CHAPTER – II

REVIEW OF RELATED LITERATURE

2.0 INTRODUCTION

Any worthwhile research study in any field of knowledge requires an adequate familiarity with the work, which has already been done in the same area. A summary of the writings of recognized authorities and of previous research provide evidence that the research is familiar with what is already known and what is still unknown and untested. Since effective research is based upon past knowledge, this step helps to eliminate the duplication of what has already been done and provides useful hypotheses and helpful suggestions for significant investigation (Best – 1992).

Citing studies that show substantial agreement and those that seem to present conflicting conclusions help to sharpen and define understanding of existing knowledge in the specific area of problem, provides background for the research project and makes the reader aware of the status of issues that exhibit a long list of annotated studies relating to the problem is ineffective and inappropriate. Only those studies that are plainly relevant, competently executed and clearly reported should be included.

In search of related literature the researcher should note certain important elements. A researcher must be acquainted with 1) Reports of closely related studies that have been investigated 2) Design of the study including procedures employed and data gathering instrument used 3) Populations that were sampled and sampling methods employed 4) Variables
that were denied 5) Extraneous variables that could have affected, avoided 6) Faults that could have been avoided and 7) recommendations for further research.

Capitalizing on the reviews of expert researchers can be faithful in providing helpful ideas and suggestions. Reviewed articles that summarize related studies are useful, they do not provide a satisfactory substitute for an independent research even though the review of related literature is not a substitute for an independent work. It is one of the first steps in the research process. It is a valuable guide to define the problem to recognize its significance, to suggest promising data gathering device to the appropriate study design and sources of data for effective analysis and to arrive at fruitful conclusion.

2.1 REVIEW OF RELATED LITERATURE IN INDIA

1) Sinha and Singh (1961) studied on the job satisfaction and absenteeism. They selected random samples of 50 high absentee and 50 low absentee workers from various departments of Tisco, in Jamshedpur. A job satisfaction questionnaire consisting of items of four components of job satisfaction was administered to them. These four items were nature of work, wages and security, supervisors and supervision and company’s overall personnel policy. They found that a simple analysis to test the differences in averages using t-test showed that low absentees were significantly more satisfied with their job than high absentees.

2) Sinha and Sharma (1962), studied on attitude and job satisfaction. They randomly selected 100 workers from a light engineering factory around
Culcutta. The factory had a single recognized union affiliated to All India Trade Union Congress. The union membership consisted of nearly 97 percent of the total work force. They were administered questionnaire. The results of the product moment correlation showed a coefficient value of 0.47 between the two, which is statistically significant. It suggested that the greater the job satisfaction, the less favorable was the attitude towards the union.

3) Prasad (1964) studied on the personality and the relative elements of Job satisfaction. He examined the effectiveness of age and experience. He concluded at the end of the research that there was no any effect of the age of professionals and job satisfaction, while job satisfaction was increased with the frequencies of experience. Thus, the experience had significant relation with their Job satisfaction.

4) Rajgopal (1965) studied the relationship between satisfaction and productivity of textile mill workers belonging to high and low productive mills. Six mills, three high and three low (Productivity was indexed in terms of operative hours per unit of Production for the past three years) were chosen. 75 workers from high Productive and 75 from low Productive mills were chosen for the administered questionnaire. Thirty items representing seven aspects of work (i.e., salary, job, management, working condition, welfare facilities, co-workers, and union management relations) were provided to them and they were asked to indicate their degree of satisfaction/dissatisfaction on a 5-point scale ranging from extreme satisfaction to extreme dissatisfaction. The results showed high productive mill workers compared to their counterparts in low productive mills to be
significantly more satisfied with five of the seven aspect excluding job and coworkers.

5) **Anjaniyulu** (1968) had studied on the Job satisfaction of Secondary school teachers and its effectiveness on student’s education. He had included 1000 teachers of 102 Secondary Schools of Andhrapradesh. Sample was selected through Random Sampling Method. Mean, Median and Standard Deviation was found for the procedure of data analysis. Through this research he came to a conclusion that, thirty seven percent teachers were not satisfied with their job. The responsible factors for this dissatisfaction were lack of accommodation facility, lack of parental co-operation and lack of infrastructures.

