

Job Satisfaction among Public and Private Undertakings

MOHD. AHAMAR KHAN¹

Research Scholar, Department of Psychology
Aligarh Muslim University, Aligarh, India

Abstract:

The aim of the present investigation was to understand the level of job satisfaction among public and private undertakings. Job satisfaction is a positive feeling of employees working in either industrial or organizational set-up. It is directly or indirectly influences employees mental as well as physical functioning. The study was carried out in different private and public undertakings located in Aligarh. The data was collected from 100 participants included 50 each from public and private undertakings through convenience sampling technique. Job satisfaction questionnaire developed by Singh (1989) was used to measured job satisfaction of both undertakings. Analyses of the data were done by applying Mean, SD and t-test. Results revealed the significant difference between public and private undertakings on their job satisfaction. It was also found that public undertakings experienced higher job satisfaction as compared to the private undertakings. Furthermore, results showed that there was no significant difference between male and female undertakings on job satisfaction. Male undertakings experienced slightly higher job satisfaction as compared to the female counterparts.

Key words: Job-Satisfaction, Public and Private Undertakings.

¹ Email: mohdahamarkhan@gmail.com

Introduction

The concept of job satisfaction was for the first time proposed in 1935 in the light of research literature by Hoppock. He reviewed various literature related with job satisfaction and found that job satisfaction is “a combination of psychological, physiological and environmental circumstances that causes a person truthfully to say,” I am satisfied with my job”. He identified six major factors of employees job satisfaction which are as (1) the way the individuals react to unpleasant situation, (2) the facility with which the employee adjusts himself with other persons, (3) has relative status in social and economic group with which he identifies himself, (4) the nature of work in relation to his abilities, interest and preparation, (5) security and, (6) loyalty. Job satisfaction or dissatisfaction is the various attitudes that person holds towards his or her job related factors and towards life in general (Blum, 1956). Beer (1964) argued job satisfaction as “the attitude of workers towards the company, their job, their fellow workers and other psychological objects in the work environment.” Locke (1969) viewed job satisfaction as a “pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values”. According to the Smith (1969) job satisfaction is a “presented feelings towards discriminable aspects of the job situation” and further explained that discriminable aspects refer to the work itself, pay, promotional opportunities, supervisors and co-workers. Sinha and Aggarwal (1971) defined job satisfaction as “persistent affective state which’ has arisen in the individual as a function in relation to his frame of reference”. Porter, Lawler and Hackman (1975) argued job satisfaction as a “feeling about a job that is determined by the difference between all those things a person feels he should receive from his job and all those things he actually does received”. Locke (1976) propounded dimensions of job satisfaction which have been established to contribute significantly to employee’s job satisfaction. The dimensions are

work itself, pay, promotions, recognition, working conditions, benefits, supervision and co-workers. According to the Graham (1982) job satisfaction is “the measurement of one’s total feelings and attitudes towards one’s job.” McCormick and Ilgen (1985) defined job satisfaction, ‘it is an association of attitudes held by an organization’. Robbins (1998) concluded that job satisfaction is concerned with “the difference between the amount of rewards workers receive and the amount they believe they should receive”.

Review of Literature

Solomon (1986) compared 120 Israeli public sector top managers with 120 Israeli private sector top managers. The findings of the study revealed that private sector managers experienced higher level of job satisfaction as compared to public sector managers.

Taylor and West (1992) conducted the study among public and private sector employees to investigate the influence of pay levels on employee’s job satisfaction. They found that those public employees who compared their salaries with those of private sector employees reported lower levels of job satisfaction.

Joshi (1998) conducted the study to measure the job satisfaction among public sector as well as private sector employees. The significant mean difference was found between the employees of public and private sector on job satisfaction at 0.01 level of significance ($t=6.47$). Findings also revealed that employees of public sector experienced more job satisfaction as compared to the employees of private sector.

Susskind et al. (2000) investigated service employee’s behavioural intentions and attitudes and proposed a path model of how they are associated with each other. The findings showed that perceived organizational support strongly and significantly predicted job satisfaction and organizational commitment despite the strong correlation, while job

satisfaction was found to have a limited predictive influence on organizational commitment. However, the intent to quit was influenced by both job satisfaction and organizational commitment.

