

CHAPTER - ONE

INTRODUCTION

1. Background

Today many organizations are facing severe managerial problems. The present study deals with the very common fact known as "Job satisfaction" Job satisfaction of the employees appears to be the core problem of the management system. It is widely accepted in modern management system that job satisfaction and its motivation factors are the main reasons where the organization prosperity depends on.

Both the developed and underdeveloped countries seems to be suffering from employees job satisfaction problem. Due to this problem many employees are frustrated with their jobs and as a result the organization's future prosperity is like putting the cart before the horse. So, it is very necessary to find out the main cause of employee's dissatisfaction in the job and an analysis should be carried out relating to this subject.

There are many factors which influence the job satisfaction of an employees. The different variable i.e. dependent as well as independent variable determine the percentage of employee's satisfaction level in an organization. People are both rational and non-rational and they are influenced by stereotyped belief systems. It is the motivation which can help in creating a good level of morality and loyalty among the employees by providing a good level of job satisfaction. It is clear that human nature is determined by two factors; heredity and environment. People are differ to each other as heredity and environment are different moreover, the groups and the individual of people make them different to each other. The individual may influenced by the group's behaviour. There is a great problem that no two individuals are identical and each person should be

considered as a unique unit. So the management should be careful in the course of behavioural study.

The effectiveness of the organization depends upon the proper utilization of manpower. But the human beings have several needs to which they want to satisfy. The motives of the people are basically based on their values, attitudes and beliefs. So the management should consider all the factors which help to motivate them. No one contributes the better efforts without fulfilling his wants and desires. Job satisfaction and need satisfaction are inter-related, when the various needs of the employees are fulfilled by the management, naturally the employees may satisfy with their jobs. Because the fulfillment of their important needs make them ready to do their works. Thus, if the goals of employees are fulfilled, only then they would ready to fulfill the organization goal.

The behaviour of people is goal directed in the sense that it is conditioned by an attempt to satisfy certain needs or to prevent need dissatisfaction. Man first attempts to satisfy his lower level needs as physiology needs and when the needs are fulfilled then he seeks to fulfill the security needs. Similarly they want to satisfy their important needs step by step. The another way to motivate the employees is that the management should create that situation from which an employee perceives that through good performance he can have a better incentive.

Thus, efficiency and ability of the employees are influenced by the kind of motivation system. In other words, efficiency and ability are positively correlated to the motivation within an individual. The nature and direction of an individual's attitude towards his job largely determines his "will to work" and eventually his efficiency and ability.

"Job satisfaction is in some way related to one's personal aspirations, the extent to which the job utilizes one's skills, and expectations which one's social status postulate for him." When the

expectation of employees are fulfilled, in response they would contribute their better effort to achieve the organizational goals.

1.1 General Background of the HSEB

It is said that education is a life long process, but the basic education that one gets during the formative years definitely contributes to the shaping of one's future and outlook. This is where, the school and high school education assumes important. So, today's school is not merely a school it is much more further the students of this age group require a disciplined environment of the schools rather than that of the University because of their sensitive age factor. It is precisely for these kind of reasons that the educational planner, administrators, pedagogues and expert take the initiative to bring about a change in the existing educational structure by incorporating two more years of schooling in it grade XI and grade XII, known as higher secondary level.

Government of Nepal decided to introduce the Higher secondary Education Act, which came into effect in 1989 A.D. later, as stipulated in Act, the Higher Secondary Education Assembly was constituted under the chairmanship of the Minister of Education and Sport. Subsequently Higher Secondary Education Board (HSEB) was established in 1989 under the Higher Secondary Education Act, the board is involved in running the 10+2 system in the country. Nepal national Commission of Education 1992 recommended the importance of the 10+2 structure in the education system and viewed it as the first step towards specialization. Incorporating extra two year in school education was a change in the existing educational structure aiming at meeting the middle level manpower and imparting necessary knowledge and skills to the students pursuing further education. So Higher Secondary Education is a critical stage in development of the human resources essential for economic development and social progress of the country. Therefore, keeping in mind this, there is 1003

Higher Secondary Schools to present and the possibility of its proliferation show that the establishment of the Higher Secondary Board will be justifiable in the future to come.

The Higher Secondary Education has been introduced to provide quality education to a large part of population. The HSEB plan decrease the University's burden of responsibility in the proficiency certificate level (PCL). Keeping the structure of Higher Secondary level with in the periphery of school education will bearing uniformity in the education system from primary level to higher secondary level removing the gulf between the curricula of secondary level and Bachelor level.

1.2 Statement of the Problem

The problem of increasing level of job dissatisfaction is being faced by the managerial world since long time back and from time to time effort has been made to eliminate this problem without any success. In Nepal many respective organizations have given least priority to this core problem. The fresh manager as well as veteran managers must realize that job satisfaction is closely related to the productivity of the organization.

This study actually intends to focus on the causes of satisfaction and dissatisfaction of the employees working in the public organization. It is evident in many organization that the employees in the beginning of their engagement in work shows highly self motivation but in course of the time they automatically lose their interest of their job. This is caused by multiple factors, such as income, status, privileges, promotion, higher studies, social-security, training and also the internal and external human pressures like basic needs, mental needs, traits, wife, children, friends, political party, personal wealth etc. unfortunately most of the employees hardly get these opportunities and thus their expectations landing in vain their interest that effect the organization negatively. They start to

dislike their management, their assigned job, they disobey the order of superior authority, they almost refuse to do the job and as a result a crisis between the worker and management arises. Some times the situation becomes crucial.

In extreme cases of the dissatisfaction leads to the form of frustration and again further leads to the suicide or death of an employee. Even the developed countries seems to be unable to extricate themselves from this deadly disease. Thus it is obvious that the management of an organization faces a big challenges in protecting it's employees from getting drowned in frustration and other nasty consequences due to lack of satisfaction in the job.

There are various problems of job satisfaction, specially this study has been carried out to answer the following questions.

1. what is the extent of job satisfaction among the officer level employees of HSEB ?
2. the selected socio-economic factors (age, education level, sex, experience, relation with subordinates, promotion, job security, salary and allowance, marital status) affect the level of job satisfaction among the officer level employees of HSEB ?

1.3 Objectives of the study

In Nepal, unfortunately, there are only few research who have prosecuted studies under the relating to this very typical topic of "Problem of Job Satisfaction". This present study is an effort to focus on some factors effecting job satisfaction of the organization. Job satisfaction is likely to increase the motivation and satisfaction at work. An individual may feel less identified with the organization and commitment of the job, in lack of proper direction, thus full utilization of an employee is the backbone for the prosperity of the organization. So, this study keeps a plan to explore the hidden reasons of

dissatisfaction of human being and to recommend some of the motivation of basic tools of job satisfaction.

Therefore, the main objectives of this study is to analyze the job satisfaction among the officer level employee of HSEB. However the following specific objectives have been set for the study.

1. To ascertain the existing level of job satisfaction among the officer level employees of HSEB.
2. To identify the factors which are most highly related to job satisfaction among the officer level employees of HSEB.
3. To analyze those factors causes of causing dissatisfaction of officer level employees of HSEB.

1.4 Scope of the study

This study has been attempted to cover the major constituents or components of job satisfaction among the officer level employees of HSEB. However the major variables or components of this study are as follows:

1.4.1 Dependent variable

-) Level of job satisfaction

1.4.2 Independent variables

Personal Factors

-) Sex
-) Age
-) Marital Status
-) Job Tenure/Experience
-) Educational Level

Extrinsic Factors

-) Salary and allowance
-) Promotion
-) Job security
-) Relation with subordinates

1.5 Significance of the study

Mohanty (1983) writes that it is an established fact that job satisfaction usually leads to qualitative and quantitative improvement in the performance. Satisfaction in job induces motivation and interest in work. When work becomes interesting, the worker gets pleasure from his work. More specially, the personal pleasure that the worker gets from a job of his choice gives him tremendous psychological satisfaction.

Job satisfaction analysis is a powerful tool which can help in identifying how employee's satisfaction and dissatisfaction on their job are the basic causes for the organization's ability to meet objectives. In fact it helps to find the symptom of managerial problems. The causes of any problem can be determined only after locating the symptoms, thus similarly, the study of job satisfaction helps us to assume a great significance in the field.

When setting goals and plans of any organization we must not ignore the maximum satisfaction of every employee employed in that organization or else we will be leading the organization downhill. To analyze the job satisfaction of public organization it might be helpful to examine how the public organization's management itself are being aware to make the employees happy and satisfied.

Every employee has certain will and need which they are eager to fulfill. It is probably the major aim of every employee to fulfill his needs from his job and to get maximum satisfaction out of it. Hence, the officer of any organization cannot be exceptional from this point of

view. So the HSEB is determined to fulfill the basic requirement for all the employees employed in the organization. For this purpose the organization have a significant role to play throughout the nation to formulate the basic need programme. Thus, the employees of all the organization have great responsibility to shoulder concerning the fulfillment programme, hence it is very necessary to motivate the employees from different level of officer of HSEB. This study, in job satisfaction can give an alarm to the management of any organization in motivating the employees as well as in giving necessary satisfactory environment. The reason for investigation job satisfaction of the femployee is to get the maximum advantage for the organization from the employees without exploiting them, to achieve this job satisfaction must be granted to the employee so that they get encouraged to spend most part of their life at work producing better result and putting their effort in making their organization a grand success. The other important reason is, the belief, that by increasing job satisfaction it will help to increase productivity and hence the profitability of an organization. Further, the management of any organization should not forget that improvement of job satisfaction is also of humanitarian value.

Lastly, since a few study has been done on this important topic of job satisfaction of the organization's employees. I decided to do so, as it is evident that the satisfaction of the employees helps to pave the way of the organization. So, no doubt, the study on the subject of "the need of satisfaction of the employees" is a necessity.

1.6 Limitation of the Study

Probably, the most difficult task is to perceive the satisfactory factors of the employees and to satisfy them in the managerial world. A man's need and desires are insatiable, one need comes after the next and next and so on, in fact, this process has no limitation. Similarly, this study could not be full-fledged study on this field

because this study is only to focus on some of the variables on the job satisfaction of the officer level employee of HSEB.

This study includes only the special officer level employees of HSEB due to the avoidance of vague research. Thus this study limits the employees from special to the non-officer level of employees are excluded.

For the calculation of data, mean as a statistical instrument has been used in this study to analyse the extent of relationship between the dependent and independent, internal and external variables. The data has been collected through pre-structured questionnaire and interview method by the researcher himself.

This study is based on the census sampling method. There are 42 special officer level employees in the Higher Secondary Education Board (HSEB). Though, out of 42 questionnaire only 32 questionnaire have been returned down and rest of them have been lost due to the lack of mutual co-operative knowledge. But most of them are very friendly and co-operatives.

In my view, some of the respondents have filled the questionnaire by adopting an attitude of complete indifferences, so these answers may not be their genuine answers and is therefore difficult to evaluate exactly what they have in mind concerning this topic.

As mentioned earlier, due to some logical problems of the researcher this study does not cover all the employees of Higher Secondary Education Board (HSEB) and is limited among the officer level employees of HSEB. Thus it may not represent all.

1.7 Organization of the Study

This study is divided into five chapters. They are introduction, literature review, research methodology, data presentation and analysis and summary, conclusion and recommendation.

The first chapter of this study contains the introduction of the subject matter, general background of the study, statement of the problem, objectives of the study, scope of the study, significance of the study, limitation of the study and organization of the study.

The second chapter literature review deals with the major findings of the earlier research studies and other previous writing relevant to the subject matter of the present study.

The third chapter of the study deals with research methodology and contains, introduction, research design, sampling procedures, nature of the data, sources and collection of the data, data processing and analysis procedures, limitation in the data collection.

