

## THE IMPACT OF SOCIO - ECONOMIC PROFILE ON JOB SATISFACTION: AN INDIAN EXPERIMENT

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### ABSTRACT

Organizational commitment is also a result of job satisfaction. The positive indicators of commitment are productivity and health. The more satisfied employees are with their job, the more they will produce and the healthier they will be. However studies have shown that in some cases, high production itself causes high job satisfaction. The negative indicators of organizational commitment include absenteeism, sabotage and violence. These factors, obviously, indicate low commitment towards the organization and low job satisfaction. The present study aims to explore the impact of socio-economic profile on job satisfaction. The socio-economic profile variables are independent variables and job satisfaction is dependent variable. There is a little research on the socio-economic variables impact on job satisfaction particularly in Indian environment. The study is also attempted to identify the job expectations fulfillment and the determination of association between overall and specific job satisfaction. The data were collected from 360 employees of Bhakra Beas Management Board with the help of demographic information questionnaire (D1Q) and job satisfaction index scale (JSI). The scale was tested by content, construct, and test-retest and also found acceptably reliable scale through the crohbach's alpna (a) test. To find out the significance difference between means of socio-economic groups on job satisfaction score, null hypothesis were formulated and for the verification of the null hypothesis, the 't' and 'f' test were used. The result of the study suggested the fact that the organization fulfills the general expectations of employees in all formats. As far as the means significance is concerned, majority of variables found differed. The implications emanating from the findings of the study have also been discussed.

**Keywords:** Human Resource Management

**Introduction:**

Job satisfaction constitutes the inner contentment that a job holder gets by performing the job well. It is an amount of pleasure associated with a job. It influences the behavior, attendance and length of service. Job satisfaction reflects the overall attitude of workers towards the work, co-workers, the organization, the culture, the environment and the social group at large. It can be viewed as the result of various attitudes that the worker holds towards his job, towards other related factors and towards life in general. The happiness or pleasure that an employee gets by using this knowledge and skill effectively, result in job satisfaction. It is the psychological satisfaction a person gets by using his strengths and talents effectively. Job satisfaction reflects the attitude which results from a balancing and summation of the many likes or dislikes and experiences in connection with a job. The mixture of feelings, attitudes and sentiments that contribute to a general feeling of satisfaction gives rise to job satisfaction. Researchers like Porter and Lawyer, defined job satisfaction as a unidirectional construct; that is, you are generally satisfied or dissatisfied with your job. In contrast, Smith, Kendall and Hulin argued that job satisfaction is multidimensional; that is, you may be more or less satisfied with your job, your supervisor, your pay, your work place, etc. Desire to stay with an organization is not a symptom of job satisfaction. It is a consequence of job satisfaction. As an independent factor, desire to stay is also affected by other factors such as employees' job security, expectations about their future success in the organization, etc. Dissatisfaction seems more motivating than satisfaction in some cases. In a similar way, people often react more immediately and visibly to pain than to a pleasant stimulus.

**Literature Review:**

In the light of the review of literature, the statement of the problem, need of the study, the objectives, hypothesis development and the research gap has to be established. An attempt has also been made to operationally define certain terms related with the present study. The rationale for studying Job Satisfaction and organizational climate has also to be discussed.

Locks (1976) stated Job satisfaction as a pleasurable state resulting from one's job and job experience, individual shows pleasurable attitude what they are satisfied with their job. Job satisfaction is a general attitude which is the result of many specific attitudes (Reddy Raj Shekhar 1990). Vroom (1964) postulated a model of job satisfaction which reflects valence of the job for its incumbent. He argued that the strength of force on a worker to remain on job is an increasing function of valence on his job. Brayfield – Roth (1951) used a scale to measure overall job satisfaction. This scale contains 18 items in relation to job satisfaction but in a semantic five point scale (strongly agree to strongly disagree). So the possible total score varied from 18 to 90 with the undecided or neutral point of 45. Amirtash, Ali Mohammad, (1983) investigated the relationship between job satisfaction, the criterion variable, with the selected predictor variable of demographic factors, leadership style and organizational climate. It was hypothesized that there is no statistically significant relationship exists between job satisfactions with any of the variables involved, as perceived by the subject.

Pratap, Swarna and Sairvastva, S.K. (1983) concluded a study on, "Job Satisfaction in Shoe Company Workers- a Case Study." The objective of the study was to study the job satisfaction of employees in shoe companies of Kanpur to show the state of Job satisfaction of workers and to determine the relationship between Job satisfaction and such independent variable as age, education, pay, experience and marital status. Morrison, Jolia, (1997) conducted a study on, "Managerial Job Satisfaction: - An examination of the impact of selected psychological, personal and industrial variables on the job satisfaction of executives and managerial corporate women". The degree of job satisfaction workers experience is seen as an important component in the overall performance of those individuals. Results indicated that there was significant difference between the two groups with regard to all job satisfaction factors of the JDI as well in locus of control, mobility, some gender role categories and some personal

characteristics. Nazir, A. Nazir, (1998) attempted a study to measure overall job satisfaction of bank clerks, identified some determinants of job satisfaction and evaluated the perceived importance of some job as well as background factors on their overall job satisfaction.

