established as a psycho-social need for sales people who have reached the establishment stage of their career, supporting the idea that need for autonomy varies with respect to time on the job (Dalrymple and Cron, 1992)\textsuperscript{19}.

Mowday et al. (1982)\textsuperscript{20} suggests that commitment should be more consistent than job satisfaction. He also affirms that day to day events in the work place may affect an employee’s level of job satisfaction and such transitory events should not cause an employee to reevaluate seriously his or her attachment to the overall organization.


Abdul-Halim (1983) investigated 229 supervisory and non-supervisory employees in a large retail drug company and concluded that individuals who have high need for independence performed better and were more satisfied with high participation for non-repetitive tasks.

Scarpella and Campbell (1983) found that individual questions about various aspects of the job did not correlate well with a global measure of overall job satisfaction. However if one uses job satisfaction facet sources based on groups of questions on the same facet or dimension rather than individual questions to predict on independent measure of overall job satisfaction, the relationship is considerably higher.

Internal Sales people such as manufacturers’ agents are thought to have a lower need for autonomy than that of external sales people such as insurance agents (Mahajan, Churchill, Ford and Walker, 1984).

It has become very important for insurance agent to develop a network of contact in order to keep up good sales performance as they are compensated based on the sales commission with no basic salary paid to them. Given such compensation practice, it is questionable that most of the insurance agents are constantly involved in

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relationship oriented strategy. Furthermore the ‘persist’ seeking for new customers is a sign for insurance agents to widen their network of contact. This action of seeking social support, involves tactics by getting career guidance from experienced person and building network of contacts within or outside of the organization (Gould and Penley, 1984)\(^{24}\).

M.M.Petty et al. (1984)\(^{25}\) studied the correlational literature concerning the relationships between job satisfaction and individual performance using meta analysis techniques of Hunter, Schmid and Jackson (1982). Higher and more consistent correlations between job satisfaction and performance were indicated than those previously reported. Relationships between job satisfaction and performance were not as high as consistent as those found between overall job satisfaction and performance.

Pratap (1984)\(^{26}\) studied Job satisfaction and organizational climate among executives and supervisors, and reported a significant positive relationship between the overall climate and Job satisfaction. Job satisfaction was also found related to various individual dimensions of organizational climate such as leadership, communication, interaction, influence in decision making, goal setting and control.


Laffaldano and Muchinsky (1985)\(^{27}\) found that satisfaction and performance are weakly related. The strength of the correlation between satisfaction and performance depends on performance reward contingencies. Higher correlations are observed when rewards strongly lead to performance.

According to Miller and Monge (1986)\(^{28}\), “Job satisfaction increases productivity through bringing quality motivation and through increasing working capabilities at time of implementation. They affirm that participative climate has more substantial effect on workers’ satisfaction than participation in specific decision and it appears that participation in goal setting does not have strong effect on productivity. Participation has a strong effect on both job satisfaction and productivity.

Srivatsava.S.K. (1986)\(^{29}\), conducted a study to measure the level of job satisfaction in technical and non-technical employees with special reference to different personality characteristics in public sectors. From the results significant differences were observed between technical and non-technical employees in terms of job satisfaction and there was no significant difference between the technical and non-technical employees in terms of personality traits.


Personal attitudes and background variables like age, sex, education, seniority, marital status, level of skill and efficiency, income etc., have little influence on job satisfaction (Kathiresan, 1987)\(^{30}\).

**Rajendran (1987)**\(^{31}\) reported significant correlation between organizational climate and job satisfaction in a public sector industry in Tamil Nadu, India.

**Sharma, T. (1987)**\(^{32}\) examined the effects of organizational climate on job satisfaction, sense of participation, role stress and alienation in private sector and public sector and found that the private sector and public sector varied significantly on the dominant climates and there was significant correlation between the climate variable and role stress variables.

