



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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## EMPLOYEES SIXTH PAY COMMISSION: ESTIMATION OF JOB SATISFACTION AMONG CENTRAL GOVERNMENT

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### ABSTRACT

The study aims at making an assessment of the impact of Sixth Pay Commission on Central Government Employees of Uttar Pradesh. Very recently we have witnessed a change in our economy i.e. the implementation of Sixth Pay Commission for the Employees of Central Government. With the implementation of Sixth Pay Commission in the year 2008 there is a remarkable increase in the salary packages of the Employees working in the Central Government. The main purpose of the present study is to analyze that whether there is a simultaneous increase in the Job Satisfaction of those employees or it remains the same even after it. It is a well known fact that with an increase in monetary benefits there is a simultaneous increase in the other related factors like job satisfaction, belongingness to the organization, motivation, job security, standard of living and so on. The present study focuses on one such aspect i.e. Job Satisfaction. The study make an assessment of the level of Job Satisfaction prevailed among Central Government Employees before the implementation of Sixth Pay Commission and is there any swing in the same after its implementation. For conducting the present study, fifty central government employees were selected randomly. A Close ended questionnaire, based on D.N. Mutha's reliable tool, was used to collect the data. The responses were analyzed by applying Chi Square test. Its application accessed the Goodness of the Fit, significance of association between two attributes and the homogeneity and the significance of population variance. After calculating the Chi Square of the scores the table scores came out to be 6.63 which indicate that the Chi Square is Significant hence there is a difference between the Job Satisfaction of Employees before and after implementation of Sixth Pay Commission. It was found that there is a remarkable increase in the level of Job Satisfaction of Central Government Employees. This study will give a valuable contribution to the Government in the form of feedback of the step which they have taken towards the welfare of Government Employees, because Feedbacks always make the system work more efficiently. It will also give room to the new scholars to tap the untouched aspects which are equally influenced.

### KEYWORDS

Job Satisfaction, Sixth Pay Commission, Central Government, Chi Square, Goodness of the Fit.

### INTRODUCTION

Very recently we have witnessed a change in public sector units, which is an implementation of Sixth Pay Commission. With its initiation a question also crept into the system i.e. "How will Sixth Pay Commission affect the employee's performance, will it increase or it will remain unaffected. This study is an attempt to assess the change in level of Job Satisfaction among the employees fetching benefits of Sixth Pay Commission.

When Trade Unions and Government Employee Associations came forward with a serious question:

"How can central and state government employees' salaries remain stagnant when India is booming?"

"When India Inc is a success story, how can industrial wages in the country remain so low?"

In response, Prime Minister Dr Manmohan Singh in a press conference said:

"The time has now come for a new commission. We are preparing for it."

Pay Commission is an administrative system/mechanism that the Government of India set up in 1956 to determine the salaries of government employees. The First Pay Commission was established in 1956, and since then, every decade has seen the birth of a commission that decides the wages of government employees for a particular time-frame. For instance, the recommendations of the Fourth Pay Commission covered the period between 1986 and 1996. The Fifth Pay Commission covered the period between 1996 and this year. And the most recent is "The Sixth Pay Commission".

### PAY COMMISSION AT A GLANCE

1. In July 2006, the Cabinet approved setting up of the sixth pay commission. This commission has been setup under Justice B.N.Srikrishna with a timeframe of 18 months. The cost of hikes in salaries is anticipated to be about Rs. 20,000 crores for a total of 5.5 million government employees as per media speculation on the 6th Pay Commission, the report of which is expected to be handed over in late March/early April 2008.
2. From September 2008, government employee getting hiked salary. Arrears will be effective from 01.01.2006, but central government employee will get only 40% of arrears on 2009 and rest 60% of arrears on 2010. Arrears will be paid in cash.
3. The higher salaries for 5 million government employees will cost the Centre Rs178 bn on an annual basis. The wage hike will exceed pay commission estimates by Rs110 bn, the Government said.
4. To remove stagnation in government jobs, introduction of running pay bands for all posts in the Government presently existing in scales below that of Rs 26,000.
5. Four distinct running pay bands are recommended — one running band each for all categories of employees in groups 'B' and 'C' with 2 running pay bands for Group A posts.
6. The posts of Secretary and Cabinet Secretary will be kept in distinct pay scales.
7. A separate running pay band, designated as -1S scale, will not be counted for any purpose as no future recruitment will be made in this grade and all the present Group D employees not possessing the prescribed qualifications are to be upgraded and placed in the Group 'C' running pay band PB-1 after they are suitably retrained. Group D employees possessing the minimum prescribed qualifications will be placed in PB-1 pay band straightaway.
8. Minimum salary at the entry level of PB-1 pay band will be Rs 6660 (Rs 4860 as pay in the pay band plus Rs 1800 as grade pay). Maximum salary at the level of Secretary/equivalent will be Rs 80000.