6) **Sharma B. R.** (1980) studied the relationship between job satisfaction and union involvement. He found that union involvement correlated significantly with job satisfaction. Union involvement was operationalised in three items like perceived necessity of union, membership of union and voting in union elections. A subsequent analysis based on more rigorous statistical treatment showed that out of all the variables, union involvement turned out to be the best predictor of variations in job satisfaction.

7) **Nayak** (1982) studied on Adjustment and Job satisfaction of married and unmarried female teachers. The sample of study was carried out by 785 female teachers of Primary, Secondary and Higher Secondary school teachers of Jabalpur district. 410 unmarried and 375 married teachers were included. Random Sampling Method was used to choose the sample of this study. Different tools were used for the data collection. Job Satisfaction
Questionnaire was formulated by Pramodkumar and D. N. Mrutha, Adjustment Inventory formulated by A.K.P. Sinha and R. P. Sinha and Attitude Measurement Test formulated by R. P. Shrivastav were used for the study. Various statistical techniques were used for the procedure of data analysis. Distribution of Frequency, t-test and Coefficient of correlation were used for the data analysis. Findings of the study were; (1) Job satisfaction was not significantly affected by the marital status and, (2) There was significant relation found between Job satisfaction and the Adjustment.

8) Misra (1983) identified one peaceful and one disturbed unit. The dimension of peaceful-disturbed were operationalised in terms of strikes and lockout. Twenty five employees from each of the two unit were administered a job satisfaction questionnaire. Employees of disturbed unit were found to be more dissatisfied than those from peaceful unit.

9) Joshi (2004) has studied on the Job satisfaction of B.Ed. trainee and B.Ed. trained teachers of Saurashtra region of Gujarat State. 120 B.Ed. trainees and 120 B.Ed. teachers were included for the sample of the study. Cluster Layer Method was used to select the sample. Three different tools were used for the data collection. i.e 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. Medium, standard deviation and t-test used for the procedure of data analysis. Findings of the research were; (1) No significant difference found between B.Ed. trainees' Job satisfaction and Job stress, (2) There was positive and significant correlation found between job involvement and the job satisfaction of B.Ed. trainee., (3) There was positive and significant correlation found
between job involvement and job satisfaction of male teachers, and (4) The teachers who come from separate families have higher job involvement than the joint family teachers.

10) Jamal (2006) studied on the organizational commitment in relation to occupational stress, job satisfaction, employees' morale and socio-emotional school climate. Sample was taken from five districts of uttar Pradesh namely Balia, Azamgarh, Chazipur, Jaunpur and Mau. Five urban area schools were selected randomly and the teachers were selected by cluster sampling techniques. The statistical techniques used were stepwise multiple regression analysis, person product moment correlation coefficient (r), t-tests, z-tests, f-tests. He found occupational stress and employees' morale as a whole and its components like workload, student misbehavior, classroom resources, poor colleague relations, etc. are predictors of organizational commitment and affective commitment.

11) Rathod and Verma (2006) studied on the job satisfaction of teachers in relation to role commitment. The sample was taken from the randomly selected 115 schools of indore district. For investigation purpose 567 teachers' from these schools were selected. They were selected irrespective of sex, residential background, and types of schools, training, age, experience, qualification and marital status. The tools were used such as teachers' job satisfaction questionnaire by Kumar and Mutha (1982) and teachers' role commitment scale by Buddhisagar and Verma (2003). The data were analyzed with the help of 2 X 2 factorial designs ANOVA. He found that (1) Female teachers were found to be more satisfied (job satisfaction) with
their jobs than male teachers. (2) There was no significant influence of training on job satisfaction of teachers. (3) Senior teachers were found to be more job satisfied than junior teachers. (4) Teachers having high role commitment were found to be more satisfied than teachers having low role commitment. (5) Urban teachers were found to be more satisfied than rural.

12) **Bindhu** (2007) studied on job satisfaction and stress coping skills between male and female primary school teachers. The study was conducted and representative of sample was done on 500 teachers from the primary schools of Kerala state (165 male and 335 female). Proportionate stratified sampling technique was employed for the study. The tools were used to collect data such as scale of job satisfaction by Kumar and Kumar and stress coping inventory by Bindhu. Mean, standard deviation, correlation and t-test were used for the calculation of data in the study. There is a positive correlation between job satisfaction and stress coping skill among primary school-teachers.

