REVIEW OF LITERATURE

In this section, findings of the studies conducted in this area of research are presented. There include scores of studies conducted on job satisfaction by Indian as well as foreign scholars. These studies cover different aspects of job satisfaction. It is very difficult to review all the studies available in literature, however, studies closely related to the present study, directly or indirectly, were reviewed and their findings are presented. The review of earlier studies gives an account of the status of research in this field of inquiry i.e. job satisfaction and job performance. For the purpose of convenience, studies reviewed were grouped into three categories: (1) studies related to job satisfaction; (2) studies related to job performance and (3) studies on relationship between job satisfaction and job performance. The findings of these research studies are presented here.

2.1 Studies related to Job Satisfaction

A number of studies on job satisfaction in the context of socio-demographic and organizational attributes were conducted in different parts of India and foreign countries. The socio-economic factors include age, gender, education, marital status and tenure. The organizational factors include ability utilization, achievement, activity, advancement, authority, company policies, compensation, co-workers, creativity, independence, security, social service, social status, moral values, recognition, responsibility, supervision-human relations, supervision-technical, variety, working condition. A brief account of review of studies in this area is presented here.

Socio-economic factors and job satisfaction:

Several studies conducted with regard to the relationship between socio-economic factors such as age, gender, education, marital status and tenure and job satisfaction has
yielded contradictory results. Some researchers are of opinion that socio-economic factors have an impact on job satisfaction and some other is of opinion that there is no significant impact of these factors on job satisfaction. Present study is directed to measure the impact of these factors on job satisfaction.

Naik (1992) conducted a study to the impact of gender, education, and marital status on the job satisfaction of teaching assistants of Baroda University in the state of Gujarat. A sample of eighty five teachers of different faculties of Baroda University were selected. The data was collected with the help of self developed Job Satisfaction Questionnaire. Findings of the research were; (1) there is no significant difference in job satisfaction between male and female college teachers, (2) the positive association exists between education and job satisfaction and, (3) unmarried teachers have higher satisfaction than the married teachers.

Nair (1992) studied the influence of type of school, education and marital status on job satisfaction of 150 randomly selected primary school teachers of Baroda city in Gujarat. To collect the data from respondents, Job Satisfaction Scale and Personal Information List was used. The collected data was analyzed with different statistical techniques like Mean, T-test, and Simple Percentile Method and Distribution of Frequency. Findings indicated: (1) no significant difference between the teachers of government and non government school teachers. (2) There is no significant difference noticed between P.T.C. and B.Ed. degree teachers. (3) There is no significant difference found between married and unmarried teachers.

Tapodhan (1994) studied comparative Job attitudes and Job satisfaction of Secondary school teachers of Ahmedabad city in the state of Gujarat. Five hundred teachers were included in the sample of the study using Random Sampling Method. To collect the relevant information from respondents self made Job Attitude Scale and Job Satisfaction Questionnaires formulated by D. N. Mrutha were used. Different statistical techniques
like; Mean, Median and Standard Deviation used to analyze the data. Findings of the study were: (1) Job attitudes of female teachers were more positive than the male teachers, (2) Subject area was not significantly associated with Job satisfaction, (3) Marital status, educational experience and age were not significantly related with Job satisfaction, (4) Type of school and area of the school did not significantly affect the Job satisfaction.

Greenberg and Baron (1995) also found that older employees are generally more contented with their jobs than the younger employees, while people who are more experienced in their jobs are very satisfied than those who are less experienced. It is reported by the researchers that experience is related to job satisfaction.

Thakkar (1995) did a study to know the job satisfaction of the principals of the Secondary school. The principals of six districts of Saurashtra in the state of Gujarat were selected for the study. Self made Job Satisfaction Scale was used for the data collection. Distribution of frequency, Mean, Median, Standard Deviation, Chi-square and Critical Ratio were used for the analysis of the data. Findings of the study were; (1) Majority principals have neutral attitude; (2) There was no significant difference found on job satisfaction with age, area, educational qualification and marital status; (3) Educational experience significantly affected job satisfaction. The principals with nine to sixteen years experience were found to be more satisfied than those with lesser experience.

Jadeja (1997) studied Job Satisfaction, Values and Problems of in-service female school teachers. Cluster Sampling Method was used to select sample for the study. Colleges, Secondary schools, and seventy five primary school teachers included. Five hundred and eighty four (584) female school teachers of six districts of Saurashtra, Gujarat were selected for the sample. The Value Scale formulated by G. G. Nakum and self made Problem List and Job Satisfaction Test formulated by K. P. Viroja, were used for the data collection. Age, educational qualifications, type of school management and experience
were included as independent variables, while Job satisfaction, values and problems were dependent variables. The data was analyzed with different statistical techniques like; F-value, t-value, Mean and Variance of Analysis. Findings of the study were; (1) There was equal Job satisfaction found in each levels of female teachers’ education, (2) P.T.C. degree holder school teachers were more satisfied than having B.Ed. degree. (3) There was no effect of management and medium of the school on Job satisfaction and. (4) They found significant difference between married and unmarried school teachers. (5) Experience was found to have no affect on the job satisfaction.

