

**LEVEL OF JOB SATISFACTION AT TRIBHUVAN
INTERNATIONAL AIRPORT CIVIL
AVIATION OFFICE**

A thesis

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RECOMMENDATION

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DECLARATION

I hereby declare that the present study entitled **Level of Job Satisfaction at Tribhuvan International Airport Civil Aviation Office** is based on my original research work. Other works on the subject have been duly acknowledged at the relevant places, and for which, I am indebted to them. The results presented in the study have not been submitted elsewhere for the award of any degree.

Laxman Kumar devkota
Nepal Commerce Campus
June, 2012

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ABBREVIATIONS

CAAN	- Civil Aviation Authority of Nepal
ATS	-Air Traffic Services
CNS	- Communication, Navigation and Surveillance
AFIS	- Aerodrome Flight Information Services
ATC	- Air Traffic Controlling
TIA	- Tribhuvan International Airport
TIACAO	- Tribhuvan International Airport Civil Aviation Office
HI-TEC	- High Technology
MPS	- Motivating Potential Score
EFM	- Enterprise Feedback Management
JSS	- Job Satisfaction Survey
JDI	- Job Description Index
MSQ	-Minnesota Satisfaction Questionnaire
PA	- Positive Attitude
NA	- Negative Attitude
Disst.	- Dissatisfaction
Sat.	- Satisfaction
N	- Neutral
Very Sat.	- Very Satisfaction
Very Dissat.	- Very Dissatisfaction
FOD	- Flight Operation Department
AOFD	- Airport Operation and Facilitation Department

FD	- Finance Division
CD	- Civil Division
TSD	- Technical Service Department
CD*	- Corporate Department
AD	- Administration Division
S. No.	- Serial Number
Org ⁿ	- Organization

Chapter – I

INTRODUCTION

1.1 Background of Study

1.1.1 Civil Aviation Authority of Nepal and Airports in Nepal

Civil Aviation Authority of Nepal (CAAN) is a semi-government organization having the responsibility of safe, efficient and expeditious flow of air traffic. The government has entrusted to CAAN for the construction, Own and Operation of airport across the country. The CAAN generates the revenue from the different charges to the stakeholders for the use of airport facilities, navigation, communication and surveillance aids, security, fire fighting and other services hence sustains and further invests for new capital addition.

CAAN is a regulatory and service provider body; it regulates all the airlines and other aviation related organizations through different laws, by-laws, rules and regulations and by tough supervision in the process of laws enforcement, on the other side, it provides the services like air traffic services (ATS), communication navigation and surveillance (CNS) services. Any airlines should be tightly in touch with CAAN since in and every step

of operation they need the nod of CAAN and have to be screened through the eagle-eyed CAAN's respective department.

Of late, CAAN has 53 airports across the country, out of which, only 30 are in operation; many of the closed airports are out of operation due to the decade-long insurgency, direct link of road and operators' reluctance for flight operation due to different reasons like difficult topography, lack of aviation facilities, decreasing number of air passengers etc. Currently, there is one international airport, seven controlled airports (where air traffic control service is provided) and rest are aeronautical flight information services (AFIS) stations. Among the controlled airports, there are four regional hub airports; from the hub airports, operators operate the flights to the nearby mountain airports. The details of airports are follows:

Table no.:1.1 Airports in Nepal			
S.No.	Airports	Type	Remarks
01	Tribhuvan Int'l Airport	International	Only one international airport of nation.
02	Biratnagar, Janakpur, Simara, Bharatpur, Pokhara, Bhairahawa, Nepalganj	Controlled	Biratnagar, Pokhara, and Nepalganj are regional hub.
03	Taplegung, Lukla, Phaplu, manang, jomsom, dolpa, bajura, simikot, sangboche, rolpa, jumla, bhojpur, tumlingtar, lamidanda, ramechhap, rumjatar, dhangadhi, dang, surkhet, megauli, chandragadhi.	AFIS	

1.2 Tribhuvan International Airport Civil Aviation Office (TIACAO)

In 2006 BS, when the then Indian ambassador to Nepal landed on a grassy land with his *Dakota* plane, then today's Tribhuvan International Airport (TIA) sighted the first aeroplane landed and the grassy field got the name formally as airport.

The Tribhuvan International Airport Civil Aviation Office (TIACAO) was established in 2055 BS. When the government's then department of civil aviation transformed into the present Civil Aviation Authority of Nepal (CAAN). TIA encompasses 86 organizations related to aviation directly or indirectly, which includes government, semi-government and private, within its premises amounting the total number of people working on those various organizations around 7500; within which TIACAO alone has the total number of staff 451.

The TIA is solely owned and operated by the TIACAO. Therefore, TIACAO is a service providing and regulatory office under the CAAN which has the jurisdiction of TIA. TIACAO always ensures safe, efficient and expeditious flow of air traffic through the effective implementation of regulatory and service providing measures; it regulates all the airlines and airlines related agencies' activities operating within and outside airport, for

example. TIACAO provides the passenger service facilities on ground and communication, navigation and surveillance facilities to the planes on the ground and in the sky through the advanced and HI-TEC equipments which all ensure the high degree of safety and security.

1.3 Job Satisfaction

Job Satisfaction is an overall attitude of liking or disliking of the job. It is determined by the discrepancy between what individual expect to get out of their jobs and what the job actually offers.

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviours. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors.

Job satisfaction describes how content an individual is with his /her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation or aptitude, although it is clearly linked. Job design aims to enhance job satisfaction and performance, methods include job rotation, job enlargement, job enrichment and job re-engineering. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers. Some questioners ask yes or no questions while others ask to rate satisfaction on 1-5 scale (where 1 represents "very dissatisfied " and 5 represents "very satisfied").

1.3.1 History

One of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924–1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity. These

studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

Scientific management (aka Taylorism) also had a significant impact on the study of job satisfaction. Frederick Winslow Taylor's 1911 book, *Principles of Scientific Management*, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labor and piecework towards the more modern of assembly lines and hourly wages. The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a faster pace. However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction. It should also be noted that the work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor's work.

Some argue that Maslow's hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. This model served as a good basis from which early researchers could develop job satisfaction theories.

Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions.

1.3.2 Models of job satisfaction

1.3.2.1 Affect Theory

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position)

moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

1.3.2.2 Dispositional Theory

Another well-known job satisfaction theory is the Dispositional Theory Template: Jackson April 2007. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction.

A significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model, proposed by Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham in 1997.[5] Judge et al. argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her\his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.[5]

1.3.2.3 Opponent Process Theory

According to opponent process theory [6], emotional events, such as criticisms or rewards, elicits two sets of processes. Primary processes give way to emotions that are steady with the event in question. Events that seem negative in manner will give rise to the feelings of stress or anxiety. Events that are positive give rise to the feeling of content or relaxation. The other process is the opponent process, which induces feelings that contradict the feelings in the primary processes. Events that are negative give rise to

feelings of relaxation while events that are positive give rise to feelings of anxiety. A variety of explanations have been suggested to explain the uniformity of mood or satisfaction. This theory shows that if you try to enhance the mood of individual it will more likely fail in doing so. The opponent process theory was formulated to explain these patterns of observations

1.3.2.4 Equity Theory

Equity Theory shows how a person views fairness in regard to social relationships. During a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another persons puts forth [9]. Equity Theory suggests that if an individual thinks there is an inequality between two social groups or individuals, the person is likely to be distressed because the ratio between the input and the output are not equal[10].

For example, consider two employees who work the same job and receive the same benefits. If one individual gets a pay raise for doing the same or less work than the other, then the less benefited individual will become distressed in his workplace. If, on the other hand, one individual

gets a pay raise and new responsibilities, then the feeling of inequality is reduced[11].

1.3.2.5 Discrepancy theory

The concept of self-discrepancy theory explains the ultimate source of anxiety and dejection[12]. An individual, who has not fulfilled his responsibility feels the sense of anxiety and regret for not performing well, they will also feel dejection due to not being able to achieve their hopes and aspirations. According to this theory, all individuals will learn what their obligations and responsibilities for a particular function, over a time period, and if they fail to fulfill those obligations then they are punished. Over time, these duties and obligations consolidate to form an abstracted set of principles, designated as a self-guide[13]. Agitation and anxiety are the main responses when an individual fails to achieve the obligation or responsibility[14]. This theory also explains that if achievement of the obligations is obtained then the reward can be praise, approval, or love. These achievements and aspirations also form an abstracted set of principles, referred to as the ideal self guide[15]. When the individual fails to obtain these rewards, they begin to have feelings of dejection, disappointment, or even depression[16].

1.3.2.6 Two-Factor Theory (Motivator-Hygiene Theory)

Frederick Herzberg's Two factor theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals (Hoskinson, Porter, & Wrench, p. 133). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

While Herzberg's model has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman & Oldham suggesting that Herzberg's original formulation of the model may have been a methodological artifact. Furthermore, the theory does not

consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors. Finally, the model has been criticised in that it does not specify how motivating/hygiene factors are to be measured.

1.3.2.7 Job Characteristics Model

Hackman & Oldham proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.). The five core job characteristics can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors----. A meta-analysis of studies that assess the framework of the model provides some support for the validity of the JCM.[19]

1.3.3 Factors that influence job satisfaction

1.3.3.1 Environmental factors

1.3.3.1.1 Communication Overload and Communication Under-load

One of the most important aspects of an individual's work in a modern organization concerns the management of communication demands that he or she encounters on the job (Kraye, K. J., & Westbrook, L., p. 85). Demands can be characterized as a communication load, which refers to "the rate and complexity of communication inputs an individual must process in a particular time frame (Faraca, Monge, & Russel, 1977)." Individuals in an organization can experience communication over-load and communication under- load which can affect their level of job satisfaction. Communication overload can occur when "an individual receives too many messages in a short period of time which can result in unprocessed information or when an individual faces more complex messages that are more difficult to process (Farace, Monge, & Russel, 1997)." Due to this process, "given an individual's style of work and motivation to complete a task, when more inputs exist than outputs, the individual perceives a condition of overload

(Kraymer, K. J., & Westbrook, L., p. 86) which can be positively or negatively related to job satisfaction. In comparison, communication under load can occur when messages or inputs are sent below the individual's ability to process them (Farace, Monge, & Russel, 1997)." According to the ideas of communication over-load and under-load, if an individual does not receive enough input on the job or is unsuccessful in processing these inputs, the individual is more likely to become dissatisfied, aggravated, and unhappy with their work which leads to a low level of job satisfaction.

1.3.3.1.2 Superior-Subordinate Communication

Superior-subordinate communication is an important influence on job satisfaction in the workplace. The way in which subordinates perceive a supervisor's behavior can positively or negatively influence job satisfaction. Communication behavior such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship (Teven, p. 156). Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence, and emotional expression (Burgoon, Buller, & Woodall, 1996). Nonverbal immediacy from the supervisor helps to increase interpersonal involvement with their subordinates impacting job satisfaction.

The manner in which supervisors communicate with their subordinates non-verbally may be more important than the verbal content (Teven, p. 156). Individuals who dislike and think negatively about their supervisor are less willing to communicate or have motivation to work whereas individuals who like and think positively of their supervisor are more likely to communicate and are satisfied with their job and work environment. A supervisor who uses nonverbal immediacy, friendliness, and open communication lines is more likely to receive positive feedback and high job satisfaction from a subordinate. Conversely, a supervisor who is antisocial, unfriendly, and unwilling to communicate will naturally receive negative feedback and create low job satisfaction in their subordinates in the workplace.

1.3.3.1.3 Emotions

Mood and emotions form the affective element of job satisfaction. (Weiss and Cropanzano, 1996). Moods tend to be longer lasting but often weaker states of uncertain origin, while emotions are often more intense, short-lived and have a clear object or cause. There is some evidence in the literature that moods are related to overall job satisfaction. Positive and negative emotions were also found to be significantly related to overall job satisfaction

Frequency of experiencing net positive emotion will be a better predictor of overall job satisfaction than will intensity of positive emotion when it is experienced.

Emotion work (or emotion management) refers to various types of efforts to manage emotional states and displays. Emotion management includes all of the conscious and unconscious efforts to increase, maintain, or decrease one or more components of an emotion. Although early studies of the consequences of emotional work emphasized its harmful effects on workers, studies of workers in a variety of occupations suggest that the consequences of emotional work are not uniformly negative.

It was found that suppression of unpleasant emotions decreases job satisfaction and the amplification of pleasant emotions increases job satisfaction. The understanding of how emotion regulation relates to job satisfaction concerns two models:

1. Emotional dissonance. Emotional dissonance is a state of discrepancy between public displays of emotions and internal experiences of emotions,[26][27] that often follows the process of emotion regulation. Emotional dissonance is associated with high emotional

exhaustion, low organizational commitment, and low job satisfaction.[28][29]

2. Social interaction model. Taking the social interaction perspective, workers' emotion regulation might beget responses from others during interpersonal encounters that subsequently impact their own job satisfaction. For example: The accumulation of favorable responses to displays of pleasant emotions might positively affect job satisfaction.[25]

performance of emotional labor that produces desired outcomes could increase job satisfaction.

1.3.4 Measuring job satisfaction

There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert scale (named after Rensis Likert). Other less common methods of gauging job satisfaction include: Yes/No questions, True/False questions, point systems, checklists, and forced choice answers. This data are sometimes collected using an Enterprise Feedback Management (EFM) system.

The Job Descriptive Index (JDI), created by Smith, Kendall, & Hulin (1969), is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five facets: pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. The scale is simple, participants answer either yes, no, or can't decide (indicated by '?') in response to whether given statements accurately describe one's job.

The Job in General Index is an overall measurement of job satisfaction. It is an improvement to the Job Descriptive Index because the JDI focuses too much on individual facets and not enough on work satisfaction in general.

Other job satisfaction questionnaires include: the Minnesota Satisfaction Questionnaire (MSQ), the Job Satisfaction Survey (JSS), and the Faces Scale. The MSQ measures job satisfaction in 20 facets and has a long form with 100 questions (five items from each facet) and a short form with 20 questions (one item from each facet). The JSS is a 36 item questionnaire that measures nine facets of job satisfaction. Finally, the Faces Scale of job satisfaction, one of the first scales used widely, measured

overall job satisfaction with just one item which participants respond to by choosing a face.

1.4 Focus of the Study

In the 21st century, the manpower of an organization is the important capital asset. The success or failure is directly related to the quality of the manpower it has; and the quality of manpower is determined by many factors like, knowledge, skill, training, experiences. Similarly, the most important psychological element of employees that organization should always deem is the level of job satisfaction which plays the great role of success of organization.

This study has made the focus to the Tribhuvan International Airport Civil Aviation Office (TIACAO) and her officer-level (level six to level eleven) employees.

1.5 Purpose of the Study

The purpose of the study is to find out the level of job satisfaction on the employees of TIACAO thorough asking many questions related to the job, position and personal wellbeing in the job.

1.6 Statement of Problem

The high level of job satisfaction is a very significant factor for the organizational goal achievement. The human factor of organization is that factor which is responsible for the mobilization of resources, adaptation of change and, as a whole, movement of organization from down to up or up to down. The high level of job satisfaction makes the employees of high morale, positive attitude and job accomplishment- oriented which, ultimately, moves the organization to the right path of goal achievement; whereas, the low level of job satisfaction always leads to the employees' absenteeism, turnover, fatigue etc towards the assigned job and lack of organization- citizenship which definitely results to the downfall of organization.

