4.1 Job Satisfaction –

Today’s work environment is undergoing a major shift, factors such as globalization, growing economies and improved technology are constantly presenting new challenges and creating new opportunities for working employees. As MSRTC are the backbones of a Maharashtra State economic development. So, this research work understands the level of job satisfaction of MSRTC employees in Nanded division. There are various factors influencing satisfaction of employees and the study is related to personal factors of employees. The factors including salary of employees, promotion employees relationship with management working hours, welfare and other etc.

Increase in level of these factors improves overall satisfaction of employees which is identified by using statically techniques. Job satisfaction is the degree of favorableness towards his or her job. It is the end feeling of a person after performing a task. The feelings would be positive or negative depending upon weather need is satisfied or not. Job satisfaction is general attitude towards work and work environment. The level of job satisfaction of MSRTC employees Nanded division identifying the important job satisfaction factors. Those are associated with the overall satisfaction of Nanded division employees based on a survey the research attempts to gain insights into the satisfaction level from the perspective of the MSRTC employees. The main
The purpose of this research work is to investigate the level of job satisfaction of employees in Nanded division.

The success of an organization depends not only on technical expertise but also on the interest of the employee. The term “Job Satisfaction” is derived from Latin words ‘satis’ and facere meaning ‘enough’ and ‘to do’ respectively. Employee satisfaction is influenced by the total job environment and its various aspects. Job satisfaction is a specific subset of attitudes. Job satisfaction is a favorableness or unfavorableness with which employees view their work. Job satisfaction is a combination of “psychological, physiological and environmental circumstances”, job satisfaction can defined as positive feelings or attitudes that individuals have towards their jobs. The satisfaction element is utmost important in nature as it is bound to affect an individual’s professional and personal life. Good organization tries to find out the different approaches regarding employee’s satisfaction and also the future of any organization depends upon the satisfaction level of its employees, when employees are satisfied. They take care about the quality of their work and they are generally more productive. When the MSRTC employees are satisfied with their job it help to evaluate the emotional wellness and mental fitness of employees.

Satisfied individuals are likely to be willing to exert more effort than unsatisfied individuals. Attitudes and job satisfaction are the two terms used interchange. But there is difference between the two. Attitudes refer to predisposition to respond while job satisfaction relates to performance factors. Attitudes reflect one’s feeling towards individuals, organizations and objects. But satisfaction refers to one’s attitude to a job.
Definitions of Job Satisfaction:


“The term job satisfaction refers to an individual’s general attitude towards his or her job. A person with a high level of Job Satisfaction holds positive attitude towards the job, while a person who is dissatisfied with his or her job hold negative attitude about the job.”


“Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely you will experience high job satisfaction. It you dislike your job intensely, you will experience job dissatisfaction.”

3. Edward Locke’s (1975)

The definition of job satisfaction is widely cited in the literature. He defines job satisfaction as “A pleasurable or positive emotional state resulting from an appraisal of one’s job or job experiences.”

4. Staff 2004

Job satisfaction can be defined also as the extent to which a worker is content with the rewards. He or she gets out of his job, particularly in terms of intrinsic motivation.

5. Davis ct. al. 1985

Job satisfaction is a combination of positive or negative feelings that workers have towards their works. Every employee brings same needs, experience and expectation with them when he or she joins any organization and job
satisfaction represents the extent to which expectations are and match the real words. Job satisfaction is closely linked to that individual’s behavior in the work place.

**4.2 Job Satisfaction and work behavior:**

As per the C.B. Gupta (2008) P.305 The Job Satisfaction is an important for organizational point of view, it is an important element in industrial relations. The level of job satisfaction related to various aspects of work behavior such as accidents, absenteeism, turnover and productivity. There are several studies on relationship between job satisfaction and work behavior. But whether work behavior is the cause or effect of job satisfaction is not clear.

It is generally assumed that satisfied employees are more productive. But research reveals no relationship between job satisfaction and productivity. Research on the relationship between job satisfaction and accidents generally shows that satisfied employees cause fewer accidents and most of these studies showed that low absentee employees were more satisfied with their jobs. The less satisfied employees are more likely to quit their jobs than more satisfied employees. After reviewing several studies Brayfield and Crockett concluded that job satisfaction did not necessarily imply high performance. Indian studies show the relationship between job satisfaction and productivity. Such as Rajgopal analyzed the relationship between the two different variables among workers in six textile mills. The results showed high productive mill workers were more satisfied with their job.
4.3 Introduction about motivational theories

Many scholars have proposed various theories of job satisfaction. Maslow, Herzberg, Vroom theories are the basis for research inside the field of education and it is important to look at the classic theories of job satisfaction. Maslow state that all human beings have basic needs but they have different views when basic needs must be satisfied before the self actualization or growth needs emerge. Maslow theory developed by Herzberg into two factor theory of job satisfaction. Equity fulfillment and Vroom’s expectancy theory are example of process theory. These all theories help to motivate the organized employee for doing better job. It gives job satisfaction.

