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STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

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IMPACT OF DEMOGRAPHIC VARIABLES ON FACTORS OF JOB SATISFACTION OF EMPLOYEES IN PUBLIC SECTOR: AN EMPIRICAL STUDY

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ABSTRACT

Human resources are the people at work who are utilizing their talent, skill, ability and competence for the achievement of the organizational and individual goals. The human resources are very important for the successful performance of the organization in which they work. Their services towards the growth and the development of the organization in co-ordination with the management are valuable and their ever-developing skills and aptitudes are instrumental for the effective functioning of the institution. Employee Welfare measures and good working environment would greatly reduce turnover and absenteeism and improve workers' Satisfaction and efficiency to a greater extent. Significance of the studies of this type gets greatly enhanced as they clearly show the lacunae and also what could be done to improve the situation. Keeping this in view to fill the gap, a modest attempt has been made to study demographic variables on the factors of job satisfaction in this paper. To conduct the above study a state owned power sector organization in Krishna District of Andhra Pradesh, India, is selected as there are hardly studies in power sector relating to job satisfaction of the employees. The present paper/ study have been aimed at the identification of both the organizational variables and personal factors influencing the job satisfaction among the employees. This paper concentrate more on the effect of demographic variables like gender, level of education, age, length of service, salary, nature of employment etc. on job satisfaction.

KEYWORDS

job satisfaction, public sector.

1. INTRODUCTION

In the present competitive business environment, it has become an axiom that the only source of competitive advantage to any organization is its people. They are the well spring of all the knowledge used to leverage other resources that organisation employ to grow and thrive. The role of human resources has evolved from being viewed as 'factors of production' to people being viewed as 'talent investors' in an organization and building human capital as a core source of competitive advantage has become a key human resource activity.

Human resources are the people at work who are utilizing their talent, skill, ability and competence for the achievement of the organizational and individual goals. The human resources are very important for the successful performance of the organization in which they work. The legislations in India and other countries, place a duty on all employers "to ensure, so far as is reasonably practicable, the health, safety and welfare at work" of all their employees. Employers must also keep and revise a written record of health and safety policy and consult with employees on such policies. Thus, physical environment, safety and welfare of employees play a crucial role in work place performance and job satisfaction of employees in every organization.

2. REVIEW OF THE LITERATURE

The survey/ review of the literature has been done in order to assess the extent and quality of employee safety and employee job satisfaction, provided by various organizations in various industries. There have been a number of studies conducted so far in this area. However, a few studies of importance have been presented here.

1. Gerald (2010) conducted a study on the organizational benefits of investing in work place health and the results show positive behavior from employees.
2. Gunnar Aronsson (2010) found out in his study physical environment and employee health, a remarkable improvement of employee performance.
3. Sharon Clarke (2010) in his study called An integrative model of safety climate: Linking psychological climate and work attitudes to individual safety outcomes using meta – analysis, brought out employees perception and participation linkage with performance.
4. Ronald C Politnikoff (2009) conducted a research on relationship between workplace environment and physical activity and the results show positive relationship.
5. Maja Dijkic (2008) in his study on physical environment an expanded model of job satisfaction concludes with positive correlation.
6. Singh (2007) explains the main economic features of the Cotton Textile Industry in Kanpur and discusses the nature and scope of Industrial relations.
7. Rao (2003) has studied some aspects of personnel administration and union management relations in the Indian Railways in the post-independence period.
8. Saxena (2000) gives socio-economic background of workers in the five selected units in Meerut district and discussed promotion policies, training, transfers, welfare measures, bonus, remuneration and the functioning of the trade unions.

All these studies help the management, unions and governments to improve the existing state of affairs mainly by emphasizing on functional areas of Human Resources Management and existing job satisfaction of the employees in a single unit or two units or more with a comparative study in the same sector like

private or public or co-operative. Surprisingly, very few attempts have been made by the researchers to study the extent of job satisfaction of the employees in power sector units. By comparison across the sectors with what is existed, the study shows the gap and also furnishes the reasons between the practice and precept.