In most of the Nepalese government or semi-government organizations have low level of job satisfaction on employees, many researches have shown, which should be addressed without any further delay.

Therefore, the main problem to be addressed in this study is to find out the actual level of job satisfaction on TIACAO employees and provide the recommendations for the betterment of satisfaction level.

1.7 Organization of the Study

This thesis has been divided into five chapters. They are:

Chapter 1	Introduction
Chapter 2	Review of Literature
Chapter 3	Research Methodology
Chapter 4	Data Presentation and Analysis
Chapter 5	Summary, Conclusion and Recommendation

The introduction chapter covered background of the study, role of level of job satisfaction, focus of study, statement of the problems, objective of study, significance of study and limitations of study.

The second chapter focused as review of literature. It contained the conceptual framework and past research literature on level of job satisfaction.

The third chapter deals with the research methodology to be adopted for the study consisting research design, sources of data, data gathering procedure, data processing procedure, population and sample and research variables.

The fourth chapter deals with presentation, analysis and interpretation of data. It consists of analysis of questionnaires and major finding of the research.

The last chapter contains summary, conclusion and recommendation.

1.8 Significance of the Study

Job Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours such as organizational citizenship, absenteeism, and turnover. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviors.

One common research finding is that job satisfaction is correlated with life satisfaction. This correlation is reciprocal, meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as nonwork satisfaction and core self-evaluations are taken into account.

An important finding for organizations to note is that job satisfaction has a rather tenuous correlation to productivity on the job. This is a vital

piece of information to researchers and businesses, as the idea that satisfaction and job performance are directly related to one another is often cited in the media and in some non-academic management literature. A recent meta-analysis found an average uncorrected correlation between job satisfaction and productivity to be $r = 0.18$; the average true correlation, corrected for research artifacts and unreliability, was $r = 0.30$. Further, the meta-analysis found that the relationship between satisfaction and performance can be moderated by job complexity, such that for high-complexity jobs the correlation between satisfaction and performance is higher ($r = 0.52$) than for jobs of low to moderate complexity ($r = 0.29$). Job Satisfaction also have high relationship with intention to quit. It is found in many research that Job Satisfaction can lead to Intention to Stay / Quit in an organization (Kim et al., 1996). Recent research has also shown that Intention to Quit can have effect like poor performance orientation, organizational deviance, and poor organizational citizenship behaviours. In short, the relationship of satisfaction to productivity is not necessarily straightforward and can be influenced by a number of other work-related constructs, and the notion that "a happy worker is a productive worker" should not be the foundation of organizational decision-making.

With regard to job performance, employee personality may be more important than job satisfaction. The link between job satisfaction and performance is thought to be a spurious relationship; instead, both satisfaction and performance are the result of personality.

1.9 Limitations of the Study

For the completion of this dissertation, the following are the constraints which have significantly confined the work.

- a. The dissertation is based on the primary data.
- b. The study has been limited within the TIACAO among the 86 organizations within TIA.
- c. The dissertation is subject to only the officer-level employees of TIACAO.
- d. The dissertation has been around the information garnered through the Minnesota Satisfaction Questionnaire (MSQ).

Chapter - II

LITERATURE REVIEW

Since the last couple of decades terms such as management, leadership, motivation and satisfaction have been receiving greater attention and concern from all walks of life especially from the business sector and academic circle. Now the situation is that the literature on management has become replete of studies regarding satisfaction, motivation and so on, while there are constant queries, researches bringing new findings and advancing additional dimensions in the sphere of management.

With the advancement and development of technology, organizations and the people in and out the organization have also changed remarkably. What was deemed appropriate previously has been giving way to new ways of doing things. It is on this premise that this study attempts to examine the job satisfaction in a country having agrarian economy with slow pace of industrialization and business growth.

The first section of this chapter deals with the theoretical framework of the concerned topic; and second section deals with the review of related literature, as the second section, in order to highlight the efforts made earlier with regard to the job satisfaction.

2.1 Job Satisfaction

2.1.1 A conceptual Overview

Job satisfaction is a term used to describe how content an individual is with the job assigned. The terms “job satisfaction” or “work satisfaction” have been given different connotations since their inception. Blum and Naylor (1968) are of the view that job satisfaction is the result of various attitudes possessed by an employee. In a “narrow” sense, they observe: “these attitudes are related to the job and are concerned with such specific factors as wages, supervision, steadiness of employment, condition of work, advancement opportunities, recognition of ability, fair evaluation of work, social relations on the job, prompt settlement of grievances, fair treatment of employer, and other similar items.”

Sinha (1972) opines: “Job satisfaction covers both the satisfaction derived from being engaged in piece of work or in any pursuit of a higher order. It is essentially related to human needs and their fulfillment through work. In fact, job satisfaction is generated by individual’s perception of how well his job on the whole is satisfying to his various needs.”

The Roberts Dictionary of Industrial Relations defines job satisfaction in the following words; “those outward or inner manifestations which give the individual a sense of enjoyment or accomplishment in the

performance of his work. Job satisfaction may come from the product or item produced, from the speed with which it is accomplished, or from other feature relating to the job and its performance. Attitudes towards the job may be affected by such items as the pay scale, the relationship of the individual to the supervisor, the working conditions, including safety, and many other factors which are not easily discernible on the surface.”

In true sense job satisfaction does not mean a perpetual smirk on the face of the employees. It does not mean turning work into a hobby, undertaken just for the pleasure of it. However, satisfied the employees, they cannot be expected to find absolute and unalloyed pleasure in it. Job satisfaction essentially means economy of effort, getting rid of avoidable tension, utilizing the energies of employees for better performance of work instead of allowing them to be dissipated needlessly. It has been one of the most widely investigated areas of research in industrial psychology in India as well as abroad, yet the bulk of existing research fails to offer as satisfactory explanation to the fundamental questions: what is satisfaction? And how can it be adequately and reliably measured? Recent studies on job satisfaction generally assume two underlying types of job elements important to employee satisfaction: those in the work process which allow for self actualization and environmental elements in which the worker’s

rewards are physical and monetary. A parallel assumption pertains to the two types of employees for whom each of these are important. Friedlander (1963) made an attempt to validate such constructs through factor analysis and indicated three underlying groups of job elements important to job satisfaction: social and technical environmental, intrinsic work aspects, and recognition through advancement.

Job satisfaction is thus derived from and is the result of many interrelated factors which cannot be completely isolated from one another for analytical purposes. However, they can, by the use of statistical techniques, be sufficiently separated so as to give an indication of their relative importance to job satisfaction. Most important factors among these can be classified into “personal” factors and factors “inherent” in the job. Personal factors relates to sex, age, education, intelligence, personality exclusive of intelligence and time o job. Factors inherent in the job are type of work skill required, occupational status, job security, pay, promotion opportunity, geography etc.

It is axiomatic to state that the people differ in regards to the extent to which they are satisfied with their jobs. Among the factors influencing job satisfaction, the most widely examined are supervision, the work group, job content, wages, promotional opportunities and hours of work.

Job satisfaction is one of the best researched concepts in work and organizational psychology for at least two reasons. Job satisfaction is relevant for all those who are interested in the subjective evaluation of working condition such as responsibility, task variety, or communication requirement (Hackman and Oldham, 1980) because job satisfaction is supposed to be strongly caused by such condition. Job satisfaction is also of major concern whenever outcome variables such as absenteeism, (Keller, 1983), sabotage (Chen and Specto, 1991). There are various other studies showing the relationship between job satisfaction and demographic variables like age, pay, seniority, education, intelligence, ethnic group etc. however, there are no relying conclusions because there are variations from case to case (Locke, 1969).but it has been proved by studies that job dissatisfaction leads to a lot of critical situations. Many studies have found consistent relationship between dissatisfaction and withdrawal, turnover, absenteeism (Mobley et. Al, 1978). Job satisfaction tends to produce several negative behavior like turnover, absenteeism and aggressive behavior in terms of sabotage, illegal behavior and grievances (Wexley and Yukl, 1988). Job satisfaction is intermediary variables in most instances for the final outcomes of motivation, performance, efficiency and productivity. These variables are dealt with job satisfaction, and supposed to be a major cause of

such problems. By integration these two perspectives job satisfaction is placed as central concept in work and organizational psychology, which mediates the relation between working conditions on the one hand and organizational and individual outcomes on the other hand.

Although intuitively convincing, working conditions as the major cause of job satisfaction have been challenged. One counterargument emphasizes the role of personality variables. Staw and colleagues (Staw et al. 1986; Staw and Ross 1985) suggested that job satisfaction might reflect stable underlying dispositions which might be genetically determined. Obviously, this supposition challenges the use of job satisfaction for the assessment of work and organization.

Cranny, Smith and Stone (1992) have suggested that there is clear consensus in the definition of job satisfaction. Their “consensus” definition is that job satisfaction is “affective (that is, emotional) reaction to one’s job, resulting from the incumbent’s comparison of actual outcomes with those that are desired (expected, deserved, and soon). This definition is essentially equivalent to the definition offered by Locke in his classic and influential papers on job satisfaction. In his 1969 paper, “What is job dissatisfaction is the unpleasurable emotional state resulting from the appraisal of one’s job as frustrating or blocking the attainment of one’s values” (Locke, 1969) in

his Handbook of Industrial Psychology, Locke said that job satisfaction is “Pleasurable or positive emotional state resulting from an appraisal of one’s job or job experience” (Locke, 1976).

While Cranny et al. (1992) conclude that their definition of job satisfaction as affective or emotional response represents the consensus definition of job satisfaction, a definition of job satisfaction as the attitude one holds about one’s job is also prevalent. So, for example, Miner (1992) states that “it seems desirable... to treat job satisfaction as generally equivalent to job attitudes” and more recently, Brief (1989) says that job satisfaction “is an attitude toward one’s job”.

It seems clear from the literature that most organizational researchers do not see these two definitions of “satisfaction as affect” and “satisfaction as attitude” as inconsistent. For example, in the classic book by Smith, Kendall, and Hulin (1969) in which the development of the job description index (JDI) is described, they define job satisfaction as “feeling or affective responses to facets of the situations” while earlier stating that the “problems associated with the measurement of satisfaction are but specific examples of those encountered in the measurement of any attitude.” Other examples of important pieces treating attitude and affective response as synonymous include Hulin (1991), Locke (1976) and Vroom (1964). In keeping with the

classic tripartite model of attitude , attitudes themselves are thought to be complex entities that, as part o the attitude construct, includes affective responses, beliefs about the object, and behaviors in relations to the object. Thus, to say that job satisfaction is an attitude about our jobs and to say that it is an affective response to our jobs is, for many among us, to say the same thing.

There is broad consensus among attitude researchers that the fundamental and essential property of attitude evaluation. Petty and Fabriger, (1997) say that attitudes are “summary evaluation of objects (oneself, other people, issues, etc) along a dimension ranging from positive to negative” and Crites, (Petty and Wegner, 1997) state “consistent with most current views of the attitude concept, attitudes are assumed to be evaluative judgments that can be derived from qualitatively different types of information.” These quotations are not isolated statements but well represent current thinking on the definition of attitudes (Eagly and Johannesen, 2001). Attitude operations are consistent with this definition. Basic attitude measures ask respondents to place the attitude object along a scale of evaluation. This evaluation is the attitude.

What, then, is job satisfaction? In their classic review of job satisfaction-performance – research, Brayfield and Crockett (1955) wrestled

with the definition of job satisfaction. In the end they finessed the problem by arguing that any attempt to define job satisfaction should stick close to the operations. “We have not attempted to define such terms as job satisfaction or morale. Instead we have found it necessary to assume that the reassuring operations define the variables involved.

Motowildo (1994) expresses this position when he points out that satisfaction is an evaluative judgment and while we may assess satisfaction through descriptive items like those found in the job description items, those items have been scored for their “evaluative implications.”

Thus job satisfaction is an attitude, as attitude is defined by current attitude researchers. Defined as attitude, job satisfaction is “A positive (or negative) evaluation judgment one makes about one’s job or job situation.

2.1.2 Multi-dimensional Facets of Job Satisfaction

Most discussions of job satisfaction also include a discussion of the relationship between overall satisfaction and facet satisfaction. These discussions have often focused on two issues: key facets of job satisfaction and the relationship between facet satisfaction and overall satisfaction.

To begin with, the term “facets of job satisfaction” adds unnecessary confusions to a straightforward issue by implying some part-whole

relationship to the attitudes themselves, there are no “facets of job satisfaction” there are only distainable objects in the work environment that we evaluate. Eagly and Chaiken (1993) point out that attitudes are always held with regard to some thing or “attitudinal object.” These “objects” of evaluation can be concrete entitles (spouse, car, supervisor, etc.) or abstract concepts (democracy, career opportunities, etc.). What are traditionally called facet satisfactions are simple the evaluations we make toward different aspects of our work experience. Any element of work experience that is at all discriminable, that can become an object of thought, can be the subject of evaluation and therefore considered a “facet” the desks, the pay, the toupee of you boss are all objects o thought, subject to evaluation.

The facet that all facet satisfactions can be described as object evaluations should not betaken to mean that there are not important conceptual distinctions to be drawn among these facet evaluations. Fazio (1989) and Fazio and Williams (1986) have argued that attitudes vary in what they refer to as attitude accessibility. Accessibility is conceptualized as the strength of association between the representation of an object and the attitudinal response. For, Fazio, the accessibility of an attitude influences the degree to which the attitude will guide behavior toward the object, among other things. Accessibility is influenced by such things as personal

experience with the attitude object as well as the frequency with which the attitude has been expressed.

Weiss, Suckow, and Ladd (1998) have shown that traditional job satisfaction facets can be reliably judged in terms of the concreteness or abstractness of the object being evaluated. Concrete objects refer to objects that can be characterized as “real” in the sense that they have more than conceptual existence.

Despite the diverse plausible mechanisms which have been suggested, the significance of personality dispositions in the development of job satisfaction has been subjected much (1992) criticism and ability disposition in the development of job satisfaction has been subjected to much criticism and inspired an intensive discussion in literature during recent years. (Bouchard et.al., 1992 and 1990; Cropanzano and James, 1990; Davis Blake and Pfeffer, 1989; Gerhart, 1988; Gutek and Winter, 1992; Judge and Julin, 1993; Keller et.al., 1992; Levin and Stokes, 1989; Staw et. Al., 1986; Staw and Ross, 1985; and Watson and Slack, 1993). The central issue raised with the assumption of dispositional influences on job satisfaction is concerned with the extent to which individual job satisfaction can be changed by organizational measures. If the malleable parts of job satisfaction were only small and stable personality traits were the major cause, a variety of

conclusions would have to be drawn. Measuring job satisfaction for organizational assessment, for example, works design or organizational climate, would be questionable. Instead, based on the trait like character of job satisfaction, one would tend to follow suggestions to use individual' job satisfaction in personnel selection procedures (Staw and Ross, 1985) because highly satisfied people would be also satisfied in the future. Turnover, absenteeism, and other factors of organizational inefficiency might be affected by this (Carsten and Spector, 1987; Brayfield and Crockett, 1955; Herzberg et al., 1957; Mobley et. al, 1978;). Nicholson et.al, 1976 and Vroom, 1964). Thus, it is of great importance to know how strong dispositional influences are in comparison to situational determinants such as working conditions when it comes to job satisfaction.