4.3.1 Abraham Maslow

1. Maslow’s Theory

According to L. M. Prasad (2007a) Maslow’s Theory proposed that all human beings have a series of needs. A. H. Maslow a famous social scientist, has given a framework that helps to explain the strength of certain needs. The behavior of an individual determined his strongest need. As the more basic needs are satisfied and individual seeks to satisfy the higher needs. Maslow separates physiological and safety needs as “lower order needs” which are satisfied by external input. “Higher order needs” are the remaining three which are satisfied, predominantly by internal inputs. According to Maslow’s need hierarchy arranged as –
1) **Physiological Needs**

Human beings first try to acquire necessities for their survival. The physiological needs are at the top of the hierarchy because they tend to have the highest strength until they are reasonably satisfied.

2) **Safety Needs / Security Needs**

In the Industrial Society, safety needs may take considerable importance in the context of the dependent relationship of employees to employers. Once the physiological needs are satisfied to a reasonable level it is not necessary that they are fully satisfied and degree of reasonableness is subjective. Other levels of needs become important.

[Peter F. Drucker has suggested that one’s attitude towards security is an important consideration in choosing a job]

3) **Social Needs**

After the first two needs are satisfied, social needs become important in the need hierarchy. When social need become dominant a person will strive for meaningful relations with others. Social needs like belongingness and acceptance and appreciation may be mainly satisfied at work by harmonious teams.

4) **Esteem Needs**

The esteem needs are concerned with self respect. Esteem needs is not obtained through mature or adaptive behavior.
5) Self-actualization Needs

Self actualization need for self fulfillment. This is related with the development of intrinsic capabilities which lead people to seek situations that can utilize their potential.

Maslow suggests that the various need levels are interdependent and overlapping, each higher level need emerging before the lower level need has been completely satisfied.
Figure No. 4.2

Maslow’s Need Theory

Physiological - Safety - Social - Esteem - Self actualisation

Relationship of new level of needs
Source: L. M. Prasad (1979) P. 662
4.3.2 Frederick Herzberg’s Theory (according to L. M. Prasad (2007b) Ibid.pp.663, 664)

This study consisted of an intensive analysis of the experiences and feelings of 200 engineers and accountants in nine different companies in Pittsburg area, U.S.A. During the structured interview, they were asked to describe a few previous job experiences in which they felt ‘good’ or ‘bad’ about jobs. On analyzing the information from the interview, Herzberg and his associated discovered that there are some job conditions which operate
primarily to dissatisfy employees when the conditions are absent, however, their presence does not motivate them in a strong way. Another set of job conditions operates primarily to build strong motivation and high job satisfaction.

There are two set of job conditions:

1. Maintenance or hygiene factors
2. Job conditions or motivational factors

**Figure No.4.3**

**Herzberg’s two factors theory**

1. Hygiene
   
   1) Institute Policies
   2) Supervision
   3) Intrapersonal relation
   4) Working conditions
   5) Salary
   6) Status
   7) Security

   Job Dissatisfaction

2. Motivation

   1) Achievement
   2) Recognition of achievement
   3) Work itself
   4) Responsibility
   5) Advancement
   6) Growth

   Job Satisfaction

Source: Aswathappa K. (2010) P. 260
1. **Hygiene Factors**

   The Institute / company policy, supervision intrapersonal relation, working conditions, salary status, job security etc. According to Herzberg these are the Hygiene or Maintenance factors. But these are not intrinsic parts of a job. They are related to conditions under which a job is performed. These maintenance factors are necessary to maintain at a reasonable level of satisfaction in employees.

