Chapter V

RELATIONSHIP BETWEEN JOB SATISFACTION AND SELECTED VARIABLES

In this chapter, relationship between job satisfaction and selected variables\(^1\) has been examined. However the chapter begins with a discussion about the level of job satisfaction of the whole sample as well as faculty-wise.

There are two types of variables, namely, socio-personal variables and job factors. This chapter confines to the analysis of;

(i) Relationship between respondents' selected socio-personal variables and job satisfaction and;

(ii) Relationship between selected job factors (motivator and hygiene) and job satisfaction.

Analysis of results

I. Level of job satisfaction of the respondents

The maximum and minimum scores which a respondent could obtain on the scale are standardised for calculation purposes. The level of job satisfaction of the respondents are judged from the magnitude of the values of means taken for all the items of the scale.

\(^1\) For details see chapter II.
The mean job satisfaction score of the respondents works out to be 3.8039 and standard deviation 0.5182. All the respondents are satisfied. Level of job satisfaction, therefore are categorised as very high, moderately high and high. The range of scores for each level and the number of respondents in each category have been shown in table 5.1.

Table 5.1

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Level of Job Satisfaction</th>
<th>Range of Scores</th>
<th>Frequency</th>
<th>% to Sample (n=320)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Very High</td>
<td>4 and Above</td>
<td>100</td>
<td>31.25</td>
</tr>
<tr>
<td>2.</td>
<td>Moderately High</td>
<td>3-4</td>
<td>197</td>
<td>61.56</td>
</tr>
<tr>
<td>3.</td>
<td>High</td>
<td>upto 3</td>
<td>23</td>
<td>7.19</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>320</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Mean Scores = 3.8039  Standard Deviation = 0.5182.
The table 5.1 reveals that 31.25 percent of the respondents expressed very high level of satisfaction with their jobs followed by 61.56 percent of the respondents expressed moderately high level of satisfaction. The remaining 7.19 percent of the respondents are highly satisfied (see fig 5.1) with their jobs.

These findings are in line with Parshad, who reported a high level of job satisfaction of village level workers in Punjab. But there is another study in which findings are reported to be contrary.  

(i) **Level of job satisfaction of respondents faculty-wise:**

The sample in the study has been drawn from four faculties. Faculty-wise job satisfaction is viewed separately. Table 5.2 provides faculty-wise position of level of job satisfaction.

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Table 5.2

**Faculty-wise mean score and standard Deviation**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Category</th>
<th>Mean Scores</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Arts Teachers</td>
<td>3.83</td>
<td>0.5410</td>
</tr>
<tr>
<td>2.</td>
<td>Science Teachers</td>
<td>3.77</td>
<td>0.5103</td>
</tr>
<tr>
<td>3.</td>
<td>Physical Education Teachers</td>
<td>3.82</td>
<td>0.4562</td>
</tr>
<tr>
<td>4.</td>
<td>Librarians</td>
<td>3.73</td>
<td>0.4422</td>
</tr>
</tbody>
</table>

Table 5.2 shows that the mean score is highest in case of Arts, followed by Physical Education and Science teachers. The job satisfaction mean score of Librarians works out to be minimum.

However variation among faculties found to be insignificant statistically. The study thus validates the hypothesis that job satisfaction does not differ significantly across faculties. The standard deviation is also highest in case of Arts teachers (0.5410) as compared to other categories.

(ii) **Level of job satisfaction among teachers working in different set-ups:**  (According to their mean scores and standard Deviation)

Table 5.3 reveals the level of job satisfaction of teachers working in different organisational structures, different locations and different set-ups such as government
and non-government colleges, rural-urban colleges and colleges in the state of Punjab and Chandigarh and in Universities.

Table 5.3

Distribution of respondents working in different set-ups (as per their mean scores and standard deviation)

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Set up</th>
<th>Mean score</th>
<th>Standard Deviation Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Government Colleges</td>
<td>3.70</td>
<td>0.5099</td>
</tr>
<tr>
<td>A2</td>
<td>Non-Government Colleges</td>
<td>3.88</td>
<td>0.5171</td>
</tr>
<tr>
<td>B1</td>
<td>Rural Colleges</td>
<td>3.92</td>
<td>0.5158</td>
</tr>
<tr>
<td>B2</td>
<td>Urban Colleges</td>
<td>3.77</td>
<td>0.5142</td>
</tr>
<tr>
<td>C</td>
<td>Total Colleges</td>
<td>3.82</td>
<td>0.5217</td>
</tr>
<tr>
<td>D</td>
<td>Total Universities</td>
<td>3.77</td>
<td>0.5085</td>
</tr>
</tbody>
</table>

It is clear from table 5.3 that the mean job satisfaction scores and standard deviation of job satisfaction of teachers working under different set-ups do not exhibit much variation.