An inquiry was conducted by Rathava (1998) on the Job satisfaction of the primary school teachers of Baroda city, Gujarat. Sample consisted of 120 school teachers. Out of them, eighty were male, while forty teachers were female. Random Sampling Method was used to select the sample of the study. Attitude Scale formulated by K. U. Lavingia was used for the data collection. The collected data was analyzed with different statistical techniques like: Standard Deviation, Chi-square, Critical Ratio and Mean. The scholar found that variables namely, age, educational qualifications and experience did not significantly affect the job satisfaction.

Tang and Talpade (1999) carried their research to investigate factors affecting job satisfaction. They found that there is a significant difference between males and females in terms of job dimensions impacting on job satisfaction. It was observed that men tend to have higher satisfaction with remuneration in comparison to females, while females tend to have higher satisfaction with co-workers than males.

Dhawan (2000) conducted a study on demography and climate as predictors of job satisfaction and pride in research laboratories. The researcher conducted this study on 208 scientists drawn from three laboratories namely Central Food Technological Research Institute (CIFTRI, Mysore), Regional Research Laboratory (RRL, Hyderabad)
and National Chemical Laboratory (NCL, Pune). The findings of the study reported that age of the scientists is the only variable which is significantly associated with job satisfaction. Interestingly, it was found that experience is not significantly associated with job satisfaction.

A study was conducted by Green (2000) on job satisfaction on a sample of 807 Chairpersons selected from a population of 9,866 from community colleges in the United States. The researcher reported that there is no significant relationship between personal characteristics such as age, gender, education, marital status of the respondents and job satisfaction. Interestingly, “the number of staff supervised” by each chairperson had significant relationship with their job satisfaction.

Johnson and Johnson (2000) in their study on 288 employees employed in the American Postal Services found that perceived over-qualification has a negative relationship with the dimensions of job satisfaction. Satisfaction level of an individual decreases as education level rises, the researchers observed. However, it can be said that there is inverse relationship between job satisfaction and education of employees.

Vyas (2001) studied on the job satisfaction of primary school teachers with reference to their sex, marital status and educational qualifications. In all, 3000 primary school teachers were selected from Junagadh and Porbandar districts of Gujarat with the help of Cluster Sampling. There were 1770 male and 1230 female teachers in the study. Self made job satisfaction inventory was used for the data collection. Various statistical techniques used for the data analysis were Mean, Median, Standard Deviation and Chi-square. Findings of the study revealed that there is significant difference between married and unmarried teachers. The researcher was also of the opinion that marital status has an effect on male teacher’s job satisfaction.
Drafke and Kossen (2002) researchers stated that job satisfaction in general increases with age as older workers have more work experience and generally have a more realistic view of work and life in comparison to their younger counterparts. They are of the opinion that younger workers have less experience to draw on and have an idealistic view of what work should be like.

A study was conducted by Ellickson (2002) to find out determinants of job satisfaction of municipal government employees. The researcher identified two types of factors: environmental and personal factors associated with job satisfaction. The environmental factors pertain to the work itself or work environment and personal factors refer to individual attributes and characteristics. Under the environmental factor, the variables identified were: opportunity for promotion, pay fringe benefits, work resources, sufficient workloads, relationship with one’s supervisor, performance appraisal and departmental pride. The personal factors identified were: gender, age and job level. In this study all 14 variables were used as independent variables to predict job satisfaction. Ellickson pointed out that promotional opportunities, pay and benefits were rated as most important to job satisfaction. He also found that gender and age have no impact in predicting job satisfaction.

Ahmed et al. (2003) made an effort to examine the job satisfaction of school teachers. For this purpose, they approached 236 teachers working in senior secondary schools in Pakistan. Their findings revealed that there is a significant relationship between marital status and job satisfaction. It seems that married teachers showed more job satisfaction than the unmarried teachers.

Cimete et al. (2003) conducted a survey on job satisfaction of nurses in two university hospitals in Istanbul with a sample of 501 respondents. They observed that the job
satisfaction mean score of divorcees and widows was higher than that of single and married groups. The difference between the mean scores was significant.

Crossman and Abou-Zaki (2003) made an investigation on employees’ job satisfaction in the Lebanese banking sector. They found a significant positive relationship between job satisfaction and education. In this regard respondents in possession of a school certificate reported the lowest level of overall job satisfaction, while employees with a college certificate reported the highest level of overall job satisfaction. Scholars highlighted possible factors such as lack of skills and less favorable treatment by the management as contributing to lower satisfaction levels among staff in possession of a school certificate.

KhMetle (2003) studied job satisfaction in relation to education level amongst Kuwaiti women employed in a public sector environment in Saudi Arab. The results of the study showed a strong relationship between the level of education and overall job satisfaction of the employees surveyed. He observed that employees in possession of an intermediate level of qualification reported higher level of satisfaction in relation to those employees who have higher levels of education. However he suggested that job satisfaction decreases in relation to an increase in the level of education as the expectations of employees are often not met by employers.