### **Relevance and Scope of the Study:**

The literature reviewed above provides a piecemeal account of various dimensions of job satisfaction from the employee's perspective. None of the study has been carried in the Indian aspects of the multidimensional concept of job satisfaction and the related variables that affect it. The present study taken into account all the intrinsic (nature of work, Promotion and recognition, etc.) extrinsic (behavior of supervisor, coworkers, pay etc) and demographic variables (age, educational level, sex, marital status, etc. to judge the level of job satisfaction of employees in Bhakra Beas management board, which is the Indian government enterprise. The descriptive and co- relational study have been performed to throw light on relationship and to know the job satisfaction level.

### **Statement of the Problem:**

**“The Impact of Socio Economic Profile on Job Satisfaction: An Indian Experiment”**

### **Objectives and Hypothesis of the Study:**

Within the broad scope of the research gap that was identified in the literature the review led to the formulation of objectives and hypothesis for the present study.

#### **Objectives:**

1. To examine the job expectations of employees in general.
2. Determination of means difference on job satisfaction score according to socio personal profile.
3. To explore relationship between overall and specific job satisfaction.

#### **Hypothesis:**

- Ho1** Employees expectations have not been fulfilled generally.
- Ho2** The socio- personal variables will not have any means difference towards job Satisfaction score.
- Ho3** There is an insignificant association between the overall and specific job satisfaction.

### **Research Design and Methodology:**

The study is an evaluative and diagnostic attempt to discover empirically the nature of job satisfaction dimensions, relationship between job satisfaction and socio personal profile and the association between overall and specific job satisfaction of employees.

### **Sample Design and Sample Size:**

For the present research work qualitative approach is undertaken by the researcher. The sampling gives liberty to the researcher to minimize the population and by the sincere effort of researcher can make the sample size real representative of the total population. The selection of respondents were ultimately

made on convenient - cum judgment method of non-probability sampling and the sample selection is shown in Table No.1 and the socio personal profile has been presented in Table No.2.

**Table-1**  
**Sample Selection From Existing Population of BBMB**

Employees Categories	Sanctioned Strength	Existing Strength	Sample (5%)
<b>A (officers)</b>	269	219	30*
<b>B (officers)</b>	409	290	30*
<b>C (Non-officers)</b>	8183	6127	300
<b>D (Non-Officers)</b>	6175	4910	Nil**
<b>Grand Total</b>	<b>15036</b>	<b>11546</b>	<b>360</b>

\*Sample Selection based on 5% from each category (subject to a minimum of 30 employees of each category).

\*\*‘D’ category employees were excluded from population on the basis of pilot survey and non response behavior of this category

**Table-2**  
**Socio- Economic Profile of Respondents In BBMB**

S.No	Variables	Variables Classification	N	%	Cf
1.	Gender	Male	255	70.8	255
		Female	105	29.2	360
2.	Age	Young	72	20	72
		Middle	131	36.4	203
		Old	157	43.6	360
3.	Educational Qualification	Under Graduate	110	30.6	110
		Diploma Holder	61	16.9	171
		Graduate	125	34.7	296
		Post Graduate And Other	64	17.79	360
4.	Salary Income	Low Paid (< Rs 14499)	89	24.72	89
		Medium Paid (Rs 15000 to 29,000)	210	58.33	299
		Highly Paid (> 30,000)	61	16.94	360
5.	Residential Background	Rural	219	60.83	269.83
		Urban	141	39.16	360
6.	Experience	Low Experience ( upto 10 years)	91	25.27	91
		Medium Experience (11 to 20 years)	126	35	217
		Highly Experience 21 and above	143	39.72	360
7.	Marital Status	Married	304	84	304
		Unmarried	56	15.56	360
8.	Occupational Status	Officer	60	16.67	60
		Non-Officer	300	83.33	360

9.	Professional Training	Yes	245	68.05	245
		No	115	31.94	360
10.	Type of family	Nuclear	207	57.5	207
		Joint	153	42.5	360
11.	Family Size	Small Family (upto 4 members)	221	61.38	221
		Medium Family (5 members)	92	25.55	313
		Large Family (6 and above)	47	13.05	360
12.	No. of Household Earners	Single earner	188	52.22	188
		More than One earner	172	47.77	360
13.	Dependents size in family	No Dependent	32	8.88	32
		Upto 3 Dependents	259	71.94	291
		More than 3 Dependents	69	19.16	360
14.	Spiritual Belief	Yes	314	87.22	314
		No	46	12.77	360
15.	Sufficient time to spiritual needs	Yes	252	70	252
		No	108	30	360
16.	Meditation practices	Never	50	13.88	50
		Rarely	114	31.66	164
		Very Often	77	21.38	241
		Daily	119	33.05	360

**Note:** Data Collected through questionnaire

### Data Collection and Scale Generation:

For accomplishing the objectives of the present study both primary and secondary data of Bhakra Beas Management Board was utilized. Primary data has been collected by administrating the questionnaire. A structured questionnaire was developed by dividing the whole questionnaire in two main sections and sub sections. The questionnaire was mainly focused on the problems, (I) to collect the personal data of socio economic demographics and (ii) to gather the inventory of job satisfaction. The questionnaire was divided into two sections; Section-1 was of personal data sheet comprising 16 socio-economic variables and section-2 of job satisfaction inventory (JSI). After the pilot survey a 21 facet job satisfaction inventory was employed.

