



JOB-SATISFACTION AT VARIOUS LEVELS OF EMPLOYEES IN MS&MEs, GUNTUR – A CASE STUDY

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Abstract

The problem of job-satisfaction has become a point of serious debate in all countries of the world. Even within a nation there may be wide regional variations in the level of working class consciousness, condition, etc. Therefore, in order to understand the dynamics of job-satisfaction in India a regional study of this concept is required to be undertaken. The present study attempts to focus on the job satisfaction of the employees of MS&MEs - a step-forward in this direction. A little disruption in the work of the Enterprise may lead to enormous losses. This necessitates understanding as to what factors are responsible for maintaining industrial harmony in the Enterprise. It is in this backdrop that the present study is of immense relevance and makes a humble contribution to the understanding of improving employee's performance through job-satisfaction in this Enterprise.

Key Words: *Employee's Job satisfaction, Factors, Attitudes, Causes for Dissatisfaction.*

1. Introduction

Human Resource Management activities have probably been performed since ancient times. As a formal discipline, however, its roots are traceable to the period immediately following the Industrial Revolution. The pioneering work of Peter Drucker and Douglas McGregor in the 1950s laid its formal foundation. Drucker, in his book, *Practice of Management* (Heinemann, 1959), wrote: "An effective management must direct the vision and effort of all managers towards a common goal." His concept of a visionary goal-directed leadership is fundamental to HRM. Douglas McGregor advocated management by integration and self-control, partly as a form of management by objectives, but more importantly, as a strategy for managing people which affects the whole business. He believed that a management philosophy needed to be built-up based on attitudes and beliefs about people, and the managerial role of achieving integration. He, like Drucker, therefore, paved the way to the HRM philosophy that human resource policies and programmes must be built into the strategic objectives and plans of the business and must also aim to get everyone involved in the achievement of these objectives and plans.

1.2. Human Resources

The term human resources may be defined as the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as values, attitudes, approaches and beliefs of the individuals involved in the affairs of the organization. It is the sum total of aggregate of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the persons employed in an organization.

Various management thinkers to represent human resources have used several terms. These include 'personnel', 'people at work', 'manpower', 'staff' and 'employees'. Whatever may be the term used, the human resources of an organization include all individuals engaged in various organizational activities at different levels. According to Leon C. Megginson, "From the national point of view, human resources may be defined the knowledge, skills, creative abilities, talents and aptitudes obtained in the population; whereas *from the viewpoint of the individual enterprise*, they represent the total of the inherent abilities, acquired knowledge and skill as exemplified in the talents and aptitudes of its employees." Jucius Michael calls these resources. 'Human factors', which refer to "a whole consisting of inter-related, interdependent and interacting physiological, psychological, sociological and ethical components." Thus, human resources are multidimensional in nature. People working in the organization have different needs at different times. These needs may be physiological, social and psychological.



1.3. Need of Human Resource in MS&MEs

Every manager must get things done through people. Individual goals and aspirations have to be in alignment with organizational goals for the successful handling of a business. An effective manager should be able to utilize human and non-human resources to bring about this alignment and eventually achieve these goals. A manager's handling of the human assets reflects his managerial capabilities. Managing people is one of the biggest challenges for any manager, for the following reasons:

- Individuals differ from each other in terms of their values, attitudes, beliefs and culture. This leads to a very complex situation in an organizational context.
- The stimulating and motivational factors might not be the same for all the employees. It is important to understand the individual needs of these employees and cater to these needs.
- The expectations of employees of today are much greater when compared to the employees of yesteryears. They know they are valuable assets and demand to be treated as such.
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A manager must understand and accept the fact that individuals, and not organizations, create excellence. The famous American industrialist, John D Rockefeller once said, "**I will pay more for the ability to deal with people than for any other ability under the sun**". This explains the importance of the human element in organizations. Underlining the significance of the human element in the production process, Peter F. Drucker says that "man, of all the resources available to man, can grow and develop." However, there are still many unanswered questions about how to establish the right climate for enhancing employee motivation and commitment.

1.4. Job Satisfaction

The term job satisfaction was brought to limelight by Hoppock (1935). He reviewed 35 studies on job satisfaction conducted prior to 1933 and observed that job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say, "I am satisfied with my job." Such a description indicates the variety of variables that influence the satisfaction of the individual but tell us nothing about the nature of job satisfaction.

Job satisfaction has been most aptly defined by Pestonjee (1973) as job, management, personal adjustment, and social relations. Morse (1953) considers jobsatisfaction as dependent upon job content, identification with the company, financial and job status and pride in group performance.

