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Website- [www.aarf.asia](http://www.aarf.asia), Email : [editor@aarf.asia](mailto:editor@aarf.asia) , [editoraarf@gmail.com](mailto:editoraarf@gmail.com)

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## **FACTORS AFFECTING THE JOB SATISFCATION OF EMPLOYEES IN PUBLIC AND PRIVATE SECTOR BANKS**

**Priyanka Mahajan**

**Assistant Professor**

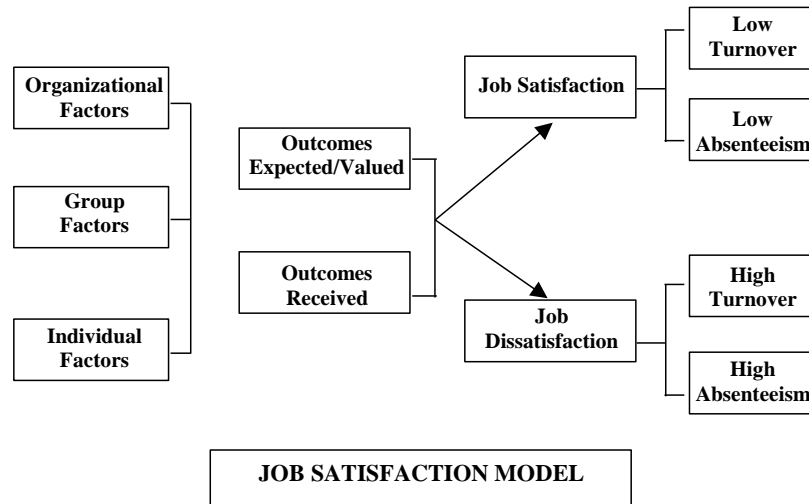
**PG Deptt. of Commerce and Business Management**

**Doaba CollegeJalandhar-144001**

**ABSTRACT:** Job Satisfaction as the sum of all negative and positive aspects related to the individual's Salary, his/her physical and emotional working conditions, the authority he/she has the autonomous usage of this authority, the level of success he/she has maintained and rewards given due to his success, the social statue maintained in relation with his/her colleagues and administrators. Individual elements do not result in jobsatisfaction. The present study has been conducted to undertake the factors affecting job satisfaction in public and private sector banks employee. Factor Analysis is a good way of identifying Latent or underlying factors from an array of seemingly important variables. The study assume significance from the fact that if the variables identified are properly engineered will cause the less advantaged employees to change their behavioral disposition and will be more committed there by increasing their productivity which is key guiding principle for success of organization.

## INTRODUCTION :

There are number of factors that influence the Job Satisfaction. A number of studies have conducted in order to establish some of the cause that results in job satisfaction. All these factors contribute to satisfaction or dissatisfaction; there are two variables, namely outcome valued/expected and outcome received.



## Organizational Factors

There are five major organizational factors which contribute to an employee's attitude towards his/her job: Pay, Promotion, work itself, Policies of the organizational and working conditions.

- **Wages:**

According to Erasmus, Van Wyk and Schenk (2001, p. 526), Remuneration is defined as "The Financial and non financial extrinsic rewards provided by an employer for the time, skills and effort made available by the employee for fulfilling job requirements aimed at achieving organizational objectives." Concepts such as pay, wage or salary are occasionally used as more or less having the same meaning as remuneration (Erasmus et al., 2001).

Remuneration and earnings are a cognitively complex and multidimensional factor in job satisfaction. According to Luthans (1998), salaries not only assist people to attain their basic needs, but are also instrumental in satisfying the higher level needs of people. Wages play a

significant role in influencing Job Satisfaction. This is because of two reasons. First, money is an important instrument in fulfilling one's needs, and two, employees often see pay as a reflection of management's concern for them. Employees want a pay system which is simple, fair, and in line with their expectations.

However, a study conducted by **Young, Worchel and Woehr (1998)** in the public sector failed to find any significant relationship between pay and satisfaction. Similarly, results from a survey conducted by **Brainard (2005)** amongst postdoctoral scientific researchers found pay and benefits to be weakly associated with job satisfaction.