Several explanations have been given for the relation of job satisfaction and personality traits. Job satisfaction may be affected by emotion-related personality traits because job satisfaction has been equated with a pleasurable emotional state (Locke 1969 and 1976). Recent theorizing on the dispositional influences on job satisfaction has mainly focused on negative affectivity and to a lesser extent on positive affectivity (Brief et. al., 1988); Brief and Robinson, 1989; Munz et. al., 1996). Negative affectivity has been sometimes equated with neuroticism (Burke et. al., 1998; Watson

and Clark, 1984) and it has been interpreted as a general dimension which lowers the threshold to experience negative emotions. Similarly, PA has been defined as a dimension which increases the likelihood to experience positive emotion. Opposed to such internal psychological processes, it can also be assumed that personality has an impact on job satisfaction via influencing the objective working conditions (Hulin, 1991). Personality traits are relevant for job choice and for being selected and promoted by the organization (Hogan, 1991). Mental ability and personality tests are frequently used in personnel selection. A study by Spector et. al. (1991) for example, showed that NA is more strongly correlated with non incumbent (job analyst and supervisor) measures of job characteristics than with incumbent measures. In a laboratory and in field studies (Cook et. al., 1981) showed that people scoring high in NA are less likely to successfully complete selection interview. These studies suggest that NA, Pa and other personality dispositions such as extraversion, openness or intelligence affect which job a person gets and, by this, affect the working conditions. The working conditions in turn affect job satisfaction. In other words, the affect of personality dispositions on job satisfaction is mediated by working condition. This may either take place via self selection and career decision made by the individual or by selection and promotion by the organization. In

contrast to other mechanisms, the usefulness of job satisfaction for evaluation purposes is not threatened if selection due to personality disposition applies because job satisfaction is a reaction to working conditions. Even if individuals with certain dispositions are exposed to bad working conditions, working conditions can be improved independently of these dispositions leading to higher levels of job satisfaction.

A job is a complex interrelationship of task, roles, responsibilities, interactions, incentives and rewards. The dimensions of a job are work, salary, promotion recognition, benefits, working conditions, supervision, coworkers, company and management. Therefore, job satisfaction is a set of positive or negative feelings and emotions if workers with the elements of the job. It is the result of the combined effects of job situation, personal attributes and demographic characteristics of employees. The study of job satisfaction of employees is important because it indicates behavior of employees in the organization. The personal and organizational factors affect the job satisfaction of workers and the level of job satisfaction shall explain the attitudes of workers towards the industrial issues, trade unionism and workers' participation in management. Thus, job satisfaction of industrial workers, which affects industrial relations, is one of the research topics among psychologists and behavioral scientists.

According to Blum and Naylor (1984) job satisfaction is a general attitude of employee that is the result of specific job factors, individual characteristics and group relationships outside the job. The specific job factors, factors include wages, supervision, steadiness of employment, condition of work, opportunities for advancement, recognition of ability, fair valuation of work, social relations on the job, prompt settlement of grievances, fair treatment by employer and other similar factors. Individual characteristics cover employee's age, health, temperament, and level of aspiration and group relationship indicates the factor like influence of family relationships, social status, recreational outlets and activities in organizations labor, political or social. It is defined as "a result of employees' expectation of how well their job provides those things which are viewed as important aspects. (Luthans, 1992 and Locke, 1976) viewed it as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. He stated that job satisfaction depends on the values and attributes of individual but not group.

Morale and job satisfaction are two different but interrelated attitudinal measures of job. Saiyadain (1988) made it clear in his own words, "Morale is general attitude of the workers and refers to group while job satisfaction is an individual feeling which could be cause by a variety of

factors including group (Saiyadain, 1988). “Moral could also be a source of satisfaction to an individual since various individual goals are covered in the general goals of the group.

Job satisfaction has attracted the attention of scholars considerable when the Hawthorne studies highlighted its importance in good human relations leading to organizational effectiveness. However, the credit for the introduction of job satisfaction for the first time goes to Hoppock who had introduced satisfaction empirically by reviewing all the studies before 1933. Hoppock (1935) concludes that job satisfaction is the combination of psychological, physiological and environmental circumstances that cause a person to say, ‘I am satisfied with my job; he identified six major components of job satisfaction: the way an individual react to unpleasant situation, the facilities with which he adjusts him to other persons; his relative status in the social and economical group with which he identifies himself; the nature of work in relation to his abilities, interest and preparation of the work; security and loyalty. Smith et. al. (1969), prescribed five factors to which employees feel satisfaction. They are: the nature of work itself that makes them interested, responsibility and learning; the promotional opportunities in the job, attitude towards supervision and attributes of co-workers. Smith, Kendall and Hulin (1969) have suggested

five job dimensions about which employees have effective responses. They are: the work itself, pay, promotion opportunities, supervision and co-workers. Pestonjee (1982) considered job satisfaction summation as a function of an employee's feelings in three important areas with their related aspects:

- a. Job area: Nature of work, hours of work, fellow workers, opportunities of promotion and advancement, overtime, overtime regulation, interest in work, physical environment, machines and tools, etc.
- b. Management: Supervisory treatment, participation, reward and punishment, praise and blames, leave policy, favoritism, etc.
- c. Social relation: Neighbor, friends and associates, attitudes toward people in community, participation in social activities, sociability, caste barriers, etc.

Job satisfaction is very significant for evaluating work motivation and performance of employees. Study on job satisfaction is important, since job related attitudes predispose an employee to behave in certain ways (Newstrom and Davis, 1998). According to them when employees are dissatisfied with their job, they may engage in psychological withdrawal (for example, daydreaming on the job), physical withdrawal (for example, unauthorized absences, early departures, intended breaks, or slowdowns), or

even overt acts of aggression and retaliation for presumed wrong). Therefore, analysis of the attitudes on a individual towards a job could be ascribed to their felt dissatisfaction and agitation for better returns and such like behaviors in organization. It has also direct relation with work motivation and performance for workers.

In a number of research works, researchers have examined that job satisfaction is derived from and is caused by many interrelated factors and association between job satisfaction and various work behaviors, like accident, absenteeism, turnover, trade unionism, grievances, employee employer relations, workers' participation in management etc. although, it is not clear whether the level of job satisfaction/dissatisfaction, some of the studies examined the relationship between job satisfaction and unionism and industrial conflict. They found mixed type of relationship between them. They found casual relationship between job satisfaction and participation in management.

The study of Sinha and Agrawal (1971) and Sinha and Sharma (1962) observed the greater the job satisfaction, the less the employees are attracted towards the union. But union involvement in term of perceived necessity of union, membership of union, and voting in union election turned out to be the best predictor of variations in job satisfaction (Sharma, 1980)

Sinha and Srivastava (1984) found that job involvement among the pro-union workers was lower than the workers having less favorable attitude towards trade union.

It was also proved that unhealthy industrial relationship climate was major determining factors (industrial dispute, lockouts, strikes etc) that determine job satisfaction (Arya, 1984). He observed that employees of the disturbed units were more dissatisfied than those of peaceful factories (Misra, 1983). Findings of researches show that job satisfaction is also correlated with other factors like, accidents, absenteeism, productivity and adjustment.

The relationship between job satisfaction and participation in management as studies by Coch and Frence (1942) and Lischeron and Wall (1975) was found causal relationship between participation and job satisfaction. In the field study conducted by Morse and Reimer (1956), it was found that participation enhances satisfaction were inclined to believe that a participative management style might have great influence on one's attitude towards selected aspects of his job.

There is no strong support in the literature that job satisfaction is enhanced or that other beneficial consequences occur from genuine increase in workers' decision-making power. Studies have found that

participation in decision making results not only in greater job satisfaction but also in higher productivity (Obradovic, 1970; Pestonjee, Singh and Singh, 1979; and Scott, 1962). It tends to improve motivation, self esteem job satisfaction and co operation with management (Davis and Newstrom, 1998). Participation often reduces conflict and stress, and encourages towards goal achievements and better acceptance to change (Cole, Bacdayan and White, 1993). Similarly, Wagner (1994) by reconsidering the research evidence concluded that participation could improve performance and satisfaction.

Research finding showed that job satisfaction is influenced by job situation, demographic and personal characteristics of the workers. It is suggested that compensation, working conditions, job security, group structure, supervision, interest in job, aspirations, personal attributes, are also correlated with job satisfaction. Almost all studies indicated that average workers in the developing countries like ours have persistent desire for adequate financial return from their job.

The studies of Kathiresan (1987), Mehta (1978) and Mukharjee (1985) disclose the fact that poor economic conditions of workers appear to be a central source of life satisfaction and they are concerned with immediate and personal economic benefits of the job. Wage pattern,

working conditions and permanency of job were identified as the most significant factors of workers' job satisfaction in the study conducted by Adhikari (1995); narchal et. al. (1984); Sharma G.R. (1992); Shresthan (1991); and Srivastav and Srivastav (1983). The workers belonging to the high income group were found to be satisfied with their job Dwivedi and Pestonjee (1975).

Shrivasta (1985) and Lindsrom (1988) explored that the job security was a factor of job satisfaction. Manandhar (1992), Srivastava (1985); and Sharma and Bhaskar (1991) identifies opportunities for advancement was other factor of job satisfaction among employees. Money and status followed by family life, peace of mind and good environment in order of importance were the most significant determinants of job satisfaction revealed in the study of Dubey et. al. (1983). Bali (1967) concluded that although salary was important, it was not only reasons for causing either satisfaction or dissatisfaction among the workers.

2.1.3 Concerns about Job Satisfaction

Extensive research has been conducted about the relationship between job satisfaction and other work related behaviors or attitudes such as job performance, stress and health, general life satisfaction, turnover,

commitment to the organization, and pro organizational behaviors. Overtime the findings of research have been inconsistent this very well may be due, however, to wide variation in definitions of job satisfaction and the validity of methods used to measure it (Cranny, Smith and Stone 1992).

According to Siberstand (1996), satisfied workers have been found to be more committed to organizations, to have more favorable attitudes towards work and the organization, to be more conscientious, to be more likely to help to co-workers, to have greater willingness to report unethical behaviors, and to be less likely to leave their jobs than are dissatisfied workers.

The review of recent literature on the relations between job satisfaction and several behaviors or attitudes:

Intervention studies, which are experimental or quasi experimental, assess the effects of manipulated independent variable (such as changes in pay, benefits, or superstore practices, and are goal setting, extrinsic and intrinsic rewards, and perceived equity) which also affect both performance and satisfaction (Cranny, Smith and Stone, 1992).

A path analysis of Cranny, Smith, and Stone's study suggests that job satisfaction significantly influences job performance as rated by supervisor (though not as self reported), which is believed to be due to

increased alertness and focused attention. Interestingly, effort expenditure was found to positively affect self rated job performance, but had an inverse relationship with supervisor rated job performance in other words higher efforts expenditures was associated with lower supervisor ratings of job performance). It is suggested that this could be due to a less efficient work system or technology with would require greater effort on the parts of the employees. Neither self reported nor supervisor reported job performance was found to substantially influence job satisfaction suggesting that the relationship is not bi directional. Factors found in this study to influence job satisfaction will be discussed in a later section.

Other recent studies have discussed the relationship between job satisfaction and job performance. De Coninck and Stilwell (1996) found in studying female advertising executives that job satisfaction is a significant predictor of organizational commitment and (Becker et. al. 1996) found that organizational commitment as targeted at supervisors was positively related to performance. Keller, Julian, and Kidai (1996) founding studying research and development teams that satisfaction with pay, advancement, and supervision and related to an increase in patent acquisition, technical quality ratings, and publication of articles.

Nerker, MCGrath, and MacMillam (1996) found in studying innovation projects that social job satisfaction mediates the relationship between team cohesiveness and performance, and that instrumental job satisfaction mediates the relationship between team comprehension and project performance. Babin and Boles (1996) found in studying retail sales clerks that there is positive relationship between job satisfaction and job performance.

Stress and Health:

Mounting health care costs, absenteeism, and lost productivity make health issues a pressing concern from managers. Research indicates that there is a relationship between stressors on the job and physical or emotional changes in individuals, and that psychological stressors produces changes in levels of various hormones, body chemicals, organic functions, and anxiety (McLean, 1979).

The “fight or flight” physiological arousal, developed as an evolutionarily adaptive response to real physical threat, leaves modern men and women who experience psychological stress with physiological changes such as increased levels of adrenaline and cortisol which can cause serious health problems if not alleviated. Gastrointestinal disease (such as ulcers

and irritable bowel syndrome), allergies, asthma, chronic backache, arthritis, hyperthyroidism, and skin disorders are all believed to be aggravated by stress, which can also affect the body's immune system and decrease resistance to illness. Injuries, workman's compensation claims, and morbidity have all been found to be related to job stress (Cranny, Smith, and Stone).

According to Cranny, Smith and Stone (1992), work factors that have been found to be related to coronary heart disease or hypertension include heavy workload (too much or too difficult for the individuals), heavy responsibility for people or money, lack of control over work decisions, problems with a boss or co-workers, role ambiguity (unclear objectives), role conflict (incompatible or incongruent demands, or inadequate resources), and limited opportunities growth or advancement.

Quality of Life:

According to Willams and Podsakoff (1988) jobs require a disproportionate amount of time and energy, they define us, and they are highly related to overall satisfaction with life. Maslow's Hierarchy of Needs, discussed previously, presents a model for understanding the ways in which work can affect general lie satisfaction, as it is thought work that most adults

met their basic physical needs, and of their social needs, and much of their needs for esteem and self-actualization.

Work-related satisfaction has in fact been shown to be related to, and to be a major component of, satisfaction with life, as analyzed by Howard and Frink (1996) found in study, that job satisfaction, work-related mood and work tension affect the behavior of their children (acting-out, shyness, and school competence). Job/life satisfaction is important for organizations to address for humanitarian as well as for practical reasons.

2.1.4 Factors which influences Job Satisfaction

Just as there have been many studies of the relationship between job satisfaction and other job-related attitudes and behaviors, there has been much research into the factors that contribute to job satisfaction.

Cranny, Smith and Stone's (1992) study of job satisfaction and job performance, discussed previously, identified several factors which influence job satisfaction. They found that job satisfaction is substantially influenced by intrinsically rewarding conditions such as interesting work, challenge, and autonomy. To a lesser extent, they found that extrinsic rewards, such as pay and security, also influence job satisfaction. They did not find that job performance directly influences job satisfaction, although it

indirectly affected it through the consequences of greater rewards. Bing (1996) suggests the need for employees to have “Face time” with their bosses in order to exchange ideas, to discuss headaches, fears, and dreams, and to laugh. Pollack (1996) suggests that supervisors can make a significant contribution to employees’ job satisfaction by evaluating performance regularly and directly, by giving employees personal attention, by broadening responsibilities as soon as possible, by asking advice, by helping employees achieve more, and by making their work interesting.

