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A COMPARATIVE STUDY OF JOB SATISFACTION LEVELS OF EMPLOYEES IN TWO INDUSTRIES: AN EMPIRICAL REVIEW

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ABSTRACT

Job satisfaction is an individual's general attitude towards the job. But it is a complex summation of a number of discrete job elements, such as employees interaction with peers and superiors, following organization rules and policies, meeting performance standards, living with working conditions that are often less than ideal and the like (Wicker, 1969). Important factors conducive to job satisfaction include mentally challenging work, equitable rewards, supportive working conditions and supportive colleagues (Locke, 1976). Employees tend to prefer job that give them opportunities to use their skills and abilities and over a variety of tasks, freedom and feedback. Under conditions of moderate challenge most employees experience, pleasure and satisfaction. The satisfied employee expects the job climate with the conditions that the Job satisfaction generally refers to a variety of aspects of the job that influence a person's level of satisfaction with it. Locke (1976) defined it as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. This job satisfaction encompasses attitudes towards pay, working conditions, colleagues and bosses and the intrinsic aspects of the job itself. A person's job satisfaction is influenced directly by the characteristics of his job. Some of the important contributing factors for the job satisfaction are mentally challenging work, equitable rewards, supportive working conditions, working environment that produce a positive work experience. An employee's level of satisfaction varies with specific aspects of the job which is diversified into five distinct dimensions: satisfaction of the work (e.g. Nature of work, autonomy, and responsibility), rewards (e.g. Pay, promotion, and recognition), other people (supervisor, coworkers), the organizational context (policies, procedures, working conditions) and self or individual differences (internal motivation moral values).

KEYWORDS

job satisfaction, persistent behavior, job climate, mentally challenging work, autonomy, psychological, recognition, pleasurable, individual differences.

INTRODUCTION

Job satisfaction is an individual's general attitude towards the job. But it is a complex summation of a number of discrete job elements, such as employees interaction with peers and superiors, following organization rules and policies, meeting performance standards, living with working conditions that are often less than ideal and the like (Wicker, 1969).

Important factors conducive to job satisfaction include mentally challenging work, equitable rewards, supportive working conditions and supportive colleagues (Locke, 1976). Employees tend to prefer job that give them opportunities to use their skills and abilities and over a variety of tasks, freedom and feedback. Under conditions of moderate challenge most employees experience, pleasure and satisfaction. The satisfied employee expects the job climate with the following conditions:

EQUITABLE REWARDS

Employees want pay systems and promotion policies that they perceive as just, unambiguous and in line with their expectations. Satisfaction results when pay is seen fair based on job demands. Some people may prefer to accept less monetary benefit to work in preferred location, or in a less demanding job or to have a greater discretion. But important consideration in linking pay with satisfaction is not the absolute amount one is paid but it is the perception of fairness. Likewise, promotion policies and practices. Promotion provides opportunities for personnel growth, more responsibilities and increased social status. The job satisfaction is experienced when the employees perceive that promotion decisions are made in a fair and just manner.

SUPPORTIVE JOB CONDITIONS

Employees are concerned with their work environment for both personal comfort and facilities for doing a good job. Employees prefer physical surroundings that are not dangerous or uncomfortable. Temperature, light, noise and other environmental factors should not be at extreme.

SUPPORTIVE COLLEAGUES

The employee's job satisfaction is created when the immediate supervisor understands and friendly, provides conditions for good performance, listens to the employees' opinions and shows a personal interest in the employees.

People with personality types consistent with their chosen vocations should find that they have right talent and abilities to meet the demands of their jobs and thus more likely to be successful on those jobs; and because of this success they have greater probability of achieving high satisfaction from their work (Feed man, et al, 1985).

REVIEW OF EMPIRICAL STUDIES

In America, (Chalet et al, 1982) several studies have indicated high, i.e., 70 – 80 per cent job satisfaction and older people report very high percentage (92%) of satisfaction.

JOB SATISFACTION AND PRODUCTIVITY

Several studies were conducted to establish the relationship between satisfaction and productivity during 1950's and 60's but no consistent trend could be established. But in the early 1990's some studies are conducted out of which some inferences are drawn. The studies summarized the relationship between satisfaction and productivity as "a happy worker is a productive worker".