13) **Choudhury** (2007) studied on the relationship between professional awareness and job satisfaction of teachers with respect to the variables like institution, qualification, experience, type of management of college, location of the college. The sample was comprised all the teachers teaching in the faculties of arts, science, commerce, and agriculture. 400 colleges and university teachers from all the three state universities and 54 colleges affiliated to these universities of Assam constituted the sample of the study.

The stratified random sampling technique was used to collect the require data. Teacher’s professional awareness scale, teacher’s job
satisfaction scale were used as research tool. The statistical techniques used for analysis, data which were coefficient of correlation and t-test. Findings of the study were: (1) Professional awareness was not significantly affected on the Job satisfaction of college and university teachers. (2) Types of area and types of college were not significantly affected on the Job satisfaction. (3) Educational experience was not significantly affected on the Job satisfaction and professional awareness.

14) Yarriswamy (2007) studied on the individual need of strength, locus of control, job involvement and burnout of teacher-educators of teacher training institutes in the state of Karnataka in relation to their job satisfaction. The sample of the study consisted of total 131 teacher educators in which 65 were from primary teacher training institutes of Banglore, Mysore, Belgaum and Gulbarga division of Karnataka state. Tools used included individual need-strength scale developed by Basavaraju, locus of control scale developed by the researcher, job involvement inventory developed by Lodahi and Kejner, Maslach burnout inventory and job satisfaction inventory developed by Indiresan. Statistical techniques used for data analysis were t-test and multiple classification analysis of variance. Findings of study were (1) Gender, was not significantly affected on the Job satisfaction, (2) Types of college and Area of the college was not significantly affected on the Job satisfaction. (3) Educational experience was not significantly affected on the Job satisfaction.

15) Asondariya (2008) studied on the achievement, motivation, and job satisfaction of Vidyasahayak teachers of Saurashtra-Cutch. 705 Vidyasahayak teachers were included in the sample of the study. Random sample method was used to select the sample from population. An
adjustment test, achievement motivation test and job satisfaction questionnaire was used for the data collection. The collected data analyzed with the help of 'spss' program with computer. He found that gender and type of family is strongly affected the job satisfaction of vidasahayak teacher of Saurashtra-Cutch. Sex, area of school, category, education qualification, marital status, age, educational stream and place of the job were not affected the job satisfaction.

16) Bakhshi, Kumar, Sharma and Sharma (2008) studied on the job satisfaction and life satisfaction of the government and private lecturers of Jammu district. A total of 60 lecturers (30 male and 30 female) were selected using random sampling technique. The data was obtained through questionnaires which were administered personally. Results indicated a significant difference in the job satisfaction of government and private college lecturers. Government college lecturers having higher job satisfaction than others. Government and private college lecturers do not differ significantly on life satisfaction scores. A significant positive correlation between job satisfaction and life satisfaction of overall sample was found. Positive correlation between these two variables has important implications for managers and supervisors.

17) Ghanti and Jagdeesh (2008) studied on the organization climate and job satisfaction. They found the organization climate and job satisfaction are influenced by many factors like group characteristics, leader behaviour characteristics, different patterns of climate, etc. Similarly job satisfaction factors such as intrinsic aspects, salary, service conditions and promotions, physical facilities, institution plans and policies etc influence too. In this study
the researcher tried to explain the importance of organization climate concerned to teachers' job satisfaction and other patterns of climate, organization dimensions etc.

18) J.Nicolas, Gayatridevi and A. Velayudhan (2009) studied on the relationship of perceived overqualification, job satisfaction, Somatization and job stress of MNC executives. The sample constituted of 52 executives who were randomly selected from different multinational companies. Perceived overqualification questionnaire developed by Khan and Morrow, job satisfaction scale by Gayatridevi and Velayudhan, somatization checklist by Derogatis, Lipman, Rickels, Unlenhuth, and Covi, work place stress scale developed by Martin company and American institute of stress were the tools used for the assessment. It has been inferred from the statistical analysis that perceived overqualification was found to be negatively related to job satisfaction. But perceived overqualification was not found to have any relationship either with health status or the job stress of the executives. The study finds that woman executives’ experience more job stress then men, but men report poor health status than women.