In a study, Allen and Griffeth (2001) found that job satisfaction emerged as a strong predictor of turnover. Hammermesh (2001) found that changes in compensation (increase or decrease) have positive influence on employee's levels of job satisfaction.

Volsky and Aguilar (2009) studied the sex differences in cooperate extension. They framed a generalized model of employee's satisfaction and examined it for both female and male U.S Extension employees. Their findings revealed that employee's gender has no effect on their job satisfaction.

Kim (2005) conducted the study to compare the public sector employee's satisfaction with respect to the gender. Data was collected from a survey of 5,128 public sector employees in Seoul Metropolitan Government. Findings revealed that female employees were more satisfied with their jobs than their male counterparts. Among demographic variables gender was emerged only significant predictor of job satisfaction. Female employees concerned with intrinsic rewards, while male employees concerned with extrinsic rewards.

Suki and Suki (2011) conducted the study to see the effect of gender on employee's perception of job satisfaction and organizational commitment. Results revealed that employee's gender has no significant effect on his/her perception of job satisfaction. They also found that men and women employees experienced the same level of organizational commitment.

Shahzad (2012) conducted the study to measure the level of job satisfaction among bank employees in Aligarh region. Data was gathered from 50 bank employees working in private (n=25) and public (n=25) sector banks. She found that the employees working in public sector were more satisfied as compared to the private sector employees.

Shaheen (2014) examined the gender difference on job satisfaction and effects of different variables on job satisfaction among medical officers. A sample of (N=50) medical officers, half males and half females were drawn from two government hospitals, one from Islamabad and one from Rawalpindi. Job Descriptive Index developed by Smith, Kendall and Hulling (1969) was redesigned according to their cultural values and administered as a measure of participant's job satisfaction. Results showed that factor of gender leads to the statistically significant differences on overall job satisfaction of medical officers. Findings also indicated that male medical officers were more satisfied as compared to female medical officers. Sample appeared to be more satisfied with pay, promotion and supervision. While no difference on job satisfaction was found with people and work. Pay, promotion and supervision influenced more toward job satisfaction as compared to people and work.

Although a large number of the research studies have been done on job satisfaction among employees working in different organizational as well as industrial set-ups but much has not been done on job satisfaction among public and private undertaking employees working in Aligarh. Therefore, the present investigation has been undertaken to measure job satisfaction among public and private undertaking employees working in different public and private undertakings in Aligarh to explore the differences on job satisfaction among public and private undertaking employees.

Objectives:

Objectives of the study are stated as follows:

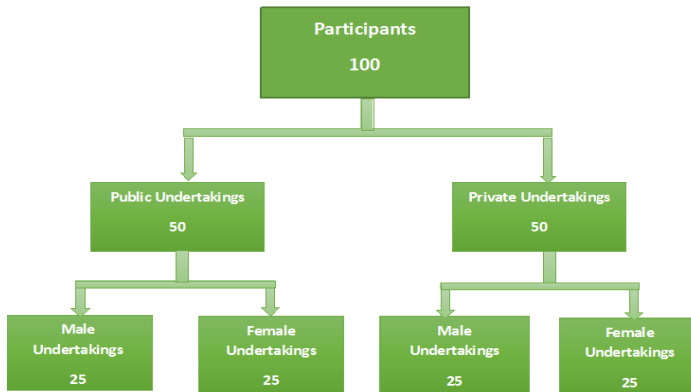
- To examine the job satisfaction of Public and Private Undertakings.
- To examine the job satisfaction of Public and Private Undertakings with respect to gender.

Hypotheses

- There will be significant difference between job satisfaction of Public and Private Undertakings.
- There will be significant difference between job satisfaction of Male and Female Undertakings.

Sample of the Study

The data was collected from 100 participants including 50 each from public and private undertakings of Aligarh City, Uttar-Pradesh. The convenience sampling technique was used for the present investigation.



Tool Used

In psychological researches, psychological tools play a very important role especially with regard to the reliability and validity of the tools. The Job Satisfaction Questionnaire was used for data collection. The brief description of the scale used in the present investigation is presented in the following manner.

Job Satisfaction Questionnaire

This questionnaire was developed by Singh (1989). It contains with 20 items and each items to be rated on five point scale ranging from highly satisfied to the highly dissatisfied. The reliability of the scale was found to be .96 and validity was found to be well-established.