According to Pestonjee, job satisfaction can be taken as a summation of employee's feelings in four important areas. These are:

1. Job - nature of work (dull, dangerous, interesting), hours of work, fellow workers, opportunities on the job for promotion and advancement (prospects), over-time regulations, interest in work, physical environment, and machines and tools.
2. Management - supervisory treatment, participation, rewards and punishments, praises and blames, leave policy, and favouritism.
3. Social Relations - friends and associates, neighbours, attitudes towards people in community, participation in social activities, sociability, and caste barriers.
4. Personal Adjustment - health and emotionality.

1.5. Overview of Small Scale Industries

Mahatma Gandhi and his followers favoured small scale industries because these would provide employment without the need of much investment, would help in the dispersal of industry to rural areas produce much needed consumer – goods and avoid the concentration of economic power, dehumanization and pollution inherent in large scale industries. Small scale industries play a key role in the industrialization of a developing country.



In a labour abundant and capital scarce country like India, small scale industries have come to occupy a significant position in the planned industrialization of the economy. Most small scale industries have a low capital intensity and high potential for employment generation. Small enterprises are almost always locally owned and controlled. The development of SSI would be beneficial to the developing countries and assist in improving their economic and social well-being.

Small scale industries are recognized as instruments of social transformation, enlarging employment opportunities broad basing entrepreneurship and securing disposal of industries. They occupy a place of importance in the economy of all labour surplus countries as they provide employment for a substantial work force.

1.6. The Concept of Small Industry in India

In India, in the beginning both investment and labour employed are taken into account to define the concept of small industry. The definition of SSI differs from country to country. All the definitions are based upon certain factors like number of persons employed, amount of investment, power, input, production / turnover, location, technology etc. In most cases 'number of persons used' and investment' are taken as the basis for defining the concept of small scale industry.

1.7. Evolution of the Definition of Small Scale Industry in India

In India, in the beginning both investment and labour employed were taken into account to define the concept of Small Industry. The definition has undergone changes periodically. Over the five decades, government policies have been formulated to develop a framework for the revival and development of cottage, tiny, agro and small scale industries. With a view to determine the type of industrial units which needed special support, it was considered necessary to develop an appropriate definition for small scale units under the Industries Act, 1951.

Present Definition of S.S.I.: (MSMED ACT – 2006)

(i) Small Scale Industries

An industrial undertaking in which the investment in fixed assets in plant and machinery, whether held on ownership terms or on lease or by hire purchase does not exceed rupees 5 crore.

Classification of Enterprises

Enterprises classified broadly into

(A) Enterprises engaged in the manufacture / production of goods pertaining to any industry. Manufacturing enterprises defined in terms of investment in plant and machinery and further classified into:

- i. **Micro Enterprise:** Investment up to Rs. 25 lakh
- ii. **Small Enterprise:** Investment above Rs. 25 lakh & up to Rs. 5 crore

(B) Services enterprises defined in terms of investment in equipment and further classified into

- I. **Micro Enterprise:** Investment up to Rs. 10 lakh
- II. **Small Enterprise:** Investment above Rs. 10 lakh & up to Rs. 2 crore

1.8. The Micro, Small and Medium Enterprises Development Act, 2006 – An Overview

The Micro, Small and Medium Enterprises Development Act, 2006, came into being on 16th June, 2006. Though the Act empowered Government to notify different dates for enforcement of different provisions of the Act, the whole of the Act came into force in one go on 2nd October, 2006. By virtue of section 32 of this Act, 'The Interest on Delayed Payments to Small Scale and Ancillary Undertakings Act, 1993' stands repealed w.e.f. 2nd October 2006.

The Act aims to facilitate promotion, development and enhancement of the competitiveness of micro, small and medium enterprises through skill development, technological upgradation, and preference in procurement by Government, government aided institutions and public sector enterprises. The Act also seeks to provide protection to such enterprises by making provisions for timely release of payments due to these organizations.



Though the Act is in furtherance to the Industries (Development and Regulation) Act, 1951, it overrides that Act so far as classification of enterprises is concerned. This is because the relevant section 7 starts with the words “Notwithstanding anything contained in section 11B of the Industries (Development and Regulation) Act, 1951...”