- **Promotions:**

**Heery and Noon (2001, p. 286)** define promotion as “the act of moving an employee up the organisation hierarchy, usually leading to an increase in responsibility and status and a better remuneration package.” Promotional Opportunities affect Job Satisfaction considerably. The Desire for promotions is generally strong among employees as it involves change in the job content, pay, responsibility, independence, status and the like. An average employee in a typical government organization can hope to two or three promotions in his entire service, though chances of promotion are better in private sector. It is no surprise that the employee take promotion as the ultimate achievement in his career and when it is realized, he feels extremely satisfied. A number of researchers are of the opinion that job satisfaction is strongly related to opportunities for promotion (**Pergamit & Veum, 1999; Peterson et al., 2003; Sclafane, 1999**).

This view is supported in a study conducted by **Ellickson and Logsdon (2002)** with municipal government workers where satisfaction with promotional opportunities was found to be positively and significantly related to job satisfaction.

- **Work itself :**

Work is stated as “the tasks that have to be done” (**Collins South African Thesaurus, (2004)**) Most employees crave intellectual challenging on jobs. They tend to prefer being given opportunities to use their skills and abilities and being offered a variety of tasks, freedom, and feedback on how well they are doing. Job that has too little challenge creates boredom. But too much challenge creates frustration and a feeling of failure. Under conditions of moderate challenge, employee experience pleasure and satisfaction. **Locke (1995)** postulates

that employee job satisfaction is dependent on satisfaction with the job components, such as the work itself.

- **Organizational Policies and procedures:**

Organizational Policies include the basis for effecting promotions (Seniority versus merit), transfer of people, foreign assignment, lay-off and retrenchment, appraisal and reward system, motivational methods, skill based versus job based pay, and the like.

- **Working Conditions:**

Working conditions that are compatible with an employee's physical comfort and that facilitate doing a good job contribute to job satisfaction. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of work place, and adequate tools and equipment are the features which affect Job Satisfaction .Working conditions is another factor that have a moderate impact on the employee's job satisfaction (**Luthans, 1992; Moorhead & Griffen, 1992**). According to **Luthans (1998)**, if people work in a clean, friendly environment they will find it easier to come to work. If the opposite should happen, they will find it difficult to accomplish tasks.

### **Group Factors:**

Group Factors wielding influence on satisfaction include group size and supervision.

- **Size:**

It is truism to say that longer the size of the group, lower the level of satisfaction .As size increases, opportunities for participation and social interaction decrease, so also the ability of members to identify the group's performance .More member means more dissension ,conflict, and groups within groups. **Luthans (1998)** postulates that work groups characterized by co-operation and understanding amongst their members tend to influence the level of job satisfaction or dissatisfaction. When cohesion is evident within a work group it usually leads to effectiveness within a group and the job becoming more enjoyable. However, if the opposite situation exists and colleagues are difficult to work with, this may have a negative impact on job satisfaction.

- **Supervision:**

Supervision is another important determinant of job satisfaction. Satisfaction tends to high when people believe that their supervisors are more competent, have their best interest in mind, and treat them with dignity and respect. Communication is another aspect of

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supervision. Satisfaction of members tends to be high when they are able to communicate easily with their supervisors. According to **Heery and Noon (2001, p. 355)**, a supervisor is defined as “**a front-line manager who is responsible for the supervision of employees.**”

Research indicates that the quality of the supervisor-subordinate relationship will have a significant, positive influence on the employee’s overall level of job satisfaction **Aamodt, 1999; Kinicki & Vecchio, 1994; Luthans, 1992; Moorhead & Griffen, 1992; Robbins, 1998**). Research appears to be equivocal since most research indicates that individuals are likely to have high levels of job satisfaction if supervisors provide them with support and co-operation in completing their tasks (**Ting, 1997**).

- **Co-workers**

Co-worker is defined as “fellow worker, a colleague” (**Chambers Compact Dictionary, 2005, p. 181**). A number of authors maintain that having friendly and supportive colleagues contribute to increased job satisfaction (**Johns, 1996; Kreitner & Kinicki, 2001; Luthans, 1989**). Findings of a survey conducted by **Madison (2000)** on more than 21000 women occupying the most demanding jobs indicated that those participants, who lacked support from co-workers, were more likely to suffer from job dissatisfaction. Another survey conducted amongst 1250 Food Brand employees found that positive relationships with co-workers enhance job satisfaction (**Berta, 2005**).