Procedure of Data Collection

Good rapport was established with participants before requesting to fill up the questionnaire and then instructions were invariably explained to the participants. After that questionnaires were distributed individually. Subjects were assured of confidentiality of their responses and were requested to extend their co-operation. Finally questionnaires were collected from all the participants, scoring done and analysis was carried on.

Statistical Analyses

To meet the research hypotheses Mean, SD and t-test were applied.

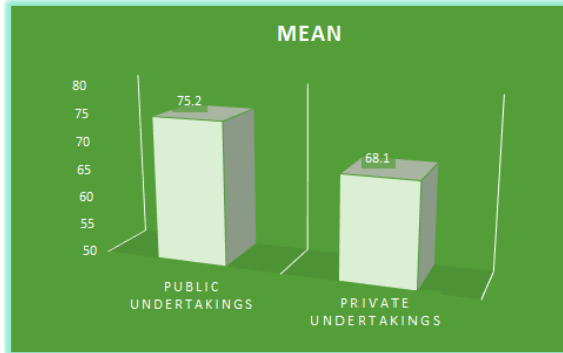
Results

Table-1: Showing Mean, SD and t-value of Public and Private Undertakings on Job Satisfaction.

Variable	Groups	N	Mean	SD	t-value (df = 98)
Job Satisfaction	Public Undertakings	50	75.2	6.305	5.26**
	Private Undertakings	50	68.1	7.178	

** Significant at the 0.01 level.

Figure-1: Showing Mean scores of Public and Private Undertakings on job satisfaction.

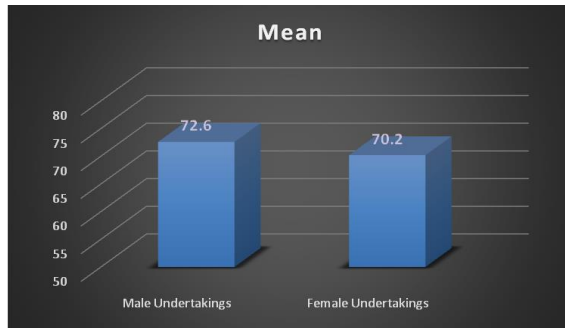


The table – 1, and figure – 1 indicates that public undertakings experienced higher job satisfaction as compared to the private undertakings. The Mean and SD in the case of Public Undertakings on job satisfaction were found to be 75.2 and 6.305, while in the case of Private Undertakings were found to be 68.1 and 7.178 respectively. The t-value between two means was found to be 5.26 which was significant at 0.01 level. Thus, the first underlined hypothesis of the present investigation is proved.’

Table-2: Showing Mean, SD and t-value of Male and Female Undertakings on Job Satisfaction.

Variable	Groups	N	Mean	SD	t-value (df = 98)
Job Satisfaction	Male Undertakings	50	72.6	6.197	1.76
	Female Undertakings	50	70.2	7.393	

Figure-2: Showing Mean scores of Male and Female Undertakings on job satisfaction.



The table – 2, and figure – 2 indicates that Male undertakings experienced slightly higher job satisfaction as compared to the Female undertakings. The Mean and SD in the case of Male Undertakings on job satisfaction were found to be 72.6 and 6.197, while in the case of Female Undertakings were found to be 70.2 and 7.393 respectively. The t-value between two means was found to be 1.76 which was not significant even at 0.05 level of significance. Thus, the fourth underlined hypothesis of the present investigation is not proved.’

Discussion

The findings of the present investigation showed significant difference between job satisfaction of public undertakings and private undertakings. The result also shows public undertakings have higher job satisfaction as compared to private undertakings. These findings are supported by several research studies such as; Solomon (1986) compared 120 Israeli public sector top managers with 120 Israeli private sector top managers. The findings of his study revealed that private sector managers experienced higher level of job satisfaction as compared to public sector managers. On the other hand, Joshi (1998) conducted the study to measure the job satisfaction among public sector as well as private sector employees. The significant mean difference was found between the employees of

public and private sector on job satisfaction at 0.01 level of significance ($t=6.47$).