1.9. Criteria to Determine Micro, Small And Medium Enterprises

Section 7(1) of the Act empowers Central Government to classify, by way of notification, any class or classes of enterprises, whether proprietorship, HUF, AOP, Cooperative society, Partnership firm, Company or undertaking, by whatever name called into Micro, Small or Medium enterprises. The relevant notification² issued on 29th September, 2006 has adopted the classification and investment criteria as prescribed in the Act itself. Perhaps to remove any doubt, the notification has included ‘any other legal entity’ within its fold. Thus Trusts and other charitable institutions are also eligible for registration and protection under this Act. Table summarizes classification and investment criteria:

Classification

- **Micro Enterprise**
- **Small Enterprise**
- **Medium Enterprise**

List of industries in the First Schedule to the Industries (Development and Regulation) Act, 1951 is very exhaustive running into 38 groups and bifurcated into several sub-groups.

Explanation 1 to section 7(1) clarifies that in calculating the investment in plant and machinery, the cost of pollution control, research and development, industrial safety devices and such other items as may be specified by notification, shall be excluded.

Accordingly a notification dated 05.10.2006³ was issued which lists several other items like loose tools, power generator sets, extra transformers, storage tanks and fire-fighting equipment, etc. to be excluded while calculating investment. In case of imported plant and machinery, the import duty, shipping charges, customs clearing charges etc. are to be included.

For service enterprises, section 7(1) (b) of the Act has used the word ‘equipment’ and not ‘plant and machinery’. Explanation 1 also uses the words ‘plant and machinery’. Notification dated 05.10.2006 refers to only section 7(1) (a). Combined effect of all these establishes that no exclusion are provided for enterprises engaged in providing or rendering services.

By virtue of explanation 2 to section 7(1) read with section 29B of the industries (Development and regulation) Act, 1951, Central government reserves the power to exempt, by notification, any industrial undertaking or class of industrial undertakings from all or any of the provisions of the Act.

1.10. Objectives

The specific objectives of the study are crystallized as follows:

1. To study the nature and functioning of MS&MEs, Guntur;
2. To see the differences, if any, between the relationships of the two or more variables at the different levels of employees;
3. To identify the factors those affect the Job satisfaction of the employees;
4. To find out the elements responsible for job satisfaction in MS&MEs, Guntur; and
5. Suggest some remedial measures of increasing the job satisfaction among the employees of MS&MEs, Guntur.

1.11. Hypothesis

The study is proposed to test the following hypotheses.



a) We hypothesized that there would be significant difference in job satisfaction at different levels of employees.

b) Also, we hypothesized that as we move from lower level to a higher level, the variability in the satisfaction decreases.

2. Methodology

The methodology adopted in the present study is under three heads namely, sample design, database and analytical tools.

2.1. Sample Design

The employees were divided in three groups as the top, middle and lower level in MS&MEs, Guntur. This was done on the basis of a preliminary opinion survey of the top executives in MS&MEs, Guntur. They were asked to group the employees in MS&MEs, Guntur as belonging to the top, middle and lower levels. It was a convenient sampling scheme. We covered as many people as were willing to co-operate. We covered group of 68 (top), 151 (middle) and 69 (lower) in MS&MEs, Guntur. They represented about 24%, 52% and 24% in MS&MEs, Guntur of their respective cadres (top, middle and lower levels).

2.2. Database

The database covers the sources and collection. Though the major requirements of data are met through field study, both primary and secondary sources are from database.

(1) **Primary data:** Data for the present study were collected from the sample on a person-to-person interview basis and with a structured questionnaire.

(2) **Secondary Data:** Secondary data were collected from various documents such as Annual reports, Audit reports, statement of Accounts, Booklets, Registers of employees, Souvenirs etc.,

2.3. Analysis

The data so collected was subjected to both conventional and functional analysis. The conventional approach includes average and percentage methods. In addition, graphical approach was followed for explaining some economic relationships. Bar diagrams were used wherever appropriate. The functional analysis includes Chi-Square test and Co-efficient of variance.

2.4. Period of the Study

The study covers a period of one year 2013-14, which has been considered sufficient for a study of its kind which, seeks to evaluate the employees job satisfaction.

2.5. Scope of the Study

The study has been undertaken with a selected sample of 288 respondents employed in MS&MEs, Guntur, in 2014. The study is intended to cover 100 units under MS&MEs, Guntur.

The sampling procedure adopted for this study is "Convenient satisfied random sampling".