### **Individual factors:**

In addition to Organizational and group factors, there are certain personal variables that have bearing on job Satisfaction.

- **Personality:**

Personality variable have been linked to job satisfaction. Among these are self esteem, Type A behavior pattern and the ability to with stand job stress. Stronger an individual is on these traits, more satisfied he or she tends to be on his or her job.

- **Status:**

Status tends to influence one’s job satisfaction. Generally speaking, the higher one’s position in an organizational hierarchy, the more satisfied tends to be put another way, a dissatisfied employee may not stay at one place to reach higher positions in organizational hierarchy.

- **Interest:**

Job satisfaction is related to the extent to which people performs job congruent with their interests. A recently graduated MBA is cut out to join a firm as a management trainee. Instead, if she or he takes up a teaching assignment , because other openings are not coming by, the individual tends to be dissatisfied with teaching.

- **General life satisfaction:**

Job Satisfaction has been found to be related to one's general life Satisfaction. The more the people are satisfied with aspect of their lives unrelated to their jobs. This effect has been explained in part, in terms of tendency for one type of Satisfaction to "spill over" into other. For e.g. an individual experiencing happy family tends to be satisfied in his or her job at workplace too.

**OBJECTIVE**

➤ To explore the factors affecting job satisfaction in public and private sector

**SCOPE OF STUDY:**

The present study is undertaken to find out the impact of Causative factors on the satisfaction of employees. The study extends to employees in public and private sector banks in Jalandhar city belonging to the managerial and non managerial groups. Due to the time and money constraints the study will confine to a few selected factors only and bank located in the city limit, although, the results may be different in banks in the rural sectors. The study is confined to select factors in the categories of job intrinsic factors and job extrinsic factors. (Dr. Amar singh and Dr. T. R. Sharma)

**Job intrinsic factors (factors inherent in the job)**

- Job concrete factors such as excursions, place of posting, working conditions, inbuilt programme, opportunities to attend my family, chance given I shall put my children to job I am, communication.
- Job abstract factors such as cooperation, democratic functioning, employment requirement in comparison with other, motivation level, mal practices like corruption, like to shift to some other job.

**Job extrinsic factors (factors residing outside the job)**

- Psycho-social such as intelligence, social circle, social status, training orientation, developing life style, opportunities to get certain other positions, opportunities like increased promotion, and overall satisfaction.

- Economic factors such as salary, allowance fringe benefits, post retirement benefits, social security)
- Community/National Growth such as quality of life, National economy ,economic development of nation, work is worship, hierarchy in job leave no scope for freedom, To my family and friends job is pleasing.

## RESULT ANALYSIS AND DISCUSSION

Factor Analysis is a good way of identifying Latent or underlying factors from an array of seemingly important variables. Factor analysis has been applied on the responses provided by respondents. It is a set of techniques which by analyzing correlation between variables reduces the number in to fewer factors which explain much of original data.(Narkundkar 2008)

### KMO and Bartlett's Test

Table 4.21

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.855
Bartlett's Test of Sphericity	Approx. Chi-Square	2274.260
	Df	406
	Sig.	.000

### Total Variance Explained

Table 4.22

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.627	22.853	22.853	6.627	22.853	22.853	3.134	10.807	10.807
2	2.545	8.774	31.628	2.545	8.774	31.628	2.897	9.990	20.797
3	1.549	5.342	36.970	1.549	5.342	36.970	2.323	8.011	28.808
4	1.443	4.977	41.947	1.443	4.977	41.947	2.323	8.011	36.820
5	1.227	4.233	46.180	1.227	4.233	46.180	2.223	7.664	44.484
6	1.149	3.962	50.142	1.149	3.962	50.142	1.454	5.012	49.496
7	1.075	3.706	53.848	1.075	3.706	53.848	1.262	4.352	53.848