But this summation has drawn severe criticism and showed many lacunae. If there is a positive relationship between satisfaction and productivity the correlations were consistently low, in the vicinity of 0.14 (Vroom, 1985). Introduction of modern variables has improved the relationship (Herman, 1973), as in the case where the employee's behavior is not constrained or controlled by outside factors. An employee's productivity on machine – paced jobs is much more influenced by the machine than by satisfaction of the employee. Similarly, a stockbroker's productivity is largely, constrained by the general movement of a stock market. When the market is moving up and volume is high both satisfied and dissatisfied brokers reap huge amounts of commission. Conversely, when the market is slump, the level of satisfaction does not mean much.

Job level also seems to be an important moderating variable. The satisfaction performance correlations are stronger for higher level employee.

Another important concern is that cause and effect. Most of the studies on the relationship used research designs that could not prove cause and effect. The studies that took notice of this factor have concluded that productivity leads to satisfaction rather than the other way around (Green, 1972). Increased productivity results in recognition, verbal, salary hikes and promotional possibilities. These rewards, in turn, increase the level of satisfaction with the job.

There is a consistent negative relationship between satisfaction and absenteeism, but the correlation is not high, usually less than 0.40 (Locke, 1984). An example was cited to illustrate this low correlation. Organizations that provide liberal sick leave benefits encourage all their employees including those who are highly satisfied to take days off. It is possible that those who find work satisfying tend or inclined to take off work to enjoy a three day week end. Thus outside factors can act to reduce the correlation. But, it is not correct to conclude that satisfaction is always correlated (Smith, 1977). Smith narrated the incidence of a snow storm at Chicago. While at New York the weather was quite nice, the storm disrupted the transportation giving an inbuilt excuse for the Chicago workers to absent themselves without penalty. If satisfaction leads to attendance, for those there is absence of outside factors, the more satisfied employees should have not stayed at home. The study found that absenteeism rates in New York (control group) were just as high for satisfied groups of workers as for dissatisfied groups. But in Chicago, the workers with high satisfaction scores had much higher attendance than those with lower satisfaction levels. These findings are exactly what would have been expected if satisfaction is negatively correlated with absenteeism.

Job satisfaction is important to increase productivity Sisk (1969) considered job satisfaction is only one of the several factors making up the complex of needs. He felt that there is no demonstrable relationship between job satisfaction and productivity.

Herzberg, et al (1959) considered that feeling of job satisfaction was more important than money for motivating people to increase productivity. Thus, attempts are made to apply the knowledge gained so as to increase job satisfaction by job enlargement and enrichment.

Job enrichment consists of making job more challenging and interesting by increasing the variety of tasks to be considered. The job enrichment consists of adding different types of tasks and providing greater worker participation and involvement. Employees who are satisfied and happy with their jobs are less likely to be absent from work regardless of their moods. Those employees who supported high negative moods but are satisfied with their jobs showed less absenteeism. Same is true of those who have low positive mood and were satisfied with their jobs (Lisa Hope et al, 1999).

Taking steps to improve job satisfaction such as enrichment of jobs, reasonable workload, flexible hours, good benefits, training, good equipment, perks that the organization cares, nice work environment and wages comparable in the job market will improve the organization ability to maintain productivity and keep employees.

Dave Motta (1999) opines job satisfaction or employees satisfaction, also referred to as morale, is one of the most used variable in organizational behavior. It is an employee's attitudinal response to his organization. As an attitude job satisfaction is summarized as an evaluative component and comprises of cognitive, affective behavioral component. The relationship between satisfaction and behavior, most specify as job performance and membership is complex. Job satisfaction combined with employee's motivation influences certain behavioral patterns.

OBJECTIVES OF THE STUDY

1. To assess the motivational levels of the female and male employees;
2. To evaluate job satisfaction levels of the female and male employees;
3. To assess the job commitment/organizational commitment;
4. To assess the levels of motivation and job satisfaction as influenced by age, gender, caste, income, years of education and years of job experience; and
5. To examine linkages between motivation, job satisfaction and organizational commitment

HYPOTHESES

Following are the hypotheses of the present study.

1. The variations in individual groups between males and females in case of their profile and organizational differences can be noticed.
2. The level of motivation, job satisfaction and commitment differ between the gender groups and organizations.
3. The personal factors such as age, income and job experience positively influence motivation, job satisfaction and commitment. Education influence may be negative.

DATA ANALYSIS

The collected data are analyzed by using statistical package "Statistic", for computing simple percentages, averages, t-test and multiple regressions.