19) Daljeet Singh Wadhwa (2011) : Studied One of the most pressing problems of any organization is how to motivate employees to work more productively and to increase their feelings of satisfaction, involvement, and commitment. All our surroundings usually we see examples of shoddy and imperfect work in products. This paper aims at studying the factors which contribute towards employee’s job satisfaction. The factors which are the probable causes behind employee job satisfaction can be broadly divided into
three broad categories: Behavioral, organizational and environmental factors. This report focuses on all of these categories and attempts to find the relation between these factors and employee’s job satisfaction.

20) Shobhna Gupta J (2009) : Studied on Job satisfaction that is a set of favorable or unfavorable feelings with which employees view their work. It is a worker's sense of achievement and success and is generally perceived to be directly linked to productivity as well as to the personal wellbeing. The happier people are within their job, the more satisfied they are said to be. Job satisfaction implies doing a job one enjoys, doing it well, and being suitably rewarded for one's efforts. Job satisfaction 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, degree of fulfillment in their work, etc.. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction; describes how satisfied an individual is with his or her job. Job satisfaction is not the same as motivation, although it is closely linked, but satisfaction includes the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions related to rate of pay, work responsibilities, variety of tasks, promotional opportunities in the work itself and co-workers etc. help to bring out the level of one's satisfaction. For the organization, job satisfaction of its workers means a work force that is motivated and committed to high quality performance. Increased productivity—the quantity and quality of output per hour worked—seems to be
a byproduct of job satisfaction. Employee satisfaction surveys provide the information needed to improve levels of productivity, job satisfaction, and loyalty. Organizations can identify the root causes of job issues and create solutions for improvements with an accurate perspective of employee views. Discover what motivates people, what drives loyalty, and what genuinely makes and keeps your employees happy. Satisfaction levels increase when an employee knows that their issues are being addressed. There is a direct link between employees' job satisfaction and financial results. The more satisfied employees are the more motivated and committed and they will be main source to your organization’s success. In this Research paper we have tried to make a comparison of Job satisfaction between Private and Govt. sector and tried to find out the basic reasons of dissatisfaction in job.

21) Arunima Shrivastava and Pooja Purang: Studied on the job satisfaction level of a public sector and private sector bank employees in India. The sample consisted of 340 bank employees from both sectors. Job Diagnostic Survey by Hackman and Oldham (1975) was used to ascertain the level of job satisfaction. This study used independent samples, t-test and qualitative analysis to study the differences in employee attitudes. Results indicated that the means of the public and private banks were significantly different from each other. It was found that private sector bank employees perceive greater satisfaction with pay, social, and growth aspects of job as compared to public sector bank employees. On the other hand, public sector bank employees have expressed greater satisfaction with job security as compared to private sector bank employees. The findings of the study highlight important satisfiers and dissatisfies are present in the job and
suggest both the banks to take performance oriented initiatives in the areas where employees have reported reduced satisfaction.

22) **Dr. B. Thangaraj (2006)**: Studied on the term job satisfaction which has been conceptualized in many ways. Job satisfaction focuses on all the feelings that an individual has about his/her job. It has been assumed by organizational behavior research that individuals who express high satisfaction in their jobs are likely to be more productive, have higher involvement and are less likely to resign than employees with less satisfaction. It has been already studied by various authors in various spheres. However this study reveals the employees' job satisfaction of private sector banks with special reference to Coimbatore city.

A bank is a financial institution and an intermediary that accepts, deposits and channels those deposits into lending activities, either directly or through capital markets. A bank connects customers that have capital deficits to customers with capital surpluses. Due to their critical status within the financial system and the economy generally, banks are highly regulated institutions in most countries. Most banks are operated under a system known as fractional system where they hold only a small reserve of the funds deposited and lend out the rest for profit. They are generally subject to minimum capital requirements which are based on an international set of capital standards, known as the Basel Accords.