Extraction Method: Principal 7 Component Analysis

**Rotated Component Matrix**  
Table 4.23

	Component						
	1	2	3	4	5	6	7
S25	<b>0.677</b>	0.217	0.066	0.150	-0.037	0.243	-0.018
S10	<b>0.663</b>	0.051	0.260	-0.153	0.217	0.155	0.052
S9	<b>0.614</b>	0.170	0.203	0.020	0.266	0.060	0.027
S19	<b>0.561</b>	0.074	0.019	0.124	0.209	-0.105	0.004
S26	<b>0.521</b>	0.211	0.239	-0.093	0.128	0.058	0.124
S12	<b>0.432</b>	0.253	0.065	-0.420	0.052	-0.283	-0.065
S15	0.390	0.228	0.163	-0.057	0.141	0.352	0.262
S18	0.196	<b>0.700</b>	-0.096	-0.126	0.084	-0.092	0.183
S23	0.190	<b>0.662</b>	0.178	0.122	0.108	-0.003	0.126
S6	0.172	<b>0.612</b>	0.012	-0.292	0.057	-0.002	-0.054
S11	0.165	<b>0.547</b>	0.358	0.090	0.036	0.217	-0.121
S5	-0.089	<b>0.529</b>	0.324	0.127	0.386	0.068	0.080
S29	0.213	<b>0.519</b>	0.178	0.193	0.162	0.276	-0.017
S22	0.017	0.022	<b>0.777</b>	0.020	0.056	-0.083	0.061
S14	0.355	0.121	<b>0.640</b>	0.027	0.109	0.113	0.021
S24	0.209	0.090	<b>0.612</b>	0.148	0.067	0.108	-0.114
S8	0.367	0.286	<b>0.436</b>	0.109	0.069	0.028	-0.017
S28	0.324	0.177	0.049	<b>0.733</b>	0.018	-0.011	0.084
S21	-0.023	-0.052	-0.014	<b>0.677</b>	0.041	0.076	-0.284
S27	-0.031	0.174	0.215	<b>0.631</b>	-0.018	-0.271	-0.080
S20	-0.110	-0.389	0.094	<b>0.618</b>	0.079	-0.078	0.040
S1	0.135	0.087	-0.038	0.039	<b>0.751</b>	-0.003	-0.047
S2	0.085	0.076	0.133	0.162	<b>0.658</b>	0.135	0.233
S3	0.363	0.046	0.057	-0.120	<b>0.581</b>	-0.040	-0.132
S7	0.255	0.211	0.208	-0.063	<b>0.570</b>	0.229	0.024
S4	-0.022	0.014	0.023	0.086	-0.094	-0.770	0.087
S16	0.280	0.262	0.308	-0.045	0.075	<b>0.477</b>	0.083
S13	0.024	0.032	0.099	0.166	0.122	0.001	-0.736
S17	0.160	0.226	0.096	0.033	0.319	-0.046	<b>0.594</b>

\* Extraction Method: Principal Component Analysis.  
 \* Rotation Method: Varimax with Kaiser Normalization.  
 \* a. Rotation converged in 9 iterations.

**Component Transformation Matrix**

Table 4.24

Component	1	2	3	4	5	6	7
1	.591	.520	.426	.045	.389	.195	.091
2	-.097	-.188	.292	.908	.042	-.040	-.206
3	-.179	.649	.175	.073	-.682	-.211	-.036
4	-.293	.395	-.434	.238	.466	-.386	.383
5	.596	-.224	-.075	.021	-.155	-.751	.021
6	.303	.233	-.663	.178	-.052	.237	-.569
7	-.277	.112	.263	-.282	.371	-.384	-.691



The job satisfaction in any industry may be hypothesized to depend upon following factors:  
(Dr Amar Singh and T.R Sharma)

**i) Job Intrinsic Statement (Factors inherent in the job)**

- Job concrete statements such as ( excursion, place of posting, working condition)
- Job abstract statements such as ( Cooperation, Democratic functioning)

**ii) Job Extrinsic Statement (Factors residing outside the job)**

- Psycho-Social factors such as Intelligence, Social circle
- Economic Factors such as Salary, allowances
- Community & National factors such as Quality of work life, national economy.