### Validity and Reliability Estimate of the Instrument:

The Content, item and construct validity of job satisfaction facets were established. The construct validity of inventory was found very high which ranges from 0.82 to 0.84. The construct validity supports the items to total correlation validity. Reliability of the instrument was justified firstly through the calculation of cronbach's alpha ( $\alpha$ ) coefficient (cronbach's 1951 the observed coefficient value of job satisfaction scale 0.9110) has been observed above the nunually (1978) Criterion (0.70) hence could be classified as acceptable reliable instrument.

### Scoring Procedure Followed:

The responses on the job satisfaction inventory were assigned on a five point likert scale containing categories of highly satisfied (5) moderatly satisfied (4) neither satisfied nor dissatisfied (3)

Dissatisfied (2) Highly dissatisfied (1), figures in parenthesis denoting their weightage. The summated score may range between 21 to 105.

**Tools and Techniques:**

Keeping in view the objectives and the nature of data required under study the questionnaire method for data collection and the help of Mathematical, Tabular, Graphical and the Statistical methods were used. Statistical analysis was performed through the SPSS -17 packages.

**Limitations of the Study:**

To complete the present research work no stone has been left unturned in view to make it best possible work. Non-probability method of sampling, stringency of time, resources, and the incomplete and non responses of certain items may lose the tools authenticity. The concept of job satisfaction is not entirely specific even though efforts have been made to use it in the present study to meet our purpose. The rating method of job satisfaction rating is not a full proof method. Despite of these limitations all precautions have been made in order to make its impact negligible on the research results and findings.

**Analysis & Discussion:**

**An evaluation of Expectations of the employees from the Job and its environment:**

Measurement of overall job satisfaction is distinct from the measurement of specific job satisfaction in the organization which assesses specific job satisfaction. The distinction is mainly based upon the reasoning that the overall evaluation of the attitude objects to very specific reactions to limited features of that object. Hence, in addition to the overall Job Satisfaction, an attempt has been made to measure and assess twenty one specific facets of job. The instrument developed by Frederick Hertzberg was of twenty facets. According to the Frederic Hertzberg, two factor theories, involved in producing job satisfaction were separate and distinct from the factors that lead to job dissatisfaction. These factors were classified into two categories motivation factors and Hygienic factors. These factors were applied while developing the questionnaire. Each item had its own five alternative responses, scored from 1-(highly dissatisfied) to 5- (highly satisfied). The scores have been assigned arbitrarily. The data had been collected for twenty one specific aspects of job and its environment.

The respondents were asked to mention the present position of satisfaction and expectation from the job and its environment. Measurement of specific job satisfaction (Fulfillment of various aspects of Job and its environment) explain the feelings of respondents for a particular aspect associated with his job and its environment. Thus, it represents the amount of specific job satisfaction as perceived by the employees.

**Table-3**

**Employees Expectations From Job And Its Environment:**

**AN ANALYSIS (N = 360)**

S. No.	Facets of Job and its Environment	Level of Expectation of facets					Mean Value ( $\bar{X}$ )	SD ( $\sigma$ )
		H.E.	A.E.	B.M	A.M	L.E		
1.	Organization Policy and Administration	66 (18.3)	174 (48.3)	81 (22.5)	35 (9.2)	4 (1.1)	3.73	0.91
2.	Wage and Salary Administration	113 (31.4)	170 (49.7)	44 (12.2)	22 (6.1)	2 (6)	4.05	0.86