The fourth chapter deals with the presentation and analysis of data collected. The analysis of data has been done organizing them into the descriptive analysis. The collected data are presented and analyzed as per the perception of the employee and the answer of the research questions are given.

The last chapter recapitulates the whole study, reviews the major findings and makes summary, conclusions and recommendations.

CHAPTER - TWO

REVIEW OF THE LITERATURE

The basic objectives of this chapter is to throw light on the studies that has already been done in this field of job satisfaction. In relation with the subject matter of this study, all available and relevant literatures have been reviewed as far as possible. Various researchers have done research in the field of job satisfaction in the world. But only a few research works have been done in job satisfaction of educational sectors. If we talk about Nepalese context, no research has been done in this specific field of job satisfaction of the employees of HSEB. Only few research has been done on job satisfaction in general. The literature relating to job satisfaction of educational sectors in Nepal are not available. However some articles about job satisfaction of other organizational employees in Nepal are available. The materials on job satisfaction can be find in some of the dissertation paper submitted by the master degree students in the Tribhuvan University are worth to consult.

In the course of literature review, various books, journals, bulletins, reports, unpublished thesis papers related to this study have been studied. From the study it is clear that there are three main factors affecting job satisfaction of the employees namely personal factor, intrinsic factors and extrinsic factors. Some research scholars studied on the behaviour of the employees and their satisfaction on their job affected by the personal factor such as; age, sex, marital status, job tenure or experience, and educational level or qualification. Some studied on intrinsic factors affecting the job satisfaction of the employees. And the other gave much importance on extrinsic factors which affect the job of the personnel. The literatures reviewed here are mixture of all three factors affecting the employees job satisfaction and the literatures on job satisfaction and motivation in general.

2.1 Review of Literature

Job satisfaction is a term used to describe how content an individual is with their job. The term "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 a 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 dissipate 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 a 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 environment, 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 purpose. 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 could be classified into "personal" factors and factors "inherent" in the job. Personal factors related to sex, age, education, intelligence, personality exclusive of intelligence and time on 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, wage, promotional opportunities and hours of work.

Job satisfaction is one of the best researched concepts in work and organizational psychology for of least two reasons. Job satisfaction is relevant for all those who are interested in the subjective evaluation of working conditions such as responsible, task variety, or communication requirement (Hack man 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 satisfaction leads to a lot of critical situations. Many studies have found consistent relationship between dissatisfaction and withdrawal, turnover, absenteeism (Mobley et. al, 1978). Job dissatisfaction tends to produce several negative behaviour like turnover, absenteeism, and aggressive behaviour in terms of sabotage, illegal behaviour and grievances (Wexley and Yulk; 1988). Job satisfaction is intermediary variables in most instance 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 integrating 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 causes of job satisfaction have been challenged. One counterargument emphasizes the role of personality variables. Stow, 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 "an affective (that is, emotional) relation 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 two 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), state 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".

Vroom (1964), "the term job satisfaction refer to affective orientations on the part of individuals towards work roles which they are presently occupying positive attitude toward the job are conceptually equivalent to job satisfaction and negative attitude toward the jobs are equivalent to job dissatisfaction." Vroom lists

following conclusions regarding job satisfaction and its relationship with other independent variables :

- 1) There is no consistent negative relationship between job satisfaction and the probability of resignation.
- 2) There is less consistent negative relationship between job satisfaction and absence. This relationship appears to emerge most consistently with measures of unexcused absences, and when frequency of absence rather than actual days lost are used.
- 3) There is some negative relationship between job satisfaction and accidents.
- 4) There is no simple relationship between job satisfaction and job performance. Correlation between these variables vary within an extremely large range and the median of 0-14 has little theoretical or practical importance.

The bases for the relationship between satisfaction and performance are more complex. It has been argued by some writers that greater satisfaction should result in higher performance and by others that higher performance should result in greater satisfaction. With respect to the former, there is no obvious theoretical basis for assuming that an increase in the valence of the work role should result in greater performance.

"A job is not an entity but an abstraction referring to a combination of task performed by an individual in a certain physical and social context for financial (and others) remuneration. Since a job is not perceived or experienced as such, it can not initially be evaluated as a single unit. Overall job satisfaction is the sum of the evaluations of the discriminable elements of which the job is composed" (Locke, 1969).

Kolasa (1969), defines factors in job satisfaction were polar variables; this means that a factor could contribute to satisfaction but its absence would not lead to dissatisfaction. Some factors are satisfiers while others are dissatisfiers, absence of a certain factor does not lead to the opposite condition. Herzberg et. al. found that five factors stood as determinants of satisfaction achievement, recognition for work, responsibility, advancement and work itself. Dissatisfiers were supervision, salary, company-policy, and administration, interpersonal relations, and working condition. Those dissatisfiers were named hygiene factors while the satisfiers were called motivators.

Weschler (1952), reports that job satisfaction referred to the individual's personal satisfaction with his position, as evaluated by himself (employee) on a five-point scale, from very high (scale value 1) to very low (scale value 5). He studied two groups of the same department A and B, with 28 and 38 members respectively. The two divisions differed from each other in the style of leadership under which they operated. Division A was headed by brilliant young scientist who directed the division along restrictive lines. Division B was headed by an old man, a fatherly type who directed his division along permissive lines. The employees in these two divisions were physicist, engineers, and scientific aids, with supporting clerical personnel. All subjects from these two divisions were asked to indicate their level of job satisfaction, their work group, and their perception of the level of productivity and a moral of their own work group of their division. They were also asked to specify their choices for leaders in research, administration, and popularity for the two divisions. In division A, 63.2 percent of the members considered themselves satisfied with their position as compared with only 39.3 percent of the members in division B headed by the restrictive leader. Satisfied members are those who rated themselves either as very satisfied or well satisfied.

Fournet, distefana and Pryer (1966), cites various ways of measuring job satisfaction e.g. questionnaires, interviews, rank order studies, sentence completion and critical incidents. They also category the factors associated with job satisfaction into two types : those characteristics of the individual and those characteristic of the job. The individual character includes individual differences, age, education and intelligence, sex, occupational level whereas characteristics of the job includes organization and management, immediate supervision, social environment, communication, security, monotony, and pay. There is also close relationship between job satisfaction and the dependent variables - performance, absenteeism and turnover. Because of the complexity, theoretical attempts to describe job satisfaction have many short comings.

Klein and Maher (1966), report that potentially the college exposed industrial work force represents a comparatively less satisfied group than its non-college educated counterpart, performing roughly similar job. While satisfaction with salary by no means encompasses the entire spectrum of satisfactions, it never the less involves a critical aspect of one's working life. The dynamics involved in the relationship between education and salary satisfaction are probably at work in many other areas of satisfaction.

Likewise Dunnette Campbll and Hakel (1967), observe two situations - satisfying job situations and other describing dissatisfying job situations. Mean job dimension scores for each types of situations for each occupational group were computed. The study showed that the Herzberg two-factor theory is a grossly over-simplified portrayal of the mechanism by which job satisfaction or dissatisfaction come about. Satisfaction dissatisfaction can reside in the job content, the job context, or both jointly. Moreover, certain job dimensions --- notably achievement, responsibility and recognition are more important for both satisfaction and dissatisfaction than certain other

job dimensions --- notably working condition, company policies and practices and security.

House and Wigdor (1967), concluded their study and point out the following three points :

- 1) A given factor can cause job satisfaction for one person and job dissatisfaction for another person and vice-versa.
- 2) A given factor can cause job satisfaction and dissatisfaction in the same sample.
- 3) Intrinsic job factors are more important to both satisfying and dissatisfying job events.

Locke (1969), examines job satisfaction by using Rand's Theory of emotions as a starting point, the concepts of satisfaction, dissatisfaction, value, emotion and appraisal and their relationships are discussed. This theory of job satisfaction is controlled with previous theories. There are few more issues discussed namely --- value hierarchies : the dynamic character of value, overall job satisfaction; the Herzberg two-factor theory; the measurement of satisfaction and values; and rational vs irrational values.

Locke (1970), presented a theoretical rationale for understanding the relationship between job satisfaction and performance. It was argued that job satisfaction and dissatisfaction are properly conceived of as outcomes of action. The effect of performance on satisfaction was viewed as function of the degree to which performance entails or leads to the attainment of the individual's - important job values. It was also acknowledged that emotions such as satisfaction and dissatisfaction are important incentives of action in that they entail action tendencies. It was also argued that performance is the direct result of the individual's specific

task as work goals, and the individual's values, knowledge and beliefs in the context of the situation as he understands it.

Although the inadequacy of the old bromide "happy worker is the productive worker" is how widely recognized, no clear conceptualization of the relationship between satisfaction and productivity has yet been proposed.

Ronan (1970), analyzed a sample of 1310 managerial supervisory, 3641 salaried and 6212 hourly employees, data were collected concerning job satisfaction using 32 items from a questionnaire. In the same organization, data descriptive of work units and behaviours in the units (as tavidness) were collected. The two sets of data were inter-correlated and factor analyzed. In general, little relationship was found, the link appeared to be direct supervision. It was also found that behavioural measures load on more than one factor, the interrelationship are extremely complex.

Slocum (1970), observed 200 middle and lower-level managers employed by a steel mill in pennsylvania. The job performance scale used for this study was a multitrait scale developed by the organization's director of training. Ranking by supervision and peers were obtained for each subject on each of the five factors. The data for the manager' need satisfaction were obtained by means of porter questionnaire. Several needs are correlated positively and significantly with job performance. Similarly, overall job satisfaction corrected significantly with performance ($r = 0.26$, $p < 0.01$). the need categories in this study are security, social, esteem, autonomy and self-actualization.

Wanous and Lawler (1972), collected data from 208 employees from a telephone company and focused on employees who worked on 13 different jobs in the plant and traffic department of the company. The data suggest that there probably are several types of feelings that people have which can be called satisfaction or which influence their

feelings of satisfaction about their job. So far as the measurement of satisfaction is concerned, there is no best way to measure it. The best measure may depend upon what independent or dependent variables the satisfaction measure is to be related.

Altimus (1973), measured the job satisfaction level of young blue collar workers. The workers were grouped in three age groups (a) workers 25 years of age and younger (b) worker 26 to 35 years of age, and (c) workers 36 years of age and older. Considering intrinsic job variables (security, social, esteem, autonomy, self-actualization and total satisfaction) the workers in the youngest age group were significantly less satisfied than the workers in other age groups for the security factor, but no other need factor. On a between group basis, there was no significant difference between the two older age groups for any need variable. The only significant difference between the two youngest groups was in the security need area. The young blue collar workers tends to try to meet higher level needs on the job, while the older blue collar worker seems to consider social factors more important. The younger blue collar worker may be more highly motivated by individually applied incentives, while an older blue collar worker may be more highly motivated by group applied incentives.

In the same way Castello and Lee (1974), administered a reach or professional personnel at the city public service board (CPSB) of San Antonio (USA). They employed Porter's questionnaire method to measure the needs satisfaction, perceived equitable needs, and the importance of needs on seven point scales. Some important findings of the study are listed below :

- 1) Most professional employees are fairly satisfied with security and social aspects of their job.
- 2) Most employees are striving for higher order needs, mainly self-esteem, autonomy, and self-actualization.

Management must provide incentives which will satisfy these needs of the employees and they will be motivated.

- 3) There is a degree of tension and unrest that exist in the organization.
- 4) The overall job satisfaction level of the professional employees is about 80 percent, lower than that for managerial personal in general.
- 5) The employee sample indicates that higher order needs are important for their job satisfaction and also demonstrates that the greatest deficiency exists among these needs.
- 6) The study presents two effective models to predict the employee's job satisfaction.