9. Every post, barring that of Secretary/equivalent and Cabinet Secretary/equivalent will have a distinct grade pay attached to it. Grade pay (being a fixed amount attached to each post in the hierarchy) will now determine the status of a post with a senior post being given higher grade pay.
10. The total number of grades is reduced to 20 spread across four distinct running pay bands; one Apex Scale and another grade for the post of Cabinet Secretary/equivalent as against 35 standard pay scales existing earlier.
11. At the time of promotion from one post to higher post, the grade pay attached to posts in different levels within the same running pay band to change. Additionally, increase in form of one increment will be given at the time of promotion. A person stagnating at the maximum of any pay band for more than one year continuously will be placed in the immediate next higher pay band without any change in the grade pay.
12. Annual increments will be paid in form of 2 and half percent of the total of pay in the Pay Band and the corresponding grade pay. The date of annual increments, in all cases, will be first of July. Employees completing six months and above in the scale as on July 1 will now be eligible for hike.

## JOB SATISFACTION

Job satisfaction is the end feeling of person after performing a task. To the extent that a person's job fulfills his expectations and values, the job will be satisfying. The feeling would be positive or negative depending upon whether needs is satisfied or not.

The concept of "Job Satisfaction" is very broad and it is frequently used as a professional terminology. If we will go deep into its meaning then it can be bifurcated as "Physical Job Satisfaction" and "Psychological Job Satisfaction". Physical Job Satisfaction is the satisfaction which is felt when a person is satisfied with their remuneration, perks, fringe benefits, bonus, professional gifts, and other facilities, basically there are things which give them material gains or gains which are tangible in nature. On the other hand when the satisfaction is intangible i.e. satisfaction which a person feels by rendering selfless service to their organization, without expecting any material benefits, and seeking out only for mental and psychological gratification it is said to be "Psychological Satisfaction". Some of the factors which affect the Psychological Job Satisfaction are Interpersonal Relationship between Employers and Employees, Employee & Employee, and Employee and Trade Union and so on.

In the environment there are many factors present which has a direct impact on the Job Satisfaction of any person. It is not necessary that these factors has to be from within the organization, they can even be present within the individual. The various External and Internal determinants of Job Satisfaction are as follows:



The External Factors are majorly related to the job and organization where the person is working. They can be Job Content, Occupational Level, Remuneration, Promotion opportunity, Work Group, Supervision and so on which if appropriately managed in the organization will lead to heightened Job Satisfaction. Enriched job content, high occupational level, fair remuneration, better avenues for career advancement, pleasant interpersonal relations and proper supervision and control has its definite way towards Employee Job Satisfaction.

Similarly there are also some individual characteristics, which if possessed by an individual will be self contented and will also be high on Job Satisfaction. Some such factors can be Attitude, interests, Personal motivators, Educational Level and so on. There are some demographical factors also which has their influence on the satisfaction level of an employee; these are Age, gender and marital status. Any individual with positive attitude, broad interest areas, high and suitable educational qualification will preferably have high level of job satisfaction. It is also found out with the help of some studies and surveys that generally Males are high on Job Satisfaction as compared to Females. Increase in age can sometimes cause a decline in Job Satisfaction maybe because of a simultaneous increase in expectations with age and experience. And lastly it is observed that sometimes married personnel are found more dissatisfied with the job because of their increased responsibility, but sometimes they are also found more satisfied because they value their job.

## OBJECTIVES OF THE STUDY

With the help of this study following objectives will be fulfilled. They are as follows:

1. To find out the impact of the implementation of Sixth Pay Commission on Job Satisfaction of Central Government Employees.
2. To study the significance of association between monetary benefits and Job Satisfaction.
3. To measure the before and after effect of salary hike as per Sixth Pay Commission on Job Satisfaction of Central Government Employees.
4. Some suggestions and recommendations will also be provided to the Government for making their management more efficient.