A Total of 29 variables we have identified and put into questionnaire for a study. A factor analysis has been carried out to identify the important factors which are affecting the job satisfaction in significant way. Factor analysis has been applied on the responses provided by respondents.

The result of factor analysis is presented below:

**Naming of Factors**

Table 4.25

Factor Name	Item No	Variables	Factor Loading
Social environment at work place (F1)	25	Communication	.677
	10	Developing life style	.633
	9	Fringe benefits	.614
	19	Working condition	.561
	26	Opportunities like increased promotion	.521
	12	Opportunities to get Certain other positions	.432
Family Friendly policies(f2)	18	Emergency after me my job has provision offer to my family member	.700
	23	If given a chance I shall put my children to job I am	.662
	6	In built programs like picnics and outing	.612
	11	Opportunities to attend my family	.547
	5	Post retirement benefits like pension, gratuity	.529
	29	To my family and friends job appears to	.519

		be pleasing	
Quality of work life (F3)	22	Job add economic development of nation	.777
	14	Improves quality of work life	.640
	24	Work is worship	.612
	8	Cooperation from bosses and colleagues	.436
Employees Empathy at Work place (F4)	28	Hierarchy in job leaves no scope for freedom	.733
	21	Malpractices like corruption, favoritism	.677
	27	I will like to shift to some other job	.631
	20	My job is light to undertake side job	.618
Social Needs (F5)	1	Social status	.751
	2	Economic advantages like salary and allowances	.658
	3	Training orientation improved my competency as man	.581
	7	Social Circle	.570
Self mentoring (f6)	4	Individual factors like Intelligence, capacity , diligence I feel, I am	.770
	16	Employment requirement in comparison with others	.477
Job related attitude (f7)	13	Place of posting is irksome and inconvenient to me and My family	.736
	17	Job is so absorbing in the absence of allowances willing to work on Sunday	.594

Measure of Sample Adequacy such as Bartlett's test of sphericity and KMO value (table no 4.21) shows that data was fit for factor analysis. Principal component analysis were used for extracting factors and seven factors were retained depending on Eigenvalues and variance explained. Eigen value represent the total variance explained by each factors. The standard practice normally used is that all the factors that have Eigen value of 1 or more should be

extracted. Table no 4.22 clearly shows that there are seven factors have eigen values more than 1. The results were obtained through orthogonal rotation with varimax and all the factors loading greater than 0.40 were retained .Thus table 4.23 clearly depicts that factor 1 is a linear combination of variable number (25, 10, 9, 19, 26,12). Factor 2 is a linear combination of variable number (18,23,6,11,5, 2, 9). Factor 3 is a linear combination of variable number (22,14, 24,8). Factor 4 is a linear combination of variable number (28,21,27,20). Factor 5 is a linear combination o of variable number(1,2,3, 7). Factor6 is a linear combination o of variable number(4,1, 6). Factor 7 is a linear combination of variable number (13, 17). All the factors are given appropriate names according to the variables that have been loaded on each factor. The seven factors depicted in table are discussed below:

**(F1) Social environment at work place:**

The rotated matrix has revealed that respondent has perceived these factors to be the most important factors with the highest explained variance of 10.807%. Six out of 29 loads significantly to this factor .This factor is named as social environment at work place as it includes:

- Communication
- Developing life style
- Fringe benefits
- Working condition
- Opportunities like increased promotion
- Opportunities to get certain other position

**(F2) Family friendly policies:**

The rotated matrix has revealed that respondent has perceive these factors to be the second most important with the highest explained variance of 9.990. 6 Out of 29 variables that influence job satisfaction has load on significantly to these factors. This factor is named as family friendly policies as it includes:

- Emergency after me my job has provision offer to my family member
- If given a chance I shall put my children to job I am
- In built programs like picnics and outing for recreation
- Opportunities to attend my family
- Post retirement benefits like pension, gratuity
- To my family and friends my job appears to be

### **(F3) Quality of Work life:**

It can be revealed to the third most important factor with a explained variance of 8.011%. Four out of 29 variables load on significantly to this factor that influence job satisfaction load on significantly to this factors. This factor is named as quality of work life it comprises of:

- Job add economic development of nation
- My job in its own way improves quality of life
- “Work is worship” was perhaps spoken about job that I hold.
- Bosses and colleagues are cooperative and inspiring people for better & sincere work.