Statistically, the insignificant variation implies that nature of organisation and its location has no bearing on job satisfaction of teachers.

Relationship Between Job Satisfaction and Selected Variables:-

Large number of studies relating to relationship between job satisfaction and selected variables are available. The broad conclusion of selected studies are as under:-

Different studies have come out with different results on the relationship between each socio-personal characteristics and job satisfaction. The socio-personal characteristics...
covered in the studies included age, educational level, service experience, family obligation and family income. A brief account of these studies has been described in following paragraph.

While studying the relationship between age and job satisfaction Super reported that individuals aged between 25-34 and 45-54 years, appeared less satisfied than people in other age groups.4

Herzberg, et al5 and Gopa Basu and Pestengee6 concluded that satisfaction was high among young workers. Saleh and Otis located positive relationship up to the pre-retirement years.7

Majority of the studies have found inverse relationship between educational level and job satisfaction.8 Huppock and others have opined, that there is absolutely no relationship

5. F.Herzberg, B.Mausner, R.O.Peterson and D.F. Capewell (1957), Job Attitudes, Review of research and opinion: Pittsberg, Psychological service of Pittsberg.
7. S.D.Saleh and J.L. Otis (1964), Age and level of job satisfaction, Personnel Psychology; 17, pp., 425-430.
between the two.\textsuperscript{9} Canter\textsuperscript{9} and Canteril and Others\textsuperscript{10, 11, 12} also gave the similar views.

Is there any significant correlation between job satisfaction and years of service? Again, there is no consensus on this issue. Kalanidhi ruled out any significant relationship between the two.\textsuperscript{13} The relationship viewed by Schultz is a complex one.\textsuperscript{14}

Sinha and Sharma found that persons with less family obligation were more satisfied.\textsuperscript{15} In contrast some studies conducted by Salinas\textsuperscript{16} and Sinha and Nair\textsuperscript{17} reported no correlation.

\begin{enumerate}
\item Hoppock (1935), \textit{op. cit.}, p.11.
\item N.C. Morse (1953), \textit{Satisfaction in the White Collar Job}, Ann Arbor, Michigan, University of Michigan, U.S.A.
\item M.S. Kalanidhi (1972), A Study of Job Satisfaction Among Draughtswomen, \textit{MANAS}: 19, p.2.
\item Sinha and Sharma (1962), \textit{op. cit.}, pp. 320-329.
\item R.O.P. Salinas (1964), An Exploratory Study of Job Satisfaction Attitudes.
\item Sinha and Nair (1965), \textit{op. cit.}, pp. 2-4.
\end{enumerate}
Several authors have referred positive relationship between income and job satisfaction, though this would vary from job to job.\textsuperscript{18,19,20}

While surveying the relationship of selected job factors with job satisfaction, job security was counted by many investigators as the most important variable.\textsuperscript{21,22,23,24}

Similarly a feeling of achievement had a positive correlation with the level of job satisfaction. Higher the perception of an individual about his achievement on the job, higher the satisfaction and vice-versa. Such feeling was revealed by Kalanidhi from his study on job satisfaction among drafts women.\textsuperscript{25}

In most of the studies, the opportunity for advancement

\textsuperscript{18} Herzberg (1957), \textit{op. cit.}, p. 12.


\textsuperscript{22} G.Gurin, J. Veroff and S. Fled (1960), \textit{Americans View Their Mental Health}, New York, Basic Books, p. 413.


\textsuperscript{24} Glimer (1971), \textit{op. cit.}, p. 683.