3. OBJECTIVES AND HYPOTHESIS OF THE STUDY

A. OBJECTIVES OF THE STUDY

1. to examine the demographic profile of workforce in the selected power unit,
2. to ascertain the influence of physical work environment, safety and welfare on employee satisfaction and commitment, and
3. to suggest the improvising measures in the physical environment, safety and welfare measures and job satisfaction of the employees in the selected power sector.

B. HYPOTHESIS OF THE STUDY

Null Hypotheses (HO₁) : There is no significant difference among the popular factors which influence job satisfaction among the employees.

Null Hypothesis (HO₂) : Employees do not differ in their opinion about job satisfaction.

Null Hypothesis (HO₃) : The demographic variables of employees have no effect on their job satisfaction.

4. METHODOLOGY

The study is conducted by using both analytical and descriptive type of methodology. The study depends on primary and secondary data. By using Pilot Study, the filled up Questionnaires are collected from 46 respondents and Cronbach's Alpha Criterion is applied to test the reliability. The value determined is 0.914 proving the reliability of the instrument. Based on the pilot study, the questionnaire is modified suitably to elicit response from the sample group.

SAMPLING SIZE AND DESIGN

The primary data are collected through survey method. Survey is conducted using well formulated Questionnaire. Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. The workforce in state owned public sector unit is 3771 employees. Totally 377 Questionnaires are distributed and 350 are collected, out of which 312 completed questionnaires are found usable.

SECONDARY DATA

The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

TOOLS FOR ANALYSIS

The processing, classification, tabulation and interpretation and analysis of data are done with the help of SPSS software package. Following statistical and mathematical techniques have been employed depending on the nature of the data collected from the respondents:

1. Factor analysis by principal component method is applied to obtain employees perception.
2. One sample t-test and paired sample t-test are used to identify the predominant factors of employee satisfaction.
3. K-means cluster analysis is exploited to classify the employees into various groups based on the demographic factors.

5. RESULTS AND DISCUSSIONS

The prevalence of job satisfaction varies from person to person and from time to time within the same person. This is mainly due to the presence of various factors relating to both the job and the individual within the organization.

ASSOCIATION BETWEEN CLUSTERS OF THE PREDOMINANT SUB-FACTORS OF JOB SATISFACTION AND DEMOGRAPHIC VARIABLES

A. The classification of clusters of the predominant sub-factors of **Job Satisfaction** shows the following Ten factors :

1. Job requirement
2. Relations with staff
3. Company and management
4. Reasonable pay
5. Working conditions
6. Innovative learning
7. Empowerment
8. Grievances handling procedure
9. Opportunity for growth
10. Living conditions and finance

B. Demographic variables:

1. Gender
2. Level of Education
3. Age
4. Length of Service
5. Salary
6. Nature of Employment

This section deals with the association between the **demographic variables** like gender, level of education, age, length of service, salary and nature of employment and the clusters of predominant sub-factors of job satisfaction.

1. GENDER

Most of the earlier studies on difference in job satisfaction of men and women employees do not predict any particular trend. However, a few studies on job satisfaction of women employees reported that they are found to be more satisfied than men. This is mainly due to the fact that women usually look at jobs quite differently from men and they are much more committed to work than men. It is evident that there are 273 male respondents (87.5 percent) and 39 female respondents (12.5 percent).

ASSOCIATION BETWEEN GENDER AND CLUSTERS OF PREDOMINANT FACTORS

The data pertaining to the frequency of male and female respondents present in each cluster is that the maximum number of male and female employees are distributed in the third cluster which is considered as a strong cluster in cluster analysis. In addition, the Non-parametric Chi-square test is applied with a view to check the significant association between the clusters and gender.

It is found that the Chi-square value is not statistically significant and hence, it is concluded that there is no association between the gender and clusters of predominant factors of job satisfaction. This implies that both male and female employees look at their job from the same angle. This is mainly due to the fact that the selected public sector organisation provides equal opportunity for the development of both male and female employees.