### **(F4) Employees’ empathy at work place:**

The rotated matrix revealed that respondent has perceive this factors to be the most important factors with the highest explained variance 8.011%. Four out of twenty nine variables load on significantly to this factor. This factor is named as employees at empathy at work place as it includes:

- Hierarchy in job leaves no scope for freedom
- Malpractices like corruption, favoritism
- If chance given, I will like to shift to some other job
- My job is light enough to enable me to undertake side job

### **(F5) Social needs:**

It has been revealed to be the fifth most important factors with explained variance of 7.664%. Five out of 29 variables load on significantly to this factors .Social needs includes:

- Social status
- Economic advantages Like salary and allowances
- Training orientation improved my competency as man
- As a result of job my Social Circle is widened

### **(F6) Self mentoring:**

It has been revealed to be the next most important factor with explained variance of 5.012%. Two out of 29 variables load significantly to this factor. This factor is named self mentoring. This factor includes:

- Individual factors like Intelligence, capacity , diligence I feel, I am
- Employment requirement in comparison with others

### **(F7) Job related attitude:**

This is the least most important factors which accounts for 4.352 % of variance. Two out of 29 variables load significantly to this factor. This factor is named job related attitude. This factor includes:

- Place of posting is irksome and inconvenient to me and my family.
- Job is so absorbing in the absence of allowances willing to work on Sunday, holidays & also at late hours.

Of the 29 variables studied seven groups have been formed they shows that the factors which have got the similar effects on job satisfaction occurred as a paired variables and it shows that any intervention effect the enhancement of job satisfaction should be carried out taking the all variables in a group as a unit rather than taking them piecemeal.

### **CONCLUSION:**

The present study has been undertaken with a view to identify and study the variables that cause a perceptual difference of feeling of job satisfaction among the employees in the banking sector. The study is constructed to find out the variables that all responsible for causing attitudinal differences towards their job performance. For the study purpose 29 variables were used to study the perceptions of employees along with their demographic factors. A five point likert rating scale was used to obtain the responses and analysed with statistical tool to obtain valid inferences. The study reveals significant observation and identifies variable that are responsible for differences within the organization and across the organization. The study assume significance from the fact that if the variables identified are properly engineered will cause the less advantaged employees to change their behavioral disposition and will be more committed there by increasing their productivity which is key guiding principle for success of organization.

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# APPENDIX - A

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## Questionnaire

Dear Respondent,

I am student of M.Phil. (HRM) at LovelyUniversity. I am working on a Thesis entitled “**Job Satisfaction Among Bank Employee – A Comparative Study of Public and Private Sector Banks**”. Kindly spare some time for this questionnaire it would be a great help. I ensure that the information provided by you would be kept confidential and used for academic purpose only.

1. In the society in general, as a result of the job I hold, my social status is _____.	Excellent	Good	So so	Poor	Very poor
2. With regard to economic advantages, like salary, allowances, etc, I rate my job as _____.	Extremely Satisfying	Very Satisfying	Moderately Satisfying	Poorly Satisfying	Not Satisfying
3. The training, orientation and experiences that I have got while on job has improved my competence and efficiency as a man _____.	Very Greatly	Greatly	Sufficiently	Inadequately	Not at all
4. Keeping individual factors like intelligence, capacity, diligence, etc. in view, I genuinely feel that I am _____.	Far superior to the job	Superior to the job	Equal to the job	Less than the job	Much less than the job
5. With regard to post retirement benefits, like pension, gratuity, etc., I rate my job as _____.	Excellent	Good	So so	Bad	Very bad