3. FINDINGS

1. The average size of the employee's family is about 4 numbers (3.98).
2. The average number of employees per family is 2 numbers (1.51).
3. The percentage of employees to the family size is on an average
4. On an average the technically qualified employee's contribution to 85%.
5. On an average number of working hours per employee per day is 10 hours.
6. The percentage of employee's at top level is 24%, Middle level is 52% and lower level is 24%.
7. On an average 37% of the employee spouse is working.
8. 90% of the employees joined as members in various levels of unions
9. 20% of the employees utilized leaves without any during the period of study (except personal work or due to ill health).
10. 33% of employees are dissatisfied of toilet facilities regarding their number and maintenance.
11. Educational qualification at various levels of employee's: Top –100%, Middle –100%, Lower – 60%.
12. On an average 90% of the seats are filled in each bus per a day.



3.1. Analysis of Findings

The findings of the present study have been analyzed under the following heads:

3.2. Level of Job Satisfaction of the Employees

By using Likert scale, the respondents asked to give tick mark along the five scale continuum regarding some job related factors (such as Extreme Dissatisfied, Dissatisfied, Neutral, Satisfied and Extremely Satisfied).

To find out the satisfaction level of their job, job elements were identified and there job elements were studied with respect to different levels of jobs and the satisfaction categories using Chi-Square test is indicated in Table - 1.

The survey result has shown that the calculated value of Chi-Square is less than the table value in job elements of 6, 16, 18 & 20. Hence, that there is no significant difference in job satisfaction among the Top, Middle and lower levels of employees. In the remaining situations the calculated value of Chi-Square is more than the table value. Hence, that there is a significant difference in Job satisfaction among the top, middle and lower level of employees.

3.3. Factors affecting the job Satisfaction – A Comparative Analysis

All the job contents are not equally important to the employees for their job satisfaction. This survey revealed the relative importance of job element to the job satisfaction by the employees, which is given, in the following table - 2.

We have hypothesized that as we move from lower to top level, the variability in the Job satisfaction decreases. From the table calculated for MS&MEs, Guntur, it is interesting to find that there is more variability in the job satisfaction of middle level employees considered at different job elements. For the major job elements like 1,2,3,4,7,8,11,12,16,17,18,20,23 and 27, the Top level employees showed the consisted variation in their job satisfaction, while for the other elements 5,6,9,10,13,14,15,19,21,22,24, 25,and 26 lower level employees showed consistency in their job satisfaction.

3.4. Attitudes of the Employees towards Elements of Job Satisfaction

Now we try to find out the level of satisfaction in employees considering their attitude in identified job elements. Appendix - I gives attitude wise satisfaction figures for each job element to study employees satisfaction. Summarizing them we can find the most important factors causing dissatisfaction in a chronological order for different levels which is given, in the following table - 3.

Job stress is another important factor that affects the efficiency in the job. More job stress causes dissatisfaction in the employee that affects the quality performance. The top & middle level employees in the MS&MEs, Guntur feel more job stress than the lower level employees in the MS&MEs, Guntur do. In the top level respondents 50% in middle level employees 43% respondents felt heavy stress, where as in the lower level employees 19% of respondents felt heavy stress (See Appendix - II).

Generally it is observed that in MS&MEs, Guntur, the top level employees & middle level employees perceive more job stress than lower level employees.

3.5. Causes of Dissatisfaction Among the three Levels of the Employees in Ms&Mes, Guntur

Employees of three levels were requested to mention some reasons for which they may feel dissatisfied towards their job. Employees mentioned different factors that affect their job satisfaction. Some factors are common and other factors are different. The causes of dissatisfactions are given, in the following table - 4. About 66% employees in the top level MS&MEs, Guntur, main reason mentions that they are dissatisfied due to the high work pressure. There is a higher pressure of passengers in the MS&MEs, Guntur due to low cost travel. Employees need to work for long time to serve the people. About 52% top level employees in MS&MEs, Guntur mentioned that the low economical facilities are another reason of their dissatisfaction in the situation. For this reason many of the employees give more time in private activities which actually deteriorate the quality of service



treatment in the MS&MEs, Guntur. Lack of job status is also one reason that is indicated by 44% respondent for which they are dissatisfied towards their job. Highly routine nature of job, which was mentioned by 29% of the respondent employees made them, dissatisfied towards their job. About 26% employees referred that there is no job security in MS&MEs, Guntur. The MS&MEs, Guntur has no specific job rule and job policy that makes the employees more anxious about their job always. Some other reasons include lack of co-operation from the colleagues, unfavourable working conditions, lack of promotion opportunities, lack of timely payment, 5.Lack of Govt. facilities and support, 6.Lack of participation in decision making, and 7.Lack of future career opportunity which was mentioned by 19%, 19%, 21%, 9.1%, 21.1%, 15.1% & 11.1 respectively by the respondents of top level employees that make them dissatisfied towards their job.