DATA ANALYSIS AND INTERPRETATIONS

The in-depth analysis on individual aspects of job satisfaction is presented below:

JOB DESIGN

The nature of job affects the satisfaction level of the employees. If the job is sophisticated the employees feel higher level of satisfaction whereas tough job results in lower level of job satisfaction. Hence views on nature of job are elicited. The data of the employees reveal that in MAHINDRA SATYAM, majority of the employees (71.16 per cent) express high level of satisfaction with the nature of job. The remaining employees (27.21 per cent) state that they are either

dissatisfied or very much dissatisfied. The average value (\bar{X} : 3.98) shows that there is high satisfaction level towards the nature of job. In case of PDSL, those satisfied form only 54.39 per cent and the average (3.16) shows that the employees are silent on this aspect. The difference of opinion between the organizations is significant (t: 7.05).

The male-female analysis in MAHINDRA SATYAM indicates that most of the male employees i.e., 93.76 per cent are satisfied with the nature of job. (\bar{X} : 4.03)

while the females in this category form 83.94 per cent (\bar{X} : 3.97). The variation between males and females is marginal.

In PDSL nearly half of the male employees (52.38%) express that they are satisfied and those employees dissatisfied form 33.34 per cent. The average of (3.10) also shows that the employees express no opinion on this aspect. A group of 55.56 per cent of female employees expresses satisfaction and 33.34 percent of the females are dissatisfied. Their average (3.19) shows that women are also silent on this aspect. The variations in individual groups between males and females are marginal.

Overall analysis shows that the employees in MAHINDRA SATYAM are having higher level of job satisfaction compared with those of PDSL and male female difference in the organization is absent.

The amount of variety in job provides better scope for satisfaction of the employees. The data of the employees show that in MAHINDRA SATYAM majority of them (55.62%) express satisfaction. Next in order, 29.58 per cent state that they are not sure. The remaining 14.79 per cent reveals dissatisfaction. The average of the employees (3.60) also confirms the same. In PDSL the largest proportion of the employees (47.62 per cent) state that they are not sure about the variety in job while 29.82 per cent expresses dissatisfaction and only 24.57 per cent of the employee's states that they are satisfied. Overall, MAHINDRA SATYAM employees are more satisfied with the variety of job than the PDSL employees and the difference is significant at the (t: 4.67).

The male female analysis indicate that the majority of the male respondents i.e., 56.25 per cent is having higher level of job satisfaction (\bar{X} : 3.56), while the females in the category also account to 55.47 per cent (\bar{X} : 3.61). The variation in individual groups is marginal.

The male female analysis of PDSL shows that 47.62 per cent of the males are not sure about variety in their job and 33.33 per cent express satisfaction (\bar{X} : 3.00). The data about the females show that highest proportion (44.44 per cent) is not sure and 27.78 per cent expresses their dissatisfaction. Overall analysis shows that the employees of MAHINDRA SATYAM are just satisfied with the variety in job; the PDSL employees are silent on this aspect. Male female differences are absent.

JOB SAFETY

Job security is one of the key elements which influence the job satisfaction level of the employees. In MAHINDRA SATYAM the data of the employees show; that majority of the employees (62.72%) feel that they have job security in the organization (\bar{X} : 3.76). In PDSL only 40.35 per cent accept that they have job security (\bar{X} : 3.07). The difference is significant (t: 4.98).

The male female analysis of the MAHINDRA SATYAM indicates that 56.25 per cent of the males (\bar{X} : 3.69) and 64.23 per cent females (\bar{X} : 3.78) express that they have job security.

The male-female analysis of the PDSL indicates that 38.09 per cent of the males (\bar{X} : 3.00) and 41.67 per cent of the females (\bar{X} : 3.11) are satisfied regard to job security and thus variation in between males and females is marginal.

Overall analysis shows that the employees in MAHINDRA SATYAM feel more job security and the employees of PDSL feel that they are not sure about job security.

MONETARY BENEFITS

The pay and perks satisfy the needs and aspirations of the employees and in turn lead to job satisfaction. In MAHINDRA SATYAM the data of the employees revealed that majority of the employees (78.11%) are satisfied with the pay and other benefits. (\bar{X} : 3.92). In PDSL 52.63 per cent employees express their dissatisfaction regarding pay and perks provided by the management (\bar{X} : 2.67). The organizational differences are significant (t: 8.98).

The male-female analysis in MAHINDRA SATYAM indicates that most of the employees (81.25%) among the males have higher level of job satisfaction (\bar{X} : 4.03), while the females in this category account to 77.37 per cent (\bar{X} : 3.90). The variations in individual groups between males and females are marginal.