## METHODOLOGY

In the present study one of the External Factor is taken as the central theme, i.e. "REMUNERATION", because it is always observed that "Monetary Benefits" have always played a very significant role in motivating any person towards giving better performance. And in the present scenario when Government announced Sixth Pay Commission for Central Government Employees, it made an issue worth exploring that how will it affect the performance of those employees.

One of the famous writers, **Professor Harold Koontz** emphasized on the significance of money in motivating the employees and increasing their satisfaction level. He in his book named "**Management- A Global Perspective**" has quoted that "**Money can never be overlooked as a motivator. Whether in the form of wages, piecework or any other incentive pay, bonuses, stock options, company paid insurance or any of the other things that may be given to people for performance, money is important. And, as some writers have pointed out, money is often more than monetary value. It can also mean status and power**", which simultaneously effect the Job Satisfaction of the employees.

Hence, the present paper aims at analyzing this directly proportionate relationship between Money & Job Satisfaction. For the collection of data a group of Central Government Employees was selected as sample. The data was collected on fifty employees who were randomly selected.

The Questionnaire formed for this purpose is based on Dr. D.N. Mutha’s tool for testing Job Satisfaction of teachers. It consists of twenty Yes/No type questions, which are related to the above mentioned dimensions of Job Satisfaction and which can very well assess the incline or decline in its level. The questionnaire consists of two columns, in the first column the responses will show the job related attitude of the employees before Sixth Pay Commission and the Second column will show their attitudes on the same aspects after the implementation of Sixth Pay Commission.

For Ex.: To evaluate that whether Sixth Pay Commission leveraged the Financial Security of the Employees. The item numbers 5,6,9,13,15 & 16 are very well framed to evaluate this aspect. Some examples are as follows:

- 5) Were you satisfied with your previous pay scale? Yes/No
- 6) Do you feel that your salary is appropriate according to your job? Yes/No
- 9) Do you feel that you have become more financially secure? Yes/No

In another case if we need to evaluate that whether Sixth Pay Commission have escalated their interest in the jobs as compared to the previous scenario, then item numbers 1 & 2 are framed to assess the same:

Examples are as follows:

- 1) Do you feel that people are more inclined towards Government Jobs? Yes/No
- 2) Do you feel that your interest in your job has increased? Yes/No

Above mentioned are some samples of the question which I have included in the questionnaire for assessing the swing in level of Job Satisfaction of Central Government Employees after the implementation of Sixth Pay Commission.

**ANALYSIS AND INTERPRETATION:**

The data collected for this study is analyzed statistically to check that whether the objectives designed for the study is achieved or not. The data is analyzed by applying Chi Square Test.

**CHI SQUARE TEST**

The Chi Square test is an important test amongst the several tests of significance developed by statisticians. Chi-square is a statistical measure used in the context of sampling analysis for comparing a variance to a theoretical variance. As a non-parametric test, it “can be used to determine if categorical data shows dependency or the two classifications are independent”. The test is in fact a technique through the use of which it is possible for all researchers to:

- (1) Test the Goodness of Fit
- (2) Test the significance of association between two attributes, &
- (3) Test the homogeneity or the significance of population variance.

Chi Square is calculated with the following formula:

$$\chi^2 = \sum (f_o - f_e)^2 / f_e$$

Where:

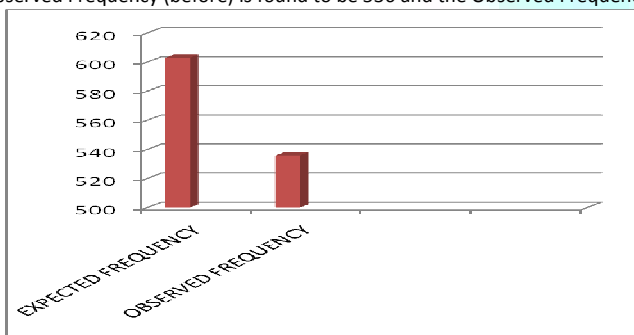
- $\chi^2$  ⇨ Chi Square
- $\Sigma$  ⇨ The sum of all
- $f_o$  ⇨ Observed frequency
- $f_e$  ⇨ Expected Frequency

In the questionnaire score 1 is assigned to YES and score 0 is assigned to NO. For every questionnaire the total score is calculated by summing all the scores for yes and no. The data is in two categories, one category measures the level of Job Satisfaction of Central Government Employees before Sixth Pay Commission and the other side measures the same after the implementation of Sixth Pay Commission. All the scores for before and after were calculated to get the Observed frequency for both categories. These two categories are taken as observed frequency and with it expected frequency is calculated with the following formula:

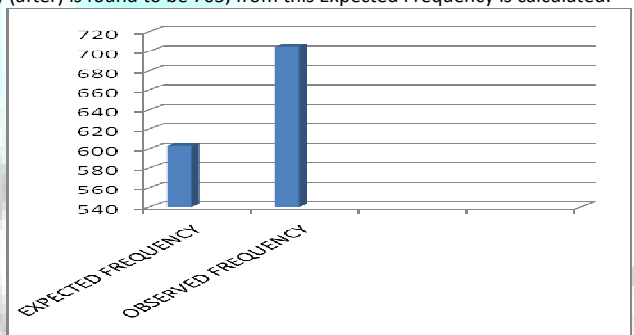
$$F_e = f_o(\text{before}) + f_o(\text{after}) / 2$$

**CALCULATIONS**

The Observed Frequency (before) is found to be 536 and the Observed Frequency (after) is found to be 705, from this Expected Frequency is calculated.



**BEFORE THE IMPLEMENTATION OF SIXTH PAY COMMISSION**



**AFTER THE IMPLEMENTATION OF SIXTH PAY COMMISSION**

fo(before)= 536  
fo(after)= 705  
fe= 536x705/2 = 603  
fe= 603

Chi Square	Before	After
Fo	536	705
Fe	603	603
(fo- fe)	67	102
(fo- fe) <sup>2</sup>	4489	10,404
(fo- fe) <sup>2</sup> /fe	7.44	17.25

$$\sum (f_o - f_e)^2 / f_e = 24.69$$



Degree of Freedom:  $(r-1) \times (c-1)$

Where:  $r$  is number of rows

$c$  is number of columns

$df = (2-1) \times (2-1)$

$= 1 \times 1 = 1$

Table score is 6.63.

"The Chi Square is significant therefore the difference between the two score is also significant."

The result shows that the difference between the two scores is significant which clearly shows that the level of Job Satisfaction have increased after the implementation of Sixth Pay Commission i.e. there is a significant difference between the Job satisfaction of Employees before the implementation of Sixth Pay Commission and after the implementation of Sixth Pay Commission.

## RESULTS AND FINDINGS

The result of this study clearly shows that Job Satisfaction of Employees increases with the increase in "Monetary Benefits".

As also explained by W. D. McCausland, K. Pouliakas and I. Theodossiou Centre for European Labour Market Research, University of Aberdeen Business School, Aberdeen, Scotland in his paper "Some are punished and some are rewarded: A study of the impact of performance pay on job satisfaction" quoted that "Using data from four waves of the British Household Panel Survey (BHPS), it is found that Performance Related Pay exerts a positive effect on the mean job satisfaction". So in the vein of his findings the present study also has the similar result that with a hike in salary the level of Job Satisfaction also shoots up.

Similar to the findings of Benjamin Artz through his paper named "The Role of Firm Size and Performance Pay in Determining Employee Job Satisfaction Brief: Firm Size, Performance Pay, and Job Satisfaction" in which he referred that the increased earnings increase job satisfaction, the increased effort and risk decreases job satisfaction. This paper finds empirical evidence that on net performance pay increases job satisfaction". The present paper also gives the same findings that the hike in pay package positively affects Job Satisfaction of Employees.

## CONCLUSION AND SUGGESTION

As per the conclusion of this study the Level of Job Satisfaction increases with the simultaneous increase in the pay package of the employees, which also satisfies the objective of the present study. As we have seen in the recent time that Government has announced Sixth Pay Commission for Central Government Employees, which not only resulted in the hike in their salary package but also provided them with many additional facilities which added on to the positivity of their attitude towards their job and also helped them bear a high level of Job Satisfaction.

According to this conclusion we came up with several suggestions which are as follows:

1. This facility should not only be provided to the Central Government Employees rather it should also be implemented for State Government Employees as well.
2. Generally we find Government Organizations having inappropriate work environment, so along with hiking their salary packages some maintenance activities should also take place in those organization which can give way to more satisfied manpower.
3. The Government of India should deviate a bit of their focus to the Private Sector as well, because after all it also falls in the premises of our nation. Some provisions should also be made for the Private Sector Employees.
4. Along with the salary hike the Government should also escalate the roles and responsibilities of the employees, simultaneously they should also create a review committee which can do a time to time review of the performance of the employees, so that no employee will be able to take unfair advantages of this facility.

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