Joshi (2004) carried a study on the job satisfaction of B.Ed. trainees and B.Ed. trained teachers of Saurashtra region of Gujarat State. In the sample, 120 B.Ed. trainees and 120 B.Ed. teachers were included. Cluster Sampling Method was used to select the sample. Three different tools were used for the data collection. Personal Information Sheet, Job Stress List formulated by D. J. Bhatt, and Lodhal and Cadgner formulated Gujarati version of Job Involvement Inventory were applied on the sample of the study. Median, standard deviation and T-test were used for the data analysis. Findings of the research showed that; (1) No significant different found between B.Ed. trainees job satisfaction
and job stress, (2) There is positive significant correction found between job involvement and the job satisfaction of B.Ed. trainees, (3) There is positive significant correlation found between job involvement and job satisfaction of male teachers and (4) The teachers who are coming from separate families have higher job involvement than the joint family teachers.

The results of a study conducted by Kuo and Chen (2004) amongst Information and Technology personnel working in Taiwan, found marital status to be highly related to general, intrinsic and overall satisfaction. They reported that the results of the study indicated that married employees experienced higher levels of job satisfaction in comparison to that of single employees.

Luddy (2005) studied the relationship of demographic variables with employee’s job satisfaction in a public sector institution. The sample size for the study was 286 which was drawn from the Department of Health in the Western Cape Town. Results of the study showed that no significant relationship exists between gender, educational level and job satisfaction.

Scott (2005) conducted a study on relationship between selected demographic factors and the level of job satisfaction of extension agents at Mississippi in the United States. The sample for the study was of 143 respondents which includes county directors, and 4-H agents. Researchers found that race, age, marital status and education have no significant relationship with job satisfaction. The researchers also reported that gender has significantly low relationship with job satisfaction.

Wanda Roos (2005) studied the relationship between employee motivation, job satisfaction and corporate culture. The sample for the study was extracted from the establishment staff of a marketing research company in South Africa, and consisted of 118 employees across top and middle management, as well as general staff. In the study
questionnaire method was used to collect the relevant information from the employees. The scholar found that demographic variables namely, age, gender, tenure, education level and seniority of employees showed influence on employee motivation, job satisfaction and corporate culture.

Sharma and Jyoti (2006) completed a study on university employees and they reported that there is a significant impact of growth opportunity on job satisfaction. They found that recognized opportunities for career planning, marital status and development plays a major role to enhance job satisfaction of an individual and lack of career development was reported to be directly and negatively related to job satisfaction. The researchers also reported that mean level of job satisfaction secured by the married teachers was more than their unmarried counterparts.

Kamal Raj (2009) investigated job satisfaction of 80 bank officers in the state of Uttar Pradesh. He concluded that as a person ages, his job satisfaction shows an increasing trend. It was found that younger employees have more energy, more expectations and more options, hence have lesser satisfaction with their job.

A study was conducted by Jackie Mamitsa and Ramasodi (2010) at South Rand Hospital in the south of Johannesburg, Gauteng, South Africa to understand relationship between demographic variables and job satisfaction among health care professionals. The data were collected from 284 health care professionals working in hospitals through questionnaire method. The results of the study revealed that there is no significant association of age, gender, education, marital status with job satisfaction.

Wube (2010) conducted a study on factors affecting the satisfaction and performance of women entrepreneurs in micro and small enterprises in Dessif town having stratified sample of 203 respondents. The researcher found that there is significant influence of age, education, marital status and experience on individual’s job satisfaction.

Mulky (2011) conducted a study on salesperson in pharmaceutical industry in Bangalore (India) on a sample of 121 respondents. He reported that differences in job satisfaction
across age and experience categories were not significant. The author also reported that the salespersons with higher educational qualifications expressed lower level of job satisfaction.

**Azmi and Sharma (2012)** conducted a study entitled “Job Related Dimensions and Faculty Members Satisfaction at Indian Business Schools”. The study was directed to examine the relationship between job related dimensions and job satisfaction of teaching staff of B-schools in India. In it 310 responses were completed by the teachers of management institutes located in India using a self-administered questionnaire. The findings of the study indicated that there is a positive relationship among pay satisfaction, satisfaction with supervision, satisfaction with work-schedule flexibility and teachers’ job satisfaction. Promotion opportunities were not found to be an influential factor leading to teachers’ job satisfaction.

**Shallu Sehgal (2012)** carried out a research to measure the influence of socio-economic variables on job satisfaction in private and public sector banks employees in Shimla district of Himachal Pradesh on a sample of 60 respondents. She reported that socio-economic variables which include age, sex, and income, are significantly correlated with job satisfaction of employees. The scholar also mentioned that employees in older age group were more satisfied than the employees in younger age group.

**Ram (2013)** did a study to know relationship between Job Satisfaction and Job Performance in the Public Sector in the state of Maharashtra in India. The sample for the study comprised of 85 drivers and conductors. The researcher reported that no association exists between age and salary on overall job satisfaction.

**Organizational Variables and Job Satisfaction:**
After the review of studies related to socio-economic factors and job satisfaction efforts were directed to get an insight about the organizational variables which have impact on job satisfaction. These factors include the work itself, remuneration, supervision, promotion opportunities, co-workers, job status and job level etc. 

**Darji (1992)** carried their research to investigate the job satisfaction of primary school teachers of Himmatnagar Taluka. One hundred twenty five male and seventy four female teachers were selected for the sample of the study. A questionnaire consisting different sections with eighty eight questions to collect the data was used. The scholar observed that the teachers of urban areas were more satisfied and job satisfaction increased with salary and safety of the job.