23) **Rai Imtiaz Hussain**: Studied on the job satisfaction and how different factors affect the job satisfaction among the private and public banking sector
in Punjab Pakistan. This research explains the factors which create the job satisfaction. These factors are supervision, job security, promotional opportunities, relationship with co-workers and pay. The result of the study shows that most of the employees in banking sector are satisfied with their job. Positive correlation was found between job satisfaction and job security, good supervision, promotional opportunities, pay and relationship with co-worker. Furthermore, Independent T-test was used to see the job satisfaction between employees of public and private sector. There was no significant difference of satisfaction was found between Public Sector employees and private sector employees in banking sector.

24) N. MALLIKA & Dr. M. RAMESH (2010): Studied an appraisal of the perceived job characteristics and emotional experience at work. Satisfied employees have a favorable evaluation of their job, based on their observations and emotional experiences. Saleh (1981) states that job satisfaction is a feeling which is a function of the perceived relationship between all that one wants from his job/life and all that one perceives as offering or entailing. The emphasis here is laid on all that one wants, whether it is important for self-definition or not. Luthans (1989) states that job satisfaction is a pleasurable, or positive emotional state resulting from the appraisal of one's job, or job experience, and is the result of the employee's perception of how well the job provides those things which are viewed as important.

In this study an attempt has been made to the regression and correlation analysis on job satisfaction and variables among the public and
private bank employees in Cuddalore District, Tamil Nadu, India. In order to study the objective primary data were collected with a sample size of 400 which was collected randomly. A regression and correlation method is used for analyzing the employee’s level of job satisfaction. The researcher has provided suitable measures to the organization to find out their level of satisfaction.

25) Selvaraj, M. (2009) : The study reveals that private banks are more successful vis-à-vis public sector banks in terms of implementing Total Quality Management (TQM) initiatives, such as human resource management, customer focus, and top management commitment. Furthermore, public and private sector banks differ with respect to their compensation structures, working environments, technology, growth opportunities, and job security provided to the employees. Public sector banks structure compensation in such a way that there are lower pay differentials between the employees, long-term tenure is rewarded and there is a high base pay, whereas in the private sector banks, there are larger pay differentials, fewer rewards for tenure, and pay for performance.

26) Kumudha A., & Abraham, S. (2008): The study compares 100 managers from 13 public and private sector banks and found that the programs related to self-development, information about job openings, opportunities to learn new skills and retirement preparation programs greatly influence the feelings of career satisfaction. Public and private sector banks also differ with respect to their background and work culture. It has been observed that the work culture of public sector banks was based on the concept of socio-economic responsibility, in which profitability is secondary.
On the other hand, private sector banks work towards profitability. Because of these differences between the sectors hold an important factor in shaping the work culture of an organization, it needs to be explored how they would likely affect job satisfaction. For the success and sustained growth of Indian banks, it is imperative to create a pool of committed employees by determining whether they are job satisfied. Their satisfaction would affect their performance and commitment, which would eventually influence the banks' growth and profitability.

2.2 REVIEW OF RELATED LITERATURE AT ABROAD

1) Morge (1953) studied on the Job satisfaction of the employees of white-collar jobs. He found out through this research that fifty-five male teachers were satisfied with their job while thirty-five percent female employees were not satisfied with their job. Thus, the male employees were more satisfied than female employees; therefore the conclusion of the study was that gender factor affected much on the Job satisfaction.

2) Gardon (1955) has studied on the Job satisfaction of the workers of industrial concern and human needs industries, findings of the research was that if person's individual needs are satisfied then their level of job satisfaction increases; therefore fulfillment of personal need has a positive relation with the job satisfaction.

3) Bidwel and Charles (1956) have studied on the Job satisfaction and school management. He concluded through this research that the effective education is necessary to develop good image of the school, perfect management increases the teachers' Job satisfaction.
4) **Adams, J. S. (1965)**: The study tend to compare their input/output ratio with that of others. This other is a referent and can be someone else in one's work group or another employee in other organization. These comparisons can result in any of the three different states, namely, underpayment inequity, overpayment inequity and equitable pay. In the present study, the results indicate that public sector bank employees perceive a state of underpayment inequity. The repercussions of an experiencing negative emotional state can be quite detrimental.