**Argyle, (1989)**\(^{33}\) Job satisfaction is also linked to a healthier work force and has been found to be a good indicator of longevity for a company.

**Wong (1989)**\(^{34}\) explores the impact of job satisfaction on intention to change jobs among secondary school teachers in Hong kong. His study affirms that teachers’

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job satisfaction tend to have low level of commitment. Teachers tend to leave their job, if an alternative job with higher salary is offered to them.

**Locke and Latham (1990)**\(^{35}\) suggested that employees who achieve excellent results are constantly involved in goal setting because goals act as motivation tool.

**Rich (1990)**\(^{36}\), found that Insurance Agents in particular have been cited as needing Autonomy. New Insurance Agents have been found to have less need for autonomy than do more established agents.

**Sharma (1990)**\(^{37}\) conducted a study to ascertain relationship of type of personality based on guna with self concept and job satisfaction. The results showed positive correlation between sattwa and self growth items but there were no significant correlations with rest of the items.

Increased congruency between an individual’s personality characteristics and their job results in increased performance, satisfaction and reduce stress. A lack of congruency results in decreased performance, dissatisfaction and increased stress (**George, 1992**)\(^{38}\).


Mc Cormic and Solman (1992)\textsuperscript{39} studied teachers’ attribution of responsibility for occupational stress and satisfaction in Australia. The study suggests different levels of stress exist at elementary and secondary levels and pointed out that stress and job satisfaction is related.

Ostroff (1992)\textsuperscript{40} studying a sample of 364 schools, investigated the relationship between employees’ attitudes and organizational performance. Results were stronger for job satisfaction among teachers. Organizations with more satisfied employees tend to be more effective than organizations with non-satisfied employees. The study indicates that satisfaction is an important social process factors that fosters organizational effectiveness.

Aryee and Debrah (1993)\textsuperscript{41} conducted a study in six organizations based in Singapore using path analysis, they concluded that career planning is related to career strategy and career strategy is associated with career success and satisfaction. Hence it is widely accepted that career planning is closely associated with the development and execution of career strategy which in turn would enhance individuals’ career satisfaction.


Data from 166 insurance agents were used by James C Mc Elroy, et al., (1993)\(^{42}\) to examine how three forms of commitment, job involvement, professional commitment and community commitment are related to job perceptions, attitudes and performance. The findings indicate that the three forms of work commitment were independently associated with work related outcomes which produces effective insurance sales.

A survey was conducted by Philipi et al (1994)\(^{43}\) on one hundred and nine master level librarians of varying ages about their career attitudes. Hierarchical Polynomial regression was then employed to examine the relationship between three effective outcomes namely career satisfaction, career entrapment and career identity. Results indicated the age satisfaction relationship was linear demonstrating that librarians become increasingly satisfied with their career. A similar linear relationship between age and entrapment indicated that they become bound to their line of work because of their decreased career options. Career identity was higher at mid career and lower at both early and late career stages.

Heskett (1994)\(^{44}\) and others found that employee satisfaction was the underpinning of customer loyalty and company profitability. Employee satisfaction was mostly driven by the internal quality of working environment which is measured by the feelings of employees toward their jobs, colleagues and companies.

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Prasad (1994) conducted a study of the professional library employees with 460 samples population from seven Central University libraries in India. The purpose of the study was to investigate job anxiety and job satisfaction as a technique for library personnel management. The correlation analysis between job anxiety and job analysis reveals that degree of job anxiety is related to job satisfaction in various areas in different ways. The findings confirm the theory that interpersonal relations are the major determinants of anxiety.

Wagner (1994) showed that employee participation is positively related to performance, satisfaction and productivity of an employee.

Lam (1995) surveyed 350 teacher trainees from Singapore to examine relationships among Quality of work life, Career commitment, Job satisfaction and withdrawal cognition. Results showed that perception of the social status of teaching is strongly related to commitment and job satisfaction with teaching.