**Patel (1993)** pursued research on 130 male and female primary school teachers to measure their job satisfaction. Seventy two positive and twenty eight negative statements were included in questionnaire for the data collection. Major findings of the research were: the favorable attitude of the principal highly affected the job satisfaction, while the frequency of satisfaction increases where physical facilities were available.

**Kim and Loadman (1994)** examined the relationship between pay and job satisfaction of 2054 practicing classroom teachers. They found that there was a significant relationship between job satisfaction and pay. It reflects that higher the pay, the higher will be the job satisfaction. It means pay has positive relationship with job satisfaction.

An inquiry was conducted by **Green (2000)** on job satisfaction on a sample of 807 Chairpersons selected from a population of 9,866 from community colleges in the United States. The researcher reported that there is no significant relationship between personal characteristics such as, age, gender, education, gender, marital status of the respondents and job satisfaction. Interestingly, the researcher reported “the number of staff supervised” by each chairperson has significant relationship with their job satisfaction.
Madison (2000) studied the association of co-worker with job satisfaction. He conducted this survey on more than 21000 women occupying the most demanding jobs. The findings of the survey indicated that those participants who lacked support from co-workers were more likely to suffer from job dissatisfaction and those participants, who got support from their co-workers, were more satisfied.

Oshagbemi (2000) conducted a study amongst United Kingdom academics and found that a statistically significant relationship exists between the pay and job satisfaction of employees. The author had reported that a significant relationship also exists between pay and rank of employees and their level of job satisfaction was established.

Brady (2001) carried out a study on principals working in California, to investigate the influence of length of years in current position on their perceived job performance and overall job satisfaction. The scholar theorized that principals who stayed in their current position the longest, most likely stayed due to high job satisfaction and perceived job performance. While Brady’s study did not prove this theory the study left open the possible discussion of the tenure as it relates to job satisfaction. It would be an interesting component of the proposed research to use tenure in the current position as a criterion variable as a predictor of job satisfaction.

Barry (2002) conducted a study on 173 principals to measure job satisfaction with relation to pay at Michigan high school during the 2000-2001 school years. The result of the study indicated that principals who were paid more, were more satisfied with their work. It seems that pay has positive relationship with job satisfaction which means as pay increases job satisfaction also increases.

Ellickson and Logsdon (2002) conducted a research identify the factors affecting job satisfaction of municipal government workers. They found that a promotional
opportunity was positively and significantly related to job satisfaction. The researchers reported that job satisfaction increases with an increase in promotion opportunity.

Ali-Mohammed (2004) attempted to understand factors affecting employees’ job satisfaction in public hospitals and found a moderate level of general satisfaction among participants. The study also showed that the opportunity to develop was a significant predictor of job satisfaction among study participants. The greater the chances for development within the organization, the more likelihood of a higher level of job satisfaction.

Joshi (2004) carried a study on the job satisfaction of B.Ed. trainees and B.Ed. trained teachers of Saurashtra region of Gujarat State. In the sample, 120 B.Ed. trainees and 120 B.Ed. teachers were included. Cluster Sapling Method was used to select the sample. There different tools were used for the data collection. Personal Information Sheet, Job Stress List formulated by D. J. Bhatt, and Lodhal and Cadgner formulated Gujarati version of Job Involvement Inventory implemented on the sample of the study. Median, standard deviation and T-test were used for the data analysis. Findings of the research shows that; (1) No significant different found between B.Ed. trainees job satisfaction and job stress, (2) There is positive significant correction found between job involvement and the job satisfaction of B.Ed. trainees, (3) There is positive significant correlation found between job involvement and job satisfaction of male teachers, and (4) The teachers who are coming from separate families have higher job involvement than the joint family teachers.

Berta (2005) conducted a study to investigate the job satisfaction of 1250 Food Brand employees. He found that there is a positive relationship among co-workers and job satisfaction. The researcher reported that co-workers enhance job satisfaction of individuals.
Sharma (2005) studied the job-satisfaction of the physical education teachers, working in schools of Himachal Pradesh. The data were collected from 210 teachers by using ‘job-satisfaction’ questionnaire (English) by Kumar and Mutha, and a check-list prepared in accordance with sport policy mentioned in seventh five year plan. The statistical technique chi-square method was used for the analysis of data. The findings revealed that the majority of teachers are satisfied with their job in accordance with job-satisfaction components. They are satisfied with their work, working conditions, salary structure, job security, promotional policies, institutional plans and policies, relationship with their co-workers, functioning of authorities (head) and their compatibility across high schools of Himachal Pradesh, which are having good, average and poor sports facilities.

Asondariya and Kumar (2008) conducted a study to find out impact of socio-demographic variables on Achievement Motivation, Adjustment and Job Satisfaction of seven Vidyasahayak teachers working in primary school of Saurashtra region and Kutch district in the state of Gujarat. Primary data for the study purpose was collected through self administered questionnaire from 705 teachers. Based on statistical findings in terms of Pearson’s Coefficient of Correlation and T-value, it was found that variables namely age, gender, education, caste, marital status are not significantly associated with Job Satisfaction, Adjustment and the Achievement motivation of teachers. However, it was found that job satisfaction of teachers, living in joint families is higher than the teachers living in nuclear families.