3.	Promotion & Advancement	46 (12.8)	104 (28.9)	66 (18.3)	115 (32.2)	2 (7.8)	3.07	1.19
4.	Fringe Benefits	76 (21.1)	185 (51.7)	71 (19.7)	26 (7.2)	1 (.3)	3.86	0.84
5.	Safety and Security	166 (46.1)	143 (39.6)	39 (10.8)	10 (2.8)	2 (0.6)	4.28	0.81
6.	Good Work Recognition	80 (22.2)	139 (38.6)	81 (22.5)	49 (13.6)	11 (3.1)	3.64	1.07
7.	Supervision at work	83 (23.2)	179 (49.7)	67 (18.6)	26 (7.2)	5 (1.4)	3.86	0.90
8.	Management Behaviour	78 (21.7)	164 (45.6)	79 (21.9)	32 (8.9)	7 (1.9)	3.76	0.96
9.	Physical Facilities	76 (21.1)	183 (50.8)	65 (18.1)	32 (8.9)	4 (1.1)	3.82	0.90
10.	Inter-Personal Relations	89 (24.7)	192 (53.3)	74 (20.6)	5 (1.4)	0 -	4.01	0.72
11.	Duration of Work	159 (44.2)	169 (45.6)	36 (11.7)	4 (5.0)	1 (.3)	4.31	0.72
12.	Present work satisfaction	135 (37.5)	164 (45.6)	42 (11.7)	18 (5)	1 (.3)	4.15	0.83
13.	Autonomy or Freedom to take Decision	74 (20.6)	149 (41.4)	87 (24.2)	49 (13.6)	1 (.3)	3.68	0.96
14.	Feeling of Responsibility	111 (30.8)	178 (49.4)	62 (17.2)	8 (2.2)	1 (.3)	4.09	0.77
15.	Social status of Job	84 (23.3)	190 (52.8)	75 (20.8)	11 (3.1)	0	3.96	0.75
16.	Opportunities to serve the society	133 (36.9)	148 (41.1)	64 (17.8)	13 (3.6)	2 (.6)	4.10	0.86
17.	Challenges at Job	78 (21.7)	192 (53.3)	68 (18.9)	21 (5.8)	1 (.3)	3.90	0.81
18.	Ability Utilization at job	65 (18.1)	162 (45.0)	71 (19.7)	49 (13.6)	13 (3.6)	3.61	1.05
19.	Feeling of achievement in Job	93 (25.8)	182 (50.6)	61 (18.9)	23 (6.4)	1 (.3)	3.95	0.84
20.	Self Esteem at Job	88 (24.4)	199 (55.3)	53 (14.7)	19 (5.3)	1 (.3)	3.98	0.79
21.	Personal life or Home Adjustment	140 (38.9)	151 (42.2)	47 (13.1)	21 (5.8)	0 -	4.14	0.86

**HE** = Highest Expectation; **AM** = Above Moderate; **M** = Moderate, **BM** = Below Moderate; **LE** = Low Expectation.

**Note** : Figures in parenthesis shows percentages.

**Source:** Data collected through questionnaire.

Table shows the specific aspects of job like wage and salary, safety and security, inter-personal relations, duration of work, satisfaction with present work, feeling of responsibility, opportunity to serve the society and the personal life satisfaction facets observed mean value more than 4.00. It is observed that the above facets have higher fulfillment of expectation on the job. The facets which had low fulfillment of expectations in comparison to higher fulfillment of expectations were advancement and promotions. It is interesting to note that the low fulfillment of expectations from these facets has mean value above the standard mean score i.e. 3. Out of twenty one specific aspects, promotion and advancement at job facets known as least mean value 3.06, but there was nothing to worry because the least facet mean score was above the standard mean score (3). The fulfillment level of all facets of job and its environment ranges between the mean values of 4.31 to 3.06.

Thus, it can be concluded that most of the employees of BBMB has reported their satisfaction with specific aspects to job and its environment on the higher side for the majority of the work factors, which are motivational (satisfiers) duration of work, safety and security, present work, personal or home life adjustments, opportunities of society service etc.

Furthermore, it is revealed that the mean value of employees expectations from the job in all cases were above 3 and in the most facets, it closes or above the 4. The highest expectations fulfillment has been shown for duration of job, safety and security, satisfaction to present work, satisfaction to personal life, opportunity to serve the society, feeling of responsibility, and Inter-personal relations at work etc. The range of the highest and the lowest expectation from job and its environment factors (4.32 – 3.02) was 1.26 for the duration of work and promotion and advancement facets.

The above analysis supports the fact that organization fulfils the general expectation of employees in all formats. The all facets have observed better mean score of above than standard mean scores. Employees feels highly satisfied with wage, safety, inter-personal relations etc. But employees had shown the lower satisfaction with promotion and advancement facets. This indicates that the motivator factors among non monetary measures need some improvement to motivate the employees. The lower mean value facets improvement can help to improve the Job Satisfaction of Organization's employees.

### **Socio-Economic Profile and Overall Job Satisfaction: An Analysis:**

In the present section, an attempt has been made to test the general hypothesis whether there was any significant difference in the job satisfaction scores based upon socio-economic and organizational status factors. The various socio-economic and organizational status factors in the study which require attention were gender, background, marital status, occupational status/post held, professional training (Skilled or Unskilled), type of family to which they belong to, number of earners in the family, spiritual beliefs of the respondents, time to fulfill spiritual needs, age groups, educational qualification, income level, family size, dependents in the family and the meditation habits of the respondents. The socio-economic and organizational status factors were assumed as independent factors in the study and the job satisfaction scores of the respondents were dependent variable. In this regard, the statistical tests like 't' test and ANOVA were used to test the significance differences between means according to Socio-Economic variables. As far as the gender is concerned, the male respondents showed higher mean score (82.08) on job satisfaction as compared to female (79.23). The analysis was carried out to test the significance of the difference among mean scores of the male and female. The result of 't' test showed that, there was a significant difference between socio-economic status and of Job Satisfaction.