5) **Smith, Scott and Hulin** (1977) studied the Job satisfaction of professional employees of the company. 4000 managers of the 145 company were selected for the sample of the study. He found out through this research that satisfaction increases with age. Thus, Job satisfaction has positive relation with the age level.

6) **Mobley, William H. (1977)**: The relationship between job satisfaction and turnover is significant and consistent, but not particularly strong. A more complete understanding of the psychology of the withdrawal decision process requires investigation beyond the replication of the satisfaction–turnover relationship. Toward this end, a heuristic model of the employee withdrawal decision process, which identifies possible intermediate linkages in the satisfaction–turnover relationship, is presented. Previous studies relevant to the hypothesized linkages are cited, and possible avenues of research are suggested. (PsycINFO Database Record (c) 2012 APA, all rights reserved).

7) **David P. Thompson** (1997): This inquiry synthesized empirical findings on job satisfaction published in the first 26 volumes of *Educational
Administration Quarterly. A 14-stage model for quantitative synthesis was developed and validated to classify, record, study and analyze characteristics that were found in the synthesis population of EAQ articles. This synthesis yielded 330 distinct job satisfaction research hypotheses and 613 relational effect sizes. Nearly three fourths of these effect sizes were less than 30, that is, less than moderate in magnitude. Meta-analyses were performed for 6 of the 330 research hypotheses; the largest mean effect sizes were found for the relationships between overall job satisfaction and both role ambiguity and role conflict. These findings seem to lend preliminary support to the Situational Model of Job Satisfaction. Recommendations for reporting research findings and future research into job satisfaction follow from these and other findings.

8) Ernst Kossek, Ellen; Ozeki, Cynthia (1998) : This review examines the relationship among work–family (w-f) conflict, policies, and job and life satisfaction. The meta-analytic results show that regardless of the type of measure used (bidirectional w-f conflict, work to family, family to work), a consistent negative relationship exists among all forms of w-f conflict and job–life satisfaction. This relationship was slightly less strong for family to work conflict. Although confidence intervals overlap, the relationship between job–life satisfaction and w-f conflict may be stronger for women than men. Future research should strive for greater consistency and construct development of measures, examination of how sample composition influences findings, and increased integration of human resources policy and role conflict perspectives, including whether a positive relationship between w-f policies and satisfaction is mediated by w-f conflict. (PsycINFO Database Record (c) 2012 APA, all rights reserved)
9) Adegbusi, Oluwatoyin Olubukola Ewuola, S.O (1999) : This project is an attempt to study the job satisfaction level among employees of Eko International Bank Plc. Relevant literatures and existing theories were reviewed. Data collecting questionnaires were administered to 64 employees comprising of management senior and junior members of staff of the organization and the results were analyzed statistically. The result obtained showed that the employees of the bank are generally satisfied with their job. The management staff members are more satisfied than senior and junior members of the workers from various department, the single and married staff enjoy the same level of satisfaction and that job satisfaction is dependent on age. It was also discovered that employees are not satisfied with certain job factors and conditions such as work hour, duty schedule, work load and the opportunity giving them to participate in organizational goal setting. This study therefore recommends the formulation of organizational policy which tends to show organization’s concern for employees well being, a conducive working environment, and involving employees in organizational goal setting.

10) Timothy A.; Heller, Daniel (2002) : This study reports the results of a meta-analysis linking traits from the 5-factors model of personality to overall job satisfaction. Using the model as an organizing framework, 334 correlations from 163 independent samples were classified according to the model. The estimated true score correlations with job satisfaction were -.29 for Neuroticism, .25 for Extraversion, .02 for openness to Experience, .17 for Agreeableness, and .26 for Conscientiousness. Results further indicated that only the relations of Neuroticism and Extraversion with job satisfaction generalized across studies. As a set, the Big Five traits had a multiple
correlation of .41 with job satisfaction, indicating support for the validity of the dispositional source of job satisfaction when traits are organized according to the 5-factors model. (PsycINFO Database Record (c) 2012 APA, all rights reserved)

11) Harter (2002), has studied on the job satisfaction sentiments and employee engagement. 7,939 business units of 36 organizations were selected for the sample of the study. Authors conducted a Meta analysis of studies previously conducted by The Gallup Organization. The researcher found positive and substantive correlations between employee satisfaction-engagement and the business unit outcomes of productivity, profit, employee turnover, employee accidents, and customer satisfaction. More importantly, these researcher explored the practical utility of the observed relationships. The study examined aggregated employee job satisfaction sentiments and employee engagement.