   **Essence of the Herzberg’s two factor theory**

<table>
<thead>
<tr>
<th>Traditional Theory</th>
<th>Maintenance Theory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction</td>
<td>No Dissatisfaction</td>
</tr>
<tr>
<td>Herzberg’s Theory</td>
<td>Dissatisfaction</td>
</tr>
</tbody>
</table>

   **Motivates**

<table>
<thead>
<tr>
<th>Satisfaction</th>
<th>No Dissatisfaction</th>
</tr>
</thead>
</table>


2. **Motivational Factors**

   Herzberg includes achievement, Recognition of achievement, work itself, Responsibility, Advancement, Growth these six factors that motivate employees. These factors are capable of having a positive effect on job satisfaction often resulting in an increase in ones total output. These factors are related with job contents.
According to Herzberg, satisfaction and dissatisfaction are not opposite poles of one dimension. They are two separate dimensions; satisfaction is affected by motivator and dissatisfaction by hygiene factors.

4.3.3 Vroom’s Expectancy Theory (according to L. M. Prasad (2007c) Ibid.pp.670)

Vector Vroom presented a theory which is based on motivation Vroom work has inspired a lot of research work on motivation. His popular book, work and motivation, New York 1964, contains the expectancy theory. The model contains three variables valence, instrumentality and expectancy. Therefore it is also called the VIE Theory of work motivation. The concept of this theory is that “An individual’s motivation and action depends on how closely his performance are related to the actual outcome, thus the expected outcome determines motivation”. Vroom’s concept of force is basically equivalent to motivation and may be shown to be the algebraic sum of product of valences multiplied by instrumentality and expectations. Thus,

\[ \text{Motivation} = \sum (\text{Valence} \times \text{Instrumentality} \times \text{Expectations}) \]

Various terms used in Vroom’s model are explained below:

1. **Valence** – Valence means the strength of an individual’s Performance of particular outcome.

2. **Instrumentality** – Another major input in the valence is the instrumentality of the first level outcome in obtaining d derived second level outcome. Hunt and Hill have exemplified it by promotion motive. [For example: assume that an individual desires promotion and feels that superior performance is a very
strong factor in achieving that goal. His first level outcome is then superior, average, or poor performance. His second level outcome is promotion. The first level outcome of high performance thus acquires a positive valence by virtue of the expected relationship to the preferred second level outcome of promotion.

3. Expectancy – Another factor in determining the motivation is expectancy. Expectancy is different from instrumentality input into valence. Expectancy is a belief that efforts will lead to outcome and performance.

**Figure No. 4.4**

![Diagram showing the relationship between valence, expectancy, motivation, action, outcome, satisfaction, and goal attainment.](source: Varma and Agrawal (1984) P. 147)

It shows that valance and expectancy jointly produce motivation that leads to increased efforts or action. The increased efforts will lead to outcome that represents desired goals for which the employee had some valance. In term goal attainment should cause a more satisfied employee who is more likely to be motivated again.
4.3.4 Mc Clelland’s Theory (according to L. M. Prasad (2007d) Ibid.pp. 666) Mc Clelland’s has identified three types of basic motivation needs. It classified these need for power, affiliation and achievement motive. Mc Clelland’s research suggest that managers can raise the achievement need level of subordinates by creation the proper work environment permitting their subordinates a measure of independence, increasing responsibility and autonomy, gradually making tasks more challenging and praising and rewarding high performance.

1. Power Motive:

The ability to induce or influence behavior is power Mc Clelland and his associates have found that people with a high power need have a great concern for exercising influence and control.

2. Affiliation Motive:

The affiliation motive is not so broad. Affiliation plays a very complex but vital role in human behaviors. It is a complicated study because some behavioral scientist believes that it is an unlearned motive. Mc Clelland has suggested that people with high need for affiliation usually derive pleasure from being level and tend to avoid the pain of being rejected.

Achievement Motive:

Mc Clelland’s research achievement is a distinct human motive that can be distinguished from other needs. Mc Clelland has identified four basic characteristics of high achievers.
1. **Moderate Risks** – High achiever would take high risks.

2. **Immediate feedback** – Person with high need achievement desires activities which provide immediate feedback information how he is progressing towards a goal.

3. **Accomplishment** – Person with high need achievement finds accomplishing a task intrinsically satisfying in itself or he does not expect accompanying material rewards.

4. **Preoccupation with the tasks** – When a high achiever selects a goal, he tends to be totally preoccupied with the task until it is successfully completed.