6. In/At my job the inbuilt programmes for recreations, entertainments, like picnics, outings, variety programmes etc. are there _____.	In plenty	In good measure	Sufficient	Poor	Very poor
7. As a result of the job that I hold, my social circle has widened to my _____.	Very great advantage	Great Advantage	Advantage	A little advantage	No advantage
8. Do you agree that your bosses and colleagues are cooperative, helpful and inspiring people for better and sincere work _____.	Strongly agree	Agree	Poorly agree	Slightly disagree	Disagree
9. My job provides facilities like medical care, housing, subsidized rationing, traveling, etc. _____.	Very adequate	Adequate	So so	Inadequate	Nil
10. My job is responsible for developing in me a desirable style of life, with regard to habits and attitudes _____.	To a very great extent	To a great extent	To a moderate extent	To some extent	To no measure
11. My job gives me time and opportunities to attend to my family _____.	Very easily	Easily	Without difficulty	With difficulty	Not at all
12. By virtue of the job that I hold, opportunities to get certain other positions, ex-officio, etc. are _____.	Very many	Many	Moderate	Few	Nil
13. Places of posting in my job are irksome and inconvenient to me and my family _____.	Very frequently	Frequently	Occasionally	Rarely	Never

14. My job in its own way is trying to improve the quality of life, i.e., it endeavors to make a better man. Do you agree?	Yes-yes	Yes	Yes-no	No	No-no
15. On the scale of democratic functioning, I rate my job as _____.	Extremely Democratic	Very Democratic	Slightly Democratic	Some-times Democratic	Undemocratic
16. Keeping employment requirements like qualification, training, etc. as equal, I rate my job in comparison with others as _____.	Much higher	Higher	As per	Low	Very low
17. My job is so absorbing that even in the absence of overtime allowance, I am willing to work on Sundays, holidays etc. and also at late hours.	Always	Frequently	Now and then	Under compulsion	Never
18. In some emergency after me, my job has provisions to offer job to my children or family, ex gratia grants, etc. _____.	In plenty	In good measure	Sufficient	Poor	Very poor
19. The working conditions like comfortable seating, adequate temperature, humidity, hygienic and healthy environment of office/ work place are _____.	Very satisfactory	Satisfactory	Only slightly satisfactory	Unsatisfactory	Not satisfactory
20. My job is light enough to enable me to undertake side jobs in a _____.	Big measure	God measure	Quite few	Few	NIL
21. Malpractices like corruption, favoritism etc. are there in my job also _____.	In abundance	Sufficiently	Moderately	Slightly	Not at all

22. Do you agree that your job or profession in any way adds to the economy and development of the nation?	Strongly agree	Agree	Poorly agree	Slightly disagree	Disagree
23. If given a chance I shall put my children to the job that I am in. Do you agree?	Very strongly	Strongly	Moderately	Rarely	Never
24. 'Work is worship' was perhaps spoken about the job that I hold.	Very right	Quite right	Not right	Wrong	Stupid
25. Communication net work (both upward and downward) in my profession is _____.	Very adequate	Sufficiently adequate	Slightly adequate	Inadequate	Very adequate
26. Opportunities in my job for horizontal and longitudinal mobility like promotion, increased responsibilities are _____.	Very many	Many	Sufficient	Few	NIL
27. If given a chance, even if emoluments do not register enhancement, I will like to shift to some other job _____.	All at once	Quickly	Slowly	Reluctantly	Never
28. How far do you agree that the hierarchy in your job leaves no scope for freedom, decision making, initiative etc., rather it produces boredom _____.	Strongly agree	Agree	So-so	Slightly disagree	Disagree
29. To my family, relatives and friends, my job appears to be _____.	Very pleasing	Pleasing	Okay	Somewhat displeasing	Dis-pleasing
30. All said and done, how satisfied are you with your job _____.	Completely satisfied	Very satisfied	Moderately satisfied	Slightly satisfied	Not at all satisfied

**PLEASE FILL THE FOLLOWING INFORMATION:-**

Name \_\_\_\_\_

Gender \_\_\_\_\_

Qualification: \_\_\_\_\_

Organization: \_\_\_\_\_

Designation: \_\_\_\_\_

Age in years: \_\_\_\_\_

Number of years you have been on this job: \_\_\_\_\_

Marital Status: \_\_\_\_\_

Salary: \_\_\_\_\_