2. LEVEL OF EDUCATION

Level of education and intelligence is another important demographic variable influencing job satisfaction and too much of education than the requirement of job may probably lead to job dissatisfaction. It seems that workers like their jobs when their education skills are commensurate with job demands. However, the findings of many studies are inconsistent and inconclusive and may not hold true as in literature. It is evident that 42.9% respondents are Post-graduates

and 28.2 percent respondents are Graduates. It is also known that 19.2 percent respondents are Matriculate and Diploma holders while 9.6 percent respondents are Professional degree holders.

ASSOCIATION BETWEEN LEVEL OF EDUCATION AND CLUSTERS OF PREDOMINANT

The data relating to the frequency of the respondents grouped on the basis of their level of education in each cluster is shown that employees possessing level of education upto matriculation / diploma level are distributed in the moderate cluster while all other respondents are distributed in the third cluster which is considered as a strong cluster in cluster analysis.

In addition to the above, the Non-parametric Chi-square test is applied with a view to check the significant association between the above noted groups.

It is evident that the Chi-square value is statistically significant and hence, it is concluded that there is a strong association between the level of education and clusters of predominant factors of job satisfaction. This implies that employees possessing educational qualification upto matriculation / diploma level are found to be less satisfied with the various predominant factors of job satisfaction than that of other employees possessing level of education beyond a certain level consisting of Graduates, Post-graduates and Professional degree holders.

3. AGE

Age is one of the inherent demographic variables constituting the job satisfaction. It is believed that the status enjoyed by the people is determined by the age and many studies have predicted a close link between age and job satisfaction. During the initial years of employment, job satisfaction is high among the young workers who are in their middle and late twenties or early thirties. In the later years of employment, job satisfaction is reported to climb steadily among the employees. It is clear that most of the respondents are in the age group of 40-45 (25 percent) and 35-40 (22.8 percent) respectively. Only 19.6 percent respondents are in the age group of (30-35) while 18.3 percent respondents are in the age group of above 45.

ASSOCIATION BETWEEN AGE GROUP AND CLUSTERS OF PREDOMINANT FACTORS

The data pertaining to frequency of the age level of the respondents in each cluster is that the maximum number of employees in the age group of 30-35 years is distributed in the second cluster which is the moderate cluster. On the other hand, the maximum number of employees in the other age groups is distributed in the strong cluster.

The Non-parametric Chi-square test has also been applied with a view to check the significant association between the above noted groups. Pearson Chi-square value and its significance is predicted in that the Chi-square value is statistically significant and hence, it is concluded that there is a strong association between the different age group of employees and clusters of the predominant factors of job satisfaction. This implies that age is one of the inherent personal character influencing job satisfaction and it is found that in the age group of 30-35 years, job satisfaction is neither too low nor to high. The study also reveals that job satisfaction goes high for all other group of employees due to the pleasant working environment prevailing.

4. LENGTH OF SERVICE

Many studies on job satisfaction have reported that the level of job satisfaction grow with the length of service. Generally men and women employees with longer years of service identify more and more with the organisation and they involve with efficiency to a greater degree than the newly appointed workers and workers completed with lesser years of service. It is known that 51.3 percent respondents have service of 10-20 years, 28.8 percent respondents have service of below 10 years and 19.9 percent respondents have more than 20 years of service.

ASSOCIATION BETWEEN LENGTH OF EXPERIENCE AND CLUSTERS OF PREDOMINANT FACTORS

The data relating to the frequency of the length of service of the respondents in various clusters are that the majority employees with less than 10 years of service are distributed in the moderate cluster while the employees of the other service groups are distributed in the strong cluster in maximum number.

The Non-parametric Chi-square test has been applied with a view to check the significant association between the above mentioned clusters. It is evident that the Chi-square value is perfectly significant and hence, it is concluded that there is a strong association between the length of service of the respondents and clusters of the predominant factors of job satisfaction. This reveals that employees with less than 10 years of service feel moderate level of job satisfaction and all other employees with service of 10 years and more have high degree of job satisfaction.

