CHAPTER 8
CONCLUSION AND DIRECTION FOR FUTURE RESEARCH

8.1 SUMMARY OF THE FINDINGS

This chapter concludes the study by summarizing the entire study and also by highlighting the key findings of the study. The chapter then pursues to the limitations of the study and presents the recommendation for future research.

The literature review provided a critical analysis of the views and insights of various researchers on the subject area and served as a source of secondary data, which were collected through Human Resource Management Journals and other existing reports that were based on the topic. Most of the studies concentrated in studying the conceptual framework of Herzberg’s Two Factor Theory of Job Satisfaction and interaction of Job Satisfaction with Home Life Satisfaction.

This study has been conducted in four different sectors of Guwahati City, namely Banking Sector, Insurance Sector, Telecom Sector and Manufacturing Sector. The purpose of this study is to examine the impact of Motivator factors and Hygiene factors with Job Satisfaction and the interaction between Job Satisfaction and Home Life Satisfaction. In order to achieve this purpose, the study first analyzes the hypotheses formulated for the study related to Job Satisfaction; secondly, a comprehensive framework of the interaction between Job Satisfaction and Home Life Satisfaction has been presented and finally the study has developed a ‘Discriminant Model’ to measure the employees having low and high Job Satisfaction. The findings for the four different sectors have been presented separately for easy and better understanding.
SUMMARY OF FINDINGS FOR PRIVATE SECTOR BANK

Findings of Hypothesis 1 to 10 and Hypothesis 11 for Private Sector Bank

In hypothesis 1 to 10, the study tries to find the direct and indirect spillover relationship among five Motivator factors and five Hygiene factors with Job Satisfaction. To carry out the study, first of all the mean scores of the Motivator factors and Hygiene factors are analyzed and after that correlation analysis has been carried out to examine the interrelationship between the Motivator factors and Hygiene factors. The finding shows that:

1. The mean score of Motivator factors are found to be higher than the Hygiene factors.
2. Correlation exists between the Motivator factors and Hygiene factors.

From the Direct and Indirect path analysis for Private Sector Bank, it can be concluded that:

1. Two Motivator factors ‘Accomplishment’ and ‘Responsibility’ have direct impact on Job Satisfaction, but indirectly all the Motivator factors have a spillover relationship with Job Satisfaction.
2. Hygiene factor ‘Job Security’ is directly effecting Job Satisfaction, but the indirect relationship of ‘Social Status’, ‘Job Security’ and ‘Working Condition’ contribute to Job Satisfaction.
3. The result shows that significant spillover relationships of Motivator factors are found to be more than that of significant spillover relationship of Hygiene factors leading to Job Satisfaction among the employees of Private Sector Bank.
Findings of Hypothesis 12 to 17 for Private Sector Bank

Multiple regression analysis has been carried out in order to test the Hypotheses 12 to 17. Six hypotheses have been formulated to examine significant relationships existing between Home Life Satisfaction and Job Satisfaction under two Situations.

Situation I evaluates Home Life Satisfying factors at first and then its simultaneous impact on the Job Satisfaction has been measured.

Situation II evaluates Job Satisfying factors at first and then its simultaneous impact on the Quality of Home Life Satisfaction has been measured under Situation II.

Findings for Private Sector Bank under Situation I revealed that:

1. Family Environment contributes positively towards Job Satisfaction and within the Family Environment scale; ‘Health of Family Members’ and ‘Family Togetherness’ are found to be the important factors contributing to Job Satisfaction

2. Similarly, Emotional Environment contributes to Job Satisfaction and under the Emotional Environment scale ‘Children Behavior’, ‘Emotional support from Children’ and ‘Emotional support from Spouse’ are found to be significantly contributing to Job Satisfaction.

3. Personal Issues are also found to significantly contribute to Job Satisfaction and under Personal Issues scale only ‘Personal Health’ of an employee seems to be contributing positively towards Job Satisfaction.

Findings for Private Sector Bank under Situation II revealed that:

1. Within the Monetary Issues scale, ‘Salary’ and ‘Fringe benefits’ are found to be significantly contributing to Job Satisfaction.
2. Working Environment also contributes to Home Life Satisfaction and under the Working Environment scale, only ‘Working Condition’ is found to be significantly contributing to Home Life Satisfaction of an employee.

3. Similarly, Job Natures contribute to Home Life Satisfaction and within Jon Natures scale, ‘Job Security’ is found to have positive impact of Home Life Satisfaction.

Findings of Hypothesis 18 and 19 for Private Sector Bank

The hypothesis 18 examines the interactive effect of Demographic variables (Age and Gender) and Job Satisfaction with Home Life Satisfaction. Home Life satisfaction is taken as the dependent variable and the independent variables are the Demographic variables (Age and Gender) and Job Satisfaction.

The hypothesis 19 examines the interactive effect of Demographic variables (Age and Gender) and Home Life Satisfaction with Job Satisfaction. Job Satisfaction is taken as the dependent variable and the independent variables are Demographic variables (Age and Gender) and Home Life Satisfaction.

The result shows that, for Private Sector Bank, Demographic variables (Age and Gender) and Overall Job Satisfaction have a relationship with Overall Home Life Satisfaction. The interaction effects of ‘Age’ and ‘Overall Job Satisfaction’ have been found to have an impact on Overall Home Life Satisfaction. However, the relationship between Demographic variables (Age and Gender), Home Life Satisfaction and their interaction effect have been found to have no significant relationship with overall Job Satisfaction.