The male-female analysis of P.D.S.L indicates that among the males 52.38 per cent (\bar{X} : 2.62) and among the females equally i.e., 52.77 per cent (\bar{X} : 2.69) are dissatisfied with pay and prerequisites.

Overall analysis shows that in MAHINDRA SATYAM the employees are satisfied with their pay and perks, where as the employees are dissatisfied with their pay and perks in PDSL.

The retirement benefits of the employees also are a factor of perception to job satisfaction. Most of the employees in MAHINDRA SATYAM (75.15%) express that they are satisfied with the retirement benefits (\bar{X} : 3.80). In PDSL those satisfied form only 52.63 per cent (\bar{X} : 2.67). The difference of opinion is significant (t: 7.40).

The male female analysis of PDSL indicates that most of MAHINDRA SATYAM male (75.01%), (\bar{X} : 3.81) and the female (75.18%), (\bar{X} : 3.80) employees are satisfied.

The male female analysis indicates that most of the employees 66.66 per cent among the males are dissatisfied (\bar{X} : 2.33) with the retirement benefits, while the females in this category work out to 44.44 per cent (\bar{X} : 2.86).

Overall analysis shows that most of the employees in MAHINDRA SATYAM are just satisfied, whereas in PDSL, the employees are dissatisfied with the retirement benefits.

PERFORMANCE APPRAISAL

Through performance appraisal the work is evaluated and rewards be given to the employees who influence the satisfaction level of the employees. Relating to mode of evaluation of performance of the employees most of the employees (72.19%) in MAHINDRA SATYAM express they are satisfied (\bar{X} : 3.83), while only 40.35 percent of PDSL employees belong to this group (\bar{X} : 2.71). The difference is significant (t: 5.77).

The male-female analysis in MAHINDRA SATYAM indicate that 68.75 per cent of males express that their work is evaluated in proper manner by the management (\bar{X} : 3.66), while the females in this category form 72.99 per cent (\bar{X} : 3.88). Thus, difference is marginal.

The male female analysis of PDSL indicates that the largest proportion of the male employees i.e., 38.09 per cent are dissatisfied and 33.33 per cent express that they are not sure about the statement (\bar{X} : 2.71), while the females who are not sure account to 47.22 per cent (\bar{X} : 3.17) and those dissatisfied form 30.55 per cent. The variations in individual groups between the males and females are not significant.

PROMOTION FACILITIES

The opportunities for promotion enhance job satisfaction. In MAHINDRA SATYAM the data of the employees indicate that two thirds of them (66.27%) express satisfaction (\bar{X} : 3.77) about the promotion opportunities, while in PDSL the largest proportion (38.59%) are dissatisfied (\bar{X} : 2.82) and the difference is significant (t: 6.13).

The male female analysis indicate that among the males, 65.63 per cent accept that they are satisfied (\bar{X} : 3.72) while the same group of the females (66.42%) (\bar{X} : 3.78) also express satisfaction in regard to the opportunities for promotion.

The male female analysis of PDSL reveals that among the males, 47.61 per cent (\bar{X} : 2.57) and 38.89 per cent of females (\bar{X} : 2.97) are satisfied. The satisfaction level of males is higher than the females.

Overall analysis shows that the employees in MAHINDRA SATYAM are having better promotion opportunities compared to the employees of PDSL and the males of PDSL are more satisfied than the females in case of their promotional opportunities.

WORK ENVIRONMENT

The recognition given for good work improves the satisfaction levels of the employees. In MAHINDRA SATYAM the data of the employees reveal that most of them (79.28%) are satisfied with the recognition given to them (\bar{X} : 4.02) while in PDSL the satisfaction level is lower (45.61 percent \bar{X} : 3.04). The difference between organizations is significant (t: 6.90). The male female analysis of MAHINDRA SATYAM shows that most of the males (75.00%) express satisfaction (\bar{X} : 3.72) while the females in this category form 66.42 per cent (\bar{X} : 3.78).

The male female analysis of PDSL also indicates 47.62 per cent (\bar{X} : 2.95) males and 44.44 percent of the females (\bar{X} : 3.08) express their satisfaction. Overall analysis shows that the employees in MAHINDRA SATYAM are having higher level of satisfaction whereas in PDSL, the employees are either dissatisfied or not sure. No male female differences are noticed.