In the MS&MEs, Guntur, 72% of Middle level employees mentioned that they are dissatisfied due to the high work pressure and higher pressure of passengers.

The MS&MEs, Guntur provides facilities to passengers at the low cost travel & safety. Employees need to work for long time to serve the people. About 65% employees in the MS&MEs, Guntur mentioned that the low economical facility is another reason of their dissatisfaction in the situation. For this reason many of the employees give more time in private activities which actually deteriorate the quality of service treatment in the MS&MEs, Guntur. About 48% employees referred that there is no job security in the MS&MEs, Guntur. The MS&MEs, Guntur has no specific job rule and job policy that makes the employee more anxious about their job always. About 46% employees mention that they are dissatisfied due to the unfavourable working condition. Moreover, employees in the MS&MEs, Guntur are working with old equipment and there are no sufficient buses and modern technology and no effective diagnosis facilities. Lower level employees are not sincere and co-operative. Political intervention and corruption make the working environment in the MS&MEs, Guntur unfavourable. About 39% respondents mentioned that there is lack of promotion opportunity and 38% employees mentioned that there is no autonomy in their job. Actually, the MS&MEs, Guntur employees always need to wait for the decision of the superior. Also they are always under the pressure of boss.

About 33% employees indicate that due to the lack of co-operation from the colleague and senior employees caused dissatisfaction. About 31% respondents mentioned that there is lack of future career opportunity. Lack of job status and lack of Govt., facilities and support are also two reasons that are indicated by 28% respondent for which they are dissatisfied to work in their job. Some other reasons include lack of timely payment, lack of participation in decision making, highly routine nature of job, absence of recognition for better performance and absence of communication with the supervisor by 25%, 24%, 14% and 26% respectively of the respondent employees that make them dissatisfied towards their job.

Highly routine nature of job, which was mentioned by 20% of the respondent employees make them, dissatisfied towards their job. 17% respondents mentioned that there is lack of co-operation from the colleagues, lack of Govt. facilities and support and lack of participation indecision making. Lack of job status is also one reason that is indicated by 12% respondent for which they are dissatisfied towards their job. Some other reasons for which doctors are dissatisfied in their job in the MS&MEs, Guntur include lack of timely payment, absence of recognition for better performance, and no autonomy in their job. They are Lack of future career opportunity and absence of communication with the supervisor.

From the above analysis it is found that there are some common factors for which the employee are dissatisfied in the MS&MEs, Guntur. But all factors are not equally important to them. One thing is clear that high work pressure and low economic facilities are the first and most important problem for job satisfaction in among the three levels.

Lack of job status, highly routine nature of job and lack of job security are the next important problems in the



MS&MEs, Guntur for ensuring job dissatisfaction of the top level employees. On the other hand in MS&MEs, Guntur Lack of job security, unfavourable working condition and lack of promotion opportunity are the next important reasons of job dissatisfaction of the middle and lower level employees.

In all the levels of employee's lack of Govt., facilities and support is also the reason of job dissatisfaction.

3.6. Findings of Opinion Survey

A summary of the survey based on the opinion expressed by 288 respondents in MS&MEs, Guntur.

1. About 28% of the Top level employees, 76% of the middle level employees and 25% of the lower level employees in MS&MEs, Guntur, expressed that the selection process is gender biased.
2. A majority of respondents about 60% of the top level employees 80% of the Middle level employees and 40% of the lower level employees in MS&MEs, Guntur said that they are Dissatisfied with the current position belong to their academic qualification.
3. About 75% of the top level employees, 80% of the Middle level employees and 90% of the lower level employees in MS&MEs, Guntur known that this is their expected job.
4. About 25%, 77%, and 30% of the Top, Middle and Lower Level in MS&MEs, Guntur respectively feel that they are over burden.
5. About 40% of the Top level employees, 20% of the Middle level employees & 10% of the lower level employees in MS&MEs, Guntur felt that they are not participated in decision making.
6. About 10%, 33% and 50% of the Top, Middle, Lower level of the employees in MS&MEs, Guntur said that they are differently treated because of gender.

Conclusion and Suggestions

In the MS&MEs, Guntur, the passengers are more satisfied. The middle level employees are consistent in their job satisfaction at different angles of study. Now we can conclude that for better and qualitative services, employee's satisfaction is very important. To answer this question we need to consider the management and social aspect of our country.

