

JOB SATISFACTION OF EMPLOYEES OF PUBLIC AND PRIVATE SECTORS IN RELATION TO JOB TENURE

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The study of job satisfaction enriches management with a range of information pertaining to job, employee, environment etc. which facilitated it in decision making and correcting the path of organizational policies and behavior. It indicates the general level of satisfaction in the organization about its programmers, policies etc. Secondly, it is a diagnostic instrument for knowing employees' problems, effecting changes and correcting with least resistance. Thirdly, it strengthens the communication system of the organization and management can discuss the result for shaping the future course of action. Fourthly, it helps in improving the attitudes of employees towards the job and facilitates integration of employee with the organization. It inspires sense of belongingness and sense of participation leading to the overall increase in the productivity of the organization. Fifthly, it helps unions to know exactly what employees want and what management is doing. Thus, it facilitates mutual settlement of grievances and other unwanted situations. Lastly, it facilitates in determining the training and development needs of the both, employees and the organization. If we can improve job satisfaction and morale, we can improve job performance as well. Soon the management set about to take advantage of this newly found insight and they took action on two fronts. First, they initiated attempts to measure the state of employee- feeling in order to know where to concentrate their efforts in improving employee- satisfaction. Secondly, they set about to train their managers, especially first-level supervisors, to pay attention to the attitudes and feelings of their subordinates so that performance could thereby be improved. The topic of job satisfaction at work is getting wider attention at this time. Job satisfaction is the satisfaction one feels while doing the job. Job satisfaction is one of the important factors, which affect not only the efficiency of the laborers but also such job behavior as absenteeism, accidents, etc. Job satisfaction is the result of employee perception of how well the job provides those things that are viewed important. For the success of any organization, job satisfaction has vital importance. The employees who are satisfied are the biggest assets to an organization whereas the dissatisfied employees are the biggest liabilities. Starcevic (1972) has identified certain job related factors such as feelings of achievement, use of best abilities, challenging assignments, growth on the job and recognition and ranked them among the most important factors for both job satisfaction and job dissatisfaction regardless of the respondents' occupational level. Orpen and Pinshaw (1975) involved a sample of 100 insurance clerks. An individual's hierarchy of needs influences the relationship between job factors and job satisfaction. The findings

indicated that the correlation between job context or job content factors and overall job satisfaction were not significant. According to Mishra (1980), job satisfaction is a feeling accruing out of different conditions within a job and outside the job. Pleitner (1982) has pointed out that job satisfaction results from the degree of correspondence between the individual's expectations on the one hand and the circumstances of his job situation on the other, as compared by the individual employee. Dattuar and Prasad (1986) have found that the personnel in private organization with the exception of those at the middle level are more satisfied than those working in public organizations. Rahman (1994) in his study of job satisfaction of supervisors in the garment industry suggest that open communication, job security, supervisory status, recognition for good work and overtime are considered more important for job satisfaction than job status, working environment and autonomy in work. Lakshminarayan and Prabhakaran (1994) states that textile workers with less job satisfaction have more job stress and who have more job satisfaction have less job stress. Job satisfaction and job stress are inversely related, i.e., the more job satisfied individual will have less job stress. They suggested that employee counselling should aim at coping strategies to reduce job stress. Sharma (1987)⁵ focuses on the managers and supervisors of public and private pharmaceutical organizations to ascertain the role of a motivated climate on four psychological variables: (i) job satisfaction, (ii) participation, (iii) alienation, and (iv) role stress. The study's sample comprises 150 respondents, including 75 managers and 75 supervisors. Sharma's findings indicate that employees of public sector organisations score lower than and differ significantly from those of private sector organisations. However, public sector employees score significantly higher in terms of role stagnation Jha and Bhardwaj's (1989)⁷ empirical study of job stress and motivation among 120 frontline managers from both the public and private sector finds that the latter score more than the former in factors such as the need for achievement and total motivation. Chaudhary (1990)⁸ probes the relationship between role stress and job satisfaction among bank officers. The author's results indicate that role erosion and resource inadequacy act 60 as dominant stressors while role ambiguity and role expectation conflict are remote contributors to role stress in the sample population.

The main objectives of present research wear as under:

- To study and compare Job Satisfaction between public and private sector employees.
- To study and compare Job Satisfaction between 1 to

5 years and above 15 years experiences of employees.

- To study interaction effect between type of job and job tenure with regard to Job Satisfaction.

The main Hypotheses of present research wear as under:

- There will be no significant difference between public and private sector employees with regards to job satisfaction.
- There will be no significant difference between 1 to 5 years and above 15 years experiences of employees with regards to job satisfaction.
- There will be no significant interaction difference between type of job and job tenure with regards to job satisfaction.

Sample:

The random sampling technique was used for the selection of the sample. The sample was taken from the various organization of Ahmedabad City. The total sample consisted of 120 employees: 60 employees from public sector (30 employees 1 to 5 yrs. experience and 30 employees 15 yrs. above experience) and 60 employees from private sector (30 employees 1 to 5 yrs. experience and 30 employees 15 yrs. above experience).