The good working environment within the organization creates job satisfaction to the employees. In MAHINDRA SATYAM the data of the employees indicate that most of the employees (78.10%) are satisfied with prevailing work environment (\bar{X} : 3.95) while it is not (49.12%) in case of PDSL (\bar{X} : 3.14) and the difference is significant (t: 5.64).

The male-female analysis indicates that most of the male employees (81.25%) and the females (77.37%) state that they are satisfied. The average of the males (\bar{X} : 4.13) and the females (\bar{X} : 3.91) confirm the same.

In case of PDSL majority of the male employees (52.38%) are satisfied (\bar{X} : 3.14) with the prevailing working environment while the female group form (47.22%), (\bar{X} : 3.14) and the averages confirm that they have common opinion.

Overall analysis shows that most of the employees in MAHINDRA SATYAM are having higher level of job satisfaction regarding work environment where as in PDSL the employees are not sure in regard with the working environment.

The facilities provided at work increase the satisfaction level of the employees. In this aspect most of the MAHINDRA SATYAM employees (75.73%) express that they are satisfied (\bar{X} : 3.88) while in PDSL only 45.61 per cent endorse this opinion (\bar{X} : 3.18). The difference is found to be significant (t: 4.98).

The male – female analysis indicates that most of the MAHINDRA SATYAM male (78.12%) state that they are having higher level of job satisfaction (\bar{X} : 3.97) than the females (75.18%), (\bar{X} : 3.86).

In PDSL most of the male employees (78.12%), (\bar{X} : 3.19) and only 44.44 per cent of the females (\bar{X} : 3.17) express that they are satisfied with the facilities at work. However the difference is not significant.

In overall employees of MAHINDRA SATYAM are satisfied, while in PDSL they are sure that they are satisfied with the facilities provided at work.

FACILITIES FOR PARTICIPATION

The relations with superiors and co-employees provide lot of scope for satisfaction. In MAHINDRA SATYAM the data of the employees show that most of the employees (78.70%) are satisfied with their relations with superiors, while 56.14 per cent express the same opinion (\bar{X} : 3.25) in PDSL. The difference of opinion is significant (t : 5.10).

The male - female analysis indicates that 84.38 per cent of the males state that they are satisfied (\bar{X} : 4.16), in case of the females this category forms 77.37 per cent (\bar{X} : 3.96).

The male-female analysis in PDSL indicates that majority of the male employees (52.38%) say that they are satisfied (\bar{X} : 3.14) with the relations while the females in this category account to only 47.22 per cent (\bar{X} : 3.14). However, the averages show that they are not sure and have no difference of opinion.

Overall analysis shows that the employees of MAHINDRA SATYAM are more satisfied with the relations of co-employees and superiors, where as the employees in PDSL are not of that level. Male female differences are absent.

The opportunities for participation influence the job satisfaction level of the employees. In MAHINDRA SATYAM the data of the employees show that two thirds of the employees (66.86%) express satisfaction (\bar{X} : 3.68) while the largest proportion of the PDSL employees (45.61%) are silent (\bar{X} : 3.07) and the difference between organizations is significant (t: 4.07).

The male female analysis indicates that 62.50 per cent of the males (\bar{X} : 3.50) and 67.88 percent (\bar{X} : 3.72) of the females express satisfaction regard to opportunities for participation.

The male-female analysis of PDSL reveals that among the males 42.86 percent (\bar{X} : 3.10) and 47.22 per cent of the females (\bar{X} : 3.06) express satisfaction and majority are either silent or dissatisfied in case of both the males and the females.

Overall analysis shows that the employees in MAHINDRA SATYAM are having more opportunities for participation compared to PDSL and no male female differences are noticed.

MANAGEMENT AND EMPLOYEES

The adoption of policies and procedures in the organization enhance the job satisfaction level of the employees. In MAHINDRA SATYAM the data of the employees show that majority of the employees, i.e., 70.41 per cent express that they are satisfied with the policies and procedures implemented by the organization (\bar{X} : 3.84). In PDSL the satisfied group form only 52.39 per cent (\bar{X} : 2.89) and the organizational difference is significant (t: 6.31).

The male - female analysis indicates that most of the males, 75.00 per cent, are satisfied with the policies of the management (\bar{X} : 3.88) where as the females in this category work out to 69.34 per cent in case of S.C.S.L. (\bar{X} : 3.83) and variation is marginal.