The present study suggests some measure for ensuring the job satisfaction of the employees working in the MS&MEs, Guntur and they are:

1. Salary should be according to the job and posting and there should be fairness and quality. Besides it should be determined after considering the timing cost and purchasing power of money.
2. Encourage participation in management will increase high morals and job satisfaction among the peoples related with management.
3. Since the Employees perceive lack of promotional opportunities as one of the most important cause of their job dissatisfaction, it is strongly recommended that must have a sound and fair promotional policy, which would be acceptable to all concerned. Policy regarding the promotion must be on the basis of merit, seniority, sincerity and performance.
4. Reducing job stress of employees through better shifting system. Moreover the authority should ensure the number of sufficient employees (Top, Middle and Lower levels).
5. Senior employees should be regular in their office and Co-operative with their junior colleagues.
6. Ensure the availability of equipment and modern technology and that will make the employees job easier and more effective; and
7. Introducing better and favourable job rule and Job Security for the employees that will ensure positive attitude of the employee's towards the job.

All these recommendations are followed properly. It is expected that the job satisfaction of the employee's as well as their services to the passengers will be increased significantly in the forthcoming future.



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List of Tables

Table -1: Chi-Square Results

		Chi-Square	
Elements of the job		Calculated	Table Value
		Value	
1.	Amount of pay and fringe benefits received	43.70	15.5
2.	Degree of fair payment for the contribution made to the organization.	44.64	15.5
3.	Amount of Job Security	52.35	15.5
4.	Future Prospects of Job Security	60.29	15.5
5.	The Chance to know other people while on the job	28.09	15.5
6.	The Chance to help other people at work	12.27	15.5
7.	The People with whom employees talk & work together	16.99	15.5
8.	The degree of fair treatment & respect received	36.37	15.5
9.	The amount of support & guidance received from the supervisor	27.57	15.5
10.	The overall quality of supervision received on work	44.71	15.5
11.	The chance of Personal growth & development in the job	18.85	15.5
12.	The feeling of worthwhile accomplishment in doing ones' job	21.45	15.5
13.	The possibility of exercising independent thoughts and actions in one's job	41.77	15.5
14.	The amount of challenge in one's job	20.71	15.5
15.	Level of Job safety in work place	57.09	15.5
16.	Level o Job stress	11.77	15.5
17.	In Comparison to other professions, the current profession caused	22.68	15.5
18.	Satisfaction in respect of Welfare Schemes	13.39	15.5
19.	Housing facilities	26.01	15.5
20.	Recreation Facilities	12.11	15.5
21.	Recruitment Process followed in the organization	33.69	15.5
22.	Satisfaction in the context of fulfilling one's expectations	31.78	15.5
23.	Satisfaction in the context of participation in decision-making	34.01	15.5
24.	Satisfaction in the context of Promotion Procedure	19.88	15.5
25.	Satisfaction in the context of Working environment in Office Room	67.34	15.5
26.	Satisfaction in the context of Workplace environment	63.31	15.5
27.	Satisfaction in respect of Computer facilities provided	71.89	15.5

***Significant at 5% level. Source: Data have been compiled by the researcher through field survey, 2014.**

Table – 2: Relative Performance to Job Elements

Elements of the job	Co-efficient of variation percentage(C.V.)		
	Top level	Top level	Top level



1.Amount of pay and fringe benefits received	375.4	433	304.76
2.Degree of fair payment for the contribution made to the organization.	386.2	389	303.78
3.Amount of Job Security	401.9	520.9	339.82
4.Future Prospects of Job Security	290	416.8	295.43
5.The Chance to know other people while on the job	312	533.9	376.4
6.The Chance to help other people at work	257.9	636	389.72
7.The People with whom employees talk & work together	400.7	645	369.97
8.The degree of fair treatment & respect received	476.8	500.9	401.35
9.The amount of support & guidance received from the supervisor	306.4	585.7	358.16
10.The overall quality of supervision received on work	294.5	406.6	393.55
11.The chance of Personal growth & development in the job	315.8	393.6	234.27
12.The feeling of worthwhile accomplishment in doing ones' job	306.1	461.8	252.75
13The possibility of exercising independent thoughts and actions in one's Job	235.6	552.9	257.06
14.The amount of challenge in one's job	217.5	447.1	295.43
15.Level of Job safety in work place	38.99	633.8	125.22
16.Level o Job stress	225.2	496.7	212.32
17.In Comparison to other professions, the current profession caused	259.5	419.4	250.36
18.Satisfaction in respect of Welfare Schemes	329.4	515.3	315.09
19.Housing facilities	177	411	257.45
20.Recreation Facilities	275.2	443.3	231.26
21.Recruitment Process followed in the organization	307.8	528.3	328.45
22.Satisfaction in the context of fulfilling one's expectations	267.4	461.8	286.15
23.Satisfaction in the context of participation in decision-making	261.4	518.7	243.89
24.Satisfaction in the context of Promotion Procedure	282	514.7	318.87
25.Satisfaction in the context of Working environment in Office Room	340.8	483.6	357.88
26.Satisfaction in the context of Workplace environment	379.6	644	418.66
27.Satisfaction in respect of Computer facilities provided	283.1	439.4	238.08

Source: Data have been compiled by the researcher through field survey, 2014.