Kumar and Garg (2010) conducted a study entitled as impact of motivational factors on employee’s job satisfaction. The study was conducted in Punjab in India with sample of 195 employees. Scholars reported that a statistical significant relationship exist between variables namely, salary, facilities and promotion with job satisfaction. This means enhancement in salary, facilities and promotion leads to an increase in one’s job satisfaction.
Archana Singh (2011) conducted a survey on employee satisfaction in Madhya Pradesh. The survey was conducted in 13 Information and Technology organizations, on a sample of 33 respondents. Researchers reported that factors namely, pay, job interest, leadership, career growth, working environment, job responsibility etc. serves as stimulators for employee satisfaction.

Deshwal (2011) pursued research on job satisfaction of engineering faculty members in the engineering colleges of technical universities in Uttar Pradesh. The researcher took the sample of 360 respondents for the study. The researcher found that the factors named as working conditions, organizational policies, independence, promotion opportunities, work variety, creativity, compensation, work itself, colleagues’ cooperation, responsibility, social status of job, job security, achievement and students’ interaction were associated with job satisfaction.

Jagannathan and Sunder (2011) in their study examined job satisfaction among employees of the Life Insurance Corporation of India in Tamil Nadu. The sample consisted of 200 respondents. The researchers reported that the impact of job security, recognition for work, supervision pay, grievance handling procedures and other financial facilities is significant on job satisfaction of employees.

Shariq (2011) pursued research study to assess the impact of gender and attitudinal dimension on employee’s job satisfaction of 113 banking professionals. He observed that gender factor is associated with job satisfaction of employees. The scholar found that female employees showed less satisfaction as compared to male respondents.

Soumendu Biswas (2011) conducted a study on psychological climate as an antecedent of job satisfaction and job involvement at Gurgaon in Haryana on 357 respondents. He identified job clarity, task control, management control and task reward and recognition which are dimensions of psychological climate play an important role in determining job
satisfaction of an employee. The researcher also reported that psychological climate proved to be a significant positive predictor of job satisfaction. It further underscores that support and sincerity in supervisor-subordinate and peer-related relationships enhance an individual’s level of job satisfaction.

**Wadhwa et al. (2011)** studied the factors influencing employees’ job satisfaction in a cement industry in Chattisgarh on 150 respondents. The researcher reported that factors named as working conditions, fair rewarding, promotion opportunities, salary, adequate authority, supervisors influence the job satisfaction of employee.

An inquiry was conducted by **Sageer et al. (2012)** to identify the variables affecting employee satisfaction and their impact on the organization. In this paper various variables responsible for employee satisfaction were discussed. They found that organization development factors, job security factors, work task factors, policies of compensation and benefit factors and opportunities for promotion and career development give satisfaction to employees.

**Shallu Sehgal (2012)** conducted a study to measure the job satisfaction of employees in private and public sector banks employees in Shimla district of Himachal Pradesh with sample of 60 respondents. She reported that socio-economic variable which include, age, sex, and income were significantly correlated with job satisfaction of employees. The researcher reported that employees having in old age group category were more satisfied than others.

**Aarti Sharma (2013)** made a research inquiry on job satisfaction among bank employees in Delhi NCR (India). They considered 120 employees of Canara Bank for the study. They identified factors namely salary of employees, performance appraisal system, promotional strategies, employee’s relationship with management and other co-employees, training and development program, work burden and working hours important for improving job satisfaction of employees. It shows that increase in level of identified factors improves overall satisfaction of employees.
Nidhi Punj and Singh (2013) conducted a study entitled as Job Satisfaction: Biggest Challenge Faced by HRD. They pointed out that there are particular demographic traits (age, education level, marital status, tenure, position, years in service, and hours worked per week) of employees are significantly associated with their job satisfaction. It can be influenced by a variety of factors e.g. the quality of one's relationship with their supervisor, the quality of the physical environment in which they work and degree of fulfillment in their work.

Suman Devi and Suneja (2013) did a study on job satisfaction among bank employees. A sample of 110 employees of selected banks located at various places in Kurukshetra were approached to ascertain their views on job satisfaction. The researchers used questionnaire method to collect data from the respondents. The finding of the study witnessed that significant difference exists between employees of public and private sector banks in various aspects of job satisfaction, pay and fringe benefits, supervision, training and development. But these differences are not significant in case of the aspects, in relation to co-workers, employee’s empowerment, supervision, performance appraisal and nature of job.

Usop (2013) carried out a study on work performance and job satisfaction of teachers. The sample of 200 teachers was drawn from 12 selected public schools in the division of Cotabato city of Philippines. They reported that school policies, supervision, pay, interpersonal relations, opportunities for promotions and growth, working conditions, work itself, achievement, recognition, and responsibility were significantly associated with job satisfaction of teachers.