Pierce, Hazel and Mion (1996) examined the effect of a professional practice mode (PPM) on nurses’ job satisfaction and turnover. They employ the implementation of a PPM as the characteristics of participative decision making;

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control over work practices, organizational supportiveness, collegial relationships, open, multilevel communication and rewards link to clinical proficiency. The results of their study affirmed significant correlation with increased job satisfaction and lower turnover rates among staff nurse in rehabilitation hospital. In fact, the results gave an idea about the existent relationship between job satisfaction and turnover.

**Pool, S.W. (1997)**49 examines the relationship of Job Satisfaction with a number of variables namely substitutes of leadership, leadership styles and work motivation, to see the quantum of impact on each. In the results of his survey, Pool finds that the most important predictor of job satisfaction was work motivation.

**Vasagam (1997)**50 in his study showed positive relationship between years of experience and job satisfaction.

**Andrew Hale Feinstein (1998)**51 in his study proved several component scores for job satisfaction. Store location had a significant effect on the level of satisfaction with policies; the level of satisfaction with policies, the level of education significantly affect satisfaction with recognition. Satisfaction with policies compensation, work conditions and advancement were found to have a significant relationship to organizational commitment.

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A study was designed by Hussain and Islam (1999) with a view to investigate the overall Quality of working life, job satisfaction and performance of the Govt. Hospital Nurses in Bangladesh. Significant correlation was found between Quality of Work life and Job satisfaction. Morning shift nurses perceived higher Quality of Work life and Job satisfaction than the night shift nurses.

Ali Akhtar (1999) explored the effect of organizational climate on job satisfaction. He reported that individuals who had scored high on organizational climate differed significantly on Job satisfaction.

Mehra and Mishra, (1999) studied job satisfaction and occupational stress of a sample of 250 blue collar industrial workers of Uptron India Limited. They reported that integration of personality has moderating effect on the intrinsic job satisfaction and occupational stress relationship.

Micheal Syptak, M.D. et al. (1999) suggest that employee satisfaction and retention have always been important issues for physicians. The results indicate that satisfied employees tend to be more productive, creative and committed to their

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employees, and a direct correlation is observed between staff satisfaction and patient satisfaction. Physicians develop their own job satisfaction by creating a positive workplace for their employees.

_Patel (1999)_56 studied the sample of bank employees and explored that nationalized bank employees exhibited higher job satisfaction than co-operative bank workers.

The study conducted by _Mc Cormick (2000)_57 is a notable one. The study was conducted to examine the relationship between job attitudes, job satisfaction, organizational commitment, Career commitment and Career adaptability among employed members of the library and information science profession from Virginia and Maryland. Career adaptability was observed to have statistically significant relationship with satisfaction with pay, satisfaction with the job in general and organizational commitment.

_Scott E. Seibert, et. al. (2001)_58 examined the relationship between the “Big Five” personality dimensions (neuroticism, conscientiousness, extraversion, agreeableness, and openness) and career success by surveying a sample of 496 (318 male and 178 female) employees in a diverse set of occupations and organizations.

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Hierarchical regression analyses were used to examine the incremental variance contributed by the five personality traits after controlling for several career-related variables. Results showed that, as expected, extraversion was related positively to salary level, promotions, and career satisfaction and that neuroticism was related negatively to career satisfaction. Agreeableness was related negatively only to career satisfaction and openness was related negatively to salary level. Examination of moderators revealed that there was a significant negative relationship between agreeableness and salary among individuals in people-oriented occupations but no relationship for those in occupations not involving a strong “people” component.

**Johnsrud (2002)**\(^{59}\) reported that work life variables such as Salary, perceived support of colleagues’ satisfaction with the administration, work and non work conflict have been proven to directly affect job satisfaction.

**Judge, Heller and Mount (2002)**\(^{60}\), in their study of five factor model of personality and job satisfaction reported that neuroticism, extraversion and conscientiousness display appreciable correlations with job satisfaction and that the five factor model is a fruitful basis to examine the dispositional source of job satisfaction.