In PDSL majority of the males (52.38%) are satisfied (\bar{X} : 3.14), while the females in this category forms only 30.56 per cent and express their dissatisfaction (\bar{X} : 2.75). The variation in individual groups between males and females are noticed but not significant.

Overall analysis shows that in MAHINDRA SATYAM most of the employees express their satisfaction where as in PDSL they are dissatisfied with the organization policies.

The reaction of the employees towards the work irrespective of facilities in the organization is measured. In MAHINDRA SATYAM the data of the employees show that most of the employees (86.39%) express that they have high level of job satisfaction in work irrespective of job environment (\bar{X} :3.98), while in case of PDSL, majority (66.66%) (\bar{X} :3.46) endorse this opinion. The difference of opinion between employees of MAHINDRA SATYAM and PDSL is significant (t: 3.62). The male female analysis indicates that 84.38 per cent among the males of MAHINDRA SATYAM state that they like to work irrespective of facilities at work (\bar{X} :3.84), while the females in this category from 86.86 per cent (\bar{X} :4.01). The male female analysis of PDSL indicates that most of the employees 80.95 per cent among the males state that they are having high level of job satisfaction irrespective of job environment (\bar{X} : 3.76). The females in this category account to 58.34 per cent (\bar{X} :3.28). However the variation is not significant. It may be said that the employees like to work irrespective of the facilities provided. However, the MAHINDRA SATYAM employees are at the higher place in this aspect. The difference between the males and females, when the two organizations are put together, are also assessed. The analysis indicates that in case of job design and working environment, there is no significant difference between the males and females. However, in case of retirement benefits, (t: -2.18), performance appraisal (t: - 2.85) and promotion facilities the significant difference is noticed between the males and females indicating more job satisfaction level of the females.

CONCLUSION

The most significant determinant of job satisfaction is the job itself, the core constructs of skill, variety, task identity, task autonomy and feedback. The overall average level of job satisfaction of the employees is 3.63 while it is 3.83 per MAHINDRA SATYAM employees, 3.03 in case of PDSL employees. It is known that while MAHINDRA SATYAM employees are satisfied, the PDSL employees have no idea. The individual components of job satisfaction show that the employees are highly satisfied in case of work environment (\bar{X} : 3.74) and relations between management and employees (\bar{X} :3.73), while in case of facilities for participation (\bar{X} : 3.65) monetary benefits (\bar{X} : 3.64), performance appraisal (\bar{X} : 3.63), job design and job safety (\bar{X} :3.56 each) and promotion facilities (\bar{X} : 3.53) it is lesser. Overall analysis on job satisfaction reveals that the males and females in MAHINDRA SATYAM have satisfaction in case of job design (males \bar{X} : 3.80; females \bar{X} : 3.79), job safety (Males \bar{X} : 3.69; females \bar{X} : 3.75), monetary ;benefits (males \bar{X} : 3.80; females \bar{X} : 3.81), performance appraisal (males \bar{X} : 3.66; females \bar{X} : 3.88), promotion facilities (males \bar{X} : 3.72; females \bar{X} : 3.78), work environment (males \bar{X} : 4.04; females \bar{X} : 3.93), facilities for participation (males \bar{X} : 3.77; females \bar{X} : 3.87) and relations between management and employees (males \bar{X} : 3.86; females \bar{X} : 3.92). In case of Performance appraisal MAHINDRA SATYAM female employees are more satisfied than the males. In PDSL the male (\bar{X} : 3.00) and female (\bar{X} : 3.11) employees express no opinion, in case of job safety, working environment, (males \bar{X} : 3.09; females \bar{X} : 3.11), facilities for participation, (males \bar{X} : 3.03; females \bar{X} : 3.06). In case of job design, (males \bar{X} : 2.79; females \bar{X} : 2.92), promotion facilities, (males \bar{X} : 2.57; females \bar{X} : 2.97) they are not satisfied. In case of monetary benefits (\bar{X} :2.78) and performance appraisal (\bar{X} :2.71) the males are critical while the females (job safety \bar{X} : 3.11; monetary benefits \bar{X} :3.32) express no opinion. In case of management and employee relations the males (\bar{X} : 3.55) express just satisfaction, while females (\bar{X} :3.00) have no idea. Overall MAHINDRA SATYAM employees are more satisfied than the PDSL employees and males of the PDSL are critical about monetary benefits, performance appraisal, promotion facilities and job design. The females of PDSL are not satisfied with the promotion facilities and job design.

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