Table - 3: List of Elements According To Extent of Job Satisfaction Level

LEAST	Top level	Middle level	Lower Level
	Safety in work place	Safety in Work place	Emanates
	Growth Satisfaction	Job security satisfaction	Safety in work place
	Emanates	Participation in decision	Participation in decision
		Making	Making
	Promotion procedure	Pay Satisfaction	Promotion procedure
	Recruitment process	Working environment	Working environment
	Job Security satisfaction	Growth satisfaction	Growth satisfaction
	Participation in decision	Emanates	Job security satisfaction
	making		



MOST	Social satisfaction	Promotion Procedure	Pay satisfaction
	Supervisory satisfaction	Supervisory Satisfaction	Recruitment process
	Working Environment	Recruitment process	Supervisory satisfaction
	Pay Satisfaction	Social Satisfaction	Social Satisfaction

Source: Data have been compiled by the researcher through field survey, 2014.

Table - 4: Causes of Job Dissatisfaction among the Employees

Reasons	Levels					
	Top	%	Middle	%	Lower	%
(a) Low Economical Facilities	35	52	99	65	36	52
(b) Lack of Co-operation from the colleague	13	19	50	33	12	17
(c) High work pressure	45	66	108	72	52	75
(d) Unfavorable working condition	13	19	69	46	23	33
(e) Lack of promotion opportunity	14	21	59	39	22	32
(f) Lack of Job Security	18	26	72	48	24	35
(g) Lack of Job Status	30	44	43	28	8	12
(h) Lack of Timely Payment	6	9	37	25	7	10
(i) Lack of Govt. facilities and support	14	21	43	28	12	17
(j) Lack of participation in decision making	10	15	36	24	12	17
(k) Highly routine nature of job	20	29	36	24	14	20
(l) Absence of recognition for better performance	7	10	21	14	6	9
(m) No autonomy in their job	6	9	57	38	5	7
(n) Lack of future career opportunity	11	16	47	31	2	3
(o) Absence of communication with the supervisor	7	10	39	26	2	3

Source: Data have been compiled by the researcher through field survey, 2014.

Appendix – I: Attitude of the Employees towards the Job Elements.

Elements of Job	Levels	Percentage of Respondents	
		Satisfied	Satisfied
Amount of pay and fringe benefits received	Top	47(92)	4(8)
	Middle	51(42)	71(58)
	Lower	38(67)	19(33)
Degree of fair payment for the contribution made to the organization.	Top	47(92)	4(8)
	Middle	51(43)	68(57)
	Lower	40(76)	13(24)
Amount of Job Security	Top	52(88)	7(12)
	Middle	48(38)	77(62)
	Lower	43(71)	18(29)
Future Prospects of Job Security	Top	48(71)	20(29)
	Middle	40(37)	69(63)
	Lower	38(64)	21(36)
The Chance to know other people while on the job	Top	45(90)	5(10)
	Middle	79(65)	42(35)



	Lower	45(88)	6(12)
The Chance to help other people at work	Top	39(81)	9(19)
	Middle	100(79)	26(21)
	Lower	51(88)	7(12)
The People with whom employees talk & work together	Top	53(91)	5(9)
	Middle	87(93)	7(7)
	Lower	47(87)	6(13)
The degree of fair treatment & respect received	Top	56(90)	6(10)
	Middle	72(59)	50(41)
	Lower	51(88)	7(12)
The amount of support & guidance received from the supervisor	Top	45(92)	4(8)
	Middle	78(67)	39(33)
	Lower	49(86)	8(14)
The overall quality of supervision received on work	Top	40(89)	5(11)
	Middle	68(54)	58(46)
	Lower	50(88)	7(12)
The chance of Personal growth & development in the job	Top	39(75)	13(25)
	Middle	54(48)	58(52)
	Lower	33(65)	18(35)
The feeling of worthwhile accomplishment in doing ones' job	Top	36(78)	10(22)
	Middle	72(58)	53(42)
	Lower	35(70)	15(30)
The possibility of exercising independent thoughts and actions in one's job	Top	36(72)	14(28)
	Middle	40(33)	81(67)
	Lower	36(64)	20(36)
The amount of challenge in one's job	Top	26(62)	16(38)
	Middle	66(63)	39(37)
	Lower	39(74)	14(26)
Level of Job safety in work place	Top	25(45)	30(55)
	Middle	22(17)	110(83)
	Lower	24(53)	121(47)
Level o Job stress	Top	21(34)	40(66)
	Middle	67(47)	75(53)
	Lower	31(48)	34(52)
In Comparison to other professions, the current profession caused	Top	19(59)	13(41)
	Middle	22(24)	69(76)
	Lower	17(50)	17(50)
Satisfaction in respect of Welfare Schemes	Top	45(82)	10(18)
	Middle	74(60)	49(40)
	Lower	42(61)	21(33)
Housing facilities	Top	32(71)	13(29)
	Middle	53(48)	58(52)