\textsuperscript{25} Kalanidhi (1972) \textit{op. cit.}, p.2.
ranked above average in importance of the variables affecting job satisfaction of the employees.\textsuperscript{26,27}

There was bound to be a greater level of job satisfaction, if the job involves creative work, such views were expressed by Walker and Guest, because mechanized routine work leads to the feeling of dissatisfaction.\textsuperscript{28}

According to Watson and others the behaviour and style of supervision was judged to be the most important factor relating to job satisfaction.\textsuperscript{29,30,31,32,33}

\begin{footnotesize}


\end{footnotesize}
On the whole, the administrative set-up and policies of organisation also affect the level of job satisfaction. The results of Hawthorne studies concluded that the relationship of employer and employees affected the productivity and happiness of the workers.\(^{34}\)

Porter and Lawler and others observed that if supervisor was considerate towards subordinates, it resulted in a high level of satisfaction and low turnover and few absentees.\(^{35, \ 36}\)

The adequacy or inadequacy of salary also has a direct effect on the level of job satisfaction. Several authors have...

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34. F.J. Roethlisberg and W.J. Dickson (1939), Management and the Worker: An Account of Research Program conducted by the Harvard University, Cambridge, Harvard University Press.


expressed such opinion.\textsuperscript{37,38,39,40,41}

While surveying the relative contribution of motivator and hygiene factors to job satisfaction, some authors have reported hygiene factors more contributory in determining the level of job satisfaction.\textsuperscript{42,43,44} Whereas others have reported contrary as motivator factors contributing more to overall

\begin{itemize}
\item \textsuperscript{37} J.P. Troxell (1954), Elements in job satisfaction, \textit{Personnel} :31, pp., 199-205
\item \textsuperscript{38} J.A. Geschwender (1962), Social Reference Basis of Job Satisfaction : The Case of A Manual Worker, \textit{American Sociological Review}, 27, pp. 228-237.
\item \textsuperscript{40} S.M. Klein (1966), Education Level and Satisfaction with Pay, \textit{Personnel Psychology}, 19 : 2, pp.195-208.
\item \textsuperscript{41} George Psacharopoulos, Jorge Valenzuela and Mary Arends (1993), \textit{Teachers Salaries in Latin America}, A Comparative Analysis, Technical Department, Latin America and The Caribbean Region, pp.2-3.
\item \textsuperscript{42} F. Friedlander and E. Walton (1964), Positive and Negative Motivations Towards Work, \textit{Administrative Science Quarterly}: 9, 194-207.
\item \textsuperscript{44} E.L. Levine and J. Weitz (1968), Job Satisfaction Among Graduate Students, Intrinsic Vs. Extrinsic Variables, \textit{Journal of Applied Psychology}, 52, pp. 263.271.
\end{itemize}
satisfaction. There are some others who found no definite trend of either of the two.

There are studies in which it has been concluded that these factors had their significant differently for different type of functionaries, i.e., for skilled workers and for white collar employees.

It may be concluded that the existing literature on the relative contribution of motivator and hygiene factors to job


52. Herzberg (1968), op. cit., p. 280.
satisfaction brings into focus the important role of these two and also the major preoccupation of researchers (in the post), to identify the factors that influence the level of job satisfaction of employees in a work situation.

As mentioned earlier there are two types of variables namely socio-personal characteristics (18 variables) and job factors (5 motivator and 7 hygiene variables) in this study. In the subsequent discussion their relationship with job satisfaction has been carried. 53

II. Relationship between respondents' selected socio-personal characteristics and job satisfaction.

18 variables constitute socio-personal characteristics of the respondents. Table 5.4 shows an overall view regarding association of socio-personal characteristics and job satisfaction. Though a few of these are significantly related with job satisfaction, yet the hypothesis that personal and social characteristics are not associated to job satisfaction get; rejected. A detail discussion regarding the relationship between various socio-personal characteristics and job satisfaction is reported as under:

53. See Chapter II
Table 5.4

Relationship between Respondents' Socio-personal Characteristics and Job Satisfaction (n=320)

