

JOB SATISFACTION OF PUBLIC AND PRIVATE SECTOR EMPLOYEES WITH REGARDS TO OCCUPATIONAL STATUS

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I. INTRODUCTION

According to Cranny, Smith and Stone job satisfaction can be defined as an affective or emotional reaction that an employee has towards a job that is the result of his or her comparison of actual outcomes with expected or deserved outcomes. Job satisfaction has also been defined in terms of attitudes that individuals have towards their jobs (Weiss, 2002). Schneider and Snyder (1975) define job satisfaction as a personal evaluation of the current conditions of the job or the outcomes that arise as a result of having a job. Sempene, Rieger and Roodt (2002) appear to agree with this definition, stating that job satisfaction refers to the individual's perception and evaluation of the job. According to these authors, the individual's perception is influenced by his or her unique circumstances such as needs, values and expectations. Therefore jobs are evaluated by people on the basis of factors that are important to them. Although the definitions of job satisfaction are varied, it is generally considered to be an attitude or feeling that one has about one's job that is either positive or negative. According to Locke (1976), for researchers to have a clear understanding of job attitudes, they need to know the various factors that have an influence in the job. Research indicates that these factors can be divided into two distinct dimensions, namely extrinsic and intrinsic (Buitendach & De Witte, 2005). Extrinsic dimensions form part of the job situation, are influenced by others and are beyond the employee's control (Lawler, 1976). Examples are factors such as the work itself, pay, promotion opportunities, working conditions, supervision and co-workers. Intrinsic rewards are self-regulated and a direct result of the individual's performance. Lawler (1976) explains that intrinsic rewards satisfy higher-order needs, for example feelings of accomplishment and achievement and the satisfaction of utilising one's skills and abilities. Robbins, Odendaal and Roodt (2003) point out that intrinsic factors, such as advancement, recognition, responsibility and achievement, appear to be related to job satisfaction. Job satisfaction can be measured in two ways – namely, by the facet approach or the global approach. The former refers to assessing how employees feel about various aspects of the job such as rewards (pay or fringe benefits), job conditions, people on the job (supervisors and co-workers) and the work itself (Robbins, 1998; Spector, 2005). The latter approach measures job satisfaction by directly asking individuals how they generally feel about their jobs (Fincham & Rhodes, 2005; Robbins et al., 2003; Spector, 2005). This study defined job satisfaction as the feeling individuals have about their jobs. Hence this research was concerned with measuring the affective aspect of job

satisfaction using the global approach. Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Others believe it is not so simplistic as this definition suggests and instead that multidimensional responses to one's job are involved. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction) or cognitions about the job (cognitive job satisfaction).

II. REVIEW OF RELATED LITERATURE

Prakasam (1976) has found that occupational level has some influence over the satisfiers and dissatisfiers of employees. In higher level occupations, motivator factors act as satisfiers but in lower level occupations both motivators and hygienic factors seem to act as satisfiers and dissatisfiers. Pathak (1977) has found that the most important job characteristics sought by the high job satisfied group belonging to both the higher and the lower hierarchies and the low job satisfied group belonging to the lower hierarchy is the opportunity for advancement. 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. In a study conducted by Thomas and Sasikumar (2002) to determine factors which are important in deciding job satisfaction of managers in co-operative sector, the following were found to be important – job security, opportunity to use knowledge and skill, opportunity to participate in decision making connected with job, variety in job and challenge in job. Sharma and Kumari (2004) found that public sector employees are in a position in terms of their job satisfaction than the employees of private sector organisations. Top management employees are more satisfied than the middle and lower level employees. It was also revealed that the public sector employees are more dissatisfied with their working conditions and incentives than the employees of the private sector. Chakraborty (2004) in a case study on job

satisfaction among teachers in educational institutions of Katwa Municipality in the district of Burdwan, in West Bengal found that teachers' job satisfaction not only depends on nature of job but also on institutional scenario, facilities, salaries and standard of the students. Huang and Evert (2004) state that job level is positively related to job satisfaction in individualistic countries but not in collectivist countries. Moreover, the positive relationship between job level and job satisfaction holds only for jobs with much opportunity to use one's skills and abilities especially in individualistic countries. Job level is even negatively related to job satisfaction in jobs with little opportunity to use one's skills and abilities in collectivist countries.

III. OBJECTIVES OF THE STUDY

- To study and compare Public and Private sector Employees with regards to their Job Satisfaction.
- To study and compare Clerks and executives with regards to their Job Satisfaction.
- To study interaction effect between Type of organization and occupational status of Employees with regard to their job satisfaction.

IV. HYPOTHESES OF THE STUDY:

- There will be no significant difference between Public and Private sector Employees with regards to their Job Satisfaction.
- There will be no significant difference between Clerks and executives with regards to their Job Satisfaction.
- There will be no interaction effect between Type of organization and occupational status of Employees with regards to job satisfaction.