Discriminant Analysis for Private Sector Bank

Discriminant Analysis has been carried out in order to classify the employees having Low and High Job Satisfaction with certain predictor variables namely Age, Job Tenure,
Next Promotion and Last Promotion. The result shows that, in Private Sector Bank 64.3% of the employees possess Low Job Satisfaction. It has been found that ‘Next Promotion’ is best predictor variable that contributes to Job Satisfaction of the employees which is followed by Last Promotion, Job Tenure and Age.

**SUMMARY OF FINDINGS FOR PUBLIC SECTOR BANK**

**Findings of Hypothesis 1 to 10 and Hypothesis 11 for Public Sector Bank**

In hypothesis 1 to 10, the study tries to find the direct and indirect spillover relationship among five Motivator factors and five Hygiene factors with Job Satisfaction. To carry out the study, first of all the Mean scores of the Motivator factors and Hygiene factors are analyzed and after that correlation analysis has been carried out to examine the interrelationship between the Motivator factors and Hygiene factors. The finding shows that:

1. The Mean score of Motivator factors are found to be slightly higher than the Hygiene factors.
2. Correlation exists between the Motivator factors and Hygiene factors

**From the Direct and Indirect Path analysis for Public Sector Bank, it can be concluded that:**

1. Three Motivator factors ‘Work Itself’, ‘Accomplishment’ and ‘Recognition’ have a direct impact on Job Satisfaction, but indirectly all the five Motivator factors have a indirect spillover relationship with Job Satisfaction.
2. Three Hygiene factors namely ‘Working Condition’, ‘Salary’ and ‘Job Security’ are directly effecting Job Satisfaction, but the indirect relationship of all the Hygiene factors also contributes to Job Satisfaction.
3. Analyzing the indirect spillover relationship among the Motivator factors and Hygiene factors, it has been found that for Public Sector Bank employees significant spillover relationships of Hygiene factors are found to be more than the spillover relationship of Motivator factors leading to Job Satisfaction among the employees of Public Sector Bank.

**Findings for Hypothesis 12 to 17 for Public Sector Bank**

Multiple regression analysis has been carried out in order to test the Hypotheses 12 to 17. Six hypotheses have been formulated to examine significant relationships existing between Home Life Satisfaction and Job Satisfaction under two Situations.

Situation I evaluates Home Life Satisfying factors at first and then its simultaneous impact on the Job Satisfaction has been measured.

Situation II evaluates Job Satisfying factors at first and then its simultaneous impact on the Quality of Home Life Satisfaction has been measured under Situation II.

**Findings for Public Banking Sector under Situation I revealed that:**

1. Family Environment contributes positively towards Job Satisfaction of the employees and ‘Health of Family Members’ and ‘Division of Household duties’ are found to be the important factors that contributes to Job Satisfaction.

2. Emotional Environment contributes to Job Satisfaction and under Emotional Environment scale, ‘Emotional support from Children’ and ‘Children Behavior’ is found to be significantly contributing to Job Satisfaction.

Findings for Public Banking Sector under Situation II revealed that:

1. Monetary Issue has a very negligible effect on Quality of Home Life Satisfaction. Under the Monetary Issue scale it is observed that the factor ‘Fringe Benefit’ contribute towards Quality of Home Life Satisfaction.

2. Working Environment has a very little contribution towards Quality of Home Life Satisfaction on the employees of Public sector Bank.

3. Similarly, Job nature has a very little contribution towards Quality of Home Life Satisfaction.

Findings for Hypothesis 18 and 19 for Public Sector Bank

The hypothesis 18 examines the interactive effect of Demographic variables (Age and Gender) and Job Satisfaction with Home Life Satisfaction. Home Life satisfaction is taken as the dependent variable and the independent variables are the Demographic variables (Age and Gender) and Job Satisfaction.

The hypothesis 19 examines the interactive effect of Demographic variables (Age and Gender) and Home Life Satisfaction with Job Satisfaction. Job Satisfaction is taken as the dependent variable and the independent variables are Demographic variables (Age and Gender) and Home Life Satisfaction

The result for Public Sector Bank shows that, the interactive effect of Gender and overall Job Satisfaction has been found to have positive impact on Home Life Satisfaction. However, the relationship between Demographic variables (Age and Gender), Home Life Satisfaction and their interaction effect have been found to have no significant relationship with overall Job Satisfaction.
Discriminant Analysis for Public Sector Bank

Discriminant Analysis has been carried out in order to classify the employees having Low and High Job Satisfaction with certain predictor variables namely Age, Job Tenure, Next Promotion and Last Promotion.