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Socio-personal characteristics</th>
<th>Correlation Coefficient ('r')</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Nature of organisation</td>
<td>0.105***</td>
</tr>
<tr>
<td>2.</td>
<td>Location of institute</td>
<td>-0.121**</td>
</tr>
<tr>
<td>3.</td>
<td>Educational Qualification</td>
<td>-0.014</td>
</tr>
<tr>
<td>4.</td>
<td>Background</td>
<td>-0.065</td>
</tr>
<tr>
<td>5.</td>
<td>Type of family</td>
<td>0.047</td>
</tr>
<tr>
<td>6.</td>
<td>Designation</td>
<td>-0.053</td>
</tr>
<tr>
<td>7.</td>
<td>Father's occupation</td>
<td>-0.001</td>
</tr>
<tr>
<td>8.</td>
<td>Family normally reside</td>
<td>-0.069</td>
</tr>
<tr>
<td>9.</td>
<td>Family obligation marriage etc.</td>
<td>0.070</td>
</tr>
<tr>
<td>10.</td>
<td>House building obligation</td>
<td>-0.047</td>
</tr>
<tr>
<td>11.</td>
<td>Education of dependents</td>
<td>-0.042</td>
</tr>
<tr>
<td>12.</td>
<td>Overall obligation</td>
<td>-0.114**</td>
</tr>
<tr>
<td>13.</td>
<td>Number of dependents</td>
<td>-0.023</td>
</tr>
<tr>
<td>14.</td>
<td>Age</td>
<td>0.136**</td>
</tr>
<tr>
<td>15.</td>
<td>Service experience</td>
<td>0.119**</td>
</tr>
<tr>
<td>16.</td>
<td>Family Income</td>
<td>0.161*</td>
</tr>
<tr>
<td>17.</td>
<td>Distance of residence from work place</td>
<td>0.071</td>
</tr>
<tr>
<td>18.</td>
<td>Anxiety scale about the job</td>
<td>0.071</td>
</tr>
</tbody>
</table>

* Significant at 1 percent level
** Significant at 5 percent level
*** Significant at 10 percent level

(i) Nature of organisation and job satisfaction:

It is evident from table 5.4 that there is some relationship between the nature of organisation and job satisfaction; means whether the institution is government or non-government, it makes only marginal difference towards the level of job satisfaction of the employees, as the magnitude of correlation is very low (0.105), significant at 10 percent only.
(ii) **Location of the Institute:**

Table 5.4 indicates that location of the institute (whether the institute is situated in the rural area or in the urban area) and job satisfaction is negatively related at 5 percent ($r = -0.121$).

(iii) **Educational Qualification:**

It can be seen from the table 5.4 that educational qualification of the respondents and job satisfaction are negatively and insignificantly correlated ($r = -0.014$), which indicates that the educational level of the respondents has more or less no bearing on their job satisfaction level. Thus the study could not reject the hypothesis that there is no association between education and level of job satisfaction. These findings are in line with Kumar54, Kaur55, Muthayya, Gananakannan56 and Sandhu.57 But this is contrary to the


findings reported by Ghosh and Shukla.

(iv) Background:

Coefficient of correlation is also worked out to examine the association of the respondents' job satisfaction on the basis of their background factor. Table 5.4 exhibits that background whether rural or urban bore no significance, as the magnitude of $r = -0.065$. Thus, the hypothesis could not be rejected that there is no association between rural/urban background of the teachers and level of job satisfaction.

(v) Type of family and job satisfaction:

The magnitude of coefficient of correlation is 0.047, which is in-significant. (table 5.4). It indicates whether the respondents belong to nuclear family or joint, have no significance towards the job satisfaction of the respondents.

(vi) Designation of the respondents and their level of job Satisfaction:

The table 5.4 indicates that designation of the respondents and job satisfaction are negatively and insignificantly related ($r = -0.053$).

(vii) Father's Occupation:

This variable has given totally negligible effect ($r = -0.001$). This shows that whatever be the father's occupation, it has no bearing on the satisfaction of the respondents.

(viii) Family normally reside with you or not ?:

It has been tried to find out, if there is any effect on the level of job satisfaction, in case the family is residing with the individual or apart. The magnitude of correlation coefficient indicates ($r = -0.069$) that it is negatively and insignificantly related to job satisfaction of the respondents.

(ix) Family obligation marriage etc.:

The respondents express their obligation regarding the marriage etc. (brother, sister or son, daughter) in their families. While the co-efficient of correlation is positively and insignificantly related ($r = 0.070$), which proved that family obligation and job satisfaction have insignificant relationship.

(x) House building obligation:

Table 5.4 shows negative and insignificant relationship between the two ($r = -0.047$), which proves that the respondent's job satisfaction is not significantly affected by
such obligations.