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Glisson and James, (2002)\(^61\) demonstrates that Organizational culture influences work attitudes namely Job satisfaction, organizational commitment, service quality and staff turnover.

Yousuf (2002)\(^62\) conducted a research to analyze the mediating role of Job satisfaction between role stressors, namely role conflict and role ambiguity as sources of stress. For this purpose, a sample of 361 employees in a number of organizations in the United Arab Emirates was used. Data were analyzed using various descriptive statistics. Results showed that both role conflict and role ambiguity directly and negatively influence Job satisfaction. It was also found that Job satisfaction mediates the influence of role conflict and role ambiguity on various facts of organization commitment.

Carr et al. (2003)\(^63\) in their study used Ostroff’s Taxonomy to organize dimensions labeled at workplace climate and then used meta-analytic techniques to test a path analytic model. The results suggest that there are three higher order facets of climate namely affective, cognitive and instrumental, affected individual level outcomes of job performance, psychological well being, and withdrawal through their impact on organization commitment and job satisfaction.


Chu and his friends (2003)\textsuperscript{64} demonstrates that satisfaction is positively related to involvement, positive affectivity, autonomy, procedural justice, promotional chances, supervisor support, co-worker support, but it is negatively related to negative affectivity, role ambiguity, work loan resource inadequacy.

Lounsburg, John W, et al (2003)\textsuperscript{65} in his research study examined personality traits in relations to career satisfaction. Personality traits correlated with career satisfaction included the five traits of conscientiousness, extraversion and openness and other narrower traits such as assertiveness, customer service orientation and human managerial relations orientation. This study leads to the confirmation that personality traits influence career satisfaction.

Seigen (2003)\textsuperscript{66} identified variables that influence employee job satisfaction as

1. Demographic variables: education, experience and position in the hierarchy
2. Job characteristics: autonomy, task repetitiveness and salaries
3. Organizational environment factors: degree of professionalization, type of unit.


The study conducted by **Schneider and his colleagues (2003)**\(^{67}\) reported casual relationships between financial and market performance outcomes and employees overall job satisfaction and satisfaction for security.

**Van den berg, Peter T and Jan A. Feij (2003)**\(^{68}\), in their study, complex relationships among personality traits, job characteristics and work behaviors investigated the additive, mediating and moderating effects of personality traits and job characteristics on work behaviours. Results revealed that there is a relationship between achievement motivation and job performance. Extraversion predicted work self efficacy and job satisfaction.

**John. W. Lounsbury et al. (2004)**\(^{69}\), A conceptual model proposing paths from personality traits to career satisfaction and life satisfaction and from career satisfaction to life satisfaction, was evaluated in a field study by structural equations modeling using LISRE 1.8. Results indicated a good fit for a two factor personality model showing significant links between both personality factors and career satisfaction and between career and life satisfaction.

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Luic, Saari, M. and Timothy, A. Judge (2004) identifies three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular job satisfaction 1. Employee morale 2. The results of positive or negative job satisfaction 3. Ways to measure and influence employee attitudes.

Significant associations are established among variables of work environment and job satisfaction and life satisfaction on the sample of 466 employees in Central Michigan University (Bowling et al. 2004). Job satisfaction correlated more significantly with the treatment by the superior.

Togia et al. (2004) in their study have investigated the job satisfaction among Greek Academic Librarians. In this study, they used the Employee Satisfaction Inventory (ESI) for detection of Job satisfaction. The instrument assessed six dimensions of job satisfaction namely, ‘working conditions’, ‘Pay’, ‘Promotion’, ‘Job itself’, ‘Supervision’ and ‘Organization as a whole’. They found that Greek academic librarians were most satisfied with ‘Job itself’, ‘supervision’ and ‘working conditions’ and less satisfied with ‘pay’ and ‘promotion’. Prior working experience contributed negatively to the prediction of satisfaction with ‘working conditions’, ‘Supervision’ and ‘Organization as a whole’, whereas participation in decision making positively influenced ‘Job itself’ and ‘Organization as a whole’.