In case of Public Sector Bank it has been found that 75% of the employees are found to possess High Job Satisfaction ‘Age’ has been found as the best predictor variable that contributes to Job Satisfaction of the employees which is followed by Job Tenure, Next Promotion and Last Promotion.
SUMMARY OF FINDINGS FOR PRIVATE INSURANCE SECTOR

Findings of Hypothesis 1 to 10 and hypothesis 11 for Private Insurance Sector

In hypothesis 1 to 10, the study finds the direct and indirect spillover relationship among five Motivator factors and five Hygiene factors with Job Satisfaction. To carry out the study, first of all the Mean scores of the Motivator factors and Hygiene factors are analyzed and after that correlation analysis has been carried out to examine the interrelationship between the Motivator factors and Hygiene factors. The finding shows that:

1. The Mean score of Motivator factors is found to be slightly higher than the Hygiene factors.
2. Correlation has been found between the Motivator factors and Hygiene factors

From the direct and indirect Path analysis for Private Insurance Sector, it can be concluded that:

1. Only one Motivator factor ‘Responsibility’ has a direct impact on Job Satisfaction, but indirectly all the five Motivator factors have a spillover relationship on Job Satisfaction.
2. Two Hygiene factors ‘Company Policy’ and ‘Social Status’ found to be directly effecting Job Satisfaction, but the indirect relationship of all the five Hygiene factors have an impact on Job Satisfaction for Private Insurance Sector.
3. Analyzing the indirect spillover relationship among the Motivator factors and Hygiene factors, it has been found that for Private Insurance Sector employees significant spillover relationships of Motivator factors are found to be more than that of significant spillover relationship of Hygiene factors leading to Job Satisfaction.
Findings for Hypothesis 12 to 17 for Private Insurance Sector

Multiple regression analysis has been carried out in order to test the Hypotheses 12 to 17. Six hypotheses have been formulated to examine significant relationships existing between Home Life Satisfaction and Job Satisfaction under two Situations.

Situation I evaluates Home Life Satisfying factors at first and then its simultaneous impact on the Job Satisfaction has been measured. Situation II evaluates Job Satisfying factors at first and then its simultaneous impact on the Quality of Home Life Satisfaction has been measured under Situation II.

Findings for Private Insurance Sector under Situation I revealed that:

- From the Regression Analysis, it is found that Family Environment contributes moderately towards Job Satisfaction and within the Family Environment scale ‘Family Togetherness’ and ‘Division of Household duties’ significantly contribute towards Job Satisfaction.
- Emotional Environment has a very negligible contribution towards Job Satisfaction. Under Emotional Environment scale ‘Emotionally balanced Life’ factor contributes towards Job Satisfaction.
- Personal Issues contribute less towards Job Satisfaction. Under Personal Issues scale ‘Amount of time for self’ and ‘Sense of Control over Life events’ factors contributes towards Job Satisfaction.

Findings for Private Insurance Sector under Situation II revealed that:

- ‘Salary’ under Monetary Issues is found to be significantly contributes towards Home Life Satisfaction.
• Again, under the Working Environment scale, ‘Job Policies’ and ‘Co-Workers Support’ factors are found to have significant impact on Home Life Satisfaction.

• Similarly, Job Nature moderately contribute to an employee’s Home Life Satisfaction and within it only ‘Variety of work task’ is found to have positive impact on Home Life Satisfaction.

Findings for Hypothesis 18 and 19 for Private Insurance Sector

The hypothesis 18 examines the interactive effect of Demographic variables (Age and Gender) and Job Satisfaction with Home Life Satisfaction. Home Life satisfaction is taken as the dependent variable and the independent variables are the Demographic variables (Age and Gender) and Job Satisfaction.

The hypothesis 19 examines the interactive effect of Demographic variables (Age and Gender) and Home Life Satisfaction with Job Satisfaction. Job Satisfaction is taken as the dependent variable and the independent variables are Demographic variables (Age and Gender) and Home Life Satisfaction.

The result for Private Insurance Sector shows that, Gender has a significant impact on Overall Home Life Satisfaction. The interaction effect of Demographic variables (Age and Gender) is found to contribute positively towards Home Life Satisfaction. Overall Job Satisfaction has no relationship with Home Life Satisfaction. However, the relationship between Demographic variables (Age and Gender), Home Life Satisfaction and their interaction effect have been found to have no significant relationship with overall Job Satisfaction.
Discriminant analysis for Private Insurance Sector

Discriminant Analysis has been carried out in order to classify the employees having Low and High Job Satisfaction with certain predictor variables namely Age, Job Tenure, Next Promotion and Last Promotion.

The result shows that in Private Insurance Sector 52.9% of the employees possess Low Job Satisfaction. ‘Next Promotion’ has been found as the best predictor variable that contributes to Job Satisfaction of the employees which is followed by Age, Last Promotion and Job Tenure.

SUMMARY OF FINDINGS FOR PUBLIC INSURANCE SECTOR

Findings of Hypothesis 1 to 10 and Hypothesis 11 for Public Insurance Sector

In hypothesis 1 to 10, the study finds the direct and indirect spillover relationship among five Motivator factors and five Hygiene factors with Job Satisfaction. To carry out the study, first of all the Mean scores of the Motivator factors and Hygiene factors are analyzed and after that correlation analysis has been carried out to examine the interrelationship between the Motivator factors and Hygiene factors. The finding shows that:

1. The Mean score of Motivator factors are found to be slightly higher than the Hygiene factors
2. Correlation has been found between the Motivator factors and Hygiene Factors.

From the Direct and Indirect path analysis for Public Insurance Sector, it can be concluded that:

1. None of the Motivator factors have any direct impact on Job Satisfaction, but indirectly four Motivator factors has a spillover relationship on Job Satisfaction.
2. Again, it has been found that directly there is no impact of any of the Hygiene factors on Job Satisfaction, but the indirect relationship of all the five Hygiene factors have an impact on Job Satisfaction for the employees of Public Insurance Sector.