12) Schneider (2003) have studied on the relationships between several facets of employee satisfaction and organizational financial (return on assets; ROA) and market performance (earnings per share; EPS). 35 organizations over a period of eight years were selected for the sample of the study. Their results showed consistent and statistically significant positive relationships between attitudes concerning satisfaction with security, satisfaction with pay, and overall job satisfaction with financial (ROA) and market performance (EPS).

13) Brikend AZIRI : Job satisfaction represents one of the most complex areas which being faced by today’s managers when it comes to managing
their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on the performance of business organizations. Unfortunately, in our region, job satisfaction has not still received proper attention from, neither scholars nor managers of various business organizations.

14) TOK, N. Türkay, (2004): This research is concerning with the level of job satisfaction and organizational commitment of elementary supervisors; Elementary supervisor attitudes on factor of job satisfaction (work and contents, salary, administration and evaluation, development and advancement opportunities, organizational environment) and on factors of organizational commitment (affective commitment and continuance commitment) in terms of sex, tenure, age and educational level were examined to find out whether there is a significant difference.

The aim of this study is to have the enlighten of causes and results of attitudes towards job satisfaction and organizational commitment which causes the turnover, performance deficiency and absenteeism of elementary supervisors.

The population of the study is 2882 elementary supervisors who are studying at 81 different cities in Turkey. The sample of the study which consists 329 elementary supervisors from 14 cities is randomly selected from the population.

In order to determine the participants job satisfaction level and organizational commitment level, a questionnaire containing two parts was
developed. The first part about job satisfaction has 35 items while the second part considering organizational commitment has 12 items. The questionnaire has totally 47 items.

SPSS packet program was used to analyze the data. For determining the attitudes of elementary supervisors about job satisfaction and organizational commitment, all aspects of the questionnaire were considered item by item. As a result, mean scores of items in a factor, and means of factors are calculated. In order to determine whether participants’ attitudes are changed at 0.05 level, one way ANOVA has been run. To understand the reason of the variation, Scheffe-F has been run, and in order to determine if there is significant relationship between the factors of job satisfaction and organizational commitment bivariate correlation (Pearson-r) has been run.

As a result of the data analysis, these are concluded: In considering the job satisfaction of elementary supervisors in general, the participants have medium level job satisfaction in the aspects of work and contents ($X=3.19$) and organizational environment ($X=2.85$), and they have little level job satisfaction from salary ($X=1.95$), development and advancement opportunities ($X=2.21$) and administration and evolution ($X=2.59$). In other words, elementary supervisors have not had enough job satisfaction. Although work and contents are the aspects in which the participants enjoy the highest level of job satisfaction. Whereas the salary and development and advancement opportunities are also considered from that participants have least job satisfaction.
Elementary supervisors agreed little with continuance commitment ($X=2.61$) which is the aspect of the organizational commitment however they are mostly agreed with affective commitment ($X=3.74$).

There is significant relationship between work and contents and affective commitment ($r= .457$, $P<.01$), and a continuance commitment ($r= .228$, $P<.01$), and also there is significant relationship between salary and continuance commitment ($r= .218$, $P<.01$). However, there is no significant relationship between salary and affective commitment ($r= -.045$, $P<.01$). Both affective commitment ($r= .260$, $P<.01$) and continuance commitment ($r= .304$, $P<.01$) are significantly related with administration and evaluation. Both affective commitment ($r= .158$, $P<.01$) and continuance commitment ($r= .345$, $P<.01$) are also significantly related with the development and advancement opportunities. Finally, both affective commitment ($r= .244$, $P<.01$) and continuance commitment ($r= .344$, $P<.01$) have significant relation with organizational environment.