Gillet and Schwab (1975), measure the satisfaction scales pertaining to pay, promotion, supervision, and coworkers of the job descriptive index (JDI) and Minnesota satisfaction questionnaire (MSQ) were obtained from 273 male and female production workers. Statistically significant convergent and discriminant validities were obtained using criteria specified by Campbell and fiske and an analyse of variance model recommended by Karanagh, Mackinney and Wolins. It was also observed that higher convergent and discriminant validities were obtained in this study.

Mccormic and Tiffin (1979), throws light on "cause and effect" relationship between job satisfaction and work related behaviour. A work force that experience at least a reasonable level of satisfaction may bring some benefit to the organization that are difficult to identify or measure. These may be values other than those having a direct influence on employee productivity (or for that matter, absenteeism, tardiness and tenure).

Their discussion of employee attitude so far has been from the point of view of the employing organization. The point of view of employees themselves also should be considered. The total welfare of individuals and of society as a whole, depends, in part, on the satisfaction the people experience in the various aspects of their lives including their employment relationships. They further say that there has been increasing acceptance on the part of industry of "social" obligations to the nation as a whole. The management should create work situations that are conducive to the increase of human satisfaction.

According to Gruneberg (1979), there are two classes of theory of job satisfaction. Firstly, those which attempts to give an account of what needs, values or expectations are important to individuals in determining their degree of job satisfaction (content theories). Secondly, theories which in general terms, try to give an account of how the individual's needs, values and expectations interact with the job to provide job satisfaction and dissatisfaction (process theories). Content theories are Maslow and Herzberg whereas process theorists is vroom.

Whatever the differences and limitations of using one approach, it seems clear that job satisfaction involves the matching of the individual's needs, values and expectations to what the job offers. In such a complex field as job behaviour, it is likely that no single theory accounts for all the phenomena all the time.

Sometime expectations, sometimes values, will be the main focus of interest; sometime examining the cultural background, will be the most fruitful approach.

He further clarifies factors affecting job satisfaction. He grouped the factors into three. Firstly, the factors related to satisfaction with the job context factors which covers pay, security, work groups, supervision, participation role conflict, and ambiguity, and

organization structure and organizational climate. Secondary, the individual differences such as --- age, sex, tenure, cultural background and personality (social differences, rural and urban, national differences). Lastly, the factors related to satisfaction with the job itself. Apart from the above, job design or redesign also has been taken as affecting factors in job satisfaction.

Kumar, Singh and Verma (1981), observed the officers and supervisors of a manufacturing unit dividing them into four mutually exclusive groups of junior supervisors (Group A), senior supervisor (Group B), junior officers (Group C) and senior officers (Group D). A random sample of 117 was drawn with 43 subjects each in group A and B and 16 and 15 in Group C and D respectively. Among the eleven job expectation factors studied job security obtained the first rank followed by opportunity for advancement, pay according to merit, working condition etc. Among the four groups, there was high inter-factor (expectation) correlations. The expectations from Herzberg's theory were found to hold true for the imaginary job situation but not for the present job situation.

Tandon and Dewan (1981), reports that white-collar workers showed higher satisfaction than the blue-collar workers on two of the five factors of job satisfaction. However the differences between them varies with age. Younger white-collar workers showed significantly higher satisfaction in comparison to younger blue-collar workers. But the factors of job satisfaction are different, with age, degree of job satisfaction for blue-collar and with white-collar worker because quite identical. This has also been explain in terms of the correlation between age and factors of job satisfaction among blue-collar and white-collar workers.

In this study age of the employees have been highlighted in relation to jbo satisfaction in designing. To the extent that employees

of different age groups exhibit different factors of satisfaction, different change strategies are required to enhance their satisfaction.

Agarwal (1982), compared the early human relation experts and modern researchers. The early researchers assumed that satisfied workers were productive workers. But later on researchers found the relationship between satisfaction and productivity was complex and high satisfaction did not necessarily lead to high productivity. The satisfaction however, did lead to low rate of grievances, turnover and absenteeism.

He also administered the theoretical approaches to job satisfaction. They are (i) fulfillment theory (ii) discrepancy theory (iii) equity theory (iv) two-factor theory and (v) equity-discrepancy theory.

In his study the determinants of satisfaction are : supervision, the work group, job contents, occupational levels, specialization, age and race and sex.

Kemelgor's (1982), study represents an attempt to individualise values and job satisfaction. Using a specifically designed value scale and Job Descriptive Index (JDI) a sample of 48 supervisors and 337 subordinates in six production organizations was investigated. It was found that those subordinates who indicate high job satisfaction tend to have value structure more similar to their supervisor than do subordinates who evidence lower satisfaction. The implications of this value homogeneity within work groups were advanced and further research had been suggested.

Mohanty (1983) clearly points out three independent variables affecting job satisfaction. They are :

- a) Personal factors e.g. Age, sex, number of dependents in the family, length of service, intelligence, level of aspiration, personality, fulfillment of personal needs and education.

- b) Factor related to job, e.g. chance and initiative to establish oneself in job, nature of job, skill of work, and size and location of the factory.
- c) Factors controlled by the management, e.t. salary, security, vocational guidance, scope of promotion, working condition, relationship with co-workers, responsibility and supervision.

According to Gilmer "job satisfaction is the resultant of a person's various attitudes toward his job, toward other people, and even toward life in general".

Mc Farland (1976), concluded that "the terms employee attitude, job satisfaction and industrial morale are by no means synonymous, although they are used interchangeably. Job attitude is the feeling in employee has about his job and his readiness to react in certain ways to various aspects of his job situation. Industrial morale is a group concept, the common expression of the attitudes of the various individuals in a company. The individuals derive their personal morale out of their feelings of acceptance by the group and a sense of participation in a common enterprise". Thus the employee attitude, job satisfaction and industrial morale depend upon the fulfillment of various needs or requirements. According the fulfillment of individual's needs we can measure the level of job satisfaction and job dissatisfaction.

"Job satisfaction tends to be higher in younger than in older workers, declining during the first few years of employment, then moving upward until a middle age reaction sets in job satisfaction tends to be associated with generalized maladjustments, with those expressing dissatisfaction being less friendly, more emotionally unbalanced, and showing more boredom, day dreaming and discontent than their satisfied co-worker. The dissatisfied worker finds it hard to adjust to rules, employer standards, and rigid requirements of the bureaucracy. Also, the higher the level of occupation, the higher

the level of job satisfaction found. Professional people, salaried workers, and shop workers, fall in descending rank according to degree of job satisfaction. Dissatisfaction appears to be closely related to income, those of higher incomes expressing greater job satisfaction". (Ibid pp 4980499)

"Low job satisfaction often occurs among workers in lower social strata, and attitudes toward jobs are not simply a matter of the employee's personal opinion but are conditioned by the value systems of his class" (Gilmer, op. cit, p 200).

This means that the executive can influence or affect, within the company, only a portion of the employee's attitudes or the total patterns only in part. Some sources of attitude formation are beyond his ability to direct or control, or change. Attitudes arising directly from the organizational environment, however, offer ample scope and challenge for the decision maker in the business enterprise.

"Management had discovered that there is greater production, and hence greater profit when workers are satisfied with their jobs. Improve the morale of a company and you improve production". (Parker and Kleemeir, 1951)

If the workers of the company are satisfying their needs, hence they will be motivated and they contribute their better efforts on the production which makes the company successful on achieving its goal.

Job satisfaction is a complex of several attitudes possessed by the worker. "Job satisfaction is a general attitude which a worker has a consequence of several specific attitudes in the following three areas : specific job factors, individual adjustment, and group relationships out side the job. Like motivation, moral, attitude and job satisfaction are scientific logical constructs or hypothetical process". (Dwivedi, 1979)

Job satisfaction and morale are relative terms. It has been assumed that when an individual has few frustrations, he has high morale and that when he has numerous or intense frustrations, his morale is low. Some times morale is used to describe the extent of frustrations felt by a group of workers while job satisfaction is used to denote the feelings of individual workers.

"In a study Katz D. and his associates found that morale had four dimensions : job satisfaction, satisfaction with wages and promotional opportunities, identification with company and pride in work group. They found that only the last dimension was significantly correlated with productivity" (Ibid, p. 224).

When basic needs of the workers are not fulfilled then that makes the worker sick and it creates the dissatisfaction toward the job "when any one is blocked in trying to meet a need which he feels is essential for him, he becomes to some extent mentally ill". (Pigoss and Myers, 1965)

Anand K. Tibrewala finds on his research that "the age, sex, marital status, pay and length of service of a workers had significant effect on the importance of many job attitudes in respect of overall job satisfaction". (Pant and Agrawal, 1980)

Over the past few years organizations have become increasingly aware of the impact that non-financial incentives on motivation. More, specially, we have learned that if people are to be motivated beyond a neutral point there must be a positive leadership climate. "If there is suitable climate in the organizations that makes the people mentally and emotionally involved in their job. Such factors as a sense of achievement and accomplishment, a feeling of responsibility as well as job and individual importance, the opportunity for new experiences; growth in the present job, challenge, and advancement are all relevant" (Scanan, 1973). Thus the process of delegation aids to motivate the employees.

Need satisfaction of people at work has received a great deals of attention in the study of motivation. If the employees are satisfied with their needs in a organization that makes them satisfaction with their jobs. Motivation toward the employees can be achieved by providing the various needs fulfillment by the organization. Thus job satisfaction is the resultant of the motivation. There have been several studies the past, concerning need satisfaction of workers in the various jobs, but with a very exceptions, studies involving managerial jobs have not been make. Haire (1959), writing on psychological problems relevant to business and industry, marked this 'lacking' in the motivational studies and observed that "motivational analysis has not included the various levels of management" (Haire, 1956).

Anand and Bajaj conducted moral surveys in two large engineering organizations. Sources of data included relevant files, questionnaire and interviews. They explored information in respects of variables including the company's image, job content, and job satisfaction bases for promotion, motivation for work, salary and other benefits, superior-subordinate relationships and participation, consultation and delegation. The sample consisted of 168 employees selected on the basis of stratified random sampling from the two organizations. The analysis of general responses of the employees and the responses of the sub groups of employees was performed in term of age, function, qualification etc. The results showed that the overall image of the company among the employees varied from good to very good in both organization. (Anand and Bajaj, 1975)

It was because of effective management on motivation. Motivation makes the people mentally and emotionally involved in their job. When various needs of the employees are fulfilled by the management, it makes the people motivated in their work. So the motivation and the job satisfaction of the employees are positively related.

Veeraraghavan P.V. in a study about "Employee Attitudes" studied the satisfaction and discontent of workers in three units of the transport - industry belonging to public and private sector. In general private worker had greater satisfaction and were favourably inclined towards the management. Closer personal contact and greater interest by the management were the major causes for this result.

Human behaviour is said to be motivated toward the satisfaction of specific goals. These goals express themselves in terms of motives or needs within an individual, they arouse and maintain activities and determine the general direction of the behaviours of an individual. Thus an individual's behaviour, on as well as off the job, is not without some explanation. It is, by and large, a function of the motivation in him, which it self depends on the strength of his motives or needs. (Subas K.L, 1978). Need make the hub of human behaviour. Hence the significance of the study of human needs.

Need within an individual are numerous, psychologists often dichotomize them in two board groups : physiological needs and psychological needs. Keith Davis (1962) has termed the needs into two groups, basic physiological or primary needs and social and psychological needs called secondary needs. Some of the physiological needs are food, water, sex, sleep, air to breath and satisfactory temperature. These needs arise out of the basic physiology of the life and important to survival. Secondary needs are more nebulous because they represent needs of the mind and sprit, rather than of physical body. Some of secondary needs are self-esteem, sense of duty, self assertion, and giving and receiving affection. Thus the primary needs are basic physiological need and arise out of the basic play of life.