3. Analyzing the indirect spillover relationship among the Motivator factors and Hygiene factors, it has been found that for Public Insurance Sector employees, significant spillover relationships of Hygiene factors are found to be more than that of significant Spillover relationship of Motivator factors leading to Job Satisfaction.

Findings for Hypothesis 12 to 17 for Public Insurance Sector

Multiple regression analysis has been carried out in order to test the Hypotheses 12 to 17. Six hypotheses have been formulated to examine significant relationships existing between Home Life Satisfaction and Job Satisfaction under two Situations.

Situation I evaluates Home Life Satisfying factors at first and then its simultaneous impact on the Job Satisfaction has been measured.

Situation II evaluates Job Satisfying factors at first and then its simultaneous impact on the Quality of Home Life Satisfaction has been measured under Situation II.

Findings for Public Insurance Sector under Situation I revealed that:

- Family Environment contributes significantly towards Job Satisfaction. Under Family Environment scale ‘Health of Family Members’ and ‘Family Togetherness’ factors contribute to Job Satisfaction.
- Under the Emotional Environment scales only ‘Emotional support from spouse’ and ‘Emotional support from children’ factors are found have significant impact on to Job Satisfaction.
- Personal Issues significantly contributes towards Job Satisfaction and under Personal Issues scale ‘Personal Health’ significantly contributes towards Job Satisfaction.
Findings for Public Insurance Sector under Situation II revealed that:

- Monetary Issues does not contribute significantly to Home Life Satisfaction.
- Under the Working Environment scale, ‘Working Conditions’ and ‘Supervisors Help’ factors are found to have significant contribution towards Home Life Satisfaction.
- Under Job Natures scale only ‘Variety of work task’ is found to have positive impact on Home Life Satisfaction.

Findings for Hypothesis 18 and 19 for Public Insurance Sector

The hypothesis 18 examines the interactive effect of Demographic variables (Age and Gender) and Job Satisfaction with Home Life Satisfaction. Home Life satisfaction is taken as the dependent variable and the independent variables are the Demographic variables (Age and Gender) and Job Satisfaction.

The hypothesis 19 examines the interactive effect of Demographic variables (Age and Gender) and Home Life Satisfaction with Job Satisfaction. Job Satisfaction is taken as the dependent variable and the independent variables are Demographic variables (Age and Gender) and Home Life Satisfaction.

In case of Public Insurance Sector, the relationship between Demographic variable (Age and Gender) and Job Satisfaction have no significant relationship with overall Home Life Satisfaction. However, the relationship between Demographic variables (Age and Gender), Home Life Satisfaction and their interaction effect have been found to have no significant relationship with overall Job Satisfaction.
Discriminant Analysis for Public Insurance Sector

Discriminant Analysis has been carried out in order to classify the employees having Low and High Job Satisfaction with certain predictor variables namely Age, Job Tenure, Next Promotion and Last Promotion.

The result for Public Insurance Sector shows that 88.2% of the employees possess High Job Satisfaction. It has been found that ‘Next Promotion’ is best predictor variable that contributes to Job Satisfaction of the employees which is followed by Job Tenure, Last Promotion and Age.
SUMMARY OF FINDINGS FOR PRIVATE TELECOM SECTOR

Findings of Hypothesis 1 to 10 and Hypothesis 11 for Private Telecom Sector

In hypothesis 1 to 10, the study finds the direct and indirect spillover relationship among five Motivator factors and five Hygiene factors with Job Satisfaction. To carry out the study, first of all the Mean scores of the Motivator factors and Hygiene factors are analyzed and after that correlation analysis has been carried out to examine the interrelationship between the Motivator factors and Hygiene factors. The finding shows that:

1. The Mean score of Motivator factors are found to be slightly higher than the Hygiene factors.
2. From Correlation analysis, it has been found that correlation exists between the Motivator factors and Hygiene Factors

From the direct and indirect path analysis for Private Telecom Sector, it can be concluded that:

1. Only one Motivator factor, ‘Recognition’ has a direct impact on Job Satisfaction, but indirectly all the Motivator factors factor has a spillover relationship with Job Satisfaction.
2. Three Hygiene factors namely ‘Company Policy’, ‘Working Condition’ and ‘Social Status’ have been found to have a direct impact on Job Satisfaction, but the indirect relationship of all the five Hygiene factors have an impact on Job Satisfaction for Private Telecom Sector.
3. Analyzing the indirect spillover relationship among the Motivator factors and Hygiene factors, it has been found that for Private Telecom Sector employees, significant spillover
relationships of Motivator factors are found to be more than that of significant spillover relationship of Hygiene factors leading to Job Satisfaction.

**Findings for Hypothesis 12 to 17 for Private Telecom Sector**

Multiple regression analysis has been carried out in order to test the Hypotheses 12 to 17. Six hypotheses have been formulated to examine significant relationships existing between Home Life Satisfaction and Job Satisfaction under two Situations.

Situation I evaluates Home Life Satisfying factors at first and then its simultaneous impact on the Job Satisfaction has been measured.

Situation II evaluates Job Satisfying factors at first and then its simultaneous impact on the Quality of Home Life Satisfaction has been measured under Situation II.