The importance of job satisfaction to the dynamics of the work force has made it one of the most widely discussed research topics in management. Although, research over time has provided inconsistent results about the relationship between job satisfaction and other work related attitudes and behaviors such as job performance, there has been work done to refine and standardize the way in which job satisfaction is defined and measured. Recent research seems to be fairly consistent in identifying job satisfaction as substantially impacting job performance, as well as other important areas such as health and general satisfaction.

- A participatory management style which emphasizes employee empowerment, a positive and non – critical approach to problem-solving, and team-building.
- A participatory ‘caring” supportive, and innovative organizational climate that fosters trust in management.
- Opportunities for challenge, advancement or promotion
- Interesting, challenging work with task variety.

The relationship of job satisfaction with the following variables: substitutes of leadership (subordinate substitutes, tasks substitutes, and organizational substitutes) leadership styles (consideration and initiating structure) and work motivation. Researchers have studied the relationship of these variables with job satisfaction which of them have a significant impact upon job satisfaction (Locke and Latham, 1990; and Podsakof et. al. 1993).

Job satisfaction is an attitude that individuals maintain about their jobs. This attitude is developed from their perceptions of their jobs (O’Reilly, Chatman and Caldwell. 1991). A major goal of studying job satisfaction is to better understand the complexities of these variables and their impact on job satisfaction. Such an investigation may enable managers to understand how employees form the attitudes that affect their job satisfaction (DeBats, 1982). Smith, Kendall, and Hulin (1969) supported the

results of the study by Weiss, Dawis, England, and Lofquist (1967) which suggested five essential dimensions for measuring job satisfaction, the job itself, pay, promotion opportunities, supervision, and co-workers, Weiss (1999). Developed a five item instrument called the Minnesota Satisfaction Questionnaire (MSQ).

The term “substitutes of leadership” refers to a wide variety of individual, tasks and organizational characteristics identified as factors that influence the relationship between a leader’s behavior and a subordinate’s job satisfaction (Kerr and Jermier. 1978). Substitutes of leadership appear to influence the leadership style that motivates and directs followers (Poksakoff et al. 1993) individual task, and organizational characteristics may either replace or neutralize the leader’s behavior (Kerr and Jermier, 1978).

Kerr and Jermier (1978) proposed three categories of variables that “substitute” a leadership style in providing job satisfaction. The substitutes indicate that the leader’s behavior may be redundant and therefore prescribe a different leadership style to influence the subordinate’s behavior. The three categories of substitutes for hierarchical leadership are described as personal characteristics of the individual subordinates, the task of the subordinate, and the organizational characteristics. The characteristics of subordinate substitutes include the abilities, experience, training, and knowledge their

need for independence, their professional orientation, and their indifference toward organizational rewards. Task characteristics include routine tasks, methodological variant tasks, intrinsically satisfying tasks, and task feedback. Organizational characteristics refer to organization formalization. Inflexibility of rules, work group cohesiveness, amount of staff and advisory support, organizational rewards not controlled by the leader and the degree of spatial distance between supervisors and their subordinates.

There is widespread interest in Kerr and Jermier (1978) model of substitutes of leadership (Howell and Dorfman, 1986); Willieams and Podsakoff, 1988; and Ukl, 1989). There have been consistent reports that substitutes of leadership (personal characteristics of the subordinate, tasks and organizational characteristics) are positively related to job satisfaction (Childrens et. al. 1990; Howell et. al.1990 and Podsakoff et. al. 1993).

A leader's behavior or leadership style may influence the subordinates' job satisfaction. Leadership behavior is defined as the ability of leader to influence subordinates in performing at the highest level within an organizational frame work (Ivancevich and matteson, 1993). The Ohio State University isolated two styles for measuring leadership behavior initiating structure and consideration. The initiating structure leadership style involves behavior in which the leader organizes and defines the relationship in the

group (Fleishman, 1973). The leader dictates how the job is performed. The consideration leadership style involves behavior indicating friendship and respect between the leader and other subordinates (Fleishman, 1973).

Holdnak, harsh, and Bushardt (1993) found two correlations between a leader's behavior style and job satisfaction. They found a positive relationship has positive impact on subordinated job satisfaction, (Hodnalk et. al. 1993) also fund a negative relationship between initiating structure behavior and job satisfaction, suggesting that leaders who use an initiating structure style will see a decrease in their employee's level of job satisfaction.

Childers et. al. (1990) illustrated a strong and positive relationship between the consideration style and job satisfaction. Other researchers have had similar findings (Vecchi, 1988). Motivationis another predictor variable that may influence an employee's job satisfaction. Motivation is determined by outcomes on the job (Vroom, 1964). The expectancy theory has been used to measure work motivation. According to expectancy theory, a person in a work situation perceives, two levels of outcomes (Nadler et.al. 1975), and those outcomes influence the subordinate's job performance. The first level outcome is the degree to which job performance is successful. First level outcomes result from behaviors that are associated with the job.

Second level outcomes are the set of valued rewards that are attainable because of successful job performance, they include events (rewards) that are associated with first level outcomes. Expectancy, then, is defined as how much effort an individual decides to exert toward successful job performance. The expectancy theory provides an excellent method for examining the subordinate's motivation in the workplace (Field, 1990). It provides enough information and is consistent in measuring motivational factors among subordinates (Sawyer, 1990).

As the theory predicts, the best performers in organizations tend to see a strong relationship between performing their jobs well and receiving rewards that they value. From a managerial perspective, expectancy theory suggests that leaders must recognize the process by which subordinates examine and become motivated about their jobs.

There is significant and positive relationship between work motivation and job satisfaction, as revealed in other studies Berry, (1993), Locke and Latham (1990), Summers and Hendrix (1991).

2.2 Literature Review

Beer (1964) conducted research in a firm to test the hypothesis that leader consideration would result in satisfaction of employee's needs for esteem, autonomy and self-actualization and that satisfaction of these needs would in turn lead to high employee motivation. It was found, contrary to the hypothesis, that initiating structure rather than consideration was significantly related to motivation. Individuals high in need for self-actualization, esteem, autonomy, production emphasis, and consideration were positively motivated by such supervision.

Pheysey, Diana, Payne and Pugh (1971) in a study of manufacturing firms, found that formality and rule orientation were related to employee satisfaction with promotion and fellow workers and greater involvement of managers with group. Sirota (1959) found that medium amount of information about management philosophy, goals and operations procedures were more highly associated with employee satisfaction and advancement than were the large or small amount of information. The results were interpreted as casting doubt on the assumption that maximum satisfaction of ego needs results in the highest degree of employee management harmony.

Friedlander and Pickle (1968), studying the extent to which small business firms were able to satisfy the needs to owners, customers, employees and the public concluded that it is very difficult for an organization to satisfy all the demand made upon it.

Hallander and Bair (1954) reported that highly motivated members of a group tend to identify more strongly with authority figures than do the members who are low in motivation.

Follower satisfaction, group productivity and group cohesiveness are all positively related to the structuring behavior of the group leader. If the leader fails to provide structure, some other group members tend to emerge as an informal leader to fulfill the role that the formal leader is expected to perform.

This is now as well recognized fact that people differ in the satisfaction with their jobs. There are various factors viz; pay, job, content, hours of work, supervision, liberal-frienge benefits, opportunity of practices, and decision-making that influence job satisfaction. The most important among these is supervision (Bell and French, 1950; French and Israel, 1960; Herzberg et. al. 1957 and 1959; Tackson, 1953 and 1959; Jenkins, 1947; mann, 1959; and Stogdill, 1984).

The early researches in the field of leadership emphasized on the traits of the leader as an influencing agent on the organizational effectiveness and job satisfaction. But it has been found that the leaders do not possess a universal traits are required by a leader to deal with different parts of the organization (Porter, 1962 Vroom, 1960). In his analysis, Smith (1972) emphasized that leadership is a phenomenon to use interpersonal influence to achieve given goals.

Dubin (1970), and Baumgartel and Howard (1965) found that productivity and effectiveness of work groups are related with leadership styles. Besides, Coch and French (1948), Dubin (1970), Morse and Reimer (1956) found that the subordinates who are involved in decision making process were more productive than those who were not involved in the decision making process.

Shaw (1955) found that speed and accuracy of group performance were significantly higher under autocratic than under democratic leadership. However, Spector and Sutell (1956), there is no difference in group performance under democratic and autocratic leadership. On the other hand, Harnquist (1956) observed that group members tend to feel more satisfied under democratic than under autocratic leadership. Zweig (1966) found, however, that democratic supervisors were rated by higher management as

more effective than were the supervisors exhibiting less democratic style of behavior. Mullen (1965 and 1966) found employee satisfaction associated with democratic leadership in work groups but personnel turnover and productivity were not related to the style of supervision. Mahoney (1967) found no relationship between democratic supervision and measures of organizational effectiveness in a study of industrial organizations. Supervisory control however, was positively related to group effectiveness.

Aspergren (1963) compared laissez fair, directive and participative patterns and found that participative leadership was associated with higher task motivation and satisfaction with superior than laissez-faire or directive leadership. Rice (1953) studied a weaving shed in India. A type of re-organization providing greater work autonomy resulted in increased efficiency and decreased damage.

Meltzer (1956) reported that scientists are most productive when they have freedom to control their own research activities. Pelz and Andrew (1966) studied scientists and engineers in several laboratories. It was found that the most effective scientists were self-directed and they valued freedom, but at the same time welcomed coordination as well as guidance from other members of the organization. They were not necessarily better satisfied than were the less effective scientists.

Indik (1965) studied 96 organizations of these types. Worker freedom to set their own work pace was loaded on the same factor with high productivity and job satisfaction.

Maier (1969) studied two plants, one managed according to McGregor's Theory Y, and the other according to Theory X. It was found that workers under the more permissive (Theory Y) type of management reported higher responsibility, risk, reward, warmth and they identified items that were suggestive of group cohesiveness and member satisfaction. Graham (1969) conducted one class according to theory Y and another to theory X. The two groups did not differ in examination scores. The top quartile of students did better under class freedom, however, the remaining students made better grades under instructor control.

Hoppock (1935) analyzed the early literature on job satisfaction. Results indicated that workers tended to feel more satisfied when supervisors understood their problems and helped when needed. Ronan (1970), in a survey of more than 10,000 managerial, supervisory and hourly personnel, obtained similar findings. Herzberg, Mausner and Synderman (1959), in an analysis of published research, found little relation between job satisfaction and employee centered supervision. Roberts, Miles and Blankenship (1968) found that both member satisfaction and group

performance are higher under an employee oriented style than under a more disinterested style of supervision. Bose (1955) observed that under employee centered supervisors had more group pride than did those under work centered supervisors.

Weitz and Nuckols (1953) found that supervisors scores on a test measuring human relations orientation were not related to group productivity and turnover. Philipsen (1965) found that human relations leadership correlated positively with group effectiveness. Kaczka and Kirk (1967) studied stimulated management groups. An employee oriented leadership style was associated with higher average levels of profit, lower average levels of group cohesiveness and lower pressure toward task accomplishment.

A leader's behavior or leadership style may influence the employees job satisfaction. Leadership behavior is defined as the ability of a leader to influence subordinates in performing at the highest level within an organization framework. (Ivancevich and Matteson, 1993). Fleishman (1973) and his associates at the Ohio state University isolated two styles of measuring leadership behavior initiating structure and consideration.

Holdnak, Harsh, and Bushardt (1993) found two correlations between a leader's behavior style and job satisfaction. They found a positive relationship between the considerations styles and job satisfaction, suggesting that a leader who use consideration in leadership has a positive impact on subordinate's job satisfaction. Holdnak also found a negative relationship between initiating structure and behavior and job satisfaction, suggesting that leaders who use initiating leadership style will see a decrease in their employee's level of job satisfaction.

Childers (1990) illustrated a strong and positive relationship between the consideration style and job satisfaction. Other researchers have had similar findings (Boulgardes, 1973; and Vecchio, 1988). With this finding, there is a significant positive relationship between consideration relationship behavior and job satisfaction and negative relationship between initiating leadership behavior and job satisfaction.

As far as leaders role in management is concerned, Rajbhandari (1999) categorizes the Nepalese organizations into four types, i.e. closed organization management (Type I), semi-closed organization (Type II), semi-open organization management (Type III), and open organization management (Type IV). The further states that most of the Nepalese

organizations fall in type I or type II or type III categories where the boss's domination is very common.

With respect to leadership in Nepal, Agrawal (2001) argues that since Nepal has strong feudal oligarchic tradition and resultant feudocracy guides the leadership behavior in Nepal. He states that the leadership style in Nepal is autocratic, and the reason for the non-existent of participative style has been attributed to the managers' little faith in the capacity of subordinates for taking initiative and responsibility.

In a study on jobs satisfaction of female teachers and female employees of financial institutions, most of them were found dissatisfied with their job (Shrestha, 1982a and 1982b). The stated reasons are lack of promotion, lack proper work environment, lack of opportunity to be permanent etc.

With regard to job satisfaction, Katuwal (2002), in a study on textile workers, has found that most of the workers indicate moderate and low job satisfaction and only a few workers are highly satisfied with their job.

Chapter - III

RESEARCH METHODOLOGY

3.1 Research Methodology

It is a systematic procedure or process under which the entire research is conducted; it refers the various sequential steps to be adopted by the researcher while studying the problem with certain objective in view.

3.1.1 Research Design

Research Design is the plan, structure and strategy of investigation conceived to obtain answers to research questions. Generally, research design refers to definite procedure and techniques, which guide to study and propounds ways for research viability.

This is a survey research; the data collected through MSQ are described, analyzed and disserted. Therefore, the analytical as well as descriptive approach has been applied for this study.

3.1.2 Nature and Source of Data

The data to be used in dissertation are primary data since these all have been collected reaching to the original ground of all sample population. The main source of data is TIACAO; 35 officer-level of TIACAO out of 231 has been selected as sample to garner the information regarding the level of job satisfaction requiring to them all to fill up the Minnesota Satisfaction Questionnaire (MSQ).

3.1.3 Population and sample

Altogether, the TIA encompasses 86 organizations related to the aviation within its premises accounting around 7000 employees; TIACAO alone has 481 employees including all levels of employees. Out of this, a small number of officer-level employees of TIACAO (35 employees) has been selected as the sample for the dissertation.

Normally, while selecting the sample size, attention has been paid on the representation of all the genders, levels, ethnicities, etc of the officer-level employees of TIACAO, as far as possible.

3.1.4 Method of Analysis

The comparative method has been used as the back of the analysis of all the collected data; comparison among the responses of the respondents has been done on the tabulation ground.

The responses of all 35 sample employees for every question of the MSQ have been analyzed and conclusion been drawn under.

3.1.5 Data Collection and Processing Procedure

The study was mainly based on the primary data, information have been collected by the help of Minnesota Satisfaction Questionnaire. The questionnaires were distributed to the sample employees. All of them responded in a very satisfactory way. One hundred ‘checking’ questions each having the five possibility of checking, very dissatisfied, dissatisfied, neutral, satisfied, and very satisfied, were included in the questionnaire; in this way information was collected fro the dissertation.

The collected raw data have been classified into different clusters on the basis of similarity and nearness of nature and tabulated; being within each cluster, all responses of samples on each question have been analyzed and percentage of level of satisfaction have been calculated and on the basis of percentage conclusion has been drawn to know actually what is the level of satisfaction of employees for the questions included under the very cluster.