5. SALARY

Salary includes the total emoluments including Basic Pay, Dearness allowance and other allowances. It is noted that the amount of money earned is important in the determination of the workers job satisfaction. Many previous studies have shown that the degree of job satisfaction with the job goes up with increase in income. It is found that a sizable number 39.1 percent of respondents are getting Rs. 2 lakhs to 3 lakhs per year. Only 28.2 percent respondents are drawing Rs. 3 lakhs to 4 lakhs while 17 percent respondents receive Rs. 4 lakhs and above. It is also known that 15.7 percent respondents are getting less than Rs. 2 lakhs.

ASSOCIATION BETWEEN THE SALARY INCOME AND CLUSTERS OF PREDOMINANT FACTORS

It is observed that the maximum number of employees with salary of less than Rs. 2 lakhs per year are distributed in the moderate cluster and the other group of employees who are having a total salary of Rs. 2 lakhs and more per year are distributed in the strong cluster in large. The Non-parametric Chi-square test is applied with a view to check the significant association between the above noted clusters.

It is noted that the Chi-square value is relatively significant and hence, it is concluded that there is a strong association between the salary income of the respondents and clusters of the predominant factors of job satisfaction. The study reveals that the level of job satisfaction increases with the higher limits of salary. However, the job satisfaction is neither high nor low for the employees earning salary of less than Rs. 2 lakhs per year.

6. NATURE OF EMPLOYMENT

The classification of the workers has been done on the basis of conditions of employment and appointment of the respondents. There are two categories of workers namely Supervisor and Non-supervisors. It is seen that 59.3 percent respondents are from Non-supervisory cadre and 40.7 percent respondents are from Supervisory cadre.

ASSOCIATION BETWEEN NATURE OF EMPLOYMENT AND CLUSTERS OF PREDOMINANT FACTORS

The relevant data pertaining to the frequency of the nature of employment of the respondents in each cluster are that the maximum number of middle level employees who are in the non-supervisory group are distributed in the moderate cluster and the maximum number of supervisory employees are distributed in the strong cluster. The Non-parametric Chi-square test has been applied with a view to know the significant association between the above mentioned groups.

It is observed that the Chi-square value is statistically significant and hence it is concluded that there is a close association between the nature of employment and clusters of the predominant factors of job satisfaction. It is found that the supervisory level of employees seem to be satisfied with the predominant factors of job satisfaction as their needs are not wider than the non-supervisory employees. However, the job satisfaction has been declining to some extent in the case of non-supervisory employees.

RELATIONSHIP BETWEEN AWARDS, MERIT AND COMMENDATION CERTIFICATES AND PREDOMINANT FACTORS OF JOB SATISFACTION

Recognition means acknowledgement of work well done by the employees and the workers feel that the appreciation enable them to perform their work more efficiently. Recognition has been given to the workers in the form of awards, merit and commendation certificates and this appreciation promotes healthy competition among the employees. In this section, the relationship between the number of awards and merit certificates obtained by the employees and the predominant factors of job satisfaction is established by applying Karl Pearson's co-efficient of correlation.

The Para-metric correlation co-efficient between the above mentioned variables is presented in Table 1.1.

TABLE 1.1: CORRELATION BETWEEN AWARDS, MERIT AND COMMENDATION CERTIFICATES AND PREDOMINANT FACTORS OF JOB SATISFACTION

Predominant factors of job satisfaction	Correlation	co-efficient	Sig. (2-tailed)	N
Awards	1			312
Job requirement	119		0.036	312
Job attachment	154	*	0.007	312
Job informations	-0.076	**	0.182	312
Relations with staff	-0.012		0.833	312
Communication	-0.091		0.110	312
Feeling of recognition	- 0.030		0.598	312
Company and management	-0.046		0.417	312
Reasonable pay	-0.098		0.083	312
Competency	- 0.020		0.720	312
Transparency in reward system	-0.047		0.410	312
Working conditions	-0.095		0.095	312
Comfort and safety	-0.050		0.376	312
Innovative learning	-0.047		0.408	312
Training conditions	-0.053		0.348	312
Empowerment	-0.031		0.580	312
Grievances handling procedure	-0.001		0.989	312
Grievances evaluation	- 0.073		0.199	312
Opportunity for growth	- 0.044		0.440	312
Promotion and education	- 0.004		0.942	312
Living conditions and finance	- 0.079		0.165	312
Relations with family members	- 0.080		0.157	312

* Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

It is evident from the correlation matrix shown in Table 1.1 that the number of awards and certificates received by the employees is deeply correlated only with the two predominant factors of job satisfaction namely **Job requirement** and **Job attachment**. This implies that the employees are able to get most of the merit and commendation certificates and awards for their meaningful contribution towards the performance of their job.

RELATIONSHIP BETWEEN THE TRAINING PROGRAMMES AND SUB-FACTORS OF TRAINING

Training improves the ability of the workers to do the job on which they are placed. The increasing technical nature of work demand systematic training and employees with adequate training definitely give better results in quality and quantity of output than the untrained employees. In this section, the link between the Training programmes attended by the employees and the two sub-factors of Training namely **Innovative learning** and **Training conditions** is established by applying Karl Pearson's co-efficient of correlation. The data pertaining to the correlation matrix is shown in Table 1.2.

TABLE 1.2: CORRELATION BETWEEN TRAINING PROGRAMMES AND PREDOMINANT SUB-FACTORS

Sub-factors	Particulars	Innovative learning	Training conditions
Innovative learning	Pearson Correlation	1	0.432 **
	Sig. (2-tailed)		0.000
	N	312	312
Training conditions	Pearson Correlation	0.432 **	1
	Sig. (2-tailed)	0.000	
	N	312	312
Training programmes attended	Pearson Correlation	0.153 **	- 0.078
	Sig. (2-tailed)	- 0.007	0.169
	N	312	312
Training programmes attended	Pearson Correlation	- 0.023	- 0.015
	Sig. (2-tailed)	0.681	0.798
	N	312	312
Seminar participated	Pearson Correlation	0.010	- 0.042
	Sig. (2-tailed)	0.858	0.458
	N	312	312
Seminar participated	Pearson Correlation	0.001	- 0.008
	Sig. (2-tailed)	0.979	0.892
	N	312	312

* Correlation is significant at the 0.01 level (2-tailed)

** Correlation is significant at the 0.05 level (2-tailed)

From Table 1.2, it is found that the two sub-factors of training namely **Innovative learning** and **Training conditions** are significantly correlated. This implies that the training conditions are highly conducive for the employees to know the innovative technological advancement in their job. Further, it is also found that the employees are highly motivated to attend the training programmes, workshops, and seminars on their own interest. From this one can understand the interest shown by the employees in knowing the latest innovative ideas in their working environment.

FACTORS OF EMPLOYEE JOB SATISFACTION

The study has determined the popular environmental factors which have a great influence on the constitution of employee job satisfaction. The application of Factor analysis by principal component method shows the importance of such factors in job satisfaction studies and The data pertaining to the popular factors and sub-factors influencing job satisfaction are shown in Table 1.3

TABLE 1.3: FACTORS OF EMPLOYEE JOB SATISFACTION

Factors of Job Satisfaction	Sub-factors
Nature of work	i) Job requirement
	ii) Job attachment
	iii) Job informations
Inter-personal relationship	i) Relations with staff
	ii) Communication
	iii) Feeling of recognition
Company and management	i) Company and Management
Pay and allowances	i) Reasonable pay
	ii) Competency
	iii) Transparency in reward system
Working environment	i) Working conditions
	ii) Comfort and safety
Training	i) Innovative learning
	ii) Training conditions
Empowerment	i) Empowerment
Redressal of grievances	i) Grievances handling procedure
	ii) Grievances evaluation
Personal growth and development	i) Opportunity for growth
	ii) Promotion and education
Personal factors	i) Living conditions and finance
	ii) Relations with family members

With the help of one sample t-test, the identification of predominant sub-factors of job satisfaction has been carried out and the following findings are revealed regarding the superiority of various factors and sub-factors:

- Nature of work:** The t-test revealed that job requirement is the most important sub-factor of Nature of work followed by the two sub-factors namely job attachment and job informations to constitute job satisfaction.
- Inter-personal relationship:** It is found that relations with staff enjoys predominance over the other two sub-factors of Inter-personal relationship namely communication and feeling of recognition.
- Company and management:** This is a unique factor of job satisfaction in the sense that it has no sub-factor and hence, it is concluded that all the variables of this factor are equally important and do not vary substantially in the determination of job satisfaction.
- Pay and allowances:** It is found that there is a general feeling among the employees regarding the superiority of reasonable pay as a predominant sub-factor over the other two sub-factors of Pay and allowances namely transferency in reward system and competency.
- Working environment:** Regarding Working environment, it is found that the workers display more job satisfaction towards the sub-factor of working conditions prevailing in the Working environment followed by another sub-factor namely comfort and safety.
- Training:** It has been found that 2 sub-factors of training causing job satisfaction are innovative learning and training conditions and among them innovative learning occupies the position of predominance over the second sub-factor.
- Empowerment:** The study reveals that this factor has no sub-factors and Empowerment, a factor comprising of all variables, occupies a prime position in the area of job satisfaction.
- Redressal of grievances:** Grievances handling procedure and Grievances evaluation are the two sub-factors and the important variables of the first sub-factor namely Grievances handling procedure have made it as a predominant sub-factor of job satisfaction.
- Personal growth and development:** The predominant sub-factor of Personal growth and development is opportunity for growth available followed by the other sub-factor namely promotion and education.
- Personal factors:** Two sub-factors of Personal factors play a vital role in the constitution of employee job satisfaction. Among them, relation with family members occupies an important position in the employees job satisfaction followed by living conditions and finance.

Cluster analysis has revealed the classification of the samples selected into 3 clusters namely strong cluster, moderate cluster and weak cluster on the basis of the mean value scores of the various factors of job satisfaction. Factor-wise results of the formation of 3 clusters of employees have been found as under:

- Nature of work:** A strong cluster of 45.19% of respondents feels that the Nature of work is excellent. Another group of 42.63 % thinks that the job they perform gives them moderate satisfaction while the remaining 12.18 % need some change in their work schedule.
- Inter-personal relationship:** It is found that only 31.73 % of employees are of the opinion that the relations among the staff have been highly conducive in performing their work. For 50.96% of employees, the Inter-personal relationship gives moderate satisfaction while 17.31 % of employees think that the relationship needs some improvements.
- Company and management:** The study reveals that the strong cluster of 46.80 % of the respondents feel that they are very much proud to be an employee of the company. This implies that the image of the company increases the level of job satisfaction among the employees. Another group of 33.33% feels that they are moderately satisfied with the functioning of the company while the remaining 19.81% of employees need some change in the working pattern of the company.
- Pay and allowances:** It is further found that the strong cluster (40.38%) of this factor has high job satisfaction, moderate cluster (42.31%) possess medium satisfaction and the other group (17.31%) are placed in the cluster which require some revision in Pay and allowances.
- Working environment:** It has been found that the strong cluster of 18.27 % of respondents feel that the working conditions are excellent, moderate cluster of 62.82 % are of the opinion that the working environment gives them moderate satisfaction and the weak cluster of 18.91 % says that they need some improvement in the maintenance of the working environment.
- Training:** The study reveals that 42.31 % of respondents are grouped themselves in the strong cluster which means that they are fully satisfied with the training facilities offered. Another 42.31 % are of the opinion that they get moderate satisfaction and the weak cluster of 15.38 % insisted that they need systematic training and development in their organisation.
- Empowerment:** It has also been found that the process of empowerment is excellent for the strong cluster of 24.68 % of respondents and it is moderate for 50.97 % of employees who are placed in the moderate cluster. The remaining 24.36 % of respondents are grouped in the third cluster which emphasizes some encouragement in the empowerment process.
- Redressal of grievances:** It is found that the grievances redressal system has been functioning properly for 35.58 % of respondents and hence, they are found in strong cluster. A moderate cluster of 45.51 % feel that the system gives them moderate satisfaction and the remaining 18.91 % of respondents feel that the system of grievances redressal has to be strengthened enabling the early settlement of their grievances.