	Lower	35(67)	17(33)
Recreation Facilities	Top	36(67)	18(33)
	Middle	67(63)	40(37)
	Lower	37(13)	21(87)
Recruitment Process followed in the organization	Top	50(79)	13(21)
	Middle	73(67)	36(33)
	Lower	42(75)	14(25)
Satisfaction in the context of fulfilling one's expectations	Top	45(88)	6(12)
	Middle	55(53)	48(47)
	Lower	36(75)	12(25)
Satisfaction in the context of participation in decision-making	Top	42(84)	8(16)
	Middle	43(49)	44(51)
	Lower	32(65)	17(35)
Satisfaction in the context of Promotion Procedure	Top	32(76)	10(24)
	Middle	72(58)	53(42)
	Lower	40(66)	21(34)
Satisfaction in the context of Working environment in Office Room	Top	53(93)	4(17)
	Middle	51(47)	57(53)
	Lower	44(80)	11(20)
Satisfaction in the context of Workplace environment	Top	61(95)	3(5)
	Middle	89(69)	40(31)
	Lower	50(89)	6(21)
The possibility of exercising independent thoughts and actions in one's job	Top	36(72)	14(28)
	Middle	40(33)	81(67)
	Lower	36(64)	20(36)
The amount of challenge in one's job	Top	26(62)	16(38)
	Middle	66(63)	39(37)
	Lower	39(74)	14(26)
Level of Job safety in work place	Top	25(45)	30(55)
	Middle	22(17)	110(83)
	Lower	24(53)	121(47)
Level o Job stress	Top	21(34)	40(66)
	Middle	67(47)	75(53)
	Lower	31(48)	34(52)
In Comparison to other professions, the current profession caused	Top	19(59)	13(41)
	Middle	22(24)	69(76)
	Lower	17(50)	17(50)
Satisfaction in respect of Welfare Schemes	Top	45(82)	10(18)
	Middle	74(60)	49(40)
	Lower	42(61)	21(33)
Housing facilities	Top	32(71)	13(29)
	Middle	53(48)	58(52)



	Lower	35(67)	17(33)
Recreation Facilities	Top	36(67)	18(33)
	Middle	67(63)	40(37)
	Lower	37(13)	21(87)
Recruitment Process followed in the organization	Top	50(79)	13(21)
	Middle	73(67)	36(33)
	Lower	42(75)	14(25)
Satisfaction in the context of fulfilling one's expectations	Top	45(88)	6(12)
	Middle	55(53)	48(47)
	Lower	36(75)	12(25)
Satisfaction in the context of participation in decision-making	Top	42(84)	8(16)
	Middle	43(49)	44(51)
	Lower	32(65)	17(35)
Satisfaction in the context of Promotion Procedure	Top	32(76)	10(24)
	Middle	72(58)	53(42)
	Lower	40(66)	21(34)
Satisfaction in the context of Working environment in Office Room	Top	53(93)	4(17)
	Middle	51(47)	57(53)
	Lower	44(80)	11(20)
Satisfaction in the context of Workplace environment	Top	61(95)	3(5)
	Middle	89(69)	40(31)
	Lower	50(89)	6(21)

Source: Field Survey, 2014.

Appendix – II: Level of Job Stress

Level of Job stress	Employees in MS&MEs, Guntur					
	Top	%	Middle	%	Lower	%
No Stress at all	7	10	45	30	20	30
Some what stress itself	14	20	22	15	11	16
Moderate Stress is felt	7	10	9	6	4	2
Enough Stress is felt	7	10	9	6	5	3
Heavy stress felt	33	50	66	43	29	19

Source: Field Survey, 2014