Chapter - IV

PRESENTATION AND ANALYSIS OF DATA

The main purpose of this chapter is to analyze and draw the conclusion of each aspect of job, determined from the data collected from Minnesota Satisfaction Questionnaire (MSQ), for the determination of level of job satisfaction on the employees on TIACAO. The total one hundred questions of MSQ have been classified into thirteen clusters on the basis of similarity and nearness of questions. Each cluster refers to the different aspect of job.

On the process of analysis, each group of questions is tabulated and percentage of satisfaction and dissatisfaction is calculated and conclusion is drawn to find the level of job satisfaction. Similarly, the conclusion is presented on the pie-chart following tabulation and chart is followed by its conclusion.

Total number of questions: one hundred

Cluster determination: on the basis of similarity of questions.

Cluster number: thirteen

Analysis methodology: comparison on the basis of calculated percentage

Presentation methodology: tabulation and pie-chart

4.1 Cluster-wise analysis

4.1.1 Cluster 1. Service to others

This group of questions is related to the employees' opportunity for service to others - to help others in a way or next while doing the job assigned.

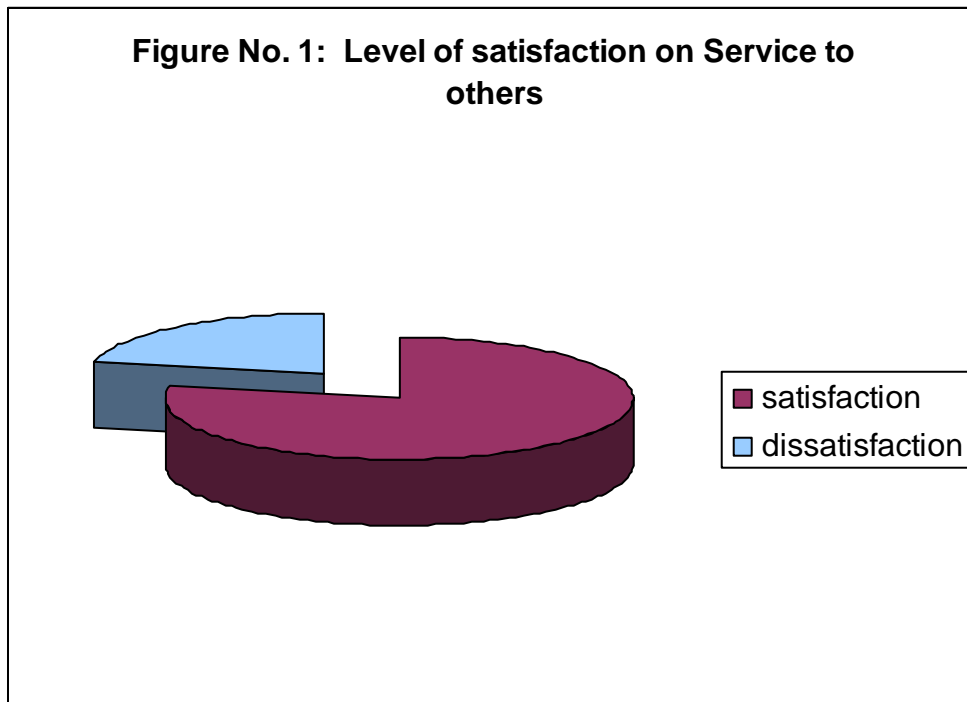
Table No. 4.1 Service to Others

S.No.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	1 st	00	06	00	24	05
02	21 st	00	05	00	28	02
03	41 st	01	12	00	20	02
04	61 st	00	07	00	27	01
05	81 st	00	07	00	27	01
Total	05	01	37	00	126	11
Percentage		0.57	21.14	00	72	6.28

Conclusion

From the table we can conclude that the percentage of Satisfaction is greater than percentage of dissatisfaction ie. $78.28 > 21.72\%$. Thus we can conclude that the employees are significantly satisfied for the aspect of service to others.

Presentation of conclusion on Pie-Chart



On the above Pie-Chart, small chunk is for the dissatisfaction and the larger is for the satisfaction; the small chunk is of 21.78% and larger chunk is of 78.28% out of 100 % job satisfaction. Thus regarding the pies size we can conclude that the job satisfaction chunk is much larger than dissatisfaction. So employees are significantly satisfied for the service to others.

4.1.2 Cluster 2: Using own ideas, consciousness

This group of questions is related to the employees' opportunity for using own ideas, knowledge, experiences, consciousness for accomplishment of assigned job and access to process of decision making on the critical issues.

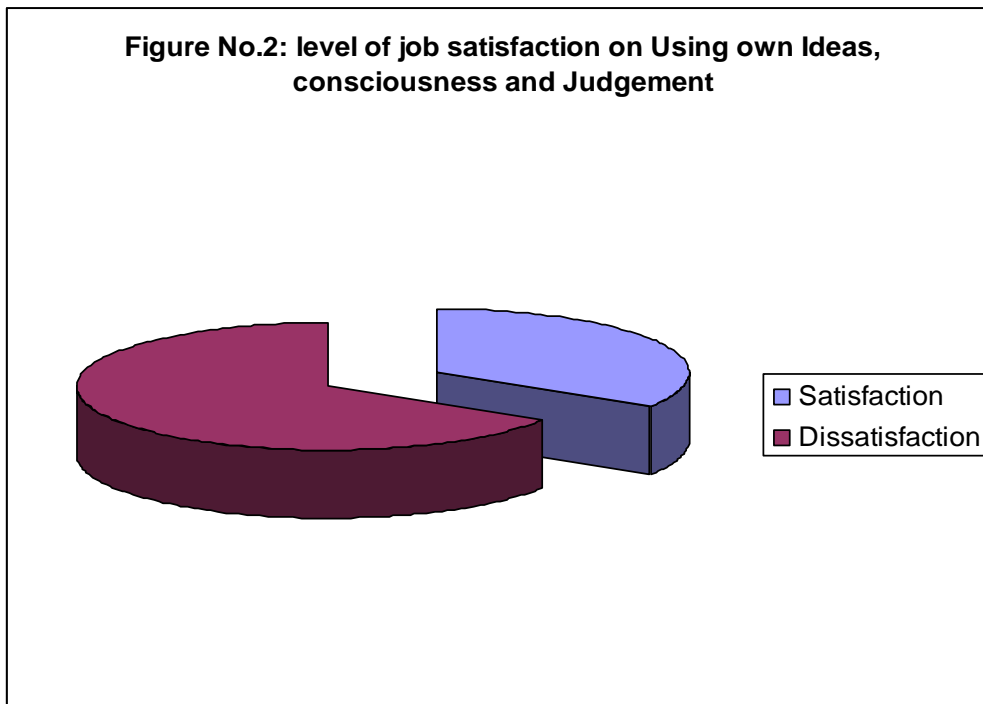
Table No. 4.2 Using own ideas, consciousness and judgment

S. No.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat.	Very Sat.
01	2 nd	04	15	00	13	03
02	3 rd	00	12	00	22	01
03	4 th	01	08	00	20	06
04	7 th	02	19	00	11	03
05	17 th	06	11	00	15	03
06	22 nd	13	19	00	02	01
07	23 rd	00	17	00	18	00
08	24 th	04	15	00	14	02
09	37 th	12	11	00	06	06
10	43 rd	1	21	00	11	01
11	47 th	03	22	00	07	03
12	63 rd	00	24	00	11	06
13	77 th	10	16	00	06	03
14	82 nd	11	13	00	09	02
15	83 rd	00	21	00	12	02
Total	15	67	244	00	117	42
Percentage		14.25	51.9	00	24.9	8.94

Conclusion

From the above table we can conclude that the percentage of dissatisfaction is greater than percentage of satisfaction ie $66.16 > 33.84\%$. Thus we can conclude that the employees are significantly dissatisfied for the aspect of using own ideas, consciousness and judgment.

Presentation of Conclusion on Pie – Chart



On the above Pie-Chart, small chunk is for the satisfaction and the larger is for the dissatisfaction; Thus regarding the pies size we can conclude that the job dissatisfaction chunk is much larger than satisfaction. So employees are significantly dissatisfied for the use of ideas, consciousness and judgment.

4.1.3 Cluster 3.Variety on Work

This group of questions is related to the employees' opportunity for doing the different kind of works using own best ability and skill.

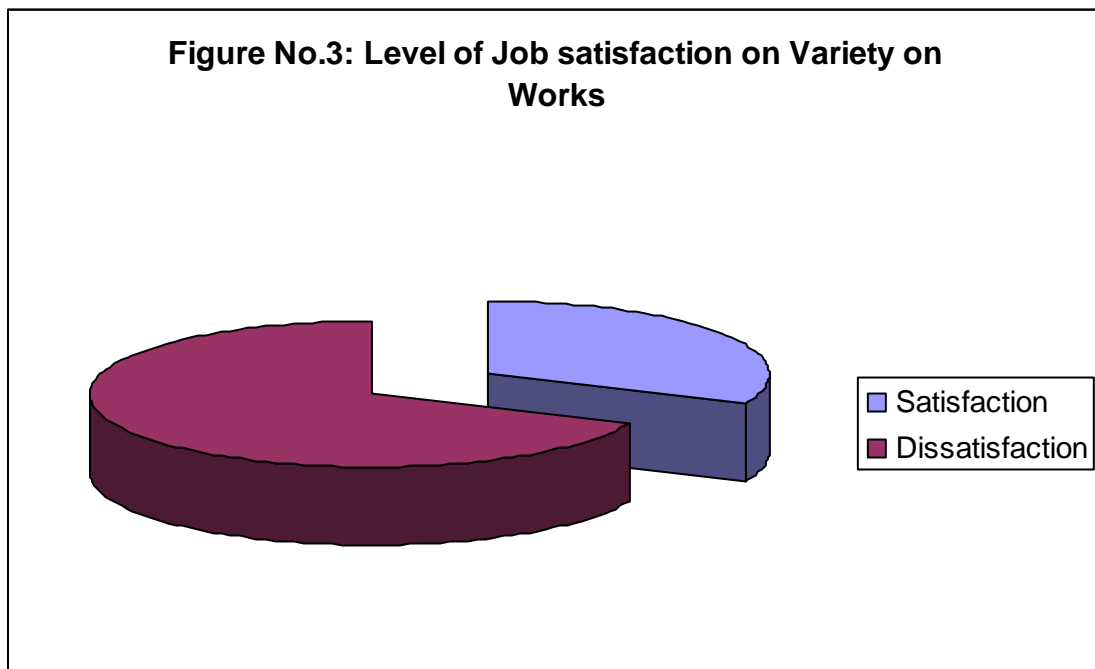
Table No.4.3 Variety on Works

S.No.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	5 th	03	24	00	08	00
02	24 th	02	16	00	15	02
03	42 nd	09	17	00	08	01
04	45 th	00	15	00	11	08
05	65 th	18	15	00	02	00
06	71 st	01	24	00	10	00
07	85 th	03	20	00	11	01
Total	07	36	131	00	65	12
Percentage		14.75	53.69	00	26.64	4.92

Conclusion

From the table we can conclude that the percentage of Dissatisfaction is greater than percentage of satisfaction ie $68.44\% > 31.56\%$. Thus we can conclude that the employees are significantly dissatisfied for the aspect of variety on works.

Presentation of conclusion on Pie-Char



On the above Pie-Chart, small chunk is for the satisfaction and the larger is for dissatisfaction; the small chunk is of 31.56% and larger chunk is of 68.44% out of 100 % job satisfaction. Thus regarding the pies size we can conclude that the job dissatisfaction chunk is larger than satisfaction. So employees are dissatisfied for the variety on works aspect of job.

4.1.4 Cluster 4. Nature of Job

This group of questions is related to the employees' reflection towards the job they have been entrusted for.

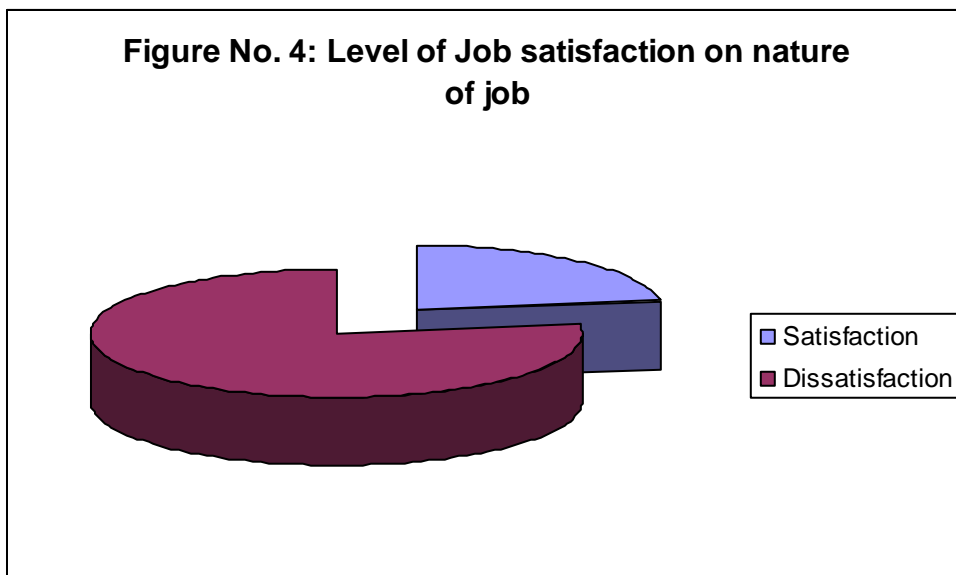
Table No.4.4 Nature of Job.

S.No.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	27 th	03	25	00	07	00
02	100 th	03	25	00	06	01
03	44 th	03	10	00	20	02
04	40 th	01	22	00	10	02
05	24 th	02	16	00	14	03
06	20 th	01	17	00	14	03
Total	06	13	115	00	71	11
Percentage		6.19	71.14	00	33.8	5.24

Conclusion

From the table we can conclude that the percentage of Dissatisfaction is greater than percentage of satisfaction ie $77.33\% > 32.67\%$. Thus we can conclude that the employees are significantly dissatisfied for the nature of job aspect.

Presentation of conclusion on Pie-Chart



On the above Pie-Chart, small chunk is for the satisfaction and the larger is for the dissatisfaction; the small chunk is of 32.67% and larger chunk is of 77.33% out of 100 % job satisfaction. Thus regarding the pies size we can conclude that the job dissatisfaction chunk is much larger than satisfaction. So employees are significantly dissatisfied for nature of job aspect.

4.1.5 Cluster 5. Recognition of work

This group of questions is related to the employees' opportunity for being recognized for the good work done using the best ability acquired.