- i. **Personal growth and development:** A strong cluster of 23.08 % of respondents feel that their organisation has been providing excellent opportunities for their growth and a moderate cluster with 59.25 % of respondents are satisfied to some extent by the opportunities available. However, the third group representing 17.63 % of respondents think that has to take extra care in this regard.
- j. **Personal factors:** It has been found that 34.29 % are included in the strong cluster and they view that the personal factors are offering them high job satisfaction. Another cluster of 55.77 % feel that the personal factors provides moderate satisfaction while the weak cluster of 9.94 % think that the personal factors are to be given due recognition by their organisation.

6. FINAL RESULTS

- Ranking of the popular factors of job satisfaction by the respondents indicates the relative importance of the need gap of the employees. It is evident from the statistical values of the various predominant factors that factors like Job requirement, Relations with staff, Living conditions and finance and Working conditions are given the first, second, third and fourth highest ranking respectively followed by Reasonable pay, Innovative learning, Empowerment and Company and management. Two other factors namely Opportunity for growth and Grievances handling procedure get the lower ranking.
- The study reveals that the personal and demographic variables have a great influence on the job satisfaction among the respondents. The study has attempted to judge the influence of Gender, Age, Level of education, Length of service, Salary and Nature of employment on employee satisfaction. It is found that both male and female employees are equally distributed among all the three clusters of predominant factors. It is also found that the academic qualifications of the respondents have a great influence on the job satisfaction. The study has revealed that age is one of the important personal factors of job satisfaction and the application of Chi-square value shows that there is a general feeling among the respondents with different age group that age has a great influence on the constitution of employee satisfaction. The Length of service is also relevant to the employee job satisfaction. The Chi-square value is perfectly significant and hence, it is concluded that there is a strong association between the Length of service of the respondents and clusters of the predominant factors of job satisfaction. The Salary payable to the employees has a great bearing on employee job satisfaction and the study proves that there is a strong association between the salary and employee satisfaction. Finally, the Nature of employment also influences employee satisfaction and this personal factor has a great influence on the employee's job satisfaction.
- It is found that there is a perfect correlation between the awards and certificates received by the respondents and two predominant factors of job satisfaction namely Job requirement and Job attachment. This shows that the respondents are able to get most of their awards and certificates for their meaningful contribution towards the performance of their job.
- The study has determined that there is a perfect correlation between the two sub-factors of Training namely innovative learning and Training conditions. The Training conditions prevailing are conducive for the employees to know the innovative technological advancement in their job. The analysis also shows that the respondents are highly motivated to attend the training programmes, workshops and seminar on their own interest.
- It is also found that the predominant factors of job satisfaction have been further classified into two groups and Group I comprises of Job requirement, Relations with staff, Company and management Reasonable pay and Working conditions and Group II consists of Innovative learning, Empowerment, Grievances handling procedure, Opportunity for growth and Living conditions and finance. The above re-alignment of Job satisfaction factors into two major groups shows that the workers have job satisfaction either with the factors shown under Group I or with the various predominant factors mentioned under Group II.

7. TESTING OF HYPOTHESES

Testing of hypotheses through the use of statistical and mathematical techniques reveals the following:

Hypotheses (HO₁): There is no significant difference among the popular factors which influence job satisfaction among the employees.

Result: It has been found that the Mean value scores of the various predominant factors pertaining to Job requirement, Relations with staff, Company and management, Reasonable pay, Working conditions, Innovative learning, Empowerment, Grievances handling procedure, Opportunity for growth and Living conditions and finance have significant difference. Besides, the application of Multivariate Discriminant Analysis on the three clusters of employees viz. Strong cluster, moderate cluster and weak cluster shows that there is a significant difference among the factors of job satisfaction.