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Van Dick et al. (2004)\textsuperscript{73} have also identified job satisfaction as a predictor of turnover intention. However they argue that it is a mediating variable between organizational identification and turnover intention. According to their study organizational identification feeds into job satisfaction which in turn predicts turnover intention.

Lu H, et. al. (2005)\textsuperscript{74}, carried out a study to observe the current nursing shortage and high turnover in many countries. The author analyzed the growing literature related to job satisfaction among nurses and concluded that more research is needed to understand the relative importance of the many identified factors to job satisfaction of nurses.

Mrayyan (2005)\textsuperscript{75} describes that the variables of encouragement, feedback, a widening pay scale and clear job description, career development opportunity, supportive leadership style, easy communication with colleagues and social interaction positively affect job satisfaction.

Mullins, (2005)\textsuperscript{76} states that Job satisfaction is a complex and multifaceted concept, which means different things to different people. Job satisfaction is usually


linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative.

**Hang-yue, Foley, & Loi (2005)**
Uncertainty of job expectations, volume of work, incompatibility of expectations, and work-family conflict increased emotional exhaustion, and uncertainty of expectations decreases job satisfaction.

**Sheena et al. (2005)** carried out a study in UK and found that there are some occupations that are reporting worse than average scores on each of the factors such as physical health, psychological well-being, and job satisfaction.

**Paulin et al (2006)** tested a model comparing overall and customer-linked antecedents and consequences of employee affective organizational commitment and indicated that co-worker support and the perception of fair treatment are the precursors of customer-linked job satisfaction.

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A study conducted in Malaysia by Che Rose et al. (2006)\(^{80}\) concluded that the most important predictor of Quality of work life is organization climate, followed by career achievement, career satisfaction and career balance.

Chakrabarty et al. (2007)\(^{81}\) observed that Job satisfaction lowers the turnover intentions of sales person and also increases organizational climate.

K.K.Jain et al. (2007)\(^{82}\) aimed to explore the influence of occupational stress and organizational climate on Job satisfaction of Managers and engineers working in Indian Oil Corporation Limited Mathura, India. Findings confirmed the assumption that managers who perceived organization climate high and conducive were found more satisfied with their jobs than those who perceived organizational climate as low. However, when the high and low organizational climate group of engineers were compared, it was found that high organizational climate group of engineers were more satisfied.

Researchers like Dixon and Sagas (2007)\(^{83}\) have studied the relationship between perceived organization support and work life quality of workers and observed that this relationship has a positive impact on organizational commitment, employee performance as well as job satisfaction.


Keeton, Kristie et al.,(2007) explored the factors associated with physician career satisfaction, work life balance and burn out focusing on differences across age, gender and specialty. The national physician survey suggests that physicians can struggle with work life balance, yet highly satisfied with their career. Burn out is an important predictor of career satisfaction. Excessive control over schedule and work hours is the most important predictors’ of work life balance.

Komal Khalid Bhatti (2007) conducted a study to find out relationship among employee participation, job satisfaction and employee productivity and employee commitment. The findings of this study indicate that employee participation is not only an important determinant of job satisfaction components. However, increasing employee participation will have a positive effect on employees’ job satisfaction, employee commitment and employee productivity.

Liu and Comer (2007) stated that “the input of salespeople has been found to be very important to the making of information source and promotion, capacity, or distribution decision. Salespeople are front line personnel; they are in a vantage position to feel the pulse of the market”.