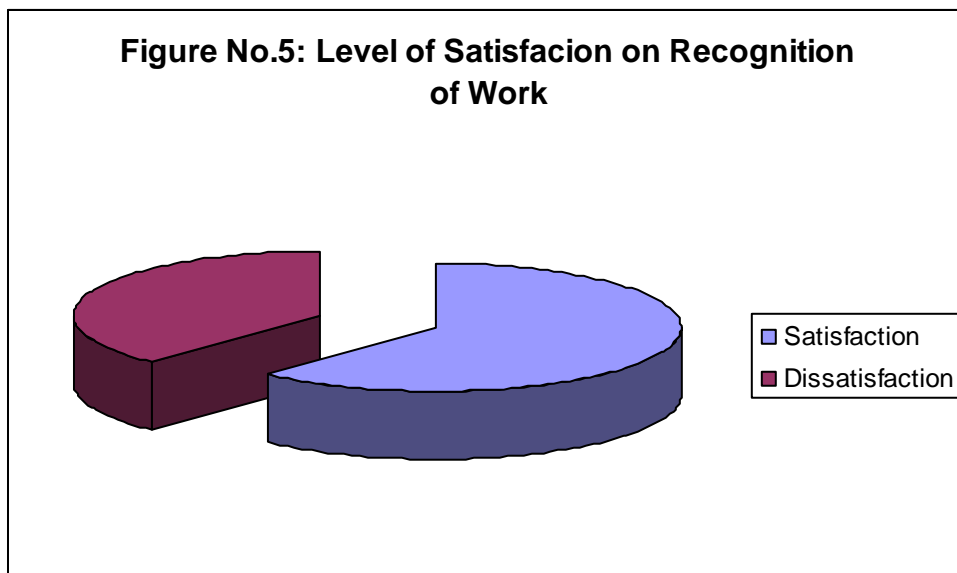
Table No.4.5 Recognition of work

S.No.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	18 th	00	16	00	17	02
02	19 th	00	09	00	20	06
03	38 th	00	15	00	17	03
04	39 th	00	10	00	22	02
05	57 th	08	15	00	09	03
06	58 th	00	09	00	25	01
07	78 th	00	16	00	19	00
08	97	00	03	00	20	12
09	98	00	17	00	16	02
10	99	00	15	00	18	02
Total	10	08	125	00	183	33
Percentage		2.29	35.86	00	52.43	9.46

Conclusion

From the table we can conclude that the percentage of satisfaction is greater than percentage of dissatisfaction ie $61.89\% > 38.11\%$. Thus we can conclude that the employees are significantly satisfied for the aspect of recognition of works.

Presentation of conclusion on Pie-Chart



On the above Pie-Chart, small chunk is for the dissatisfaction and the larger is for the satisfaction; the small chunk is of 38.11% and larger chunk is of 61.89% out of 100 % job satisfaction. Thus regarding the pies size we can conclude that the job satisfaction chunk is much larger than dissatisfaction. So employees are significantly satisfied for recognition of work aspect.

4.1.6 Cluster 6. Relationship with Supervisor and subordinates

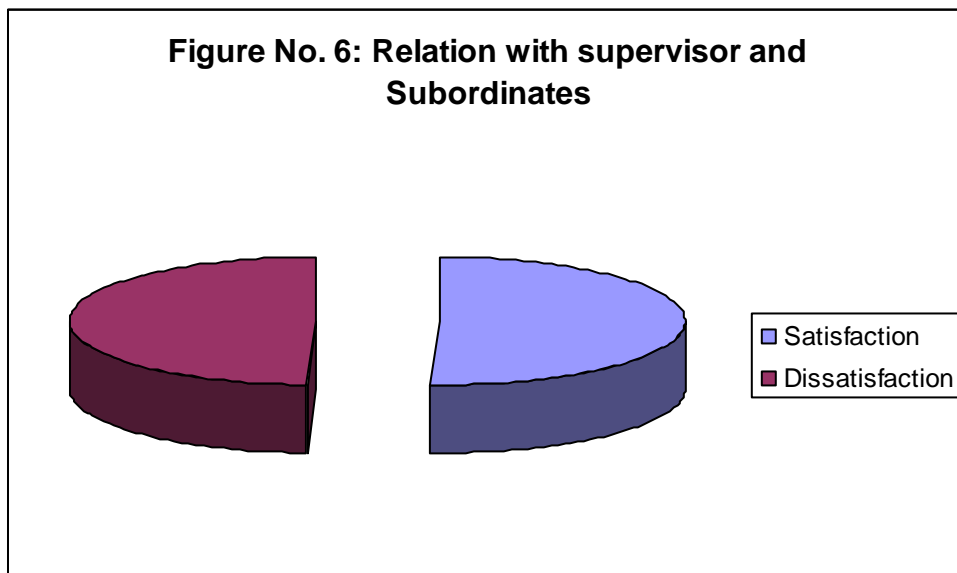
Table No.4.6 Relation with supervisor and subordinates

S.No.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	6 th	02	06	00	17	10
02	10 th	00	03	00	23	09
03	15 th	02	07	00	18	08
04	30 th	03	18	00	13	01
05	35 th	02	15	00	13	05
06	50 th	07	23	00	05	00
07	55 th	11	17	00	06	01
08	46 th	02	14	00	13	07
09	66 th	00	10	00	21	04
10	70 th	06	26	00	03	00
11	75 th	04	18	00	12	01
12	86 th	03	08	00	19	05
13	90 th	01	10	00	19	05
14	95 th	02	23	00	10	00
Total	14	45	198	00	192	56
Percentage		9.16	40.32	00	39.10	11.41

Conclusion

From the table we can conclude that the percentage of satisfaction is slightly greater than percentage of dissatisfaction ie $50.52\% > 49.48\%$. Thus we can conclude that the employees are slightly more satisfied for the aspect of relationship with supervisor and subordinates.

Presentation of conclusion on Pie-Chart



On the above Pie-Chart, small chunk is for the dissatisfaction and the larger is for the satisfaction; the small chunk is of 49.48% and larger chunk is of 50.52% out of 100 % job satisfaction. Thus regarding the pies size it can be concluded that the job satisfaction chunk is slightly larger than dissatisfaction. So employees are relatively satisfied for the service to others.

4.1.7 Cluster 7. Social Status that goes with job

This group of questions is related to the employees' social status that has been built up by the job doing.

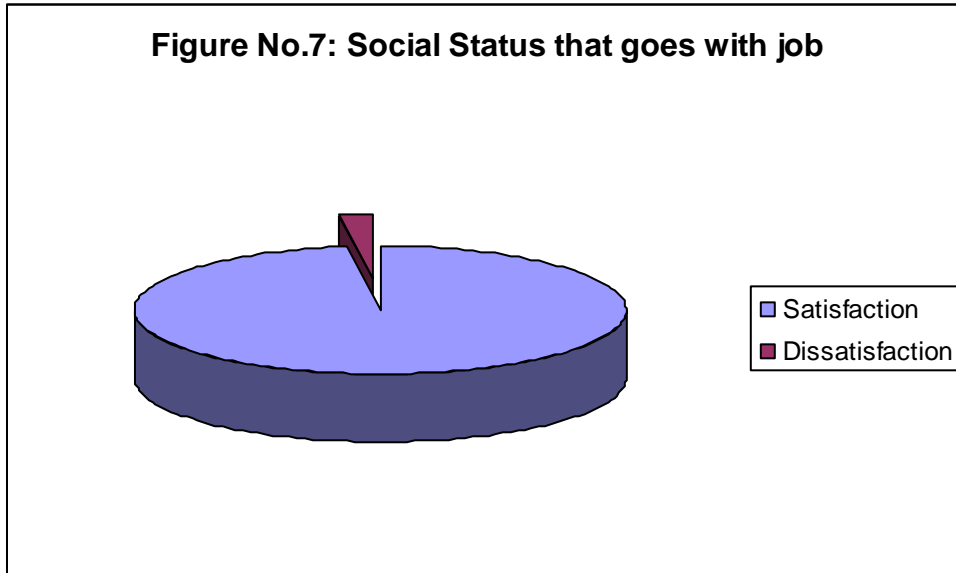
Table No.4.7 Social Status that goes with job.

S.No.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	8 th	00	01	00	30	04
02	28 th	00	10	00	25	00
03	88 th	00	00	00	34	01
Total	03	00	02	00	89	05
Percentage		00	2.1	00	92.7	5.2

Conclusion

From the table we can conclude that the percentage of satisfaction is greater than percentage of dissatisfaction ie $97.9\% > 02.1\%$. Thus we can conclude that the employees are overwhelmingly satisfied for the 'social status that goes with' job aspect.

Presentation of conclusion on Pie-Chart



On the above Pie-Chart, small chunk is for the dissatisfaction and the larger is for the satisfaction; the small chunk is of 2.10% and larger chunk is of 97.90% out of 100 % job satisfaction. Thus regarding the pies size it can be concluded that the job satisfaction chunk is larger than dissatisfaction. So employees are significantly satisfied for the social status that goes with job aspect.

4.1.8 Cluster 8. Organization Policies and Practices

This group of questions is related to the employees' orientation towards the organization's policies and practices and the way they are implemented and administered.

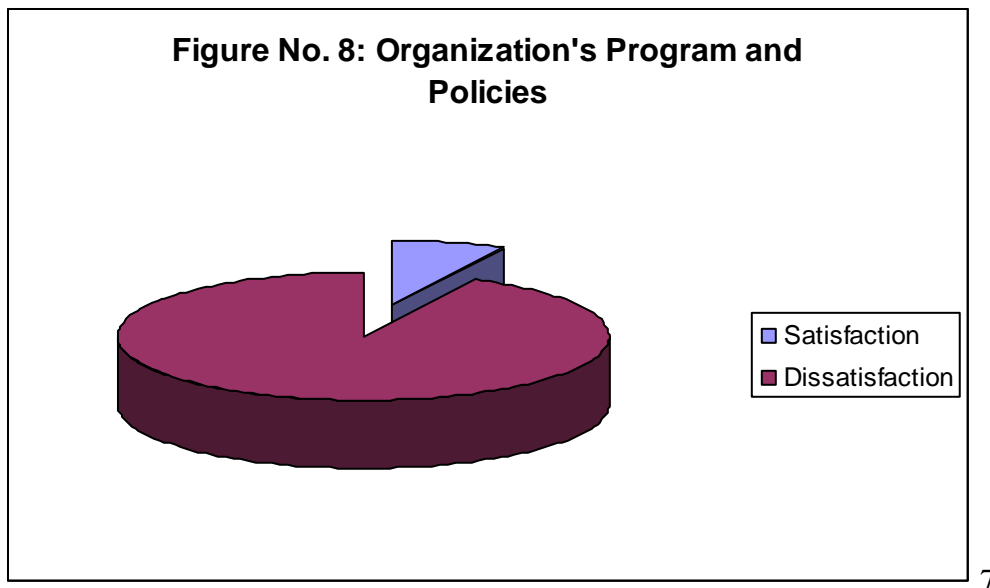
Table No.4.8 Organization policies and practices.

S.No.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	29 th	04	28	00	03	00
02	49 th	04	30	00	01	00
03	69 th	02	32	00	01	00
04	89 th	02	33	00	00	00
05	91 st	05	22	00	08	00
Total	05	17	145	00	13	00
Percentage		9.71	82.86	00	7.43	00

Conclusion

From the above table we can conclude that the percentage of dissatisfaction is much greater than percentage of satisfaction ie $92.57\% > 07.43\%$. Thus we can conclude that the employees are widely dissatisfied for the organization policies and practices aspect of job.

Presentation of conclusion on Pie-Chart



On the above Pie-Chart, small chunk is for the satisfaction and the larger is for the dissatisfaction; the small chunk is of 7.43% and larger chunk is of 92.57% out of 100 % job satisfaction. Thus regarding the pies size it can be concluded that the job dissatisfaction chunk is much larger than satisfaction. So employees are significantly dissatisfied for the organization's programs and policies and the way they are administered.

4.1.9 Cluster 9. Job Security

This group of questions is related to the employees' view for continuity of the job for long time and the secured future due to the job entrusted.

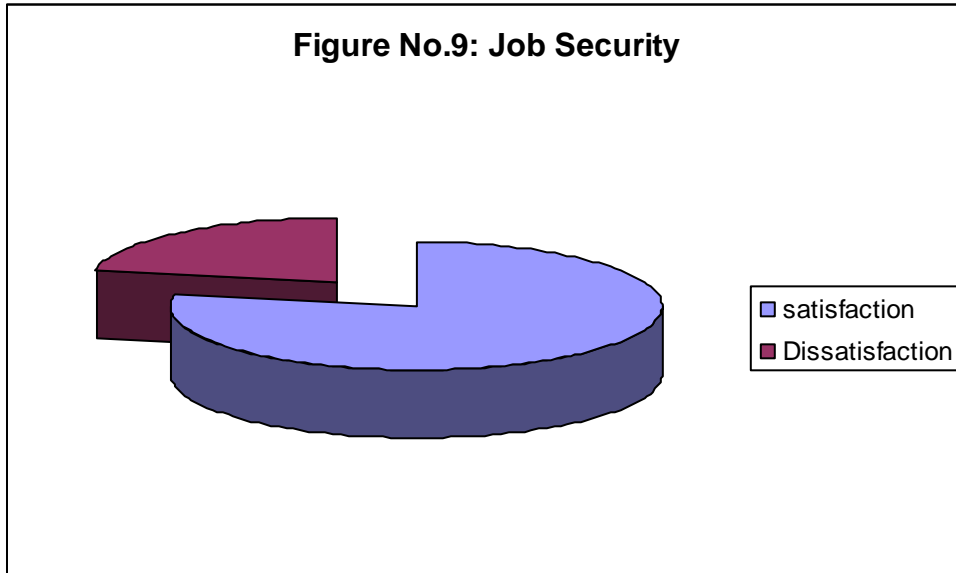
Table No.4.9 Job Security.

S.No.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	11 th	00	04	00	27	04
02	31 st	00	03	00	30	02
03	51 st	00	16	00	16	03
Total	05	00	23	00	73	09
Percentage			21.90	00	69.52	8.57

Conclusion

From the above table we can conclude that the percentage of satisfaction is much greater than percentage of dissatisfaction ie 78.09% > 21.90%. Thus we can conclude that the employees are very satisfied for the job security aspect of job.

Presentation of conclusion on Pie-Chart



On the above Pie-Chart, small chunk is for the dissatisfaction and the larger is for the satisfaction; the small chunk is of 21.01% and larger chunk is of 78.09% out of 100 % job satisfaction. Thus regarding the pies size it can be concluded that the job satisfaction chunk is much larger than dissatisfaction. So employees are significantly satisfied for the job security aspect.

4.1.10 Cluster 10. The Payment on Job

This group of questions is related to the employees' view towards the regular salary and other financial facilities receiving being on the job.