**Findings for Private Telecom Sector under Situation I revealed that:**

- Family Environment positively contributes to Job Satisfaction for Telecom Private Sector. Within the Family Environment scale ‘Family Togetherness’ and ‘Communication among family members’ factors significantly contributes towards Job Satisfaction.
- Contributions of ‘Emotional support from children’ and ‘Emotionally Balanced Life’ factors under Emotional Environment scale are found to be contributing towards Job Satisfaction.
- Personal Issues is also found to contribute to an employee Job Satisfaction and under Personal Issues scale ‘Amount of time for self’ is found to contribute towards Job Satisfaction.
Findings for Private Telecom Sector under Situation II revealed that:

- Within the Monetary Issues factors both the factors ‘Salary’ and ‘Fringe Benefits’ factors are found to be significantly contributing to Quality of Home Life Satisfaction.
- Under the Working Environment scale, only ‘Working Schedule’ and ‘Working Condition’ is found to be significantly contributing to Home Life Satisfaction.
- Under Job Natures ‘Work Status’ and ‘Variety of work task’ are found to have positive impact on Home Life Satisfaction.

Findings for Hypothesis 18 and 19 for Private Telecom Sector

The hypothesis 18 examines the interactive effect of Demographic variables (Age and Gender) and Job Satisfaction with Home Life Satisfaction. Home Life satisfaction is taken as the dependent variable and the independent variables are the Demographic variables (Age and Gender) and Job Satisfaction.

The hypothesis 19 examines the interactive effect of Demographic variables (Age and Gender) and Home Life Satisfaction with Job Satisfaction. Job Satisfaction is taken as the dependent variable and the independent variables are Demographic variables (Age and Gender) and Home Life Satisfaction.

The result for Private Telecom Sector shows that, the Demographic variable (Age and Gender), Job Satisfaction and their interaction effect have been found to have no significant relationship with overall Home Life Satisfaction. However, the relationship between Demographic variables (Age and Gender), Home Life Satisfaction and their interaction effect have been found to have no significant relationship with overall Job Satisfaction.
Discriminant Analysis for Private Telecom Sector

Discriminant Analysis has been carried out in order to classify the employees having Low and High Job Satisfaction with certain predictor variables namely Age, Job Tenure, Next Promotion and Last Promotion.

The result shows that, in Private Telecom Sector 54.5% of the employees posses Low Job Satisfaction. It has been found that ‘Next Promotion’ is best predictor variable that contributes to Job Satisfaction of the employees which is followed by Job Tenure, Last Promotion and Age.

SUMMARY OF FINDINGS FOR PUBLIC TELECOM SECTOR

Findings of Hypothesis 1 to 10 and Hypothesis 11 for Public Telecom Sector

In hypothesis 1 to 10, the study finds the direct and indirect spillover relationship among five Motivator and five Hygiene factors with Job Satisfaction. To carry out the study, first of all the Mean scores of the Motivator factors and Hygiene factors are analyzed and after that correlation analysis has been carried out to examine the interrelationship between the Motivator factors and Hygiene factors. The finding shows that:

1. The Mean score of Motivator factors are found to be slightly higher than the Hygiene factors
2. From Correlation analysis, it has been found that correlation exists between the Motivator factors and Hygiene Factors
From the direct and indirect path analysis for Public Telecom Sector, it can be concluded that:

1. There is no direct impact of the Motivator factors on Job Satisfaction but there exists an indirect spillover relationship among all the Motivator factors on Job Satisfaction.

2. Again, it has been found that there is no direct impact of the Hygiene factors on Job Satisfaction, but the indirect relationship of all the five Hygiene factors found to be contributing to Job Satisfaction for Public Telecom Sector.

3. Analyzing the indirect spillover relationship among the Motivator factors and Hygiene factors, it has been found that for Public Telecom Sector employees, significant spillover relationships of Motivator factors are found to be same as significant Spillover relationship of Hygiene factors leading to Job Satisfaction.

**Findings for Hypothesis 12 to 17 for Public Telecom Sector**

Multiple regression analysis has been carried out in order to test the Hypotheses 12 to 17. Six hypotheses have been formulated to examine significant relationships existing between Home Life Satisfaction and Job Satisfaction under two Situations.

Situation I evaluates Home Life Satisfying factors at first and then its simultaneous impact on the Job Satisfaction has been measured.

Situation II evaluates Job Satisfying factors at first and then its simultaneous impact on the Quality of Home Life Satisfaction has been measured under Situation II.

**Findings for Public Telecom Sector under Situation I revealed that:**

- Family Environment has a very negligible contribution towards Job Satisfaction
- Under Emotional Environment scale, only ‘Emotional support from children’ contributes towards Job Satisfaction.
• Personal Issue contributes significantly towards Job Satisfaction. Under Personal Issue scale ‘Sense of Control over Life events’ factor is found to have an impact on Job Satisfaction

Findings for Public Telecom Sector under Situation II revealed that:

• Monetary Issues have negligible impact on Quality of Home Life Satisfaction.

• Working Environment has a very negligible impact on Quality of Home Life. However, ‘Working Schedule’ factor under Working Environment is found to have an impact on Quality of Home Life Satisfaction.

• Under Job Nature scale, only one variable i.e. ‘Opportunities to work independently’ has an impact on Quality of Home Life Satisfaction.

Findings for Hypothesis 18 and 19 for Public Telecom Sector

The hypothesis 18 examines the interactive effect of Demographic variables (Age and Gender) and Job Satisfaction with Home Life Satisfaction. Home Life satisfaction is taken as the dependent variable and the independent variables are the Demographic variables (Age and Gender) and Job Satisfaction.