Sadia Shaheen (2014) made an inquiry on Job Satisfaction among Male & Female Employees in Public Sector Organizations. A sample of 50 medical officers, with equal number of males and females was selected from two government hospitals, one from Islamabad and one from Rawalpindi, respectively. Results indicate that factor of sex leads to statistically significant differences in overall job satisfaction of medical officers.
Findings showed that male medical officers are more satisfied as compared to female medical officers. Sampled respondents appear to be more satisfied with pay, promotion and supervision. The researcher found no significant difference in job satisfaction with co-workers and work. The pay, promotion and supervision contribute more towards job satisfaction as compared to co-workers and work.

Vikram Jeet and Sayeeduzzafar (2014) conducted a study entitled as ‘A study on HRM Practices and its Impact on Employees Job Satisfaction in Private Sector Banks: A case study of HDFC Bank.’ The sample of 52 employees of private sector banks in Jalandhar was considered for the study. The questionnaire method was used to collect the relevant information from the respondents. The researchers reported that HRM practices like training, performance appraisal, team work and compensation has significant impact on job satisfaction of employees.

2.3 Reviews related to Job Performance

Job performance is commonly regarded as one of the most central construct within the field of organizational behaviour. A substantial body of research has attempted to identify the factors that are responsible for individual differences in job performance. Brief account of these studies is presented here.

Socio-economic Variables and Job Performance

Studies conducted in context to find the relationship between socio-demographic variables (age, gender, education, marital status and tenure) and job performance has yielded contradictory results. Present study is directed to measure the impact of these socio-economic variables on job performance.
Posner (1992) extended the research into the person-organization fit (values congruency) phenomenon by investigating the impact of demographic factors such as age, gender, education, ethnic background, organizational level, management position, length of service, and functional area on work attitudes. The study was conducted in a large multinational manufacturing company and the survey was mailed to all domestic management and professional employees making a total of 1634 employees. A 3-item scale was used in assessing work attitudes. Specifically, one item measured motivation, one item measured commitment and one item measured the esprit the corps (teamwork) of company employees. There were two hypotheses in the study. The first postulated a positive relationship between person-organization, values congruency and work attitudes. The second, in the form of a null hypothesis, proposed that individual differences would have no impact on relationships between person-organization, values congruency and work attitudes. Both hypotheses were supported. Results indicated that person-organization values congruency was directly related to motivation, performance, commitment and esprit de corps of company employees and this relationship was not moderated by demographic factors namely age, gender, education, tenure etc.

Brady (2001) examined the job performance of Principals in California. Researcher reported that the length of years in current position relates to principals perceived job performance and overall job satisfaction. Brady theorized that principals who stayed in their current position the longest most likely stayed due to high job satisfaction and perceived job performance. The researcher has reported that tenure of services is positively associated with job performance.

Myaskovsky et al. (2005) examined the separate and combined impact of gender composition and training method on both the performance and interpersonal behaviours exhibited in small work groups. Results indicated that groups whose members were trained together took longer to assemble their radio and made more errors than those who
trained apart. No performance differences were found between the mixed gender and the same gender groups.

**Smita Chattopadhyay and Gupta (2005)** conducted a study on the impact of life stages and career stages on employee job performance. They reported that employees who occupy similar positions in an organization may have completely different interests, goals and job expectations. Research in sociology, clinical psychology and vocational psychology suggests that people go through life stages and career stages that affect their job attitudes, work perceptions and performance. In short, the scholars are of opinion that there is a significant impact of life stages (age) as well as career stages of employees on their performance.

**Thomas and Daniel (2008)** provided an expanded meta-analysis on the association between age and job performance that included ten dimensions of job performance: core task performance creativity, performance in training programs, organizational citizenship behaviour, safety performance, general counterproductive work behaviours and work place aggression, on the job substance use, tardiness and absenteeism. Results showed that age was largely unrelated to core task performance, whereas creativity and training programs are positively related to job performance.

**Wube (2010)** conducted a study on factor affecting the satisfaction and performance of women entrepreneurs in micro and small enterprises in Dessif town on sample of 203 respondents which is drawn by using stratified sampling. The researcher found that there is significant influence of age has positive association with job performance, whereas he is also of opinion that less experience of work may negatively affect employees’ performance.

**Kaushal and Yasmin Janjhua (2011)** made an effort to measure the relationship between personal values and performance values. The opinions of 400 respondents working as bureaucrats, managers, engineers and doctors in various government,
Semi-government and private institutions in Himachal Pradesh was gathered. The sample profile consisted of 100 respondents each belonging to the above mentioned professional groups in this study. Researchers reported that correlation exist between personal values and performance values. The researchers have also reported that: 1) Highly preferred persona values by the Bureaucrats have been found to be achievement ($M=4.27$), advancement ($M=4.23$) and Knowledge ($M=4.17$); 2) Managers showed higher inclination for the personal values cooperation ($M=4.32$), advancement and achievement with equal mean value ($M=4.26$) and 3) The dominating personal values in case of engineer have noted to be advancement ($M=4.28$), achievement ($M=4.26$), and advancement ($M=4.20$).

Savitri Sharma (2012) made an attempt to study the role performance of the College Principals in relation to their conflict management, job satisfaction and demographic variables. 50 colleges Principals along with their 400 teachers working in 10 districts of Haryana were considered as a sample for the study, this sample was drawn randomly. Questionnaire method was used to collect the data from respondents. Main findings of the study include: 1) Correlation between role performance and job satisfaction is significant; 2) Correlation between role performance and age, gender, experience, marital status are insignificant; 3) the researcher is also of opinion that the College Principals possessing doctorate degree perform their role in a better way as compared to their post-graduate counterparts; and 4) Savitri Sharma also found that there is a positive correlation between job satisfaction and job performance.