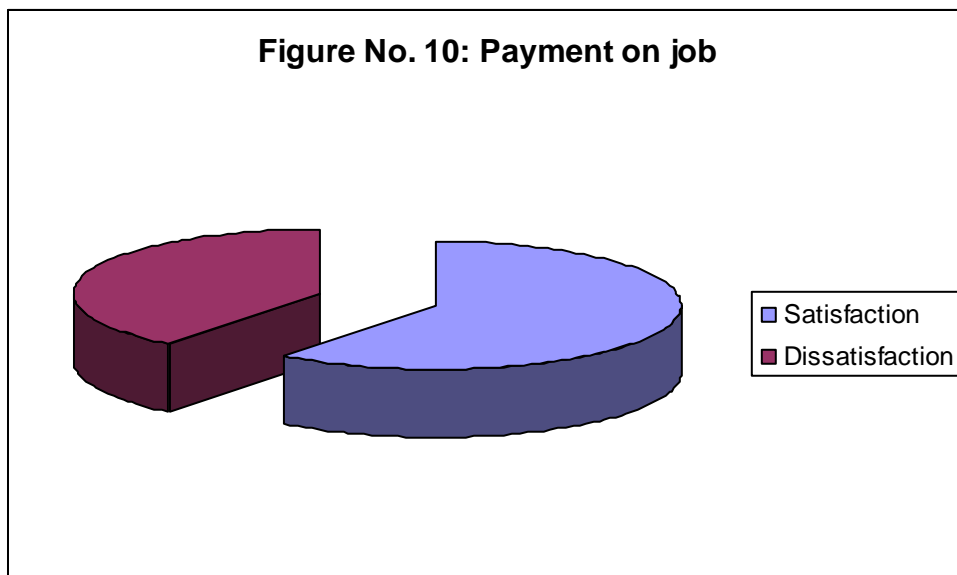
Table No.4.10 The Payment on Job

S.No.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	12 th	00	11	00	23	01
02	32 nd	00	14	00	21	00
03	52 nd	00	17	00	17	01
04	72 nd	01	13	00	21	00
05	92 nd	00	13	00	22	00
Total	05	01	68	00	104	02
Percentage		0.57	38.86	00	59.43	1.14

Conclusion

From the above table we can conclude that the percentage of satisfaction is much greater than percentage of dissatisfaction ie $60.57\% > 39.43\%$. Thus we can conclude that the employees are comfortably satisfied for the payment of job aspect.

Presentation of conclusion on Pie-Chart



On the above Pie-Chart, small chunk is for the dissatisfaction and the larger is for the satisfaction; the small chunk is of 32.43% and larger chunk is of 67.5 out of 100 % job satisfaction. Thus regarding the pies size it can be concluded that the job satisfaction chunk is larger than dissatisfaction. So employees are significantly satisfied for the payment on job aspect.

4.1.11 Cluster 11. Working Condition

This group of questions is related to the employees' view towards the physical surrounding and working condition including facilities.

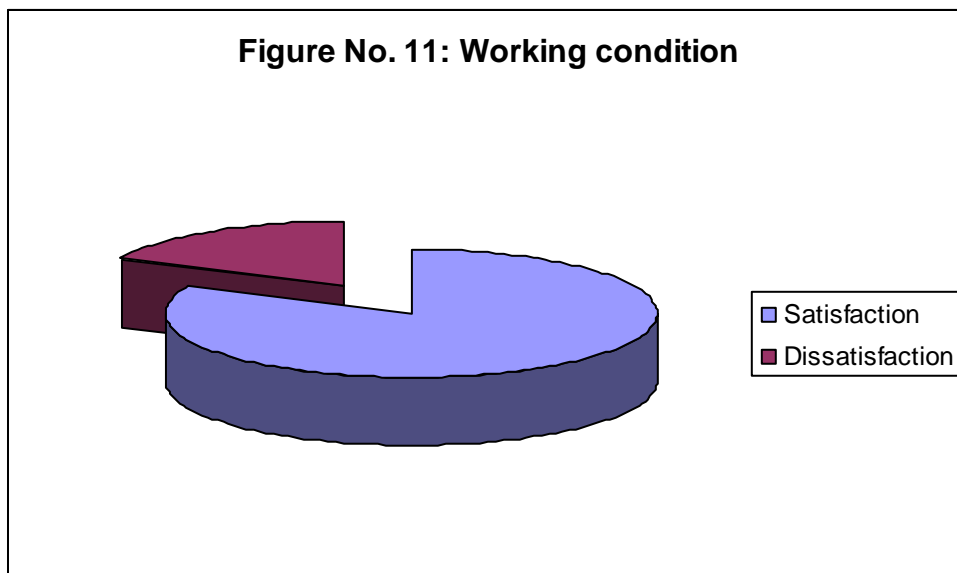
Table No.4.11 Working Condition

S.No.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	13 th	00	07	00	20	08
02	33 rd	00	06	00	22	07
03	53 rd	00	05	00	23	07
04	73 rd	00	05	00	22	08
05	84 th	03	14	00	16	02
06	93 rd	00	06	00	22	07
Total	06	03	33	00	125	39
Percentage		1.50	16.50	00	62.50	19.50

Conclusion

From the above table we can conclude that the percentage of satisfaction is much greater than percentage of dissatisfaction ie $82.00\% > 18.00\%$. Thus we can conclude that the employees are very satisfied for the working condition aspect of job.

Presentation of conclusion on Pie-Chart



On the above Pie-Chart, small chunk is for the dissatisfaction and the larger is for the satisfaction; the small chunk is of 18.00% and larger chunk is of 82.00% out of 100 % job satisfaction. Thus regarding the pies' size it can be concluded that the job satisfaction chunk is much larger than dissatisfaction. So employees are significantly satisfied for the working condition aspect.

4.1.12 Cluster 12. Career Development Opportunity

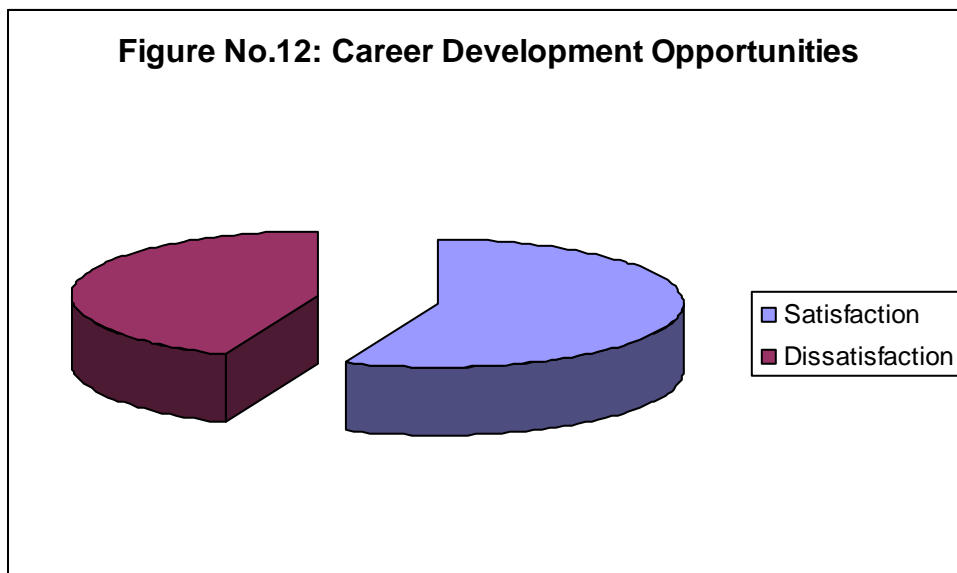
Table No.4.12 Career Development Opportunity

S.No.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	14 th	02	17	00	13	03
02	34 th	00	16	00	17	02
03	48 th	06	12	00	09	08
04	54 th	02	17	00	12	04
05	59 th	00	14	00	20	01
06	60 th	01	22	00	09	03
07	62 nd	04	19	00	11	01
08	64 th	03	11	00	14	07
09	67 th	00	27	00	08	00
10	68 th	00	12	00	20	03
11	74 th	02	17	00	16	00
12	79 th	11	19	00	04	01
13	80 th	02	28	00	05	00
14	87 th	01	22	00	11	01
15	94 th	03	13	00	17	02
Total	15	37	266	00	202	36
Percentage		6.84	49.17	00	37.34	6.65

Conclusion

From the above table we can conclude that the percentage of dissatisfaction is greater than percentage of satisfaction ie $56.01\% > 43.99\%$. Thus we can conclude that the employees are dissatisfied for the career development opportunity aspect of job.

Presentation of conclusion on Pie-Chart



On the above Pie-Chart, small chunk is for the dissatisfaction and the larger is for the satisfaction; the small chunk is of 43.99% and larger chunk is of 56.01% out of 100 % job satisfaction. Thus regarding the pies' size it can be concluded that the job satisfaction chunk is slightly larger than dissatisfaction. So employees are relatively satisfied for the career development opportunities aspect.

4.1.13 Cluster 13. Relationship with Co-Workers

This group of questions is related to the employees' view for the co-workers.

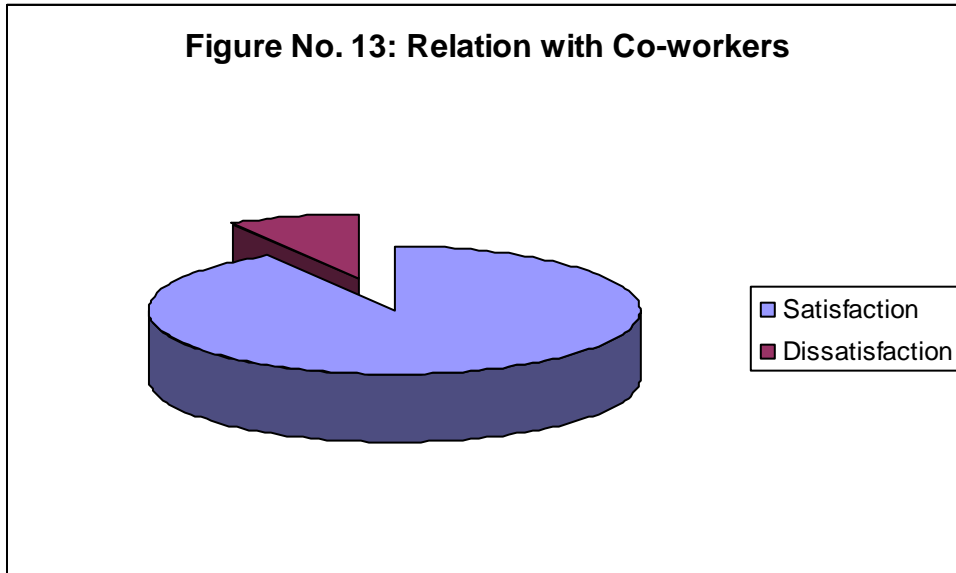
Table No.4.13 Relationship with Co-workers

S.No.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	16 th	01	02	00	20	12
02	26 th	01	07	00	19	08
03	36 th	01	02	00	18	14
04	56 th	00	02	00	24	09
05	76 th	00	00	00	27	08
06	96 th	00	02	00	29	04
Total	06	03	15	00	137	55
Percentage		1.42	7.14	00	65.24	26.20

Conclusion

From the above table we can conclude that the percentage of satisfaction is much more than percentage of dissatisfaction ie $91.44\% > 8.56\%$. Thus we can conclude that the employees are very satisfied for the co-workers aspect of job.

Presentation of conclusion on Pie-Chart



On the above Pie-Chart, small chunk is for the dissatisfaction and the larger is for the satisfaction; the small chunk is of 8.56% and larger chunk is of 91.44% out of 100 % job satisfaction. Thus regarding the pies' size it can be concluded that the job satisfaction chunk is much larger than dissatisfaction. So employees are significantly satisfied for the relationship with co-workers aspect.

4.2 Major Findings

If the Very Satisfaction (Very Sat.) and Satisfaction (Sat.) are considered to be satisfaction and Very dissatisfaction (Very Dissat.) and dissatisfaction (Dissat) are considered to be dissatisfaction then the major findings of the research work are as follows:

1. 78.28 percentage of the total inquired employees are satisfied and 21.72 percentage are dissatisfaction for the Service to others aspect of job satisfaction.
2. 66.15 percentage of the total inquired employees are satisfied and 33.85 percentage are dissatisfaction for Using own ideas, judgment and consciousness for decision making process of organization.
3. 68.44 percentages of the total inquired employees are satisfied and 31.56 percentage are dissatisfaction for the variety of work they are assigned to perform within organization.
4. 77.33 percentage of the total inquired employees are satisfied and 26.67 percentage are dissatisfaction for the nature of job they do in organization.

5. 31.15 percentage of the total inquired employees are satisfied and 61.85 percentage are dissatisfaction for the recognition of the work they perform.
6. 50.52 percentage of the total inquired employees are satisfied and 49.48 percentage are dissatisfaction for the relationship with superior aspect of job satisfaction.
7. 97.90 percentage of the total inquired employees are satisfied and 02.10 percentage are dissatisfaction for the social status that goes with job assigned in organization aspect of job satisfaction.
8. 07.43 percentage of the total inquired employees are satisfied and 92.57 percentage are dissatisfaction for the organization policies and programs and the way they are administrated in organization.
9. 21.90 percentage of the total inquired employees are satisfied and 78.10 percentage are dissatisfaction for the security of job they are ensured from the organization.
- 10.39.43 percentage of the total inquired employees are satisfied and 60.57 percentage are dissatisfaction for the payment they receive from the organization.

11.18.00 percentage of the total inquired employees are satisfied and 82.00 percentage are dissatisfaction for the working condition under which they perform the assigned work in organization.

12.56.01 percentage of the total inquired employees are satisfied and 43.99 percentage are dissatisfaction for the career development opportunities that are prevalent for employees within organization.

13.91.44 percentage of the total inquired employees are satisfied and 08.56 percentage are dissatisfaction for the relationship with co-workers with whom they work together within organization.

Therefore, from the overall study of views and comparison of records we can conclude slight majority of employees are satisfied on the job they have been assigned on the basis of different aspects of job.

Chapter – V

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter contains the general, overall summary note of the study, the conclusion and few recommendations drawn on the basis of the study findings. The summary would be a brief description of whole study, its findings. The conclusion would contain the result drawn from the logical, rational analysis, comparison and dissertation of the collected data and adopted procedures for analysis of data. The recommendation contains the points forewarned to the organization on the basis of conclusion of research. The recommendations are for the betterment of the existing employees' satisfaction situation, to remove the shortcomings and patch -up the loops holes on the organization.

5.1 Summary

This study has been conducted having the sole purpose in mind – to find the level of job satisfaction in the employees of Tribhuvan International Airport Civil Aviation Office (TIACAO). For the collection of data 35 sample officer-level employees have been taken as sample out of 241

officer- level employees and 481 employees of all levels; the officer- level employees have been selected for sample since the job satisfaction level can be best reflected from the officer level.

Most of the data used in are primary and the secondary data have been used in a meager number only; very few numbers of references have been consulted fro secondary data collection. The whole study is around the primary data; all findings and conclusions are from the dissertation of primary data; the secondary data have only been used for the enhancement aspect of primary data- based construction.

For the collection of primary data the Minnesota Satisfaction Questionnaire (MSQ) has been used to its full extent; MSQ as the world- wide accepted and widely used for the determination of level of job satisfaction purpose; it was developed by the Minnesota University, USA in 1967 and further purified in 1977. MSQ contains one – hundred questions related to the different aspects of job. The data collected from the MSQ can give the good reflection of overall aspects of job to the particular employee.

The data collected from MSQ (total one- hundred questions) have been classified into different clusters on the basis of the similarity and nearness of questions; altogether, there are thirteen clusters on the basis of different aspects of job.

The clusters are as follows:

Cluster 1. Service to others

Cluster 2. Using own ideas and consciousness

Cluster 3. Variety on work

Cluster 4. Nature of job

Cluster 5. Recognition of work

Cluster 6. Relationship with supervisor and sub-ordinates.

Cluster 7. Social status that goes with the job

Cluster 8. Organization policies and practices

Cluster 9. Job security

Cluster 10. Payment on job

Cluster 11. Working condition

Cluster 12. Career development and opportunity

Cluster 13. Relationship with co-workers.