4.3.5 **Porter Lawler Theory** (according to L. M. Prasad (2007e) Ibid.pp. 672) This theory is also known as the performance satisfaction theory of motivation. The model explains complex relationship between motivation, performance and satisfaction. The theory assume that satisfaction leads to performance and dissatisfaction limits the performance of individuals

The assumption of porter and Lawler’s theory is explained by Veluri (2009 d) in his book as follows:

Motivation, satisfaction and performance are independent variables but there exists some relationship. But the motivation is equal to satisfaction or performance. The relationship between motivation and satisfaction can be expressed diagrammatically than mathematically. The valence and expectancy, some other variables and the cognitive process play a major role in determining motivation.
Figure No. 4.5

Porter – Lawler Motivation Model

Value of Reward

Ability and Traits

Perceived Equitable Rewards

Intrinsic Rewards

Efforts

Performance

Satisfaction

Extrinsic Rewards

Accomplishment
Perceived Effort – Reward Probability

Role Perception

Source: French (1997) P - 112
The above diagram shows that motivation is the result of effort when abilities, traits and role perception accompany it, rewards and the perception of reward determine the satisfaction of an individual. Thus porter and Lawler’s model is concerned with the results of performance leads to satisfaction. It an individual is satisfied, he will do better a job.

4.3.6 Equity Theory (according to L. M. Prasad (2007f) Ibid.pp. 673)

This theory is based on the social exchange process. The theory has been around just as long as the expectancy theories of motivation. This theory Adams has crystallized it in formal way.

The theory works on two assumptions:

1. Individuals make contributions (inputs) for which they expect certain rewards (outcomes).
2. Individuals decide whether or not, particular exchange is satisfactory by comparing their inputs and outcomes with those of others and try to rectify any inequality.

Various types of inputs and outcomes of an individual are presented:

**Table No. 4.1**

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efforts</td>
<td>Pay</td>
</tr>
<tr>
<td>Time</td>
<td>Promotion</td>
</tr>
<tr>
<td>Education</td>
<td>Recognition</td>
</tr>
<tr>
<td>Experience</td>
<td>Security</td>
</tr>
<tr>
<td>Training</td>
<td>Personal Development</td>
</tr>
<tr>
<td>Ideas</td>
<td>Benefits</td>
</tr>
<tr>
<td>Ability</td>
<td>Friendship Opportunity</td>
</tr>
</tbody>
</table>

Source: L. M. Prasad (2007g) P.673
This Exchange relationship between a person’s inputs / outcomes in relation to those of other persons may be of three types:

1) **Over paid Inequity** –

\[
\begin{array}{c}
\text{Person's Outcome} \quad \rightarrow \quad \text{Other's Outcomes} \\
\text{Person's Inputs} \quad \rightarrow \quad \text{Other's Inputs}
\end{array}
\]

In this case the person experience guilt feeling.

The person perceives that his outcomes are more as compared to his inputs in relation to others.

2) **Under paid Inequity** –

\[
\begin{array}{c}
\text{Person's Outcome} \quad \rightarrow \quad \text{Other's Outcomes} \\
\text{Person's Inputs} \quad \rightarrow \quad \text{Other's Inputs}
\end{array}
\]

In this case the person experiences dissonance.

The person perceives that his outcomes are lower as compared to his inputs in relation to others.

3) **Equity** –

\[
\begin{array}{c}
\text{Person's Outcome} \quad \rightarrow \quad \text{Other's Outcomes} \\
\text{Person's Inputs} \quad \rightarrow \quad \text{Other's Inputs}
\end{array}
\]

In this case the person experiences satisfaction.

The person perceives that his outcomes in relation to his inputs are equal to those of others.
4.3.7 Locke’s Value Theory

As per Aswathappa, K. (2010c) Ibid pp. 223 Locke’s theory research based on Job Satisfaction. Job satisfaction in the relationship between job outcomes realized as compared to those desired.

Satisfaction is high when an employee receives outcomes which he or she value high. Satisfaction is less when the outcomes received are valued less by the employee.

The key for satisfaction according to the theory is the discrepancy between those aspects of the job one has and those wants; the greater the discrepancy lesser the satisfaction.

Locke’s theory suggested the job satisfaction may be derived from many sources.

E.g. a] Organizational factors like:

1. Pay
2. Promotional Opportunities
3. The nature of work
4. Policies of organizations
5. Working conditions

b] Group factors

1. Size of group
2. Supervision
c) Individual factors

1. Personality
2. Status
3. Interest in job

4.3.8 Alderfer’s ERG Theory (as per L. M. Prasad (2007g) Ibid pp. 668)

Alderfer’s has provided on extension of the Maslow’s need hierarch theory and Herzberg’s two factor theory of motivation. He has found that there seems to be some overlapping between physiological, security and social needs. Also the lines of demarcation between social, esteem and achievement needs are not clear. On this observation, Alderfer has categorized the needs into three categories. These are:

1. Existence needs
2. Relatedness needs
3. Growth needs

The first three letters of these needs are used to call it ERG theory.