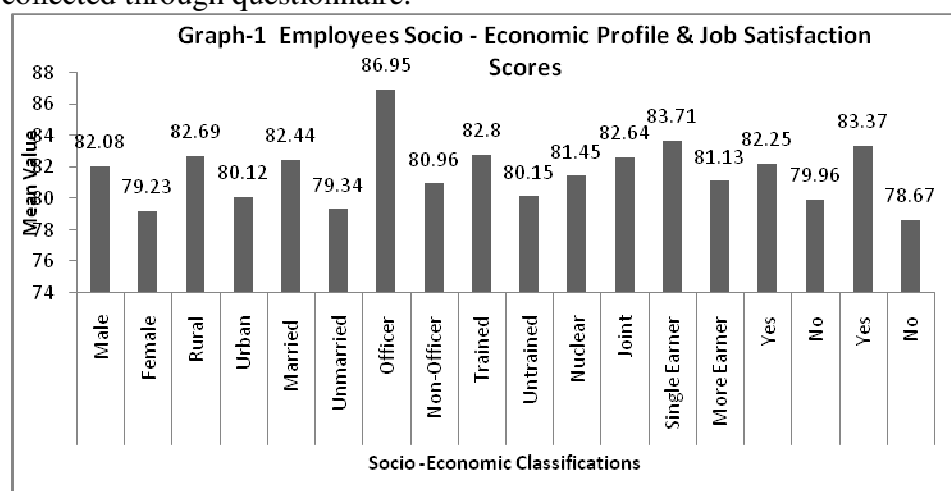


**Table-4**  
**SOCIO-ECONOMIC PROFILE OF EMPLOYEES AND LEVEL OF JOB SATISFACTION: AN ANALYSIS**

S.N	Variable	Classification	N	Mean ( $\bar{X}$ )	S.D ( $\sigma$ )	't' Value	P Value (Sig)
1.	Gender	Male	255	82.08	11.39	3.02	<0.01
		Female	105	79.23	9.93		
2.	Background	Rural	219	82.69	11.70	1.57	N.S
		Urban	141	80.12	10.06		
3.	Marital Status	Married	304	82.44	11.34	1.93	N.S
		Unmarried	56	79.34	9.41		
4.	Occupational Status	Officer	60	86.95	10.65	3.89	<0.01
		Non-Officer	300	80.96	10.95		
5.	Professional training	Trained	245	82.80	11.23	2.13	<0.05
		Untrained	115	80.15	10.68		
6.	Type of Family	Nuclear	207	81.45	10.75	1.01	N.S
		Joint	153	82.64	11.57		
7.	Earners size	Single Earner	188	83.71	11.62	1.34	N.S
		More Earner (>1)	172	81.13	10.49		
8.	Spiritual faith	Yes	314	82.25	10.53	1.31	N.S
		No	46	79.96	14.46		
9.	Find time to spiritual Needs	Yes	252	83.37	10.59	3.74	<0.01
		No	108	78.67	11.63		

NS = Not Significant

Source: Data collected through questionnaire.



Thus, it can be concluded that the male means on job satisfaction has significant difference in scores. After the above analysis the null hypothesis is rejected. Furthermore, the analysis based upon background depicts that rural background employees showed higher mean score which is 82.69 but the urban employees have reported with 80.12 values of mean scores. The reason behind this might be the over expectations of the urban respondents. But the mean scores of the groups did not find significant

difference. It is viewed that the background classification does not bear any significant influence on the level of job satisfaction.

It is generally hypothesized that the married respondents were more satisfied in comparison to unmarried employees. The study analysis do confirmed the fact that the higher mean scores of the married employees (82.44). The unmarried respondents showed a slightly low mean score of 79.34. Statistically, while applying 't' test to know the significance of mean difference of the sub-groups. The result shows that there is no significant difference between the scores of both married and unmarried groups towards Job Satisfaction. Thus, it can be concluded that marital status did not have any influence on the level of Job Satisfaction scores. The occupational status of the employees bears influence on the employees Job Satisfaction scores. It is assumed that the officers should have higher Job satisfaction scores than the non-officers. The table aphs.35 and g depicts that officer's mean satisfaction score was higher (86.96) than to the non-officers towards Job Satisfaction score (80.96). There is a larger difference between the both scores. The results of 't' test shows that the occupational status of the employees brings significant influence on the levels of Job satisfaction of the employees. It is opined that skills of an employee must have some influence on the job satisfaction level. Skills play an important role to gain respect from co-workers and praise from the seniors. The analysis table shows that professionally trained employee's exhibit higher mean scores i.e. 82.80 whereas; the professionally trained employees have been influence on the level of job satisfaction of the employees. While applying 't' test, it shows significant difference at 5 percent level of significance. Thus, it can be concluded that the professional training groups have significant difference bearing on Job Satisfaction level.