While insignificant difference was found between the job satisfaction of male and female undertakings. The same result was found in this piece of research by Volsky and Aguilar (2009). They studied the gender differences in cooperate extension. They framed a generalized model of employee's satisfaction and examined it for both female male U.S Extension employees. Their findings revealed that employee's gender have no effect on their job satisfaction. Further, Suki and Suki (2011) also found similar result that is; employee's gender has not significant effect on their perception of job satisfaction. They also found that men and women employees experienced the same level of organizational commitment.

Conclusion

Finally, it is concluded that public undertakings are more satisfied as compared to private undertakings. There may be several factors of their satisfaction e.g. organizational climate, interpersonal relationship, social security, payment scale, occasional leave, low workload, job security, pension, promotional opportunities, medical facilities etc.

REFERENCES

- Allen, D.G. & Griffeth, R.W. (2001). Test of a mediated performance turnover relationship highlighting the moderating roles of visibility and reward contingency. *Journal Applied Psychology*. 86, 1014 -1021.
- Beer, Michael. (1964). "Organizational Size and Job Satisfaction." *Academy of Management Journal*. (7), 34-44.
- Blum, M.L. (1956). *Industrial Psychology and Its Social Foundations*. New York: Harper and Row.

- Graham, G.H. (1982). Understanding human relations. The individual, organizations, and management. *Science Research Associates*, Chicago Inc.
- Hammermesh, D. (2001). The changing distribution of job satisfaction. *Journal of Human Resources*. 561(1), 1-30.
- Hoppock, R. (1935). *Job Satisfaction*. New York: Harper & Bros. 127.
- Joshi, G. (1998). Job satisfaction, job involvement and work involvement among the employees of private and public sectors. *Psychological Studies*. 43, (3); 85-90.
- Kim, S. (2005), "Gender Differences in the Job Satisfaction of Public Employees: A Study of Seoul Metropolitan Government, Korea-Sex Roles", Volume 52, Issue 9-10, pp 667-681
- Locke, E.A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance*. (4), 309–336.
- Locke, E.A. (1976). The Nature and Causes of Job Satisfaction in M.D. Dunnette, (Ed). *Handbook of Industrial and Organizational Psychology*. Chicago: Rand McNally.
- McCormick, E.J. & Ilgen, D.R. (1985). *Industrial and Organisational Psychology*. (8th ed.). London: Allen & Unwin.
- Porter, L.W, Lawler, E.E. & Hackman, J.R. (1975). *Behaviour in Organizations*. McGraw Hill.
- Robbins, S.P. (1998). *Organisational behavior* (8th ed.). New Jersey: Prentice Hall.
- Shaheen, S. (2014). Job Satisfaction among Male & Female Employees in Public Sector Organizations. *European Journal of Business and Management* Vol.6, No.4, pp 115-120.
- Shahzad, U. (2012). A Study OF Job Satisfaction level of Bank Employees in Aligarh Region. *Academicia*, Volume 2, Issue 4, pp 98-102.
- Singh, S. (1989). Organizational stress and incentive behaviour. *Unpublished Research Monograph*. Shri ram Centre for Industrial Relations & Human Resources,

- New Delhi.Sinha, D. & Agarwal, U.N. (1971). "Job satisfaction and general adjustment of Indian White Collar Workers." *Indian Journal of Industrial Relations*. 6(4).
- Smith, P.C, Kendall, L.M. & Hulin, C.L (1969).The Measurement of Satisfaction in Work and Retirement. Chicago: Rand McNally.
- Solomon, E. E. (1986). Private and public sector managers: An empirical investigation of job characteristics, and organizational climate. *Journal of Applied Psychology*. 71, 247-259.
- Suki, N & Suki, N. (2011). Job Satisfaction and Organizational Commitment: The Effect of Gender. *International Journal of Psychology Research*, 6(5), 1-15.
- Susskind, A.M., Borchogrevink, C.P., Kacmar, M., & Brymer, R.A. (2000). Customer service employees" behavioral intentions and attitudes: An examination of construct validity and a path model. *International Journal of Hospitality Management*. 19(1), 53-77.
- Taylor, G. S. & west, M.J. (1992). Pay comparisons and pay satisfaction among public sector employees. *Public Personnel Management*. 21, 444- 454.
- Vlosky, R. & Aguilar,F.(2009) "A Model of Employee Satisfaction Gender Differences in Cooperative Extension," *Journal of Extension*,vol 47, no 2.