15) Augustine O. Agho: The job satisfaction model embedded in the Price-Mueller turnover model was revised and estimated. The revised model examined the effects of a series of environmental, job characteristics and personality variables that were excluded from the Price-Mueller model. Two-wave longitudinal data were collected from 405 employees of a 327-bed Veterans Administration Medical Center. Four different models representing refinements of the proposed model were estimated using LISREL maximum likelihood methods. The exclusion of important job characteristics (role conflict, supervisory support, and task significance) by the Price-Mueller model was not found to have a significant impact on the explanatory power of
the revised model. However, the exclusion of an environmental factor (opportunity) and a personality variable (positive affectivity) were found to be a serious omission. Overall, it was found that the degree to which employees like their job is influenced by a combination of characteristics of the environment (opportunity), the job (routinization and distributive justice), and personality variables (positive affectivity and work motivation). Fifty-seven percent (57%) of the variance in job satisfaction was explained by the revised model, as compared with 49% for the Price-Mueller model.

16) CLIFFORD APPEL (2006) : The purpose of this study was to determine the level of job satisfaction of environmental officers within a provincial government department. The study was conducted in the Environmental Planning and Impact Assessment directorate within the Gauteng Department of Agriculture, Conservation and Environment (DACE). Forty (40) employees participated in the study and completed the short form of the Minnesota Satisfaction Questionnaire. The results of the study indicated that the employees were generally satisfied with their jobs. The employees were mostly satisfied that their jobs kept them busy, that they can work independently, their relationships with co-workers and management were good and that they felt secure in their jobs. However, they were less satisfied with opportunities for advancement in their jobs, opportunities to be creative, compensation, organizational policies and procedures, and the recognition they received from management for their efforts. The results of the study also confirmed that the level of job satisfaction varies according to job position level, years of service, age and academic qualification.
The study provides a basis for DACE to conduct future research on job satisfaction for environmental officers in order to establish a trend over a period; to offer solutions to improve job satisfaction and employee motivation.

17) **George, J.M. and Jones, G.R. (2008):** The study Job satisfaction is the collection of feeling and beliefs that people have about their current job. People’s levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay.

### 2.3 CONCLUSION

The researcher has studied and selected past studies for the review. Fifty five researches were included from India and abroad too. These researches implemented with various degree levels like Ph.D., M.phil., M.ed., and Project level. Several researches were included from the duration of 1953 A.D. to 2008 A.D. These researchers were from foreign studies. Forty eight researches were included from 1961 A.D. to 2009 A.D. Sample of the study included 42 to 7939 existed in the former researches. Much of the researches were implemented on managers of the companies’, workers of the companies, students as well as the teachers and principals of primary school, secondary school, and teachers also. All the studies were generally concerned with Job satisfaction. Therefore, Job satisfaction was the dependent variable in each study. In many researches Job Satisfaction is measured with many dependent variables like Job attitudes, Human needs,
Mental stress, Organizational commitment, Organizational performance, Absenteeism, Adjustment, Motivation.

On the other hand many independent variables accepted like Gender, Age, Union involvement, Productivity, Profit, Turnover, Accidents, Absenteeism, Attitude, Experience, Marital status, Anxiety, Neuroticism, Education, Wages, Social status, Late coming, Safety, Physical facilities, Area, Pay scale, Opportunities for future progress. Independent variable like, Physical facilities, Union involvement, Absentism, Personal needs, Age, Sex, Education qualification, Marital status, Experience, Physical facilities, Salary and Future opportunities have highly been affected in those studies.

Some different statistical techniques were used for the data analysis, i.e. Meta Analysis, Mean, Standard Deviation, Correlation, t-test, Percentile Rank, Chi-square, t-value, F-test. The t-test was frequently used in these past researches.

In these studies Job Satisfaction was measured with different aspects and variables, but no research has been done on Employees of Regional Rural Banks. At present Regional Rural Banks are getting more importance and being established in many areas across the country. So there is a need for a research on employees of Regional Rural Banks to study their level of job satisfaction. Hence, researcher selected the problem, i.e the study of Job Satisfaction among the Employees of Regional Rural Banks of Gulbarga Division. The study included ten Independent variables to measure the level of Job Satisfaction of employees of Regional Rural Banks of Gulbarga Division (A case study).