The hypothesis 19 examines the interactive effect of Demographic variables (Age and Gender) and Home Life Satisfaction with Job Satisfaction. Job Satisfaction is taken as the dependent variable and the independent variables are Demographic variables (Age and Gender) and Home Life Satisfaction.

The result of Public Telecom Sector shows that, Overall Job Satisfaction is found to have positive impact on Home Life Satisfaction. The interaction effect of Gender and Overall Job Satisfaction is found to have significant impact on Home Life Satisfaction. However, the
relationship between Demographic variables (Age and Gender), Home Life Satisfaction and their interaction effect found to have no significant relationship with overall Job Satisfaction.

**Discriminant Analysis for Public Telecom Sector**

Discriminant Analysis has been carried out in order to classify the employees having Low and High Job Satisfaction with certain predictor variables namely Age, Job Tenure, Next Promotion and Last Promotion.

In case of Public Telecom Sector, it has been found that 66.7% of the employees posses High Job Satisfaction. ‘Job Tenure’ has been found to be the best predictor variable that contributes to Job Satisfaction of the employees which is followed by Last Promotion, Age and Next Promotion.
SUMMARY OF FINDINGS FOR PRIVATE MANUFACTURING SECTOR

Findings of Hypothesis 1 to 10 and Hypothesis 11 for Private Manufacturing Sector

In hypothesis 1 to 10, the study finds the direct and indirect spillover relationship among five Motivator factors and five Hygiene factors with Job Satisfaction. To carry out the study, first of all the Mean scores of the Motivator factors and Hygiene factors are analyzed and after that correlation analysis has been carried out to examine the interrelationship between the Motivator factors and Hygiene factors. The finding shows that:

1. The Mean score of Motivator factors are found to be lower than the Hygiene factors.
2. From Correlation analysis, it has been found that correlation exists between the Motivator factors and Hygiene Factors

From the direct and indirect path analysis for Private Manufacturing Sector, we can conclude that:

1. Only one Motivator factors factor ‘Responsibility’ to have a direct impact on Job Satisfaction but there exists an indirect spillover relationship among all the Motivator factors on Job Satisfaction.
2. None of the Hygiene factors are found to have any direct impact on Job Satisfaction, but the indirect relationship of all the five Hygiene factors has an impact on Job Satisfaction for Private Manufacturing Sector.
3. Analyzing the indirect spillover relationship among the Motivator factors and Hygiene factors, it has been found that for Private Manufacturing Sector employees, significant spillover relationships of Motivator factors are found to be more than significant Spillover relationship of Hygiene factors leading to Job Satisfaction.
Findings for Hypothesis 12 to 17 for Private Manufacturing Sector

Multiple regression analysis has been carried out in order to test the Hypotheses 12 to 17. Six hypotheses have been formulated to examine significant relationships existing between Home Life Satisfaction and Job Satisfaction under two Situations.

Situation I evaluates Home Life Satisfying factors at first and then its simultaneous impact on the Job Satisfaction has been measured.

Situation II evaluates Job Satisfying factors at first and then its simultaneous impact on the Quality of Home Life Satisfaction has been measured under Situation II.

Findings for Private Manufacturing Sector under Situation I revealed that:

- None of the Family Environment factor contributes to an employee’s Job Satisfaction for Private Manufacturing Sector employees.
- Under Emotional Environment scale ‘Emotional support from Friends and Relatives’ and ‘Emotionally Balanced Life’ factors contributes to Job Satisfaction
- Under Personal Issues scale only ‘Financial Security’ factor contributes positively towards Job Satisfaction.

Findings for Private Manufacturing Sector under Situation II revealed that:

- Monetary Issues has negligible contributes towards Home Life Satisfaction.
- ‘Co workers Support’ at work under Working Environment scale contributes to an employee Quality of Home Life.
- Job Nature does not contribute significantly towards Quality of Home Life Satisfaction.

Findings for Hypothesis 18 and 19 for Private Manufacturing Sector

The hypothesis 18 examines the interactive effect of Demographic variables (Age and Gender) and Job Satisfaction with Home Life Satisfaction. Home Life satisfaction is taken as
the dependent variable and the independent variables are the Demographic variables (Age and Gender) and Job Satisfaction.

The hypothesis 19 examines the interactive effect of Demographic variables (Age and Gender) and Home Life Satisfaction with Job Satisfaction. Job Satisfaction is taken as the dependent variable and the independent variables are Demographic variables (Age and Gender) and Home Life Satisfaction.

The result for Private Manufacturing Sector shows that, the interaction effect of Age and Overall Job Satisfaction has been found to contribute to Home Life Satisfaction. However, the relationship between Demographic variables (Age and Gender), Home Life Satisfaction and their interaction effect have been found to have no significant relationship with overall Job Satisfaction.

**Discriminant Analysis for Private Manufacturing Sector**

Discriminant Analysis has been carried out in order to classify the employees having Low and High Job Satisfaction with certain predictor variables namely Age, Job Tenure, Next Promotion and Last Promotion.