(xi) **Education of Dependents:**

It is ascertained that the education of dependents with job satisfaction is negatively and weakly related ($r = -0.042$). This indicates that obligation of respondents of their dependent's education etc. have insignificant bearing on their level of job satisfaction.

(xii) **Overall obligation:**

Table 5.4 exhibits negative but significant association of the overall obligation and job satisfaction of the respondents. The magnitude of the correlation is $-0.114$, which is significant at 5 percent level. This shows that performing overall obligation do affect level of job satisfaction.

(xiii) **Number of Dependents:**

The analysis shows that the variable titled 'number of dependents' is negatively and insignificantly related to the level of job satisfaction ($r = -0.023$). The hypotheses that there is no association between number of dependents and job satisfaction has thus been found valid.

(xiv) **Age:**

Age of the respondents and job satisfaction are positively and significantly correlated at 5 percent level ($r = 0.136$). It indicates that the age of the teachers have a significant
bearing on job satisfaction. The results are in line with the findings of Sinha and Nair, who found that older workers tended to be more satisfied.\(^{59}\) Other studies have contradicted this viewpoint.\(^{60}\) The hypothesis that there is no significant relationship between the age and level of job satisfaction has been rejected.

(xv) **Service Experience:**

It is also observed that the length of service of an individual has a bearing on his level of job satisfaction, because it has a positive and significant relationship at 5 percent level. Thus the study has invalidated the hypotheses that there is no significant relationship between the service experience and level of job satisfaction. There are studies who have contradicted this.\(^{61,62}\)

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(xvi) **Family Income:**

The analysis of the data pertaining to the family income of the respondents and job satisfaction shows positive and highly significant relationship at 1 percent level ($r=0.161$). This means that respondents who earned more (family income from all sources) or getting more pay are more satisfied. Thus the study rejects the hypothesis that there is no association between family income and level of job satisfaction. This finding is in tune with that of Herzberg.⁶³

(xvii) **Distance of Residence from work place:**

It is positively but insignificantly related to job satisfaction ($r=0.071$) of the respondents. Thus the hypothesis that there is no significant relationship between the distance of place of posting from home and level of job satisfaction is found to be true.

(xviii) **Anxiety about the job:**

It is positively but insignificantly related to job satisfaction ($r=0.071$). This indicates that the respondents do not assign much weightage to the different situations in job which used to arise from time to time.

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⁶³ Herzberg (1968), *op.cit.*, p. 279.
III. Relationship between selected job factors (motivator and hygiene) and job satisfaction:

The correlation coefficient is calculated between different job factors (motivator as well as hygiene) and job satisfaction. On the basis of co-efficient of correlation it shows that all the selected job factors have a positive correlation with job satisfaction. The results have been presented in table 5.5.

Table 5.5
Relationship between motivator and hygiene factors and job satisfaction

<table>
<thead>
<tr>
<th>(A) Motivator Factors</th>
<th>Correlation Co-efficient ('r')</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Feeling of Achievement</td>
<td>0.480*</td>
</tr>
<tr>
<td>2. Ability Utilisation</td>
<td>0.555*</td>
</tr>
<tr>
<td>3. Recognition and Rewards</td>
<td>0.423*</td>
</tr>
<tr>
<td>4. Freedom of expression</td>
<td>0.481*</td>
</tr>
<tr>
<td>5. Scope for Professional growth</td>
<td>0.458*</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(B) Hygiene Factors</th>
<th>('r')</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Behaviour of immediate officer</td>
<td>0.406*</td>
</tr>
<tr>
<td>2. Security and Advancement</td>
<td>0.632*</td>
</tr>
<tr>
<td>3. (a) Adequacy of salary</td>
<td>0.571*</td>
</tr>
<tr>
<td>3. (b) Fringe Benefits</td>
<td>0.347*</td>
</tr>
<tr>
<td>4. Administrative set-up and policies of organisation</td>
<td>0.512*</td>
</tr>
<tr>
<td>5. Physical conditions of work</td>
<td>0.383*</td>
</tr>
<tr>
<td>6. Social status attached to the job</td>
<td>0.363*</td>
</tr>
</tbody>
</table>

* Significant at 1 percent level.
Motivator Factors

(A.i) Feeling of Achievement:-

Table 5.5 shows that feeling of achievement and job satisfaction are positively related at 1 percent level \((r=0.480)\). This reveals that as an individual perceived high achievement on job, this enhances his satisfaction.