1. Existence needs

It includes all needs related to physiological and safety aspects of an individual.

2. Relatedness needs

Relatedness needs over Maslow’s social needs and that part of esteem needs which is derived from the relationship with other people.
3. Growth needs

It include Maslow’s self actualization need as well as that part of the esteem need which is internal to the individual like feeling of being unique, feeling of personal growth etc.

The relationship between Maslow’s need hierarchy theory and Alderfer’s ERG theory is presented.

Table No. 4.2

Relationship between need hierarchy and ERG theory

<table>
<thead>
<tr>
<th>Need Hierarchy</th>
<th>ERG Theory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-actualization</td>
<td>Growth</td>
</tr>
<tr>
<td>Esteem self</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>Relatedness</td>
</tr>
<tr>
<td>Security</td>
<td></td>
</tr>
<tr>
<td>Physiological</td>
<td>Existence</td>
</tr>
</tbody>
</table>

Source: L. M. Prasad (2007h) P. 669

4.4 Benefit of studying Job Satisfaction

Aswathappa (2010) elaborated some benefit of job satisfaction survey in his book of ‘Organizational behavior’ as follows:

1. The most important point of this survey is indicator of effectiveness of organization.
2. The survey tells how employees feel about their jobs.
3. The survey indicates specific areas of satisfaction or dissatisfaction.
4. Job satisfaction survey helps management to solving the problem of employees.

5. It improved communication in another benefit of survey.

6. Job satisfaction survey improve the attitude is another benefit.

7. The survey helps to discover the causes of low pay, opportunities, and unchallenging job.

According to Varma & Agarwal (1984) the benefit of Job Satisfaction are:

1. **Indication of general level of satisfaction** –

   The study can point out how employees feel about their work and about organization. The study of job satisfaction is a powerful diagnostic instrument for looking at employees problems.

2. **Improved attitude** –

   The job satisfaction survey can improve the attitude of employees.

3. **Communication** –

   The various communications is brought on by job satisfaction survey. The flow of communication is in all direction, i.e. upward, downward and lateral because such surveys planed, taken up and discussed.

4. **Determine training needs** –

   The survey shows in what areas the employees are dissatisfied and it helps the management to provide training, which employee it needs, so management can arrange training.
4.5 Factors that influence Job Satisfaction

There are three factors that influence job satisfaction as -

1. Environmental Factors
2. Individual Factors
3. Psychological Factors.

4.5.1 Environmental Factors:

a) Communication overload and communication under load:

According to the ideas of communication over-load and under-load. If an individual does not receive enough input on the job or is unsuccessful in processing these inputs, the individual is more likely to become dissatisfied, aggravated and unhappy with their work which leads to a low level of job satisfaction.

b) Strategic Employee Recognition:

A Wasfon Wyatt worldwide study indentified a positive outcome between a collegial and flexible work environment. It suggested that employee’s satisfaction is directly related to financial gain.

c) Superior-subordinate Communication:

The way in which subordinates perceive a supervisors behavior can positively or negatively influence job satisfaction. A supervisor using nonverbal immediate, friendly and open communication lines is more likely to receive positive feedback and high job satisfaction with their job and work environment.
4.5.2 Individual Factors

a) Emotion :

It is an effective element of job satisfaction. Emotions are often more intense, short lived and have a clear object to overall job satisfaction. Positive and negative emotions were also found to be significantly related to overall job satisfaction.

b) Emotion Work :

Refers to various types of efforts to manage emotional management includes all of the conscious and unconscious efforts to increase, maintain or decrease one or more components of an emotion.

4.5.3 Psychological Factors

Psychological well being in the workplace plays an important role in determining job satisfaction. Psychological will be is defined as “the overall effectiveness of an individual’s psychological functioning” as related to primary facts one’s life: work, family, community etc.

4.6 Effects of Job Satisfaction

Job Satisfaction plays an important role in our occupational life. These various effect, affects an individual’s physical and mental health, increase in output, turnover.