The result shows that, in Private Manufacturing Sector 58.3% of the employees posses High Job Satisfaction. ‘Next Promotion’ has been found to be the best predictor variable that contributes to Job Satisfaction of the employees which is followed by Last Promotion, Job Tenure and Age.
SUMMARY OF FINDINGS FOR PUBLIC MANUFACTURING SECTOR

Findings of Hypothesis 1 to 10 and Hypothesis 11 for Public Manufacturing Sector

In hypothesis 1 to 10, the study finds the direct and indirect spillover relationship among five Motivator factors and five Hygiene factors with Job Satisfaction. To carry out the study, first of all the Mean scores of the Motivator factors and Hygiene factors are analyzed and after that correlation analysis has been carried out to examine the interrelationship between the Motivator factors and Hygiene factors. The finding shows that:

1. The Mean score of Motivator factors are found to be lower than the Hygiene factors.
2. From Correlation analysis, it has been found that correlation exists between the Motivator factors and Hygiene Factors

From the direct and indirect path analysis for Public Manufacturing Sector, we can conclude that:

1. Only one Motivator factor ‘Advancement’ found to have a direct impact on Job Satisfaction but there exists an indirect spillover relationship among all the Motivator factors on Job Satisfaction.
2. Only one Hygiene factor ‘Social Status’ to have a direct impact on Job Satisfaction but there exists an indirect spillover relationship among all the Hygiene factors on Job Satisfaction.
3. Analyzing the indirect spillover relationship among the Motivator factors and Hygiene factors, it has been found that for Public Manufacturing Sector employees, significant spillover relationships of Motivator factors are found to be more than significant Spillover relationship of Hygiene factors leading to Job Satisfaction.
Findings for Hypothesis 12 to 17 for Public Manufacturing Sector

Multiple regression analysis has been carried out in order to test the Hypotheses 12 to 17. Six hypotheses have been formulated to examine significant relationships existing between Home Life Satisfaction and Job Satisfaction under two Situations.

Situation I evaluates Home Life Satisfying factors at first and then its simultaneous impact on the Job Satisfaction has been measured.

Situation II evaluates Job Satisfying factors at first and then its simultaneous impact on the Quality of Home Life Satisfaction has been measured under Situation II.

Findings for Public Manufacturing Sector under Situation I revealed that:

- Under Family Environment scale, ‘Communication among family members’ factor contributes to an employee’s Job Satisfaction.
- Emotional Environment moderately contributes to an employee Job Satisfaction. Under the Emotional Environment scale ‘Emotional support from children’ and ‘Emotional support from friends and relatives’ factors are found to be significantly contributing to Job Satisfaction
- Under Personal Issues scale only ‘Sense of Control over Life events’ factor is found to be contributing positively towards Job Satisfaction

Findings for Public Manufacturing Sector under Situation II revealed that:

- Under the Monetary Issues scale only ‘Fringe Benefit’ factor is found to be significantly contributing towards Job Satisfaction

**Findings for Hypothesis 18 and 19 for Public Manufacturing Sector**

The hypothesis 18 examines the interactive effect of Demographic variables (Age and Gender) and Job Satisfaction with Home Life Satisfaction. Home Life satisfaction is taken as the dependent variable and the independent variables are the Demographic variables (Age and Gender) and Job Satisfaction.

The hypothesis 19 examines the interactive effect of Demographic variables (Age and Gender) and Home Life Satisfaction with Job Satisfaction. Job Satisfaction is taken as the dependent variable and the independent variables are Demographic variables (Age and Gender) and Home Life Satisfaction.

In case of Public Manufacturing Sector, relationship between Demographic variables (Age and Gender) and Home Life Satisfaction and their interaction effect have been found to have no significant relationship with overall Job Satisfaction. However, the relationship between Demographic variables (Age and Gender), Home Life Satisfaction and their interaction effect have been found to have no significant relationship with overall Job Satisfaction.

**Discriminant Analysis for Public Manufacturing Sector**

Discriminant Analysis has been carried out in order to classify the employees having Low and High Job Satisfaction with certain predictor variables namely Age, Job Tenure, Next Promotion and Last Promotion.
In case of Public Manufacturing Sector, it has been found that 75% of the employees possess Low Job Satisfaction. ‘Age’ has been found to be the best predictor variable that contributes to Job Satisfaction of the employees which is followed by Job Tenure, Next Promotion and Last Promotion.

8.2 CONCLUSION OF THE FINDINGS

The study for all the four sectors have found employees to experience low to high level of Motivator factors and Hygiene factors which indicate that the employees are influenced by Motivator factors as well as by Hygiene factors. After employing correlation analysis it has been found that there exists low to high correlation among Motivator factors and Hygiene factors leading to Job Satisfaction contrary to Herzberg’s Two Factor Theory which states that hygiene factors do not motivate but its absence leads to Job Dissatisfaction. Herzberg’s Two factor theory suggested to be on a unipolar basis and not on a bipolar continuum. According to Herzberg Theory, Motivator factors and Hygiene factors have been represented as two separate and distinct experiences and not just the opposites of the same feeling. Lindsay et al. (1967) criticized Herzberg et al (1959) methodology and mentioned that Motivator and Hygiene factors are not unipolar and independent. Brenner et al (1971) after using the statistical techniques like factor analysis, comparing means, correlation analysis, variance analysis and scaling technique found that Herzberg two factor Theory was not supported and the Motivator and Hygiene factors are interdependent.

This study finds low to high correlation between the Motivator factors and Hygiene factors, thus supporting the other research findings of Brenner, Carmack & Weinstein (1971) Hill (1986) and D. R. Dissanayake , M.T.P Wickremasinghe (2011).This findings negates the Herzberg’s Two Factor Theory stating that Motivator and Hygiene factors to be independent. The study supports the findings of the other researchers like Schiender & Locke (1971), Wall
(1973), Locke (1976) and Maidani (1991) that Motivator and Hygiene factors are different but are interdependent.