Secondary needs vary among people much more than primary physiological needs. As a result, they complicate the motivational efforts. Needs may change according to time and circumstance.

However in a particular human being primary and secondary needs are inseparable. (Ibid, p. 41)

Secondary needs are often hidden so that person can not recognize them. Such needs depend upon the perception of individual. The perception may differ to people to people so this needs are complicate to identify. Secondary needs are strongly conditioned by experience, they work in groups rather than alone and they are nebulous feedings instead of tangible physical needs.

According to Fraser (1969), "there are three kinds of needs which are important for the satisfaction on the employee's works and ego or status need. Material needs are these, on which the physical survival of the individual depends, companionship or social needs are those needs on which community life depends and ego or status needs are those on which higher standards of achievement and progress depend."

Psychologists say that human needs are not just random in nature, priority can be given according to the needs. It is because some needs are necessary to survive and some are necessary after fulfilling the basic needs. A.H. Maslow (1943) an imminent psychologist, modeled a structure of human needs based on the findings of his study. He concludes the hierarchical concept of human needs is based on the review of prepotency of needs. According to this concept some proponent needs must be satisfied before low strength needs.

Maslow identified the five categories of needs in person. He gives the needs on the scale from lowest to highest order. They are psychological needs, safety needs, love, esteem and the need for self-actualization. Physiological needs are most prepotent which is needed to survive. These needs have high strength whereas self-actualization need has low strength in nature. According to him when a person is satisfied with physiological and safety needs. He claims for fulfilling

the social needs, esteem and self-actualization respectively. Once a particular need has been well satisfied, that no longer continues to dominate a previous behaviour and another need, higher order, immediately pops up and is eventually replaced by still another one and so on.

Maslow says that a person is in all probability motivated by what he has not rather than what he has. So a gratified need is no longer strongly motivating. Some non fulfillment of needs is also motivating in itself (Ibid, pp 370-96).

Maslow's formulation of needs into a hierarchical order shows the sequence of dominance of the five types of needs, not the way one satisfies or seeks to satisfy them. One level of need does not have to be gratified 100 percent before passing on to the next level. But it is possible that several needs in a person are satisfied simultaneously, though in varying degrees. (Ibid, pp. 370-96)

Fred Luthans converts the Maslow's need hierarchy theory into the context model or work motivation. He says, that if Maslow's estimates are applied to an organization example, the lower-level needs of personnel would be generally satisfied (85 percent of the basic needs and 70 percent of the security need), but only 50 percent of the belonging needs, 40 percent of esteem needs, and a mere 10 percent of the self actualization needs would be met. (Fred Luthans, op. cit, p. 408)

Richars and Nielander (1970) suggest that need hierarchy should not be taken to imply that a lower need level is the sole motivate for all behaviour until completely satisfied, at which point the next need emerges and dominates behaviour until in turn, it is satisfied. Need level are indication of relative, not absolute importance. If prepotent need A is satisfied only 10 percent then need B may not be visible at all. However, as this A becomes satisfied 25 percent B may emerge 5 percent, as need A becomes satisfied 75 percent need B

may emerge 50 percent and so on. Behaviour is affected by multiple and interacting need, arranged in a rough hierarchy of prepotency.

Herzberg (1959) extended the work of Maslow and developed a specific content theory of work motivation. He made the study on about two hundred accountants and engineers in the Pittsburgh area of the USA. The study dichotomized the factors into those leading to job satisfaction and those leading to dissatisfaction. Assuming that the factors like pay and salary, good working conditions, supervision company policy and administration and interpersonal relations; the non-fulfillment of which cause dissatisfaction but the fulfillment does not necessarily lead to satisfaction, the individual feels satisfaction at his job only when it offers him recognition, achievement sense, greater responsibility and opportunity for advancement. Thus hygiene factors do not motivate and only the motivators motivate the humans on the job. Motivators roughly equivalent to Maslow's higher level needs and the hygiene factors are equivalent to lower level needs.

According to Maslow's hierarchical concept and Herzberg's theory we can say that money and fringe benefits satisfy physiological and security needs, hygiene factors such as interpersonal relations and supervision satiate the social needs. Motivators such as increased responsibility, challenging work and growth and development satiate the esteem and self-actualization needs. Thus the physiological, safety, social and the part of the esteem needs relate to hygiene factors esteem needs have two parts status and recognition where status is considered as a hygiene factor and recognition is a motivator.

The finding of Herzberg study were later supported by other studies too, one of them being the study made by Myers (1964). This study, in addition, reported that different professional groups varied in assigning priority to different satisfiers and dissatisfied. While work itself was the most significant satisfier for scientists, technicians seemed to be satisfied more by advancement and responsibility in

their jobs. Similarly, engineers regarded advancement and work itself more important. Supervisors seemed to be satisfied more by advancement and responsibility.

The dissatisfiers also differed in importance among the various professional groups. Pay was the most important dissatisfier for supervisor while pay with work itself were the dissatisfiers for the technicians. Similarly, lack of responsibility is most important dissatisfier for scientists. (Ibid, pp. 73-88)

David McClelland (1980) has identified three major variable of motivation, they are need for affiliation, need of power and the need for achievement. The need for affiliation is similar to the social needs of Maslow denoting belongingness, love and friendship. The need for power means the ability to influence behaviour, management is an influence game where power is the great motivator. Need for achievement is similar to self-actualization needs of Maslow.

Alderfer (1969) has proposed an alternative need theory by collapsing Maslow's five needs into three basic categories, existence, relatedness and growth. He has stated that the satisfaction of lower level needs is not a prerequisite to the emergence of attempts to satisfy higher level needs.

Another model, that Victor Vroom provides does not consider specific needs but rather the choices between alternative actions. Vroom believes that people perceive what they do as important in achieving "out comes". A person's motivation level is based on expectancy (the probability the person sees of accomplishing something and of being rewarded somehow for the accomplishment) and valence (how strongly the individual values the accomplishment at the reward). Thus a person might be highly motivated to join in the organization if the individual strongly desires a promotion expects to do well in the organization and sees further education as directly related to the promotion.

Thus motivation leads to a specific activity which, in turn leads to goal accomplishment and finally to the satisfaction of the individual. (Vroom, 1964, p. 165)

Thus according to the victor 4 Vroom, motivation is the core for job satisfaction. People in the organization contribute their efforts emotionally and mentally, if there expectancy and valence are taken care. We know that there is consistency between motivation and job satisfaction. The employees in an organization may be satisfied with their work if they are properly motivated. For motivation the organization should consider the various needs and expectation which leads the motivation and motivation leads to a specific activity, which in turn leads to goal accomplishment of the employees and finally it leads to the satisfaction on the works. So motivation and job satisfaction are positively related.

As society moves ahead and can afford fulfill some of the basic physiological and other lower order needs, the higher order needs become all the more crucial. Psychologists in the west have been emphasizing now for some time the need for focusing more attention on the fulfillment of social, egoistic and other higher level needs. Mc Gragor (1964) in this theory 'y' which capsules some new assumptions about human nature, pleads the adoption of a completely new approach toward the motivational process. What essentially his "Theory Y" says is that "people can achieve their own goals best by direction their own efforts toward organizational objectives" and the task of management is "to arrange organizational conditions and methods of operation" to help people do it.

Another of the human resources model popularly known as "system 4" which is developed by Likert (1967) "The highly motivated, co-operative orientation toward the organization and its objectives is achieved by harnessing effectively all the major motivational forces which can exercise significant influence in an organizational setting

and which, potentially, can be accomplished by co-operative and favourable attitudes the following motives are all used fully and in such a way that they function in a cumulative and reinforcing manner and yield favourable attitudes. The ego motives curiosity, creativity and the desires and new experiences the economic motives."

Thus Likert say that all these motives should be considered so that maximum motivation can be achieved oriented towards the realization of the organizational goals and improved individual relationship. We know that motivation is the core for job satisfaction so the given different motivates like ego motives, curiosity, creativity and the desires for new experience, the economic motives of the employees should be considered by the organization to make them emotionally and mentally involves in their work. Thus the organization can fulfill it goals as well as employees goals.

Argyris says that the employees should be given that work which utilizes their full-potentials. He addresses that the number of factors such as pyramidal organizational structures, formally designated roles, specialization of work, lines of authority and rigid communication systems are responsible to motivate the people. (Ibid, p. 218)

So if the people in the organizations are not motivated then their behaviour pattern will be negatives, it means they are not satisfied with their works. If there is fair environment in the organization, naturally the workers are motivated to do work because they have their own norms, values and expectations. If the organization takes care of the norms, values and expectations of the employees, then the organization can achieve its goal because the worker give their best efforts in the performance of their works. So motivation and job satisfaction are interrelated to each other. If there is motivation then it leads to the job satisfaction. People have different norms, value, and belief, so industrial psychologists say the fact that people differ in the

extent to which they report satisfaction with their jobs. It is typically assumed that the explanation of these differences lies in the nature of the jobs which the people perform. They express different amounts of job satisfaction because they have different supervisor or different co-workers, because they work for different companies or because they have different duties. Victor H. Vroom gives the main determinants of job satisfaction, they are supervision, the work group, job content, wages, promotional opportunities and hours of work. He considers the effects on job satisfaction of these determinants.

There is some disagreement concerning to the importance of immediate supervision in worker satisfaction. Putnam (1930), in discussing the results of the program of interviewing in the Hawthorne workers of the western electric company, takes the position that supervision is the most important determinant of worker attitudes. Quantitative evidence concerning the importance of supervision is inconclusive. Herzberg, Mausner, Peterson and Capwell (1957) have compiled data from 15 studies in which workers were asked what made them satisfied or dissatisfied with their jobs. Supervision was mentioned as a source of satisfaction more frequently than security, job content, company and management, working conditions and opportunity for advancement and wages. However supervision appears fourth in the same list of job factors when they are ordered in terms of frequency with which they are mentioned as sources of dissatisfaction. When workers are asked to rank to rank order job factors in terms of their importance, following a procedure used by Jurgenson (1949), supervision is accorded an even lower position on this list. Herzberg, Mausner, Peterson and Capwell (1957) have compiled the results of 16 studies using this method. The highest rank is accorded the factor of security, followed by opportunity for advancement, company and management, wages, intrinsic aspects of jobs, supervision, social aspect of jobs, communication, working conditions and benefits in that order.

One of the basic assumptions of those associated with the human relations movement is that persons obtained satisfaction from influencing decisions and controlling their work environment. Terms such as group decisions, democratic leadership and participative supervision all of which have an important place in the literature on human relations, refer to supervisory styles which permit subordinates a substantial degree of influence on decisions which affect them.

Victor H. Vroom gives the "work group as the second determinant of the job satisfaction. He gives the proof on the basis of research made by different industrial psychologists that is relevant to this problem. There has been however, some research by social psychologists on the determinants of group cohesiveness and attraction to the group. Using the method of laboratory experimentation, this research is highly relevant to a determination of the conditions under which membership in a face to be work group is a source of satisfaction. Explanations of the determinants of attraction of the group typically stress the balance of group mediated outcomes. Thus Bass hypothesizes "A group is more attractive, the greater the rewards which may be earned by membership in the group and the greater the anticipation on expectancy of earning them (1960).