Organizational Variables and Job Performance:
An attempt was made to get an insight about the organizational variables which are associated with job performance. These variables include the obedience, efficiency, punctuality, interpersonal communication, job knowledge and public dealing etc.

Ostroff (1993) investigated the relative, combined and interactive effects of organizational climates and personal orientations on individual’s attitudes and behaviours in organizations which are satisfaction, commitment, involvement in work, adjustment to work, performance, stress, turnover intent and absenteeism. The data on personal orientation and work outcomes; and climate and outcome were completed by 553 and 581 teachers, respectively hailing from 29 secondary schools with the help of a questionnaire. The result of the study indicated that both organizational climate and personal orientations are significantly related to work-related attitudes and behaviours. It was established that personal orientations made significant contribution to explaining individual’s outcomes, independent of the climates of the organizations. However, the climate-person orientation interaction did not significantly add to the understanding of individual’s behaviour and attitudes beyond that already by climates and personal orientations alone.

McElory et al. (2001) made an effort to explore the phenomenon of performance. For this they collected data from thirty one (31) regional subunits of a national financial services company. The researchers found that each form of turnover i.e. voluntary turnover, involuntary turnover and reduction-in-force (downsizing) turnover all exhibited adverse effects on subunits’ performance. The study witnessed that greater and more pervasive adverse effect for reduction-in-force turnover.

Brandes et al. (2004) conducted a study on one hundred and twenty nine (129) supervisors and subordinates and suggested that local i.e. interpersonal exchanges with supervisors and colleagues in their work place and global i.e. exchanges with top management and the organization have different effects on work performance and the
local social exchange have a greater influence on work outcomes than global social exchange.

**Baruch et al. (2004)** examined eight hundred forty six (846) employees from forty one organizations. The results reported a direct relationship between need for achievement and job performance. It further explained that when the personality variables were controlled; the effect of pro-social behaviour and commitment on the job performance disappeared.

**Thompson (2005)** with the study of one hundred twenty six (126) employee supervisor examined a mediated model of the relationship between proactive personality and job performance. The results suggested that the relationship is mediated by social network building and initiative taken on the part of the employee.

**Byrne et al. (2005)** examined the moderating potential of work effort and psychological climate on the conscientiousness performance relationship. It was revealed that conscientiousness predicted performance as the simultaneous presence of high level of work effort and positive psychological climate. Conversely conscientiousness is not empirically associated with performance when coupled with other combination e.g. high negative; low positive; low negative of work effort and psychological climate.

**Howell et al. (2005)** carried out a research on the impact of leadership. The results revealed that transformational leadership was not related to performance. Physical distance between leaders and followers negatively moderated the relationship between transformation leadership and unit performance while positively moderated the relationship between contingent reward leadership and performance.

**Panayotopoulov et al. (2008)** carried out an empirical research in Greece among a sample of 104 organizations. The finding had shown that when Human Resource Management is consistent with the competitive strategy, it has significant effect on
financial performance which is positively influenced by Human Resource Management flexibility and negatively influenced by Human Resource Management control.

**Anita Sharma (2010)** did a study on Job Performance and Chronic Fatigue Syndrome in Nurses. The researchers have conducted this research on a purposive sample of 100 nurses from Indira Gandhi Medical College, Shimla (H.P). The job performance was assessed by using Job Performance Questionnaire developed by Bharti Gandhi (2002). The researchers found that punctuality, public dealing, efficiency, nursing knowledge and interpersonal communication rated significantly higher in concern of the performance.

**Charity Tinofirei (2011)** conducted a study on job performance of employees in the humanitarian non-profit sector. This study was conducted on 127 respondents from Zimbabwe, Southern Africa. Researcher reported that the absence of automatic job promotions for high performing individuals can negatively affect high performing individuals who feel they are not rewarded for superior performance.

**Zahargier and Balasundaram (2011)** conducted a study on factors affecting employees’ performance in readymade garments sector in Chittagong, Bangladesh. Researchers have conducted their study on 60 employees of garment industry. In this study factors which affect the job performance were divided into three categories named as individual related factors (value, beliefs, critical thinking, anticipation of success and work attitude), Job related factors (needs, self-concept, personal impact, skills, competence, feedback, incentives and rewards) and organizational related factors (organizational culture, norms and standards used at work, communication, supervisor and colleague support). It was concluded that each of the factors individual related factors (IRF), job related factors (JRF); and organizational related factors (ORF) have a strong positive correlation with employees’ performance.

An inquiry was made by **Bhat (2013)** on impact of training on employee performance. In this study sample comprises of 108 bank employees in Kashmir. Questionnaire method
was used to collect the data from respondents. He observed a positive correlation between training and employees performance.

2.4. Job Satisfaction and Job Performance

In present era the job satisfaction and the job performance are of major concern for the organizations. It is more essential for the firms or organizations to lay equal concern on both. A substantial body of research has attempted to identify that whether there is any association between job satisfaction and job performance or not. Studies relevant to present area of research were reviewed.