The answers of all 35 respondents for each question have been tabulated under the five level of satisfaction as, very satisfied (very sat.), satisfied (sat), neutral (N), very dissatisfied (very dissat.) and dissatisfied (dissat.) . Each level of satisfaction's sum is found on the basis of all respondents' answer on each question and that sum is further converted into

percentage and the conclusion is drawn on the basis of the percentage of each level of job satisfaction. For the conclusion- satisfaction or dissatisfaction- drawing the Sat and Very sat. level have been included into satisfaction and the very dissat. and dissat. level have been included into dissatisfaction. Each analysis table has been followed by conclusion drawn from the same table. For the better understanding and simplicity on presentation each table and its conclusion has been represented by the relevant chart, diagram or graph.

To give brief conclusion of all clusters, this paragraph includes the findings of each cluster. The following table gives the conclusion of each cluster along with cluster's name.

Table No. 5.1 Summary of all clusters and conclusions.

S.No.	Name of Cluster	Questions	Conclusion
01	Service to others	05	78.28% Sat., 21.72% Dissat.
02	Using own ideas	15	66.15% Sat., 33.85% Dissat.
03	Variety on work	07	68.44% Sat., 31.56% Dissat.
04	Nature of job	06	77.33% Sat., 22.67% Dissat.
05	Recognition of work	10	38.15% Sat., 61.85% Dissat.
06	Relation with supervisor	14	50.52% Sat., 49.48% Dissat.
07	Social status	03	97.90% Sat., 02.10% Dissat.
08	Org ⁿ . policies and practices	05	07.43% Sat., 92.57% Dissat.
09	Job security	03	21.90% Sat.78.10% Dissat.
10	Payment on job	05	39.43% Sat., 60.57% Dissat.
11	Working condition	06	18% Sat., 82% Dissat.
12	Career development	15	56.01% Sat., 43.99% Dissat.
13	Relation with co-workers	06	91.44% Sat., 08.56% Dissat.

All the above paragraphs and table, now, give a glimpse of the whole study, from its very beginning to the end; the type of data used; the way of data collection; data tabulation and presentation and procedure used for logical analysis and conclusion drawing.

5.2 Conclusion

This sub-chapter deals with the conclusion drawn from the whole study. The conclusion received, it has been firmly believed, would be a very good reflection and true picture of the real state of level of job satisfaction among the officer-level employees for the management of TIACAO and to step further accordingly.

The analysis of each cluster - a group of similar aspects of job –has been followed by the conclusion; the percentages of satisfaction and dissatisfaction have been clearly stated. Therefore, in consideration of all the conclusions, we can say that employees are satisfied for the clusters 1, 5, 7, 9, 10, 11, and 13 and employees are dissatisfied for the clusters 2, 3, 4, 6, 8, and 12. Further to say, employees are satisfied for the aspect of service to others, recognition of work, social status that goes with job, job security, payment on job, working condition and relationship with co-workers; and employees are dissatisfied for the aspects of using own ideas and judgment,

variety on work, nature of job, relationship with supervisor and subordinates, organizational policies and practices and career development opportunities.

Therefore, in conclusion, among the officer-level employees of TIACAO, there is slightly higher degree of satisfaction over the dissatisfaction for the respectively entrusted job; the percentage of satisfaction is 53.85% whereas the percentage of dissatisfaction is 46.15%.

5.3 Recommendation

Under this sub-title, few points, which are believed to be beneficial to the TIACAO management, have been enumerated on the basis of the conclusion drawn from the data analysis of the study. The recommendations, if taken seriously and implemented, can be the basic guidelines for TIACAO management for the upliftment of level of job satisfaction of employees and hence, the efficiency and effectiveness can be increased on the job performance of employees at a large. The recommendations are as follows:

1. On the job performance there should be wide room for the use of employees' own ideas, knowledge and consciousness. The management should be very flexible for the way of performance of job without compromising the consequence. The opportunity for use of own ideas, knowledge and consciousness for job performance increases the efficiency and effectiveness of work and increase the ownership of employees on job done.

Besides, in each decision making process which are directly or indirectly related to the employees, there should be proper participation of employees and their voice should duly be entertained.

2. From the analysis of data one conclusion has been drawn that employees are dissatisfied for the variety on work aspect. Therefore, the TIACAO management should assign the works to employees that should be full of variety and flexibility; which, ultimately, provides ever activeness and freshness on works doing which helps to improve the working performance of employees. .

3. Another problem to address by the TIACAO management is the relationship with supervisor and sub-ordinates. From the data analysis it has been revealed that most of the employees have sour relationship with supervisors for one matter or next. The supervisors are not always supportive for sub-ordinates in hard times, there is not proper delegation of responsibility and authority; even in some cases it has also been found that the supervisors are incapable of handling problem and quick decision making. This among the employees - prevalent problem should be immediately addressed by making a working, authority delegation, relationship maintenance etc policies on solid way and be implemented effectively.

4. The employees are widely dissatisfied for the aspect of implementation of organization policies and practices. Actually, the organization policies and practices are seldom bad on paper but are rarely good on implementation phase in most of the Nepalese organizations; this problem has existed in the TIACAO as well. Thus, the TIACAO management should administers the policies and practices in a very balanced and practical way so that all employees would not have chances of not being felt of biasness, negligence and forcefulness on the basis of different pretexts.

5. Most of the employees have responded against the career development and position advancement opportunity in job. TIACAO has either failed for the proper implementation of respective policies ensuring balanced and reasonable career development and advancement opportunity or has been biased and favored only the handful, sitting-around employees. TIACAO should be very sensitive ensuring opportunities for the career development and promotion on job, otherwise, it would result the turnover, fatigue and lack of organization citizenship on employees which is, in long-term, a very harmful to the organization as whole.

In conclusion, if the TIACAO management ponders the recommendations in depth and implements in effective way, it would, definitely, help to remove the causes of job dissatisfaction on employees and organization can have a solid presence on aviation arena.

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APPENDIX - I

minnesota satisfaction questionnaire



Vocational Psychology Research

UNIVERSITY OF MINNESOTA

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Confidential

Your answers to the questions and all other information you give us will be held in strictest confidence.

Name _____ Today's Date _____

1. Check one: Male Female

2. When were you born? _____

3. Circle the number of years of schooling you completed:

4 5 6 7 8
Grade School

9 10 11 12
High School

13 14 15 16
College

17 18 19 20
Graduate or
Professional School

4. What is your present job called? _____

5. What do you do on your present job? _____

6. How long have you been on your present job? _____ years _____ months

7. What would you call your **occupation**, your usual line of work? _____

8. How long have you been in this line of work? _____ years _____ months

minnesota satisfaction questionnaire

The purpose of this questionnaire is to give you a chance to tell **how you feel about your present job**, what things you are **satisfied** with and what things you are **not satisfied** with.

On the basis of your answers and those of people like you, we hope to get a better understanding of the things people **like and dislike about their jobs**.

On the following pages you will find statements about your **present job**.

- Read each statement carefully.
- Decide **how satisfied you feel about the aspect of your job** described by the statement.

Keeping the statement in mind:

- if you feel that your job gives you **more than you expected**, check the box under **"Very Sat."** (Very Satisfied);
- if you feel that your job gives you **what you expected**, check the box under **"Sat."** (Satisfied);
- if you **cannot make up your mind** whether or not the job gives you what you expected, check the box under **"N"** (Neither Satisfied nor Dissatisfied);
- If you feel that your job gives you **less than you expected**, check the box under **"Dissat."** (Dissatisfied);
- if you feel that your job gives you **much less than you expected**, check the box under **"Very Dissat."** (Very Dissatisfied).

- Remember: Keep the statement in mind when deciding **how satisfied you feel about that aspect of your job**.
- Do this for **all** statements. Please answer **every** item.

Be frank and honest. Give a true picture of your feelings about your **present job**.

Ask yourself: How **satisfied** am I with this aspect of my job?

Very Sat. means I am very satisfied with this aspect of my job.

Sat. means I am satisfied with this aspect of my job.

N. means I can't decide whether I am satisfied or not with this aspect of my job.

Dissat. means I am dissatisfied with this aspect of my job.

Very Dissat. means I am very dissatisfied with this aspect of my job.

On my present job, this is how I feel about . . .

	Very Dissat.	Dissat.	N	Sat.	Very Sat.
1. The chance to be of service to others.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The chance to try out some of my own ideas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Being able to do the job without feeling it is morally wrong.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The chance to work by myself.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The variety in my work.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The chance to have other workers look to me for direction.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The chance to do the kind of work that I do best.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The social position in the community that goes with the job.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The policies and practices toward employees of this company.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The way5 my supervisor and I understand each other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. My job security.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The amount of pay for the work I do.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. The working conditions (heating, lighting, ventilation, etc.) on this job.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The opportunities for advancement on this job.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The technical "know-how" of my supervisor.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. The spirit of cooperation among my co-workers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. The chance to be responsible for planning my work.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The way I am noticed when I do a good job.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Being able to see the results of the work I do.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The chance to be active much of the time.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. The chance to be of service to people.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. The chance to do new and original things on my own.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Being able to do things that don't go against my religious beliefs.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. The chance to work alone on the job.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. The chance to do different things from time to time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Very Dissat.	Dissat.	N	Sat.	Very Sat.

Ask yourself: How **satisfied** am I with this aspect of my job?

Very Sat. means I am very satisfied with this aspect of my job.

Sat. means I am satisfied with this aspect of my job.

N. means I can't decide whether I am satisfied or not with this aspect of my job.

Dissat. means I am dissatisfied with this aspect of my job.

Very Dissat. means I am very dissatisfied with this aspect of my job.

On my present job, this is how I feel about . . .

	Very Dissat.	Dissat.	N	Sat.	Very Sat.
26. The chance to tell other workers how to do work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. The chance to do work that is well suited to my abilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. The chance to be "somebody" in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Company policies and the way in which they are administered.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. The way my boss handles his/her employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. The way my job provides for a secure future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. The chance to make as much money as my friends.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. The physical surroundings where I work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. The chance s of getting ahead on this job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. The competence of my supervisor in making decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. The chance to develop close-friendship with my co-workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. The chance to make decisions on my own.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. The way I get full credit for the work I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Being able to take pride in a job well done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. Being able to do something much of the time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. The chance to help people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. The chance to try something different.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. Being able to do things that don't go against my conscience.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. The chance to be alone on the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. The routine in my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. The chance to supervise other people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. The chance to make use of my best ability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. The chance to "rub elbows" with important people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. The way employees are informed about company policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. The way my boss backs up his/her employees (with top management).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Very Dissat.	Dissat.	N	Sat.	Very Sat.

Ask yourself: How **satisfied** am I with this aspect of my job?

Very Sat. means I am very satisfied with this aspect of my job.

Sat. means I am satisfied with this aspect of my job.

N. means I can't decide whether I am satisfied or not with this aspect of my job.

Dissat. means I am dissatisfied with this aspect of my job.

Very Dissat. means I am very dissatisfied with this aspect of my job.

On my present job, this is how I feel about . . .

	Very Dissat.	Dissat.	N	Sat.	Very Sat.
51. The way my job provides for steady employment.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. How my pay compares with that for similar jobs in other companies....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. The pleasantness of the working conditions.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. The way promotions are given out on this job.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. The way my boss delegates work to others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. The friendliness of my co-workers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. The chance to be responsible for the work of others.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. The recognition I get for the work I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59. Being able to do something worthwhile.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60. Being able to stay busy.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61. The chance to do things for other people.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62. The chance to develop new and better ways to do the job.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. The chance to do things that don't harm other people.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64. The chance to work independently of others.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65. The chance to do something different every day.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66. The chance to tell people what to do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67. The chance to do something that makes use of my abilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
68. The chance to be important in the eyes of others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
69. The way company policies are put into practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
70. The way my boss takes care of the complaints of his/her employees....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71. How steady my job is.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72. My pay and the amount of work I do.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73. The physical working conditions of the job.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74. The chances for advancement on this job.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
75. The way my boss provides help on hard problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Very Dissat.	Dissat.	N	Sat.	Very Sat.

Ask yourself: How **satisfied** am I with this aspect of my job?

Very Sat. means I am very satisfied with this aspect of my job.

Sat. means I am satisfied with this aspect of my job.

N. means I can't decide whether I am satisfied or not with this aspect of my job.

Dissat. means I am dissatisfied with this aspect of my job.

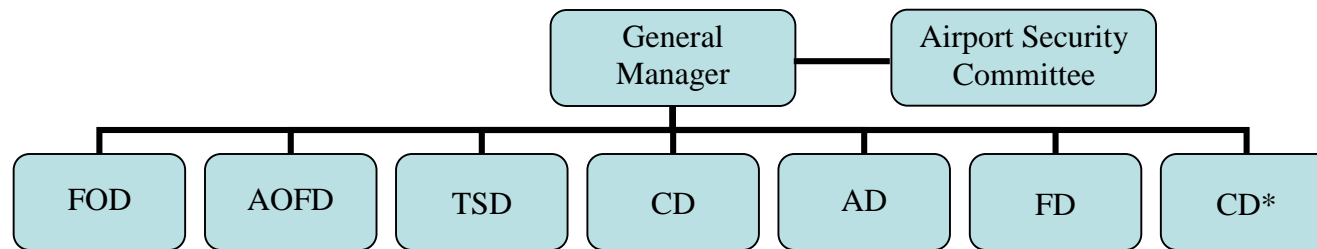
Very Dissat. means I am very dissatisfied with this aspect of my job.

On my present job, this is how I feel about . . .

	Very Dissat.	Dissat.	N	Sat.	Very Sat.
76. The way my co-workers are easy to make friends with.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
77. The freedom to use my won judgment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
78. The way they usually tell me when I do my job well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
79. The chance to do my best at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
80. The chance to be "on the go" all the time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
81. The chance to be of some small service to other people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
82. The chance to try my own methods of doing the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
83. The chance to do the job without feeling I am cheating anyone.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
84. The chance to work away from others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
85. The chance to do many different things on the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
86. The chance to tell others what to do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
87. The chance to make use of my abilities and skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
88. The chance to have definite place in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
89. The way the company treats its employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
90. The personal relationship between my boss and his/her employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
91. The way layoffs and transfers are avoided in my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
92. How my pay compares with that of other workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
93. The working conditions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
94. My chances for advancement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
95. The way my boss trains his/her employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
96. The way my co-workers get along with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
97. The responsibility of my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
98. The praise I get for doing a good job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
99. The feeling of accomplishment I get from the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
100. Being able to deep busy all the time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thank you.	Very Dissat.	Dissat.	N	Sat.	Very Sat.

APPENDIX - II

ORGANIZATIONAL STRUCTURE OF TRIBHUVAN INTERNATIONAL AIRPORT CIVIL AVIATION OFFICE (TIACAO)



Legend

- FOD - Flight Operation Department
- AOFD - Airport Operation and Facilitation Department
- TSD - Technical Service Department
- CD - Corporate Department
- AD - Administration Division
- FD - Finance Division
- CD* - Civil Department

Staff Strength
(Officer Level only)

FOD - 90	AOFD - 33
TSD - 71	CD - 05
AD - 10	FD - 15
CD* - 07	
Total - 231	