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Che Ha, Abu Bakar & Jaffar (2007)\(^{87}\) viewed internal marketing as an important concept where firms apply marketing tools to attract and retain the best employees which enhance the business performance. They identified 12 constructs of internal marketing inter-functional coordination and integration, customer orientation, marketing like approach, job satisfaction, empowerment, employee motivation, quality of service, employee development, and vision of the organization, strategic reward, internal communication and senior leadership.

Abdul Rahman, Raza Naqvi and Ismail Ramy (2008)\(^{88}\) revealed that job satisfaction and organizational commitment had a negative effect on turnover intentions, whereas perceived alternative job opportunities had a significant positive correlation with turnover intentions, which is the major factor associated with turnover intention among IT professionals in Pakistan.

Chen (2008)\(^{89}\) identified that Job satisfaction influences organizational commitment and negatively influences employee turnover.

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Rajesh Srivastava, Deva Rangarajan, (2008) This paper aims to highlight the important role played by supervisory feedback on the job satisfaction experienced by salespeople. The authors seek to argue that job perceptions (job challenge and job involvement) will mediate the feedback-satisfaction linkage. The findings from the study suggest that supervisors could enhance the strong link between positive feedback and job satisfaction by associating the feedback with job challenge and job involvement.

Tulin Ural (2008) The purpose of this study is to assess the validity of the theoretical model that presents promoters and inhibitors of job satisfaction and sales performance of salespeople. The model concentrates on the impact of four sales management practices. Sales training and fixed salary level/sales compensation level are identified as promoters, while role ambiguity and role conflict are identified as inhibitors. The survey has been conducted among Turkish retailing firms’ salespeople in textile industry. The findings show that both of “sales training” and higher “fixed salary level” affect positively, the job satisfaction of salespeople. The effect of “role ambiguity” is found significant and negative on job satisfaction and performance of salespeople.

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Keyoor Purani and Sunil Sahadev (2008)\textsuperscript{92}, in their study explored the moderating role of Industrial experience in the relationship between different facets of a sales person’s satisfaction with the job and his/her intention to quit the job. The study finds that industry experience moderates the job satisfaction, disinclination to quit relationship for most of the job satisfaction dimensions. Specifically it is seen than Industry experience has a moderating effect when we consider the effect of a salesperson’s satisfaction with the organizational HR policies, supervisor satisfaction, compensation policies and career development and disinclination to quit.

Al Hussami (2008)\textsuperscript{93} investigated the relationship of nurses' job satisfaction to organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. The results suggested that the nurses' strongest attitudes towards organizational commitment and job satisfaction were their feelings of strong loyalty to their organization and satisfaction with the job itself. Also nurses' job satisfaction and perceived organizational support were determined to be significantly related.

Abele and Spurk (2009)\textsuperscript{94} suggested that individual’s satisfaction is helped by proper planning. They indicated that it is beneficial for individuals to have a


career plan that incorporates realistic goals and strategy to give meaning and direction to their career.

**Ahsan et al. (2009)** conducted a research to evaluate the relationship between job stress and job satisfaction. The determinants of job stress which were examined under the study include Management Role, Relationship with others, Work load pressure, Home work interface, Role ambiguity and Performance pressure. Non probability sampling technique was used and a total of 300 respondents were selected as a sample of the study. The sample consisted of public university academicians from Klang Valley area in Malaysia. Various statistical methods such as Cross sectional analysis, Description analysis and Regression analysis were employed to compare the data. The results showed that there is a significant relationship between four of the constructs tested. The results also showed that there is significant negative relationship between job stress and job satisfaction. The researchers concluded that employees who are highly motivated will feel happier and are more willing to work for the organizations.

**Fauzia Jabeen et. al. (2009)** carried out a research to explore the job satisfaction and its relationship with personality traits of the employees working in public sector organization. The findings of the study indicated that, personality traits of Managers, Engineers and Supervisors were found to be significantly related and

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contribute radically towards their job satisfaction level. Each employee has his own physical and psychological traits and hence a different personality and perception play a significant role in determining job satisfaction.