This study like other researchers Lahiri & Srivastava (1967), Postenjee & Basu (1972), Roy & Raja (1974), Pathak (1983), Mishra (1992), Singh & Sinha (2013), Nierison Heidi A(1999) have also found the following Motivator factors namely ‘Accomplishment’, ‘Responsibility’, ‘WorkItself’ and ‘Recognition’ to directly lead to Job Satisfaction. However, the Motivator factor ‘Advancement’ has not been found to have direct impact on Job Satisfaction as found by Kumar S, Singh D.P.N. & Verma S (1982), Mishra (1992), Joshi & Sharma (1997), Yankelovich Partners (1998), Nierison Heidi A (1999) and Velnampy T and Sivesan S (2012). The new finding of this study is that almost all the motivator factors are found to have indirect spillover impact on Job Satisfaction for the employees under the four sectors.


The new finding of this study is that, almost all the Hygiene factors are found to have indirect spillover impact on Job Satisfaction for employees under the four sectors.

The study finds that the indirect spillover relationship of Motivator factors are more than significant spillover relationship of Hygiene factors like other researchers Postenjee and Basu (1972), Pathak (1983), Mishra (1992), Singh & Sinha (2013) and Nierison Heidi A(1999). However, this study also found that in two Public Sector organizations (Public Sector Bank and Public Insurance Sector) Hygiene factors are found to have more significant
spillover relationship than the Motivator factors which supports the findings of Anitha R (2011).

This study finds that the variables measuring Home Life Satisfaction namely Family Environment, Emotional Environment and Personal Issues contribute to Job Satisfaction. The findings are found to be similar with the previous research by Crouter (1984), Greenhaus & Kopelman (1981) and Burke & Weir (1982).

This study is different from the study of Cripps, J (1986) and Judge, Timothy A. and Watanabe, S (1993) and finds that Job Satisfaction as a stronger predictor of Home Life Satisfaction than the reverse. This study like the other researchers Wesley and Muthuswamy (2005), Hulin (1969) Andrews and Withey (1976, 1974) and Lian J W et al (2007) partially fulfil the ‘Spillover Theory’ stating there is positive effect of Job Satisfaction on Home life Satisfaction. However, the ‘Segmentation Theory’ has been found to be more applicable in this study which states that Job and Home Life Satisfaction are two distinct domains of Life that can be lived separately as advocated by Wolfe(1960), Iris Barett (1972), Greenhous and Beutell (1985), Lambert (1990) and Zedeck (1992).

The present study has developed a ‘Discriminant Model’ to classify employees as having Low to High Job Satisfaction with certain predictor variables namely Age, Next Promotion, Last Promotion and Job Tenure. Many employees especially, highly achievement oriented people are strongly motivated by opportunities for ‘Promotion’. This study like other researchers Kosteas D. Vasilios (2010), Shields & Ward (2001), Muhammad N & Akthter M (2010), Mustapha N & Zakaria Che Z (2013) and Naveed A et. al (2011) has a similar finding that ‘Promotion’ as one of the best predictor of Job Satisfaction and both are correlated to each other. The findings are found to be similar with the previous research by Smerek & Peterson (2007), Abdul M (2010) and Hunt & Saul (1975) that ‘Age’ is a strong predictor for
Job Satisfaction. This model can be used by the policy makers to evaluate Job Satisfaction of the individual employee in their organisation.

8.3 LIMITATIONS AND FUTURE SCOPE OF THE STUDY

Job Satisfaction and Home Life Satisfaction have been measured by different researchers from different perspective. Though this study mainly concentrates on Herzberg’s Two Factor Theory of Motivation to examine the impact of five Motivator factors and five Hygiene factors with Job Satisfaction, but there is a need to explore certain other factors such as feedback, leadership styles and employee confidence etc other than given by Herzberg’s Two factor Theory to ascertain the level of Job Satisfaction among the employees working in different sectors in Guwahati City. This study is a quantitative research study but the qualitative aspect would help to contribute more to the research as it creates an understanding of the thought and feelings of the requirement of employee’s motivation and Job Satisfaction. Again, Personal observations of employees and interviews may help in determining the factors that may have missed out in the present study and which is not possible through quantitative analysis.

The questionnaire which was distributed to the respondents to seek the necessary information is limited to the perception and knowledge of the employees. The responses got from the questionnaire are believed to honest and genuine. The findings of this study applied only to the employees working in Guwahati city. Thus, the results obtained may not be generalized to other regions in Assam. This study is limited to certain organization and has not considered the sectors like BPO, Educational Institutions, Medical Practitioners and legal practitioners etc.

Additionally, further research could be conducted on having a comparative study between the organisations situated in Guwahati and other cities of Assam to examine the level of differences in Job Satisfaction of the employees. Study on Work Life Balance has
not been conducted in Guwahati, so this study will help the other researchers to carry out their research related Work Life Balance in different organizations. As per the results of this study, there exists a difference in Job Satisfaction between Public and Private sector employees, also the interaction between Job Satisfaction and Home life satisfaction has been found to different for all the sectors. Hence, it is suggested that empirical studies may be conducted to find out the reasons for this disparity in the organizations.