Similarly, Cartwright and Zander suggest that the valence of the group for a given person "depends upon the nature and strength of his needs and upon the perceived suitability of the group for satisfying these needs" (1960)

The third determinant of job satisfaction which Vroom gave is job content. He gives the study made by Walker and Guest of assembly line workers in a automobile plant. The findings in this investigation is that job content, particularly the paced repetitive nature of the work, to be the chief factor reported as disliked about jobs. On the other hand economic factor of pay and security (both job

context characteristics) were the made liked feature. Furthermore, Herzberg's own review of the results of 15 studies involving over 28,000 employees in which worker were asked to indicate what made them satisfied or dissatisfied with their jobs is that the job content can produce satisfaction but not dissatisfaction, while job context can produce dissatisfaction but not satisfaction.

The fourth determinant of job satisfaction as Vroom mentioned is wages. He gives the wages as the determinant of job satisfaction on the basis of assumptions made by social scientists. There has been a persistent controversy over the importance of wages to workers. Economists and many executives are prove to stress the importance of the size of the pay check in determining a worker's job satisfaction and the probability that he will remain in his job. This assumption is described by social scientists associated with the "human relations movement" who typically view economic factors as highly over emphasized and stress the importance of the satisfaction of social and ego needs.

Vroom who mentioned promotional opportunities as the fifth determinant of job satisfaction. The promotional opportunities means the opportunities to increase the employee's wages, power and status. The opportunities for promotion afforded organization members are highly variable and are often assumed to have a market effect on job satisfaction. Using data from a study in a electric utility co, Morse (1953) found a positive relationship between person's statements of their promotional opportunities and their satisfaction with these promotional opportunities.

Vroom's view about the hours of work is that shift of work crates more satisfaction than the hours of work. He gives the findings reported by Blakelock (1959) from a study in a Canadian oil refinery. In this study only 13 percent of the shift workers expressed dissatisfaction with shift work. Furthermore, shift workers reported

significantly greater satisfaction with their jobs than non shift workers.

Thus, the given determinants of job satisfaction are important to find out the satisfaction level of the employees in the work. People's reports of their satisfaction with their jobs are directly related to the extent to which their jobs provide them with such rewarding outcomes as pay variety in stimulation. Consideration from their supervisor, a high probability of promotion, close interaction with co-workers, an opportunity to influence decisions which have further effects on them, and control over their pace of work. (Ibid, p. 174)

Abraham K. Korman (1978) mentioned that the job satisfaction is related to the job characteristics such as occupational level, job content, considerate leadership, pay and promotional opportunities and social interaction and work in a group. He says that higher the level of the job, the greater the satisfaction, the greater the variation in job content, the greater the satisfaction of the individual involved. He points out on the basis of different research studies that considerate leadership results in higher job satisfaction than in inconsiderate leadership. Furthermore he says that being all other things equal, the pay and promotional opportunities are positively related to job satisfaction, and social interaction and working in a group in most satisfying when it results in being accepted by others and it is most satisfying when it facilitates the achievement of goals.

Abraham further says that personal characteristic such as age, educational level and sex are related to job satisfaction. He points out the most of the evidence on the relationship between age and job satisfaction, holding such factors as occupational level constant. In this situation, there is a generally positive relationship between the two variable up to the precetirement years (approximately the early sixties) and then there is a sharp decrease (Salesh and Oils 1964). There is a relatively consistent trend of evidence which indicates that,

with occupational level held constant, there is a negative relationship between the educational level of the individual and his job satisfaction (Particularly his pay satisfaction. Maher and Klein 1966; Lawler 1971). In case of sex, according to the research made on satisfaction studies of women, jobs are as important to the life satisfaction of women as they are to men (Kavanagh; 1974)

There are several studies regarding the measurement of satisfaction level on the jobs of employees. In one study pro-communist union members were found more strongly dissatisfied with their jobs and job conditions than others. However, it is possible that those who had been more dissatisfied did join the pro-communist union as in a common practice in most of the developing countries. (Ganguli H.C., 1956)

In the porter's (1961) study comparison of bottom and middle management jobs was made in relation to the perceived satisfaction of different need areas. Self-actualization was the least satisfied need for both the levels of managers. The middle level managers reported higher degree of deficiency in fulfillment of esteem, autonomy and security needs. On the whole the study reported that "lower level management positions were more likely to produce deficiencies in fulfillment of psychological needs than were middle level positions.

The management level were also compared in the terms of the need importance in the porter's study. It found no consistent over-all differences between the managers in the two levels of management in how important they regarded fulfillment of various types of psychological needs (Ibid, pp. 1-10)

Writing in Harvard Business Review in March-April (1976). McClelland and Burnham examined the importance of various needs and conducted that the need for power is more significant than the achievement or affiliation needs.

In 1973, Prof. Laxmi Narain did a study of public sector managers in India. Managers at higher level positions were more satisfied than those at middle level position in all eight need areas identified by the researcher. In turn middle level managers were more satisfied than lower-level managers in all need areas except for promotion and pay.

Writing on the effect on the opportunity to satisfy different needs of different job levels. Arygris hypothesized that "the higher an individual is in an organization the more able he is to satisfy higher order needs especially those pertaining to self-actualization".

Differences in age cause differences in attitudes toward one's job. Haire's study compares older managers and younger managers in regard to read satisfaction. Older manager perceived higher degree of fulfillment of their needs but were less satisfied than younger managers on account of relatively higher expectations as to the degree of fulfillment. Younger managers were found more satisfied because of their lower expectation.

The satisfaction, an individual experiences in his job is a subjective feeling, and as such it may differ from individual to individual even in the similar job situations. It is not possible for obvious reasons to find out individual differences; but however, some attempts have been made to establish group differences. Hoppock (1935), on the basis of his study carried out with 309 people in one community reported in 1935 that there exist occupational differences in job satisfaction. The study disclosed that professional, managerial and executive personnel was among those who experienced maximum satisfaction. They were followed by sub-professional, personal and skilled manual and white colour employees respectively. Those who reported the least degree of satisfaction were unskilled manual workers.

People tend to assign more importance to those aspects of their jobs that are related to their own value systems, and the fulfillment of those factors give them more satisfaction. Some would place greater value on money, others would go in for authority or prestige. One study made on 52 industrial supervisors revealed that out of 18 job factors, greater opportunity for advancement (promotion) was the most important one. Job security ranked seventh and authority got twelfth rank. (Gruenfeld, L.W; 1962)

In one study about the level of job satisfaction between the two sex groups, no noticeable differences were found in regard to the importances of different job factors. In that study, the high degree of relationship between the ranking patterns of male and female employees was found. Both sex groups gave the view that opportunity for advancement and job security were highly important for them in their jobs (Blum M.L. and Russ, J.J; 1949).

2.2 Job Satisfaction in Nepal

Motivation is the core of management. Management should manage the people in the organization so that organizational effectiveness can be improved. To achieve the goal of the organization, the employees should be motivated so that they contribute their best efforts mentally and emotionally. If they are motivated, they feel satisfaction in their jobs, because motivation leads to satisfaction in the job. There are various needs of employees; if their needs are fulfilled, they are motivated, but motivation can be regarded as the dark area of Nepalese management. It is not looked upon as a significant factor for achieving organizational objectives. Very little empirical evidence is available about motivation and job satisfaction in Nepal. In a study made by Madhukar Rana, it was found that the need such as opportunity for promotion, recognition for good work done, opportunity for growth and development and material benefits are

problem areas with regard to the needs of Nepalese Managers (Madhukar Rana, 1977).

Nepalese workers having been satisfied with the basic physiological and security needs, their major concern is towards social and ego needs. The task before management is to do need fulfill for creating and maintaining such job conditions which tend to satisfy social and ego needs of the workers (Prem R. Pant, 2031).

Moreover, Nepalese manager seem to have very little knowledge about the needs of their employees. In their perception, job security and pay were the most important needs. However, in the perception of workers, important needs were opportunity for personnel growth and development, job enrichment and pay (Prabhu K.M. Pradhan; 1975).

Nepalese society is a predominated affiliation and dependency motivated society. It can therefore be concluded that physiological, safety and social needs are predominant in Nepal. Motivation should be considered in the context of fulfillment of these needs (Rajendra Suwal, 1980).

Another study of industrial workers in kathmandu has found that there exist a high positive correlation between pay and job satisfaction. The highly paid workers were found most satisfied. High level of job satisfaction was recorded among unmarried workers. This was probably due to their low family requirement. Similarly females were the most satisfied workers in all the factories studied. The workers from local urban area of kathmandu valley were more satisfied compared to the workers coming from Terai and Hill regions. The findings of the study indicate that the most group of workers, pay it dominant as a determinant of job satisfaction and there existed significant relationship between job security and job satisfaction. (Anand Kumar Tibrewala, 1975).

Puskar Bajracharya (1979), in a study of managerial motivation in Nepal found that no noticeable motivational measures seem to be in use though references of such measures in various enterprises are available. The top management have not provided adequate attention in this respect. The result of existing motivational measures is not that encouraging due to flaws in implementation of lack of evaluation.

The real motivating forces in modern organizations are security and recognition. Higher level workers and employees whose wages meet the economic needs of the times, are not strongly motivated by incentive systems. Once a person's primary needs are satisfied he bypasses the "logics of efficiency" to conform to the logics of sentiment. (A Research Project Sponsored Jointly by HMG/Nepal and the IDRC, 1980, p.-103).

In one study, motivational aspect of authority carried by Y.L, Pradhan (2033) found that the authority need gap tended to increase from the higher to the middle to the lower levels with the result that the lower level managers were the most dissatisfied with the amount of authority being enjoyed by them. Low degree of authority had been found to be the cause of low degree of initiation.

In a study made by Divakar Adhikari (1977) concludes that there is higher rate of absenteeism between the age group lying on 32 to 37 years, and low absence above 44 years, it is because the workers are not satisfied with the working place which have creating dissatisfaction in their job.

Mrs. Laximi Hada (1978) in her study concludes that the workers in BID are not satisfied with their job due to the high

registration rate of the factories without any reasonable cause. Furthermore, the workers are not provided sufficient facilities by the factories, so the turn over rate is high in BLD.

Mr. Komal Nath Dhungana (1978) in his study found that more than 50 percent workers are not satisfied with their jobs. They show their dissatisfaction by not regular presenting in the factory. Their perceptions towards the factory is that their exist unfavourable management policy, not satisfactory communication and training programme.

In a study made by industrial service centre and co-operation coordination council has pointed out that status of public enterprises is low as civil service, personnel management in them has been confined to "management of paper" rather than "management of people", initiative by employees is perceived as threats by management and work load is too small and this is inadequate for motivation. This has adversely affected the motivation of their employees. Moreover work environment is loaded with distrust, checks, balances and cross checks; opportunities for upward mobility are limited. In addition, incentive structure is not conducive to motivation. Remuneration is not related to responsibility and performance systems of reward and punishment are conspicuous by their ineffectiveness. (I.S.C. and C.C.C., 1976)

Subas K.C. (1978), in his study found that the lower level of managers were less satisfied across all the needs than the senior managers and Newar manager were less satisfied than the Brahmin

and other caste managers on the needs. Moreover, most of the managers were least satisfied on economic-security, autonomy and achievement needs but they were highly satisfied on affiliation need.

Gautam (1980) lists following findings on the employee of Nepal Rastr Bank :

- a) The lower level of employees are not satisfied with their job. The middle level employees are only satisfied with eco-security need. The upper level employees are satisfied with eco-security, affiliation and prestige needs.
- b) Younger employees are not satisfied with their jobs because no particular group of needs made them satisfied on their jobs. The adult employees are only satisfied with eco-security needs out of the all five needs. The older employees are satisfying with eco-security and affiliation needs and not satisfied with rest of the needs.
- c) The female employees are only satisfied with eco-security need but the male employees are satisfied with eco-security and affiliation needs.
- d) The undergraduates and graduates are not satisfied with their job but the post graduate are showing their satisfaction with eco-security and affiliation needs and showing dissatisfaction with rest of the needs.
- e) According to job tenure, employees having long and short period in their job are not satisfied. The employees having medium period in their job are satisfied with eco-security need. The employees having very long experience in their job are satisfied expect the prestige need.