The study thus rejects the hypothesis that there is no relationship between feeling of achievement and job satisfaction.

(A.ii) Ability Utilisation:-

Table 5.5 exhibits that ability utilisation has a strong and positive relationship with job satisfaction \((r=0.555)\) significant at one percent level. This implies that those who get more chances at work to use their ability in planning and to some extent execution of the educational work are more satisfied than others.

The study rejects the hypothesis, namely there is no relationship between ability utilisation and level of job satisfaction.

(A.iii) Recognition and Rewards:-

This variable is positively and significantly related to job satisfaction (as is indicated in table 5.5) at 1 percent
Recognition and rewards provide reinforcement to a worker on the job, because this is a higher order need. It is not necessary to reward him financially, only a word of appreciation will add to his moral encouragement on the job.

Thus the study rejects the hypothesis that there is no association between recognition and rewards and job satisfaction.

(A.iv) Freedom of expression:-

Table 5.5 reveals that freedom of expression and job satisfaction have positive and strong relationship (r = 0.481) being significant at one percent level. The fact behind is that those who can express their views without any loss of faith or trust, are more satisfied on their respective jobs. This invalidates the hypothesis that there is no significant relationship between freedom of expression and level of job satisfaction.

(A.v) Scope for professional growth:-

Table 5.5 exhibits positive and significant relationship (r = 0.458) at one percent level between scope for professional growth and job satisfaction.

Professional growth includes growth in knowledge, communication skills and betterment of abilities etc.. It is
obvious that if there are enough chances for the individual to grow professionally then there is every likelihood to serve better and in return satisfaction out of the job because it is a higher order need.

The hypothesis that there is no significant relationship between scope for professional growth and level of job satisfaction found to be invalid.

Hygiene Factors

(B.i) **Behaviour of Immediate officer**:-

The correlation between behaviour of immediate officer and job satisfaction works out to be 0.406 (see table 5.5), which is significant at 1 percent level. The hypothesis viz., there is no significant relationship between behaviour of immediate officer and level of job satisfaction is rejected.

(B.ii) **Security and Advancement**:-

Table 5.5 reveals that security and advancement and job satisfaction are highly correlated, \( r = 0.632 \), being significant at 1 percent level. The importance of this factor is the result of its absence from a situation rather than its presence. Glimer observed that the lower level workers attached greater importance to security. The opportunity for advancement ranked above average to persons striving for upward mobility and lack of this opportunity proved a strong reason for
disliking a job. He further said that security was generally mentioned first by men and women both as contributing to job satisfaction. Other studies have also revealed similar findings.

Thus, in the present study, the hypothesis that there is no association between security and advancement and job satisfaction is rejected.

(B.iii) Adequacy of salary:

Table 5.5 shows positive and significant relationship at 1 percent level (r=0.571) between adequacy of salary and job satisfaction. This all means that the salary influences directly the job satisfaction of the respondents. Several authors have

also referred to this positive correlation. \textsuperscript{68, 69, 70}

Thus, the study rejects the hypothesis that there is no significant relationship between adequacy of salary and job satisfaction.

(B.iii) Fringe benefits:

The correlation between fringe benefits and job satisfaction works out to be 0.347, which is significant at 1 percent level.

These are the benefits, which an employee gets on the job apart from the monthly fixed pay. These benefits include medical allowances, loan, provident fund and house building etc. Such benefits would certainly add to the employees satisfaction. The hypothesis viz., there is no association between fringe benefits and job satisfaction is rejected.

(B.iv) Administrative set-up and policies of organisation:

This means the clear understanding of the duties, responsibilities, work rules and positions in the authority structure play an important role in the satisfaction of


\textsuperscript{70} Glimer (1971), \textit{op. cit.}, p. 682.
greatly attached to their satisfaction, as correlation coefficient works out to be positive and significant relationship at 1 percent level ($r=0.363$). The hypothesis that there is no association of social status attached to the job and job satisfaction gets rejected.

It has been thus observed that (motivator and hygiene) the job factors are significantly related to job satisfaction.