The earliest meta-analysis, conducted by Brayfield and Crockett (1955) in regard to the relationship between job satisfaction and job performance surprisingly revealed a very weak connection between the two variables. From the 9 studies published up until then only an average correlation of 0.15 was established.

Pretty et al. (1984) conducted a meta-analysis of 16 studies on job satisfaction and job performance and demonstrated a correlation of 0.31. This made them conclude that “the
relationship between job satisfaction and job performance is stronger and more consistent than reported in the previous studies”.

The most comprehensive meta-analysis, performed by Iaffaldano and Muchinsky (1985) consisting of 217 correlations from 74 studies, revealed a considerable variation in correlations between job satisfaction and job performance across different aspects of job satisfaction – ranging from 0.6 for pay satisfaction to 0.29 for overall job satisfaction. An average of the correlations between all the various aspects and job performance ultimately led to a correlation of 0.17 between job satisfaction and job performance. Judge et al. (2001) performed a Meta analysis on job satisfaction and job performance relationship in America with sample of 312. The researchers found a true correlation between overall job satisfaction and job performance; it was estimated to be 0.30. So it can be said that there is a relationship between job satisfaction and job performance. It means that if an employee is satisfied with his or her job then he/she should be more productive.

A study conducted by Cook (2008) suggested that the relationship between satisfaction and performance is partly spurious; meaning that part of the relationship is actually due to common causes of satisfaction and performance rather than a substantive causal relationship between the two. Specifically, approximately one half of the satisfaction-performance relationship is spurious. This finding is important because it helps to theoretically clarify a commonly studied relationship, by incorporating individual differences.

Rehman (2009) conducted a research on impact of job analysis on job performance at Islamabad (Pakistan). The sample included 568 respondents. The study revealed six relationships showing large size (0.974) correlations between job satisfaction and job succession planning, job security and job succession planning, job succession planning
and job performance, job design and job performance, job performance and job satisfaction and job security and job satisfaction.

Adeyemi (2011) investigated the relationship between teachers' job satisfaction and teachers' job performance in Secondary Schools in Ekiti State, Nigeria. The study population comprised all the 340 secondary schools in the State. This was made up of 170 junior and 170 senior secondary schools. Out of the 14,780 teachers in the schools, (8,200 in junior secondary and 6,580 in senior secondary), 6,400 teachers (3,780 in junior secondary and 2,620 in senior secondary) were sampled for the study. The method of selection was by stratified random sampling technique. The instrument used for the study was a questionnaire. There was a significant relationship between teachers' job satisfaction and teachers' job performance in the schools.

Davar and Ranju Bala (2012) performed a meta-analysis of 21 studies with regard to the relationship between job satisfaction and job performance. Researchers reported that the mean corrected correlation improves when it is computed with corrected correlations i.e. 0.29 on the basis of T-value, mean and correlation computed with both HSJ and Davar formulae, it was reported that there is positive and significant relationship exists between job satisfaction and job performance.

Beulah Shekhar (2012) made an attempt to measure the impact of psycho-social factors on performance of police officers in Tamil Nadu. The researcher has taken sample of 1459 respondents for the study. The findings of this project report were as follows: 1) job satisfaction of police officers does not influence their performance; 2) the demographic parameters of police officers of Tamil Nadu do not influence the job satisfaction of police officers; 3) the demographic parameters of police officers of Tamil Nadu do not influence the job performance of police officers. Here demographical parameters include age, education, gender, religion, caste, marital status, experience and working area etc.
It is clear from the studies reviewed above that there is a positive relationship between job satisfaction and job performance (Judge, et al., 2001, Cook 2008, Rehman 2009, Adeyemi, T.O. 2011, Shekhar 2012 and Dabur and Ranju Bala 2012).

From the analysis of review, some important insights emerge. These are: 1) Majority of the studies were conducted in foreign countries namely the United States of America, United Kingdom, Istanbul, Kuwait, Taiwan, South Africa and Philippines etc. A sizeable number of studies have also been conducted in various parts of India, such as Himachal Pradesh, Uttar Pradesh, Kolkata, Bangalore, Chattisgarh, Tamil Nadu, Delhi, and Maharashtra. 2) Primarily, studies were conducted on teachers, sales persons, nurses, managers etc., as the source of information. 3) The questionnaire method was most frequently used for data collection.


2012 and Savitri Sharma 2012) reported no relationship between job performance and demographic variables.


From the above fact, it also becomes clear that studies on job satisfaction and performance had been conducted in India as well as in other countries as well. In India, studies were reported from different parts of the country. But the numbers of studies reported from Himachal Pradesh are scarce. Studies conducted in the past have considered different groups and varied samples. Sporadic studies on pharmaceutical sector are found reported in the state of Himachal Pradesh (Bansal and Raj 2013, Bansal and Monga 2014). Hence, this justified in favor of the present study on job satisfaction in pharmaceutical industry.

After having an insight into the work of various scholars related to the outcomes of the studies in the present area of research, in the next chapter of this dissertation represents the flow of activities from problem formulation to hypothesis development to data collection to data analysis to final results to implications. Research design is like a blue-print which an architect prepares for a building. It is like a route map for a journey.