Hence, it is concluded that there is no supportive evidence to accept the hypothesis that there is no significant difference among the various factors of job satisfaction. Hence, the hypothesis is rejected and this study shows clearly that there is a significant difference among the popular factors which influence job satisfaction among the employees.

Hypothesis (HO₂): Employees do not differ in their opinion about job satisfaction.

Result: In this context, the respondents have been classified into different clusters on the basis of their opinion about job satisfaction through the application of K-means Cluster Analysis. This evaluation enables the researcher to group the employees on the basis of the similarity of their responses to the variables included in the questionnaire. It is found that the employees are classified into three groups and this grouping has been carried out on the basis of their opinion regarding the various determinants of job satisfaction.

Hence, the hypothesis that Employees do not differ in their opinion about job satisfaction does not appear to be true and hence rejected. Alternately, it is concluded that the employees differ in their opinion about job satisfaction.

Hypothesis (HO₃): The demographic variables of employees have no effect on their job satisfaction.

Result: The study has revealed that the demographic variables of employees have a great influence on the determination of employee job satisfaction. The application of Non-parametric Chi-square test on the personal factors like Gender, Level of education, Age, Length of service, Salary and Nature of employment shows that these personal variables have a strong association with the three clusters of predominant factors of job satisfaction.

Hence, the hypothesis that the demographic variables of employees have no effect on their job satisfaction does not appear to be true and therefore rejected. Thus, it is concluded that the demographic variables of employees have effect on their job satisfaction.

8. SUGGESTIONS

The frustration regarding the personnel and company policies in the minds of the employees at lower level may be drastically reduced and suitable remedial action may be taken earnestly and sincerely as expected by most of the respondents.

Suitable action may be taken by towards the promotion of non-supervisory employees to the supervisory position as demanded by the majority of the respondents.

All sections of employees may be treated alike and clear instructions may be given to the workers regarding the results expected of them on their work. Some drawbacks in the organisation of work may be removed and suitable work programme and action plan for the work to be performed in each department may be revised.

Management of human resources is the greatest asset and the management should promote congenial relations and co-operation among the different groups of employees in order to meet the present day demands in industrial sector.

Government may try to implement the uniform service conditions to benefit the employees of all Public Sector Enterprises through a legislative measure as desired by most of the respondents.

Maintenance of good working conditions have the effect of increasing job satisfaction and hence, the management must try to achieve this goal by improving the safety management system and upgrading the technologies and expertise in various areas of activities involving production operations.

Though the functioning of Grievances redressal committee is found to be satisfactory, the employees think that the committee should divert more attention towards the early settlement of their complaints and grievances.

Studies on employee job satisfaction may be made at regular intervals of time and the results obtained should be implemented earnestly and sincerely as expected by most of the employees.

9. SCOPE FOR FURTHER STUDIES

The present study has aimed at the identification of the physical environment and popular factors influencing the level of job satisfaction among the employees of a specific Public sector organization in power sector in Andhra Pradesh. An individual's satisfaction on the job is related to his total self and therefore, it cannot be explained on the basis of any single factor. In this study, the researcher has concentrated more on the popular factors of job satisfaction prevalent. Similar studies in public and private sector undertakings. There is a scope to study here under.

- A similar study on job satisfaction may be undertaken in different industries.
- The other factors of job satisfaction which this study could not cover may be taken up separately and individually in both Public sector and Private sector Industries.

10. SOCIAL RELEVANCE OF THE STUDY

Society comprises of the workers, management, Government and general public. The present study is of much relevance from the point of view of the society. The perception and attitude of the employees' determine their work efficiency and in turn it influences the development of any organization.

11. CONCLUSION

On the basis of the results obtained in the study, it is found that the factors of job satisfaction prevailing have deep impact on workers psychology and the presence of such factors always motivate the workers towards their job in a laudable manner. Hence, it is concluded that the workers employed are satisfied with their job and their positive approach towards the management has been responsible for the overall growth of in the Indian corporate sector. Besides, it has also been found that the concept of Job satisfaction assumes immense importance in the present business scenario which requires highly skilled and competent human resources for the transformation of traditional economies into the modern and industrial economies.

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