Meenakshi Gupta and Parul Sharma (2009) conducted a study to draw attention on the factors influencing the job satisfaction level of the employees of various public sector organizations in Jammu Region. The results suggest to creating opportunities to interact and to enhance mutual interests in improvement of working conditions, so that employees feel comfortable and can work conveniently which in turn will improve their job satisfaction.

Reena Ali and Shakil Ahmed (2009) conducted a study with 80 employees of Unilever companies to highlight the impact of reward and recognition programs on employees’ motivation and satisfaction. The results are statistically significant and a positive relationship is observed between reward and satisfaction.

The study conducted by A.P. Singh and Sadhana Singh (2009) to examine the role of life events stress and work culture on Job satisfaction indicate that there is significant mean difference in satisfaction with Job, satisfaction with management and overall satisfaction between high and low job positive stress, personal positive stress and total positive stress.


The study conducted by C. Vijaya Banu, et al. (2009) in Reliance Life Insurance, Udumalpet to know about “360 degree Performance Appraisal System” concluded that the 360 degree Performance Appraisal system helps to identify training needs, performance of employees, determination of rewards/incentives and steps to promote communication from the perspective of the employee themselves, superiors and from the customers.

Nousheen et al., (2009) Research has been conducted in order to critically evaluate and examine the level of employees’ satisfaction as well as the factors of dissatisfaction among the employees of Karachi Electric supply Corporation (KESC). The results have shown that Working Environment, Total Compensation, Growth Opportunities and Training & Development are significant factor and these four are affecting Job Satisfaction. The study was faced by certain limitations and those limitations included time constraints and resources constraints, which limited this research to only the Karachi Head office of the KESC organization.

Masroor and Fakir (2009) investigated the level of job satisfaction and intent to leave among Malaysian nurses. They suggested that the nursing staffs were moderately satisfied with supervisor, job variety, closure, compensation, co-workers and HRM/management polices and therefore exhibits a perceived lower level of their intention to leave the hospital and the job.


Sang et al (2009) found that aspects of job satisfaction like pay, colleagues and supervisors, working conditions, job security, promotion aspects and the nature of work aspects are positively inter-correlated with job satisfaction.

Panigyrakis and Theodoridis (2009) examined a synthesis of Internal Marketing and investigated its effect on business performance in a retail context and developed a Structural Equation Model that indicated five dimensions of the Internal Market construct: formal interaction, reward systems, feedback, internal procedures and policies and internal customer orientation (ICO). The results indicated that internal marketing programs had a significant impact on employees’ commitment, their market orientation and overall profitability of the firm.

Fee, Yean Tan and Yahya Khulida Kirana (2010) examined the relationship between individual career planning behaviors with career satisfaction. The result indicated that awareness of self and environment were positively related to career satisfaction and goal setting were found to correlate negatively with career satisfaction.


Jai Prakash Sharma and Naval Bajpai (2010)\textsuperscript{106} conducted a study to invoke organizational commitment in private sector organization. The results revealed that employees in public sector organization have greater degree of organizational commitment in comparison to private sector organizations and also the job satisfaction increases or decreases based on the increase or decrease in organizational commitment.

The study by Vibhav Chawla and Sridhar Guda (2010)\textsuperscript{107} explored the relationship between spirituality at work and sales professionals ‘job satisfaction’ propensity to leave and job commitment. The results reveal that sales professionals’ spirituality at work is positively related to job satisfaction and job commitment and negatively related to propensity to leave. The results provide the relevance of spirituality at work to sales people.

Hamidia Mador and Phadett Tooksoon (2011)\textsuperscript{108} proposed a conceptual framework consisting of three human resources management practice (Supervision, job training and pay practices), job satisfaction and turnover and also to explain the relationships among these variables. The results indicate that HRM practice is positively and significantly correlated with job satisfaction. On the other hand, HRM


practice and job satisfaction are negatively and significantly correlated with turnover. However, the results of HRM practice and job satisfaction are strong predictors of turnover.