Further, an attempt has been made to test if there was any difference of opinion regarding job satisfaction level and types of families. While observing the table, nuclear family's employees showed slightly lower mean job satisfaction score them the joint family employees and the difference is not widely ranged. Statistically, the 't' test also shows insignificant difference for job satisfaction and type of family. Thus, it can be concluded that the joint family have no significant influence on the level of job satisfaction scores.

While considering the independent factor like number of earners in the family, is questionable that if there was any difference in the opinion according to earning and level of job satisfaction. It is the general perception that more earners in a family do have higher Job dissatisfaction. But the analysis depicts that the respondents in this study who were belonging to single earner group showed higher level job satisfaction score than the more earners group. It is further viewed that it may be due to the other related factors that influence the level of job satisfaction of the employees. Statistically, the 't' test shows insignificant difference of means in the opinions of the two groups. This reveals that earners count does not have any significant bearing on the level of Job Satisfaction.

It can be revealed in the table that the mean score of respondents who believed in spirituality presents higher mean job satisfaction score i.e., 82.75. But the respondents who did not believe in spirituality revealed only 79.96 mean score. General perception confirmed by this study but while analyzing the significant difference between two groups, it is observed that spiritual belief does not have any influence on the level of Job Satisfaction.

Finally, the table .4 contains the analysis of those employees who find time to fulfill their spiritual needs and those who do not have a sufficient time to fulfill their spiritual needs. It is interesting to note that the employees who find sufficient time to fulfill their spiritual needs hold very high level of job satisfaction. But the respondents who do not find sufficient time to fulfill their spiritual needs show lower level of job satisfaction. The general perceptions confirm that the spiritual attainments lead people to enjoy higher level of job satisfaction in their jobs. While, applying 't' test to know the difference, significance the variables do have significant differences between spiritually inclined employees and employees who are not spiritually inclined. It is inferred that time found to fulfill spiritual needs factor has significant bearing on the level of Job satisfaction.

**Table-5**  
**SOCIO-ECONOMIC PROFILE OF EMPLOYEES AND LEVEL OF JOB SATISFACTION: AN ANALYSIS**

Variable	Classifications	N	Mean ( $\bar{X}$ )	S.D ( $\sigma$ )	'F' Value	P Value (Sig)
Age Groups	Young	72	81.66	10.42	2.974	<0.05
	Middle	131	80.32	11.16		
	Old	157	83.48	11.01		
Education Groups	Matriculates	110	80.92	10.67	1.535	> 0.05
	Diploma holders	61	81.81	9.17		
	Graduates	125	83.60	11.12		
	Post Graduates and others	64	80.64	13.17		
Income Groups	Low Income	89	78.58	10.34	5.801	< 0.05
	Medium – Income	210	82.83	11.45		
	High- Income	61	83.86	10.05		
Experience Groups	Low Experience	91	80.61	10.26	3.070	< 0.05
	Medium Experience	126	80.91	11.50		
	Highly Experience	143	83.72	11.12		
Family Size Groups	Small-Family	221	82.51	10.42	4.582	> 0.05
	Medium Family	92	82.91	11.92		
	Large Family	47	77.44	11.79		
Dependent size Groups	No Dependent	32	77.84	10.12	2.569	>0.05
	Up to 3 Dependents	259	82.52	10.69		
	More than 3 Dependents	69	81.72	12.72		
Meditation-Tendencies	Never	50	79.30	12.21	4.447	< 0.01
	Rarely	114	81.45	16.80		
	Very Often	77	80.065	9.63		
	Daily	119	84.77	11.33		

**Source:** Data collected through questionnaire

The sample of BBMB employees were classified into three groups on the basis of Age (1) Young (Up to 34 years) (2) Middle (35 to 44 years), (3) Old (45 Years and above). The means and SDs of the overall job satisfaction scores of the employees of these three age groups are presented in the table . It is clear from in the table that the overall mean score of the employees of all three groups were above the standard mean score i.e., 63. The mean scores of the employees indicate that older employees were most satisfied with their jobs followed by young and middle age satisfied group of employees.

Examination of the significance differences among the mean scores of all three groups have been presented in the table. The obtained 'F' ratio for job satisfaction scores of all three age groups of employees was significant at 0.05 level for 2 and 357 df. This concludes that the higher in old age of the employees had significant influence on their overall job satisfaction. This result is supported by other studies conducted by Rao (1970), Pestonjee and singh (1973), Anand (1977), Rama Krishna and Bhaskra Rao (1998) and Anand (1977).

**Overall Job Satisfaction and Educational Qualifications: An Analysis:**

Would there be a significant difference in the level of job satisfaction of employees who have the low education level and those who have higher education qualification? To prove this, a sample was classified into four education levels as (1) Matriculate (2) Diploma holders, (3) Graduates, (4) Post Graduates. The means, SDs and ANOVA results for job satisfaction scores of the four groups of sample are presented in the table.

It is revealed from the table that the mean job satisfaction scores (80.92, 81.89, 83.60 and 80.64) of the four groups were above the mean standard score. ANOVA test was applied to examine the significance of the difference between the mean scores of the three groups of employees.