- f) The Nepal Rastra Bank employees showed the eco-security and affiliation needs more than the average. The need expectations of the employees are as much higher as the need fulfillment.
- g) The study also shows the employees of Nepal Rastra Bank are receiving the need fulfillment below average by 26.79 percent.

Gurung, Mathema and Bimb (1978) estimated 48 percent of the Agriculture workers expressed their views that they were dissatisfied with their job. Whereas 24 percent were satisfied with their job. The rest of the respondents did not show their reactions in this regard. The dissatisfied respondents mentioned following factors as the reason for dissatisfaction :

- a) Low wage.
- b) Lack of required facilities.
- c) Limited scope for further study and training.
- d) Lack of satisfactory relationship with the supervisor.
- e) Less chances for promotion.
- f) Less chance to work close to home.

Tibrewala (1976) reports 54 percent of the workers were found satisfied while rest 46 percent were dissatisfied. The main reasons of dissatisfactions were low salary and the wages, no due respect, no due recognition and lock of regular promotion. And 60 percent of the workers were not hopeful about their bright future with the company. Remaining 40 percent were found highly satisfied with their job.

Shrestha and Singh (1977) studied 92 respondents of eight districts with the object of measuring the level of satisfaction of the junior technical assistants (JTAS) of the Department of Agriculture, Nepal, with respect to their job content and job context the two independent dimensions constituting the job satisfaction --- dissatisfaction complex. The Likert's Summated Rating technique was used to develop two scale to measure the aforesaid variables. The study revealed that the JTAS of central development region longely had a weak positive feeling towards their job - content and a very weak negative to neutral feeling towards their job context.

Malla (1982) studied the need satisfaction of the JTAS and JTS in Kaski district. Following major findings were listed :

- a) Physiological needs comprising fooding, shelter, clothing and medical treatments and safety needs did not perceive as important one.
- b) Performance evaluation, utilization of potentially, degree of authority delegated, promotional system, overall working conditions and affiliation to social groups were respectively considered most important needs factors.
- c) The significant gap is existed between their needs and their fulfillment.
- d) JTAs/JTs seemed satisfied most in relation to need factor namely affiliation to social groups.

Most of the studies which were discussed previously are so far differ from the present research project in many respect. But some studies may have universal application which findings may bear on our own context. Some studies present the results that the culture

and level of economic development influence one's perceptions toward job satisfaction. We know that job satisfaction depends upon the pattern of motivation and the person to whom we have to motivate may be influenced by the heredity and culture so that it influence one's perceptions toward job satisfaction. The present investigation is directed toward a different socio-cultural and economic setting.

In concise, the fulfillment of employee's needs helps them to do their job willingly. The job satisfaction and need satisfaction are closely related so, when the various needs of the employees are fulfilled by the effort of management, naturally the employees put all their efforts at their assigned job. So, it is high time for all the authorities concerned to observe carefully and sincerely, they failure of an organization to work effectively and efficiently on the nation wide range.

Finally, the review of the literature clearly suggest that there are three main factors which are likely to affect the job satisfaction of an employee, they are personal factors, intrinsic factors and intrinsic factors.

CHAPTER - THREE

RESEARCH DESIGN AND METHODOLOGY

Introduction

The researcher's primary goal is to explore and gain understanding of human behavior and social life. It can be stated in other words as doing research is a systematic method of exploring, analyzing, finding in order to extend the views, correct or verify the new and old knowledge whether it is theoretical fact or social phenomena.

In modern age, developed new scientific tools, concepts and theories has made easy to facilitate reliable and valid study of management our basic objectives of this study is to find explanations to unexplained job dissatisfaction, variables; thus, to clarify such doubtful problem and correct the unconvincing facts of management.

The methodology and procedures of this research will permit us lastly to state firmly that "If so and so is true and correct, then follow it". That means, it aims to solve the problem.

Hence, in order to achieve our objectives of the study the following methodology is followed :

- 1) Research Design
- 2) Sampling Procedures
- 3) Nature of the Data
- 4) Sources and Collection of the Data
- 5) Data Processing and Analysis Procedures
- 6) Limitation in Data Collection

3.1 Research Design

The present study is undertaken with the objective of examining the pattern and structure of job satisfaction among the officer level employees of HSEB. To carryout this study "Job satisfaction among

the officer level employees of HSEB", successfully descriptive, analytical, and empirical research design has been considered to portray the characteristic of officer level employees of HSEB and their factors which affects to generate the job satisfaction. Moreover this study is also based on researcher's personal observation and collection of facts and information collected through questionnaire and interview of the employees.

For the purpose of effective study all the related needs for employees are asked to get their perceptions on need fulfillment, expectation. The need satisfaction is derived from the deficiency of fulfillment to the expectation. Moreover to study the important needs the employees are allowed to rank all the job factors, which are within out study. The basic research problem to be studied is to identify the perceptions of the employees in respect of need fulfillment, expectation on the basis of level, age, sex, education level, marital status, promotion, salary, length of service period etc and to identify the relationship between the need deficiency which measures the job satisfaction and need importance of the employees as a whole. As per the nature of the problem this study is designed the exploratory study is done to describe the need fulfillment, expectation and deficiency. The descriptive research design used in this study can give the result of our study. A questionnaire has been formed and distributed among the officer level employees of HSEB to collect the required data.

3.2 Sampling Procedures

In order to complete the purpose of this study the necessary information was collected from the officer level employees of HSEB. There are altogether 42 officer level employees are performing their jobs in different administration level of HSEB. The questionnaire were distributed to 42 respondents. To conduct this study census procedure has been adopted rather than sampling procedures for the data collection. After collecting the required raw data it was tabulated

in three groups of factors affecting job satisfaction among the officer level employees of HSEB. They were personal factors - age, sex, marital status, job tenure, educational level; extrinsic factors - relation with subordinates, salary, promotion, job security, working condition and intrinsic factors - freedom to use judgement, achievement, recognition and appreciation, job description, responsibility and control etc.

3.3 Nature of the Data

The nature of data is used as primary it is because to know the perceptions only the questionnaire, interview and observation is suggestive. The employees were asked to indicate their degree of agreement with the job factors on a five point scale. The eighteen job factors were found significant and selected for our study. The secondary data which could be obtained from bulletin, annual reports, relevant websites, journals, previous thesis and relevant published and unpublished documents of HSEB. Though primary data which supplies the perceptions of the employees regarding the need fulfillment or job satisfaction and expectations is helpful for our study.

3.4 Sources and Collection of the Data

Since the study seeks to diagnose the job satisfaction among the officer level employees of HSEB. Which is the resultant of their feelings about job and job environment. The data needed for this study were mostly of primary in nature. In order to collect the data a full fledged questionnaire was prepared. The questionnaire is shown in appendix. Simple and direct questions have been included in the questionnaire to ascertain the nine independent variables : age, sex, education, job tenure, marital status, salary, promotion, job security, relation with subordinates.

The degree of satisfaction of these employees in the Higher Secondary Education Board (HSEB) was measured in five point scale

which was described as "strongly disagree", "Moderately disagree", "Neutral", "Moderately agree", and "strongly agree", indicated the satisfaction level and hence was assigned the highest weight of 5 represents highly or strongly satisfied and lowest weight of 1 represents low or strongly disagree and others categories were given the intermediate weight 2, 3 and 4 for moderately disagree, Neutral and moderately agree respectively.

3.5 Data Processing and Analysis Procedures

After collecting the data, they were tabulated for analysis and the mean value of rating is computed by following up the individual scores of that rating and dividing total by the number of employees. The same procedure is repeated to each of the job factors.

In this study, descriptive analysis is taken as the analysis techniques. According to the objective of the present research study several research questions regarding the job satisfaction will be answered by using the statistical tool as a arithematic mean averages is calculated.

3.6 Limitation in Data Collection

The information were collected through officers to officers basis. The purpose of the study was to convince every respondents before the accumulation of the informations. Some of the respondents were not so co-operative as expected, in fact they showed signs of hesitations to answer the questions propounded to them; I guess they have some room for doubt in their answers being flashed in public so they had to be convinced that their answer to any question would be kept strictly confidential and used only for said academic purpose.

CHAPTER - FOUR

PRESENTATION AND ANALYSIS OF THE DATA

The success of every organization depends upon how effectively human resources are utilized and managed. Due to many rapid changes in modern management like in technology, rising cost of labour, rising level of education and obviously the expectations of the workers provides tremendous challenge in today management. An efficient and effective organization should always aim at developing a programme of fulfilling the motivating factors and also the facility of receiving a compensation by the employees. Thus every manager must be capable of understanding all these problems and be promote in solving them.

Recently numerous different types of organizations have come into existence in Nepal but most of them are not running smoothly in the part of success. Unfortunately, majority of the organizations are in poor condition with their future prospects looking dark. Many organizations have merged with another organization due to their backwardness and bankruptcy. In fact, Nepal being a developing country all it's industries, technologies, agriculture, economics and even society are in their infancy hence it is crystal clear that the organizations can play significance role and can help in developing the country. So, in order to run a well formed and established organization their staff's necessities in terms of salary, job security, working condition, achievement, promotion, job description, responsibility and control, freedom of judgment etc, should be

satisfactory. The negligence or lack of any mentioned above key factors may become a big cause of a good professional staff's dissatisfaction. In the research it was discovered that the employee gradually tends to lose their interest in the job if the hygienic factors eg. Salary, working conditions, job security, good supervision is not of certain standard. It was also clear that positive motivation and a feeling of benevolence could not only be achieved by improving genuine motivations but by the achievement, advancement, responsibility and the work itself too. The famous researcher Herzberg's studies have generally agreed that intrinsic as well as extrinsic factors contribute to the satisfaction of the workers.

Briefly, we can say that job satisfaction is derived and caused by many interrelated factors. The concept of satisfaction and dissatisfaction is complex but cannot be isolated in practical life and therefore should be understood thoroughly. Further, human beings have basic psychological needs that must be satisfied, they are bio-social and cultural derived needs. The main other thing that delights the individual's actual needs and satisfaction depend not only on their demands but also on the situation which can influence or force him from his own past experience.

Hence, we can allocate some of the helping tools of job satisfaction factors which will assist us to establish an indication of their importance towards satisfaction. As mentioned before, job satisfaction is a completely psychological feeling of one's mind which can change in no second. Even then, to study the factors the following

analysis has been made from the collected data from thirty two respondents of different administrations level through the method of questionnaires. The contributing factors are divided into three main groups but in this research study only two personal and extrinsic factors are considered as a basic factors in the job satisfaction. Though three contributing factors are as follows :

1. Personal Factors

- a) Age b) Sex c) Marital Status
- d) Job tenure/experience e) Education Level

2. Extrinsic Factors

- a) Relation with subordinate b) Salary
- c) Promotion d) Job Security

3. Intrinsic Factors

- a) Responsibility and control
- b) Recognition and appreciation
- c) Freedom to use judgement
- d) Achievement
- e) Job description

4.1 Personal Factors

The personal factors include the respondent's sex, age, marital status, job tenure, educational level. These personal characteristics are the fundamental factors which play a significant role in personal life and is thus studies in this section.

4.1.1 Sex

In this study, out of thirty two respondent's, twenty one were male and eleven were female. In early years women were confined only

to do household chores and was locked within the four walls of the kitchen but these days they have more freedom to do things besides kitchen work. Thus we can sense the gradual increment in the numbers of working women.

In total of thirty two respondents including both male and female, element wise analysis of job-related satisfaction by sex.