Variables:

In present research type of job (public and private sector) and job tenure (1 to 5 yrs. experienced and 15 yrs. and above experience employees) were considered as Independent variables and score of Job Satisfaction scale was considered as dependent variable.

Tool:

In present research following tool was used for data collection

- Job satisfaction scale by Dr. P Amar singh and T.R Sharma.

Job satisfaction test by Dr. Amar singh and T.R. Sharma, Job Satisfaction Measurement scale is standardizes by Dr. Amar sing and Dr. T.R. Sharma. In the present scale 30 statements related with different vocation are included it shows job satisfaction.

Statements directly related with vocation,

- Directly related statements like trading place and work situations are 6, 11, 19, 23, and 25.
- The statement abstractly related with vocation like cooperation, democracy techniques etc. are 8, 15, 16, 17, 21 and 27.

Statements externally related with professions,

- The statement related with intelligence, social groups like psychological and social matter are in the order of 1, 3, 4, 7, 10, 12, 26 and 30.
- Economic matters like salary and all ounces are 2, 5, 9, and 18.
- Statements number 14, 22, 24, 28 and 29 are related with quality of life, national economy and national growth etc.

Scoring:

In the present scale, there are positive and negative statements no. 4, 13, 20, 21, 27, and 28 are negative the rest

are positive. Positive statements are to be scored as 4, 3, 2, 1 and 0 while negative statements are to be scored as 0, 1, 2, 3, and 4. Higher scores shows high level of job satisfaction.

Reliability and Validity:

Test-retest of the said scales was given at the interval of 25 days. The reliability was 0.97 8 (N=52).

The validity of the said scale was compare with Muthaiya job satisfaction questionnaire comes to 0.743.

Procedure:

After establishing the rapport with respondents Job satisfaction Scale by Dr. P Amar singh and T.R Sharma was administered in individual setting. After completion of the data collection, responses of each employee on tool was scored as per the scoring key of manual of tool.

Statistical analysis:

To find out main and interaction effect of two independent variables such as type of job and job tenure on scores of job satisfaction for two ways Analysis of Variance were used.

I. RESULTS AND DISCUSSION

Table: 1: Results of ANOVA on Job Satisfaction of various groups

Source of Variation	Sum of Square	df	Mean sum of Square	F	Level of Sig.
Type of job	151.88	1	151.88	2.13	.NS
Job Tenure	755.01	1	755.01	10.56	.01
Type of job x Job	696.01	1	696.01	9.74	.01
Error	8290.23	116	71.47		
Tss	9893.13	119			

Table: 2: Showing Means Scores of Job Satisfaction of type of job

	Public Sector	Private Sector
Mean	76.75	79
N	60	60

Table: 3: Showing Means Scores of job Satisfaction of job tenure

	1 to 5 years experiences	Above 15 years experiences
Mean	80.38	75.37
N	60	60

Table: 4: Showing Means Scores of Job Satisfaction type of job x job tenure

		Public Sector	Private Sector
1 to 5 years experiences	Means	81.66	79.1

1 to 5 years experiences	N	30	30
Above 15 years experiences	Means	71.83	78.9
	N	30	30

F ratio for Type of job on job satisfaction is 2.13 which is not significant. It means significant difference is not existed between Public and Private sector employees on job Satisfaction. By the same point of view table 2 shows the mean scores of Public sector employees on job Satisfaction is 76.75, mean scores of Private sector employees is 79. It is clearly said that significant different is not existed between Public and Private sector employees on job satisfaction. F ratio for Job tenure on job satisfaction is 10.56 which is significant at .01 level. It means employees of 1 to 5 yrs. experience significantly differ as compare to employees of above 15 yrs. experience on Job satisfaction. By the same point of view table 3 shows the means scores of employees of 1 to 5 yrs. experience of employees is 76.75, the means scores of employees of above 15 yrs. experience of employees is 79.00. It can be clearly said that significant difference is existed between employees of 1 to 5 yrs. experiences of employees and employees of above 15 yrs. experience of employees on job satisfaction. Employees of Above 15 yrs. experience have better job satisfaction then employees of 1 to 5 yrs. experiences of employees on Job Satisfaction. F ratio for Type of job and job tenure on Job Satisfaction is 9.74. Which is significant at .01 level. It means significant interaction effect is existed between Type of job and job tenure on Job Satisfaction. By the same point of view table 4 shows means scores of Public sector employees of 1 to 5 yrs. experience is 81.66, mean scores of Public sector employees of above 15 yrs. experience is 71.83, mean scores of Private sector employees of 1 to 5 yrs. experience is 79.1, mean scores of Private sector employees of above 15 yrs. experience is 78.9 on Job Satisfaction. It can be clearly said that significant difference is existed between type of job and job tenure. Public sectors employees of 1 to 5 yrs. experience have better Job Satisfaction than remaining group of employees.

II. CONCLUSIONS

- Significant different is not existed between Public and Private sector employees on Job Satisfaction.
- Employees of Above 15 yrs. experience have better Job satisfaction than employees of 1 to 5 yrs. experiences on Job Satisfaction.
- Public sectors employees of 1 to 5 yrs. experience have better Job Satisfaction than remaining group of employees.

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