The 'F' ratio presented in the table column shows that the different groups of employees do not differ significantly at 0.05 levels. Employees who had extra qualification were having lesser mean score on overall job satisfaction. Therefore, it is considered that there wouldn't be any significant bearing between Job Satisfaction level of employees and different educational groups.

**Overall Job Satisfaction and Income Groups: An Analysis:**

It is revealed from the table that the mean job satisfaction scores (80.92, 81.89, 83.60 and 80.64) of the four groups were above the mean standard score. ANOVA test was applied to examine the significance of the difference between the mean scores of the three groups of employees.

Income of the employees plays an important role in establishing significant influence on the level of employee's job satisfaction. Therefore, the total sample of 360 employees was divided into three income groups (1) Low income (up to Rs. 14,999), (2) Medium Income (Rs. 15,000 to Rs. 29,999 and (3) High Income Group (Rs. 30,000 and above). The means and SDs of the job satisfaction scores of these three groups are presented in the table. It can be seen in the table that with the increasing income, the mean score of the groups increase rather as low income groups mean score is 78.58 and the high income groups mean score is higher than other i.e., 83.86. The mean scores of job satisfaction of these three groups of employees were analysed. The ANOVA test was applied to see, if there is any significant difference between these three groups in regard to their job satisfaction scores on the basis of their income. The 'F' ratio for job satisfaction scores of groups found significant difference at 0.05 levels of significant. Thus, it can be concluded that the income levels of the employee's bear's significant role in the establishment of the level of job satisfaction of employees.

**Overall Job Satisfaction and Experience- An Analysis:**

Length of Experience may be one of the significant variables which can influence the level of job satisfaction of the employees. Therefore, the total sample of 360 BBMB employees was divided into three experience groups. Employees having experience less than 10 years assumed as low experience groups and employees having experience 11 to 20 years were put into middle experience groups and the experience holder of 21 years or above were put into the highly experienced groups. The means and SDs of three groups have been presented in table.

It revealed that the overall job satisfaction scores of all the three groups of subjects were above the standard mean score (63); indicating that all the employees of three groups was satisfied with their jobs. These groups got a slight increase in the mean scores according to experience. The job satisfaction scores of these three groups of employees were analysed by applying ANOVA to see if there was any significant difference in the experience groups and level of job satisfaction. The Table shows that the 'F' ratio of job satisfaction scores of different experience groups have significant difference at 5 per cent. Thus, it can be concluded that experience possessed by the employees have influence on determination of job satisfaction.

**Overall Job Satisfaction Family Sizes:**

The employees of BBMB were classified into three groups (1) Small Family (up to 4 members), (2) medium family (5 members) (3) large family (more than 5 members). The means and SDs of satisfaction scores of these three groups of employees have been presented in the table. The table depicts that the mean scores of three groups of employees are above than the standard mean score (63) which shows that all employees are satisfied with their jobs. But it is interesting to note that with the increasing family size the mean score is falling. The highest mean score is observed by the medium family size group (82.91). One way ANOVA was applied to find out if there was any significant difference due to the different family sizes over the job satisfaction means scores.

It is viewed in the table that the, 'F' ratio value (4.58) for family size groups for job satisfaction is significantly different. Thus, it can be concluded that the family size of the employees play an important role in determining their level of job satisfaction. The study is contrary to the findings of Ramkrishnaiah (1980) who found that the size of family did not have any influence on the level of job satisfaction of teachers.

**Overall Job Satisfaction and Number of Dependents- An Analysis:**

As in the case of dependent count of the employees, the groups were classified as: (1), No dependent (who had no dependent in the family), (2), up to 3 dependents in the family, (3) those who had more than 3 dependents in the family. To find out the influence of dependents on the employee's job satisfaction level, the mean and SDs score ANOVA technique were used. The table shows that the middle group (of up to 3) does have highest mean value. It is pertinent that all groups have mean score were above the standard mean score which reflects that all employees groups were satisfied with their Job. To test the mean difference between the different groups ANOVA was used. The result of ANOVA is presented in the table which shows that the value of ANOVA was not significant at 5 per cent level of significance. Thus, it can be concluded that there is no influence of numbers dependents in a family on level of Job satisfaction.

**Overall Job Satisfaction and Meditation Practices: An Analysis:**

The employees were classified according to their meditation habits viz. (1) Never (2) Rarely (3) Very Often and (4) Daily. Means and SDs of the job satisfaction scores of these classifications have been presented in Table. The mean score of daily practitioner of meditation was the highest score (84.77) in comparison to other groups. The point is to note that who have never practiced meditation shows lowest mean score on job satisfaction level (79.30). Further, analysis of the overall job satisfaction was carried out by applying ANOVA to find out whether the difference between means of job satisfaction of the four groups was significant. It can be seen from the table that the obtained 'F' ratio (4.447) is significant at 0.01 levels for 2 and 357 df. This indicates that the meditation practices do have a significant influence on the level of job satisfaction level. The above analysis indicates that the meditation practices have important role in determining the Job Satisfaction level of the employees.