Table 4.1

Element wise Analysis of Job-related Satisfaction by Sex

	Male		Female		Total	
	Mean	N	Mean	N	Mean	N
JQ-1-J	0.762	21	0.636	11	1.4	32
JQ-2-J	0.524	21	0.545	11	1.07	32
JQ-3-J	0.571	21	0.455	11	1.03	32
JQ-4-J	0.524	21	0.273	11	0.8	32
JQ-5-J	0.524	21	0.364	11	0.89	32
JQ-6-J	0.476	21	0.545	11	1.02	32
JQ-7-J	0.381	21	0.545	11	0.93	32
JQ-8-J	0.524	21	0.545	11	1.07	32
JQ-9-J	0.429	21	0.455	11	0.88	32
JQ-10-J	0.524	21	0.636	11	1.16	32
JQ-11-J	0.429	21	0.455	11	0.88	32
JQ-12-J	0.571	21	0.727	11	1.3	32
JQ-13-J	0.429	21	0.636	11	1.07	32
JQ-14-J	0.286	21	0.455	11	0.74	32
JQ-15-J	0.429	21	0.364	11	0.79	32
JQ-16-J	0.619	21	0.364	11	0.98	32
JQ-17-J	0.476	21	0.545	11	1.02	32
JQ-18-J	0.524	21	0.818	11	1.34	32

Table 4.2
Job Related Satisfaction by Sex

Sex	Job Related Satisfaction Mean	
	N	Mean
Male	21	0.50
Female	11	0.52
Total	32	1.02

Table 4.2 shows the level of job related satisfaction as perceived by the female respondents is higher in comparison to the male respondents. The mean score of whose are 0.52 and 0.50 which shows that female are more satisfied with their job than that of male it is because, male are more mobilize than the female.

4.1.2 Age

In this study there are three age categories :

- 1) Younger, (up to 29) years of age.
- 2) Adult, (30 to 40) years of age.
- 3) Older, (Over 41) years of age.

These age groups were chosen because they represent the right age groups for the study of job satisfaction among the officer level employees of HSEB. Generally all the age groups have similar no. of officer level employees. Table no 4.4 shows the composition of ages of all the respondents.

Table 4.3**Element wise Analysis of Job-related Satisfaction by Age Groups**

	Upto 29		30 to 40		Over 41		Total	
	Mean	N	Mean	N	Mean	N	Mean	N
JQ-1-J	0.60	10	0.636	11	0.545	11	1.781	32
JQ-2-J	0.50	10	0.545	11	0.636	11	1.681	32
JQ-3-J	0.60	10	0.364	11	0.636	11	1.60	32
JQ-4-J	0.60	10	0.455	11	0.545	11	1.60	32
JQ-5-J	0.40	10	0.545	11	0.455	11	1.40	32
JQ-6-J	0.60	10	0.455	11	0.455	11	1.51	32
JQ-7-J	0.60	10	0.364	11	0.455	11	1.42	32
JQ-8-J	0.50	10	0.273	11	0.818	11	1.591	32
JQ-9-J	0.40	10	0.455	11	0.455	11	1.31	32
JQ-10-J	0.70	10	0.364	11	0.636	11	1.70	32
JQ-11-J	0.40	10	0.364	11	0.545	11	1.31	32
JQ-12-J	0.70	10	0.636	11	0.636	11	1.97	32
JQ-13-J	0.50	10	0.364	11	0.545	11	1.41	32
JQ-14-J	0.40	10	0.273	11	0.455	11	1.13	32
JQ-15-J	0.40	10	0.545	11	0.364	11	1.31	32
JQ-16-J	0.60	10	0.455	11	0.455	11	1.51	32
JQ-17-J	0.50	10	0.636	11	0.636	11	1.77	32
JQ-18-J	0.70	10	0.364	11	0.727	11	1.79	32

Table 4.4**Job Related Satisfaction by Age Groups**

Age	Job Related Satisfaction Mean	
	N	Mean
Up to 29	10	0.54
30 - 40	11	0.45
Over 41	11	0.56
Total	32	1.55

Table 4.4 shows level of job related satisfaction as perceived by the older years age group is greater in comparison to other two younger and adult year age groups. The mean score of whose are 0.56, 0.54 and 0.45 respectively. Which shows that older year age groups are more satisfied than that of two age groups younger and adult respectively. Similarly it shows that younger is quit satisfied than that of adult age group.

Some researchers have reported a positive co-relation between age and job satisfaction. The young age group tend to feel more dissatisfied with their jobs because they have high ambitions about their career and achievement when asked about their jobs we very often receive a negative answer from them saying that they are lagging behind in progress and achievement.

This table 4.4 proves that most of the respondents having age group over 41 are satisfied with their job whereas younger and adult having age group below 40 appears to be dissatisfied. The study states that older respondents satisfaction level is higher than the younger and adult respondents. This indicates that the younger employees are distinctively less satisfied across all types of needs than the older employees. Their expectation are quite higher than those of their seniors. So, age factor is also one of the most important factor to affect job satisfaction level in the corporation of Nepal.

4.1.3 Marital Status

In this study, most of the respondents are found married. Out of 32 respondents a large number, that is 24 are married and only 8 are unmarried. The reason is that, the respondents of age upto 29 has been considered very young which is the extreme age for marriage in our society.

Table 4.6 shows the marital status of the total respondents and their level of job satisfaction.

Table 4.5
Element wise Analysis of Job-related Satisfaction by Marital Status

	Married		Unmarried		Total	
	Mean	N	Mean	N	Mean	N
JQ-1-J	0.583	24	0.750	8	1.33	32
JQ-2-J	0.542	24	0.375	8	0.92	32
JQ-3-J	0.50	24	0.625	8	1.13	32
JQ-4-J	0.375	24	0.50	8	0.88	32
JQ-5-J	0.458	24	0.50	8	0.96	32
JQ-6-J	0.458	24	0.625	8	1.08	32
JQ-7-J	0.378	24	0.625	8	1.00	32
JQ-8-J	0.542	24	0.50	8	1.04	32
JQ-9-J	0.417	24	0.375	8	0.79	32
JQ-10-J	0.583	24	0.50	8	1.08	32
JQ-11-J	0.50	24	0.625	8	1.13	32
JQ-12-J	0.667	24	0.625	8	1.29	32
JQ-13-J	0.375	24	0.375	8	0.75	32
JQ-14-J	0.375	24	0.375	8	0.75	32
JQ-15-J	0.375	24	0.375	8	0.75	32
JQ-16-J	0.458	24	0.625	8	1.08	32
JQ-17-J	0.458	24	0.50	8	0.96	32
JQ-18-J	0.583	24	0.625	8	1.21	32

Table 4.6
Job Related Satisfaction by Marital Status

Marital Status	Job Related Satisfaction Mean	
	N	Mean
Married	24	0.48
Unmarried	8	0.53
Total	32	1.01

The table 4.6 shows the level of job related satisfaction as perceived by the unmarried respondents is higher in comparison to the married respondents. The mean scores of whose are 0.53 and 0.48. Which shows that unmarried employees are more satisfied with their job than that of married employees; may be due to the less responsibility to their family in comparison with the married one. Moreover, we can say that whatever be the burden over the married life is comparatively less burden over the unmarried life. Therefore, this study shows that unmarried officer level employees of HSEB are more satisfied with their job than that of married officer level employees.

4.1.4 Job Tenure/Experience

Longer service period can be effective for a particular worker to develop his/her career. It is beneficial both the employees and the employers. But job satisfaction declines when a person remains in the same position for a long period. This unhygienic condition of the person remaining in the same position for about 10-15 years is prevalent in almost all the corporations of Nepal. So, this factor provides an opportunity of getting frustrated with one's job.

- 1) Short period, (up to 10) years.
- 2) Medium period, (11 to 15) years.
- 3) Long period, (over 15) years.

Table 4.8 shows the job tenure/experience of the respondents and the satisfaction level.

Table 4.7**Element wise Analysis of Job-related Satisfaction**

	Upto 10		11 to 15		Over 15		Total	
	Mean	N	Mean	N	Mean	N	Mean	N
JQ-1-J	0.625	16	0.643	14	0.5	2	1.77	32
JQ-2-J	0.5	16	0.571	14	1.00	2	2.07	32
JQ-3-J	0.438	16	0.571	14	1.00	2	2.01	32
JQ-4-J	0.5	16	0.5	14	0.5	2	1.5	32
JQ-5-J	0.438	16	0.571	14	0.5	2	1.51	32
JQ-6-J	0.5	16	0.571	14	1.00	2	2.07	32
JQ-7-J	0.563	16	0.429	14	1.00	2	1.99	32
JQ-8-J	0.563	16	0.5	14	1.00	2	2.06	32
JQ-9-J	0.438	16	0.429	14	1.00	2	1.87	32
JQ-10-J	0.5	16	0.643	14	0.5	2	1.64	32
JQ-11-J	0.438	16	0.429	14	0.5	2	1.37	32
JQ-12-J	0.688	16	0.571	14	1.00	2	2.26	32
JQ-13-J	0.5	16	0.5	14	0.5	2	1.50	32
JQ-14-J	0.313	16	0.357	14	0.5	2	1.17	32
JQ-15-J	0.313	16	0.571	14	0.5	2	1.38	32
JQ-16-J	0.5	16	0.571	14	0.5	2	1.57	32
JQ-17-J	0.5	16	0.5	14	0.5	2	1.50	32
JQ-18-J	0.625	16	0.571	14	0.5	2	1.70	32

Table 4.8**Job Related Satisfaction by Job Tenure**

Service/Experience	Job Related Satisfaction Mean	
	N	Mean
Up to 10	16	0.50
11 - 15	14	0.53
Over 15	2	0.69
Total	32	1.72

The table 4.8 shows the level of job related satisfaction as perceived by the long service period is higher in comparison to other two service period. The mean score of whose are 0.69, 0.53 and 0.50 respectively. Which shows that, longer service period of job are more satisfied than of medium and short service period of job respectively.

This research study shows that there is the positive co-relation between the service period and job satisfaction. As the service period increases the level of job satisfaction among the officer level employees of HSEB increases, may be due to the socialized or desired working environment, reward and promotion, getting handsome salary, opportunities for higher studies etc. To keep the employees well in track we must not overlook their expectations or else negative feeling of dissatisfaction is certain to take root within them and of course, the organization has to bear the nasty consequences that lays ahead. This kind of problem is rapidly gaining ground in Nepalese context and it is most likely to become more crucial in the near future.

4.1.5 Educational Level

One of the factor affecting the level of satisfaction of the employees is education. Higher the level of education, greater the respect that the employees expect from the job.

In this study there are two groups of educational level, that is graduate and post graduate. Among the thirty-two respondents most of the respondents are found in the post graduate level.

There are twenty two in post graduate level and rest of them i.e. ten in graduate level.