V. SAMPLE

For the present study random sampling technique was used for the selection of the participants. The sample was consisted of 120. Sample was taken from different areas of Ghandinagar District. Sample was categorized as under.

| | Public Sector | Private Sector | Total |
|------------|---------------|----------------|-------|
| Clerk | 30 | 30 | 60 |
| Executives | 30 | 30 | 60 |
| Total | 60 | 60 | 120 |

VI. VARIABLES

In present research the nature of variables was given in the following table:

| Name of Variable | Nature of Variable | Number of Variable | Name of Level of Variable |
|----------------------|----------------------|--------------------|---------------------------------|
| Type of organization | Independent Variable | 2 | Public sector Private sector |

| | | | |
|---------------------|----------------------|---|---------------------|
| occupational status | Independent Variable | 2 | Clerk Executives |
| Job Satisfaction | Dependent Variable | 1 | Job Satisfaction |

VII. TOOLS

Job satisfaction scale by Dr. Amar Singh and Dr. 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 vocations are included it shows job satisfaction.

1. 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.

1. 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 0.978 (N=52).

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

VIII. PROCEDURE

In present research Job satisfaction scale by Dr. Amar Singh and Dr. T. R. Sharma was administered simultaneously in individual setting after giving adequate instructions and establishing rapport. All the precautions were taken during the test administration as per manual also. Scoring of test was done as per manual of Scale.

IX. STATISTICAL ANALYSIS

To find out main and interaction effect of Type of Organization and occupational status of employees on scores of job satisfaction Two Way Analysis of Variance was used.

X. RESULTS AND DISCUSSION:

Table.1: Showing Results of ANOVA on Job satisfaction of Various Groups

| Source of Variation | Sum of Square | df | Mean sum of Square | F | Level of Significant |
|---------------------|---------------|-----|--------------------|-------|----------------------|
| Ass | 852.04 | 1 | 852.04 | 15.92 | 0.01 |
| Bss | 774.70 | 1 | 774.70 | 14.48 | 0.01 |
| A x Bss | 611.13 | 1 | 611.13 | 11.42 | 0.01 |
| Error | 6207.6 | 116 | 53.51 | | |
| Tss | 8445.34 | 119 | | | |

Table: 2: Showing Means Scores of Job satisfaction of Variable-A (Type of organization)

| | Public | Private |
|------|--------|---------|
| Mean | 90.85 | 66.38 |
| N | 60 | 60 |

Table: 3: Showing Means Scores of Job satisfaction of Variable-B (Occupational status of employees)

| | Clerk | Executives |
|------|-------|------------|
| Mean | 66.42 | 60.71 |
| N | 60 | 60 |

Table: 4: Showing Means Scores of Job satisfaction of Variable-AxB (Type of organization x Occupational status of employees)

| | | Public | Private |
|------------|------|--------|---------|
| Clerk | Mean | 55.3 | 66.13 |
| | N | 30 | 30 |
| Executives | Mean | 66.2 | 66.63 |
| | N | 30 | 30 |

F ratio for Job satisfaction of Type of organization (Ass) is 15.92 which is significant at 0.01 level. It means significant difference is exists between Public and Private sector Employees on Job satisfaction. Table 2 shows the mean scores of Public sector employees 90.85 on Job satisfaction and mean scores of Private sector employees 66.38 on Job satisfaction. It is said that significant difference is exists between Public and Private sector employees on Job satisfaction. Public sector employees have better Job satisfaction as compare to Private sector. F ratio for Job satisfaction of Occupational status (Bss) is 14.48 which is significant at 0.01 level. It means significant difference is exists between Clerks and Executives on Job satisfaction. Table 3 shows the mean scores of Clerks Employees is 66.42 and mean scores of executives is 60.71 on Job satisfaction. It is said that significant difference is exists between Clerks and executives on Job satisfaction. Clerks have better Job satisfaction as compare to executives Employees. F ratio for Job satisfaction of Type of organization and occupational status of employees (AxB) is 11.42 which is significant at .01 level. It means significant interaction effect is exists between Type of organization and occupational status of employees on Job satisfaction. Table 4 shows the mean scores of Public

sector clerk is 55.3, the mean scores of Public sector executives is 66.2, mean scores of Private sector clerk is 66.13, mean scores of Private sector executives is 66.63 on Job satisfaction. It is said that significant interaction effect is exists between Type of organization and occupational status on Job satisfaction. Private sector executives have better Job satisfaction than remaining groups of employees.

XI. CONCLUSIONS

- Public sector employees have better Job satisfaction as compare to Private sector.
- Clerks have better Job satisfaction as compare to executives.
- Private sector executives have better Job satisfaction than remaining groups of employees.

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