**Association between Overall and Specific Job Satisfaction: An Analysis:**

The product moment correlation Co-efficient between the overall and specific Job satisfaction is reported in the present section. The correlation co-efficient was computed to determine the association between the two variables. The correlation coefficient significance was also tested to know whether the two variables were correlated significantly or not. The positive correlation predicts that if one variable score increase the other variable also tends to increase or vice versa. Correlation coefficient value signifies the association strength of the variables. The association may be of low, moderate or high degree of

correlation. The correlation coefficient may vary from -1 to +1. The absolute positive correlation (+1) signifies that the two variables related in such a way that both the variables increase or decrease in same ratio. The negative correlation interprets that if one variable increases the other variable tends to decrease or vice-versa. The absolute negative (-1) correlation interprets that the both variable have opposite relation i.e., if

**Table-6**  
**ASSOCIATION ANALYSIS BETWEEN OVERALL JOB SATISFACTION AND SPECIFIC JOB FACETS**

S.No.	Specific Job Satisfaction	Correlation Co-efficient (r)
1.	Organization Policy and Administration	0.644**
2.	Wage and Salary Administration	0.467**
3.	Promotion & Advancement	0.614**
4.	Fringe Benefits	0.467**
5.	Safety and Security	0.431**
6.	Good Work Recognition	0.676**
7.	Supervision at work	0.656**
8.	Management Behaviour	0.716**
9.	Physical Facilities	0.595**
10.	Inter-Personal Relations	0.649**
11.	Duration of Work	0.546**
12.	Present work Satisfaction	0.685**
13.	Autonomy or Freedom to take Decision	0.709**
14.	Feeling of Responsibility	0.619**
15.	Social status of Job	0.667**
16.	Opportunities to serve the society	0.534**
17.	Challenges at Job	0.534**
18.	Ability Utilization at job	0.633**
19.	Feeling of achievement in Job	0.633**
20.	Self- Esteem at Job	0.626**
21.	Personal life or Home Adjustment	0.531**

\*\* Correlation is significant at the 0.01 level (2 tailed)

**Source:** Data collected through questionnaire.

One increases the other tends to decrease with same ratio. In the present section, an attempt has been made to determine the association between overall Job Satisfaction with specific facets of Job satisfaction. It is derived from the Table 5.40 that correlation value found ranges from 0.431 to 0.716. The observed correlation value of all facets was found positive which leads to draw that the overall Job Satisfaction have direct positive correlation with specific Job Satisfaction. The range of correlation values interprets that lowest correlation value (0.431) was a moderate degree of correlation. The highest correlation value further lead to conclude that there is a high degree of correlation with overall Job satisfaction. The highest positive correlation value thus near to the high degree of positive correlation. All facets coefficient of correlation values were found significant even at 0.01 levels. The overall and individual facet significant correlation shows that how importantly they correlated and contributed to the

overall job satisfaction. After analysing the table statistics, it can be concluded that management behavior towards employee ( $r = 0.716$ ), employees freedom at Job to take decision, ( $r=0.685$ ) have contributed most significantly to overall Job Satisfaction in this organization.

The facet like safety and security ( $r = 0.431$ ), wage and salary administration ( $r = 0.46$ ), fringe benefits satisfaction ( $r = 0.46$ ), personal life satisfaction ( $0.531$ ) and opportunities to serve the society ( $r = 0.534$ ) facets were found significantly correlated with overall Job Satisfaction but among lowest contributors.

### Organisational Implications:

The above analysis supports the fact that organization fulfils the general expectation of employees in all formats. The all facets have observed better mean score of above than standard mean scores. Employee's feels highly satisfied with wage, safety, inter-personal relations etc. But employees had shown the lower satisfaction with promotion and advancement facets. This indicates that the motivator factors among non monetary measures need some improvement to motivate the employees. The lower mean value facets improvement can help to improve the Job Satisfaction of Organization's employees.

It is revealed that the proposed hypothesis ( $H_0$ ) is accepted for background, marital status, and type of family, earners count, spiritual faith, education background, family size, and dependent in family groups among socio-economic and organizational state variables. But the null hypothesis is rejected for gender, occupational status, professional training, time found to fulfill spiritual needs, age, income, experience and meditation habits it has no influence on the level of Job Satisfaction.

Conclusion may be drawn from the above analysis that all facet of Job Satisfaction significantly contribute towards overall Job Satisfaction. Thus, the null hypothesis found rejected that the specific Job Satisfaction have no significant association with overall Job Satisfaction in this organization.

### Recommendations of the Study:

The present findings have revealed that almost, expectations from the job have been fulfilled except the promotions advancement and the participative management & expectations at job. It is further suggested that organization has to look after the policy and administration pitfalls or shortcomings regarding the above.

The means difference significance analysis further suggests that the lower means among gender, occupational status, age, income, experience, meditation practices tendencies have significantly wide from the highest means score on job satisfaction. Therefore, organization should concentrate to improve the job satisfaction means score of these lower group classifications by providing fringe benefits and physical facilities at home and office.

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