Atif Anis, Kashif-ur-Rehman, Ijaz-Ur-Rehman, Muhammad Asif Khan and Asad Afzal Humayoun (2011)\textsuperscript{109} took up a study to investigate the relationship between employee retention, job satisfaction, perceived supervisory support and compensation by considering the organizational commitment as mediating variable in pharmaceutical industry in Pakistan. The results signify that positive relationship exists between compensation, Supervisory Support, and organizational commitment. The results further conclude that organizational commitment has strong and positive relationship with employee job satisfaction and employee retention.

Mosammod Mahamuda Parvin, M M Nurul Kabir, (2011)\textsuperscript{110} took up a study to evaluate job satisfaction of employees in different pharmaceutical companies. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. The result revealed that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction. The overall job satisfaction of the employees in pharmaceutical sector is at the positive level. The nature of business operation, the


work culture and the level of job satisfaction have undergone sea change for the pharmaceutical companies

**S. K. Singh & Vivek Tiwari (2011)** conducted a study to investigate the relationship between Motivation and Job Satisfaction. Motivation has been treated as a dependent and Job Satisfaction as an independent variable. The results show a positive correlation between motivation and job satisfaction i.e., motivation increases with increase in job satisfaction and vice-versa. The results of the study also indicate that, motivation remains unaffected of both age as well as the long tenure of the employees. The paper also finds the relative importance of different factors that contribute to the satisfaction of employees; Compensation Package emerged as the most important factor, whereas the Self Actualization appears to be the least important factor.

**Laurie A. Pane, MD et. al (2012)**, took up a study to assess career satisfaction among pediatric hospital employees. The study determines the various interventions which may improve satisfaction, and investigate the role of mentorship in satisfaction. Adequate mentorship was significantly correlated with overall career satisfaction.

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Javad Eslami and Davood Gharakhan, (2012) examined the role of Job satisfaction on Organizational commitments with the data collected from 280 Iranian employees. Relevant statistical analytical techniques including regression for analysis was then used. The results indicate that all three factors of Job satisfaction (Promotions, Personal relationships, and Favorable conditions of work) have positive and significant effects on Organizational commitments. The main contribution of the paper is to provide empirical evidence about the impact of Job satisfaction on Organizational commitments.

Latha K and Janaki Dass D.V.S, (2012) took up a study to examine the relationship between job stress and job satisfaction. The determinants of job stress that have been examined under this study include, causes of job stress, symptoms of job stress, strategies of job stress and managing the job stress. The result shows a significant relationship between the job stress and job satisfaction.

Vijaya Kameswari, A and Nittala Rajyalakshmi (2012) examined the relationship between satisfaction of employee with job, training and skill development activities, work environment, superior support, coworker support and recognition for the work done in State Bank of India in Visakhapatnam city. The author used the technique of Confirmatory factor analysis along with SEM to find out the relationship


between the internal marketing dimensions and employee job satisfaction. The measurement model revealed that the internal marketing dimensions have positive and significant relationship with employee job satisfaction.

2.3. RESEARCH GAP

The above findings are conducted in the context of career satisfaction of various professionals. After reviewing quite a number of literature on career satisfaction, the researcher found that the career satisfaction of Insurance consultants is least studied. It is also noted that there is a dearth of information with regard to the career satisfaction of Insurance consultants. The study aims to fill that gap and contribute comprehensive facts on career satisfaction of Insurance consultants of private sector and public sector Insurance companies.

2.4. CONCLUSION

The interaction between the research question and the relevant literature is foreshadowed throughout the review process in this chapter and helps the researcher to pursue his research analysis on career satisfaction of insurance Consultants efficiently and effectively. The researcher aims to identify a distinctive contribution from the research analysis in the following chapter to produce a rationale and justification for the study.