1) Mental Health :

Job is an important part of individual’s life. If a person remains continuous dissatisfied with the job it affects the mental health of the individual.
2) **Physical Health:**

A job satisfaction affects the physical health of the person. Since job satisfaction is a type of physical or mental feeling its favorableness and unfavorableness affects the individual. If a person is under stress, continuously it created health problem like headaches, heart and digestion related diseases etc.

3) **Increase in output:**

A happy employee is a productive employee when employee’s job satisfaction increases the output also increase and when job satisfaction decreases output also decreases. When a person is happy with his job situation, he would like to put more effort in his work, which in turn will increase output.

4) **Employee Turnover:**

Turnover of employee is the rate at which employees leave the organization within a given period of time. When individual feels dissatisfaction in the organization, he tries to overcome this through the various ways of defense mechanism.

4.7 **Sources of Job Satisfaction**

1. **Nature of work:**

Most employees are intellectual challenges on job. They should prefer being given opportunities to use their skills and offered a variety of tasks, freedom and feedback on how well they are doing.
2. **Work Group:**

The employees derive satisfaction when the members in the work group have similar attitudes and values. The work group plays an important role in providing satisfaction to individual employees.

3. **Working Condition:**

If the employee’s physical comfort in their work contributes to job satisfaction. Ventilation, lighting and nice, working hours, cleanliness of work place adequate tools and equipment are the features which affects job satisfaction.

4. **Wages:**

Wages can influencing the job satisfaction of employees, because money is an important instrument in fulfilling one’s needs and too employees often see pay as a reflection of management is concern for them.

5. **Promotions:**

Promotions involve change in employee’s job content, pay, status, responsibility.

6. **Supervision:**

Supervisors who established a supportive personal relationship with subordinates and take personal concern in them contribute to their employee’s satisfaction.
4.8 Determinants of Job Satisfaction

The various factors influencing job satisfaction may be classified into two categories:

1. Environmental Factors
2. Personal Factors

4.8.1 Environmental Factors:

a) Job Content –

Herzberg suggested that job content in terms of achievement recognition, advancement, responsibility and the work itself tend to provide satisfaction but their absence does not cause dissatisfaction.

Where the job is less repetitive and there is variation in job content, job satisfaction tends to be higher.

b) Occupational Levels –

If the occupational level is higher in organization then the satisfaction of individual is greater. This is because positions at higher levels are generally better paid, more challenging and provides greater freedom of operation.

c) Supervision –

Consideration supervision tends to improve job satisfaction of workers. It takes personal interest in his subordinated and allows them to participate in the decision making process. However, authoritarian people may be more satisfied under the supervision of high status and strongly directive leaders. Employee
satisfaction from supervisory behavior depends upon the influence which the supervisor exercises on his own superior.

d) **Work Group –**

Interactions in the work group help to satisfy social and psychological needs and therefore, insolated workers tend to be dissatisfied. Job satisfaction is generally high when an individual is accepted by his peers and he has a high need for affiliation.

e) **Pay and Promotion –**

Higher pay and better opportunities for promotion lead to higher job satisfaction.

### 4.8.2 Personal Factors

Personal life of individual is significantly influence on job satisfaction.

These elements of personal life are given below:

1) **Age –**

There is a positive correlation between age and job satisfaction. Workers in the advanced age group tend to be more satisfied probably because they have adjusted with their job conditions.

2) **Sex –**

One study revealed that women are less satisfied than men due to fewer job opportunities for females. But female workers may be more satisfied due to their lower occupational aspirations.
3) **Marital Status** –

In general way of thinking that the married employees are more 
dissatisfied, because greater responsibilities. But such employees may be more 
satisfied because they value their job more than unmarried workers.

4) **Education level** –

This factor determines the degree of job satisfaction. Generally more 
educated employees tend to be less satisfied with their job probably due to their 
higher job aspirations.

5) **Experience** –

If the employees are more experience in their job, he tends to more 
satisfied with job.

6) **Nature of Job** –

Nature of job determines job satisfaction which is in the form of 
occupation level and job content.

4.9 According to Robbins (2004) determinants of job satisfaction are as 
under:

1. Mentally challenging work
2. Equitable rewards
3. Supportive working conditions
4. Supportive colleagues
5. Importance of good personality.

According to Veluri (2009) determinants of job satisfaction:
1. **Organizational Factors**
   a) Salary
   b) Work itself
   c) Working condition
   d) Job content
   e) Organizational level
   f) Opportunities
   g) Leadership
   h) Work group

2. **Personal Factors**
   a) Age
   b) Gender
   c) Education
   d) Personality