Table 4.9
Element wise Analysis of Job-related Satisfaction
by Educational Level

	Graduate		Post Graduate		Total	
	Mean	N	Mean	N	Mean	N
JQ-1-J	0.70	10	0.591	22	1.29	32
JQ-2-J	0.50	10	0.545	22	1.05	32
JQ-3-J	0.70	10	0.455	22	1.16	32
JQ-4-J	0.30	10	0.409	22	0.71	32
JQ-5-J	0.50	10	0.455	22	0.96	32
JQ-6-J	0.70	10	0.409	22	1.11	32
JQ-7-J	0.30	10	0.50	22	0.8	32
JQ-8-J	0.70	10	0.50	22	1.2	32
JQ-9-J	0.40	10	0.455	22	0.86	32
JQ-10-J	0.60	10	0.545	22	1.15	32
JQ-11-J	0.40	10	0.50	22	0.90	32
JQ-12-J	0.70	10	0.636	22	1.34	32
JQ-13-J	0.40	10	0.455	22	0.86	32
JQ-14-J	0.30	10	0.318	22	0.62	32
JQ-15-J	0.50	10	0.318	22	0.82	32
JQ-16-J	0.70	10	0.455	22	1.16	32
JQ-17-J	0.50	10	0.455	22	0.96	32
JQ-18-J	0.70	10	0.545	22	1.25	32

Table 4.10
Job Related Satisfaction by the Educational Level wise

Qualification	Job Related Satisfaction Mean	
	N	Mean
Graduate	10	0.53
Post-graduate	22	0.47
Total	32	1.00

The table 4.10 shows the level of job related satisfaction as perceived by the graduate level officer is higher in comparison to the post-graduate level officer of HSEB. The mean score of whose are 0.53 and 0.47, which shows that graduate level officer are more satisfied with their job than that of post-graduate level officer. The above table shows that the high educational level can be a major cause for causing dissatisfaction in the job, may be due to their high expectations and certain personal factors with their high educational level.

4.2 Extrinsic Factors

We know more about the issues involved in how to induce people to act in a desired manner but unfortunately we are still lagging in grasping on what it takes perfectly to move people to act in a desired manner. However, in fact there are many factors which are closely related to job satisfaction, the only thing is we have got to find out those facts so that the employees dissatisfaction gets solved.

Only two, three decades ago, fear had been the chief tool in conducting the employees but now in today's modern age this policy of making people work is considered unscientific hence other scientific methods have been adopted to manipulate the employees such as by creating a good working environment, knitting sound relations with the subordinate, provision of handsome salary, timely promotion, job security and so on. These mentioned factors, counted as extrinsic factors are capable of giving internal and external satisfaction to the employees. Effort has been made to study these extrinsic factors in this study. Besides these, benefits received by the employees and also the factors of dissatisfaction in the job has been discussed in the subsequent chapter for these are also the tools which helps in discovering the workers discontentment.

4.2.1 Relation with Subordinates

The existence of healthy relations between the supervisor and the subordinates within the organization is extremely essential, this healthy relationship helps to keep the organization in full swing and also makes the tasks much easier, simpler and smoother. Team spirit must dwell in the heart of all the employees then only we can vision the bright future of the organization. The existence of team spirit is only possible when there is good relationship and cooperative attitude among the employees. Hence, the presence of good relationship among the workers may it be of higher or lower level employees, is strictly imperative in any organization as it is one of the major factors which decide the organization's future.

It is evident that every subordinates desires to maintain good relationship with top class officer and they do expect cooperation from these officers, if they receive cooperation the better the relation between the two, it not then frustration arises with all the organization's goal landing in vain otherwise sunny future can be imagined.

In other words, good relations produces a feeling of belongingness which will encourage them to work for the welfare of the organization and for themselves also. Hence, the conflict between the supervisor and the subordinates must be completely absent in order to produce better result.

Table 4.11 distinctly indicates the respondents view regarding job related satisfaction by the relation with subordinates of Higher Secondary Education Board (HSEB).

Table 4.11

Job Related Satisfaction by the Relation with Subordinates

Level of Satisfaction	N	Percentage	Mean
Strongly disagree	2	6.25	0.06
Moderately disagree	4	12.50	0.13
Neutral	2	6.25	0.06
Moderately agree	17	53.13	0.53
Strongly agree	7	21.88	0.22
total	32	100	1.00

The above table 4.11 shows that out of 32 surveyed respondents, 17 (53.13%) respondents are moderately satisfied, 7 (21.88%) respondents are strongly satisfied, 4 (12.50%) respondents are moderately dissatisfied, 2 (6.25%) respondents are strongly dissatisfied and 2 (6.25%) respondents are neither satisfied nor dissatisfied, they are completely indifference in the job related satisfaction by the relation with subordinates. The mean score of whose are 0.53, 0.22, 0.13, 0.06 and 0.06 respectively. The table 4.11 shows that, majority of the respondents are moderately satisfied with the policy adopted by the HSEB.

Thus, in brief we can state that each and every officer's position is to some extent "unique". Because the officer's job is supposed to be the bearing of responsible jobs rather than just doing a work. So he should be very alert in maintaining good relationship with his subordinates knowing what his co-worker expects from him.

4.2.2 Salary and Allowance

The cost of living standard and the present salary and allowance structure in comparatively quite insufficient to meet the minimum basic needs of the employees. We often hear them expressing dissatisfaction about their salary saying that the cost of living has increased so much that they find it difficult to make both ends meet. Most of their salary lasts only for a couple of weeks. This circumstance leads them to "moonlighting" for extra source of income and they are sure to jump at any opportunity of making lay when the sun shines. Unfortunately, the daily rise of the market price and unnatural scarcity of basic commodities are playing unfavorable role to many poor employees. Therefore salary and allowance is a very important factor which the employees expect from their organization.

Table 4.12 distinctly shows the respondents view regarding job related satisfaction by the salary and allowances of HSEB.

Table 4.12

Job Related Satisfaction by Salary and Allowance

Level of Satisfaction	N	Percentage	Mean
Strongly disagree	2	6.25	0.06
Moderately disagree	7	21.88	0.22
Neutral	0	0	0
Moderately agree	17	53.13	0.53
Strongly agree	6	18.75	0.19
total	32	100	1.00

The above table 4.12 shows that, out of 32 surveyed respondents, 17 (53.13%) respondents are moderately satisfied, 7 (21.88%) respondents are moderately dissatisfied, 6 (18.75) respondents are strongly satisfied and 2 (6.25%) respondents are strongly dissatisfied with salary and allowances paid by Higher

Secondary Education Board (HSEB). The mean scores of whose are 0.53, 0.22, 0.19 and 0.06 respectively. Which shows that most of the officer level employees are moderately satisfied with their existing salary and allowance policy made by Higher Secondary Education Board.

The above table shows that, the officer level employees of HSEB are not strongly or completely satisfied with their salary and allowance received from their organization rather they moderately satisfied. Therefore salary and allowances made by the organizations are very important key factors which the employees expect from their organization because ultimately it is related with job satisfaction. Generally the various studies shows that, higher the means of pay, higher will be the satisfaction level. But it is not fulfill all the condition rather other various independent factors affect the job satisfaction too. Because job satisfaction is the pure psychological factors which may vary in no second.

4.2.3 Promotion

Promotion may result from seniority bases or length of service period or as a reward for good performance in the job. It is also known as achievement in the job. Promotion can be regarded as the most motivating factor in the development of human resource. Promotion also has the function of placing the most able and experienced worker in the job. Generally, promotion is a management process of producing competence among the employees to reach the optimum level. Sufficient scope of promotion for workers plays a great role in satisfying an employee, this is one of the factor which provides incentive to do the job willingly and enthusiastically.

Table 4.13 distinctly shows the respondents view regarding job related satisfaction by the promotion of HSEB.

Table 4.13

Job Related Satisfaction by the Promotion

Level of Satisfaction	N	Percentage	Mean
Strongly disagree	1	3.13	0.03
Moderately disagree	3	9.38	0.09
Neutral	8	25.00	0.25
Moderately agree	15	46.88	0.47
Strongly agree	5	15.63	0.16
total	32	100	1.00

The above table 4.13 shows that, out of 32 surveyed respondents, 15 (46.88%) respondents are moderately satisfied, 8 (25%) respondents are completely indifference or neutral, 5 (15.63%) respondents are strongly satisfied, 3 (9.38%) respondents are moderately dissatisfied and 1 (3.13%) respondent is strongly dissatisfied with the promotion policy adopted by the HSEB. The mean scores of whose are 0.47, 0.25, 0.16, 0.09 and 0.03 respectively. The above table shows that, majority of the respondents are moderately satisfied with the promotion policy adopted by the HSEB.

Therefore, promotion is also very important key factor which employees want to get from the organization. Fairly promotion in the organization provides the sense of satisfaction of employees to their job. Hence the promotion policy adopted by the organization should be length of service or seniority base or performance base which ultimately creates the job satisfaction in the organization.

4.2.4 Job Security

Few companies have a formal guaranteed job policy, it means the organization has assurance to the employees of their job not being down graded nor they pay being reduced also the changes of any work which will result from using any modern equipment or by any cause will not have any effect on the staff of their release from their service.

Security also means promising the staff of their job and their wages. So, such assurance will help to motivate the employees or may help as a solid basis of motivating. Security is, of course, a classic example of hygienic factor and its absence in the organization may cause dissatisfaction in the job. Job security is the backbone of every employee which has the tendency of contributing satisfaction the job.

Table 4.14 distinctly shows the respondents view regarding the job related satisfaction by the job security.

Table 4.14

Job Related Satisfaction by Job Security

Level of Satisfaction	N	Percentage	Mean
Strongly disagree	1	3.13	0.03
Moderately disagree	6	18.75	0.19
Neutral	2	6.25	0.06
Moderately agree	18	56.25	0.56
Strongly agree	5	15.63	0.16
total	32	100	1.00

The above table 4.14 shows that, out of 32 surveyed respondents, 18 (56.25%) respondents are moderately satisfied, 6 (18.75%) respondents are moderately dissatisfied, 5 (15.63%) respondents are strongly satisfied, 2 (6.25%) respondents are neutral, and 1 (3.13%) respondent is strongly dissatisfied with their job security policy adopted by the HSEB. The mean score of whose are 0.56, 0.19, 0.16, 0.06 and 0.03 respectively. The above table shows that, majority of the respondents are moderately satisfied with the policy followed by the HSEB. In other words, most of the employees feel the sense of security in their managerial position of HSEB. So the table shows that there is positive relationship between the job satisfaction and job security. Higher the job security higher will be the sense of satisfaction to their job of the employees in the organization.

In a nutshell, after discussing so many potential factors of job satisfaction in this chapter, it can be said that management policy towards fulfilling the employees genuine expectations is very important.

4.3 Major Findings of the Study

So much has been said about what plans have been successfully done but not much has been said of what the workers say about their own jobs and their satisfaction level concerning their job in their organizations.

Whether we consider business, organization, institutions, universities or any other respective organizations we find human resource mobilization in fullfledged and the quality of job satisfaction considered most important for success. Thus, it is evident that job satisfaction helps to mobilize human beings and his behaviour efficiently. Further, we can state that no manager is capable of performing any task well unless he has a clear understanding in the elements of ethical, social, political, economical and technical environment which are likely to affect every areas of operation but most of all job satisfaction plays an important role in every employee's life hence, it must be understood and studied thoroughly by all those which the authority to motivate the employees.

This is well known as fact that management skill can be improved through a perfect process of personal management as well as by human working environment, these are the arts infact to be digested by the managers in order to make the best utilization of manpower.

If all the trained and satisfied people work together or are properly utilized then the development of organization is sure. So, the time has come for the management sector to be aware of this hard fact and to overcome the hurdle lying on it's way.

The following relationships were discovered with different job satisfaction factors which are the major findings of this study, they are respectively given below :

- 1) Among the 32 respondents majority of them were male i.e. 21 respondents were male and only 11 respondents were female. But this study reveals that the female respondents are found to be more satisfied in their job in the comparison to the male respondents.
- 2) According to the age groups of the employees, this study reveals that employees having older year age groups (over 41) are more satisfied in their existing job than that of two age groups, younger and adult. But employees having younger year age groups (up to 29) are dissatisfied in their job in comparison with older year age groups rather more satisfied than that of adult one having age groups 30 to 40.
- 3) When analyzing the data it has discovered that, majority of the respondents are married i.e. out of 32 respondents, 24 respondents are married and rest of them are unmarried. But it is crystal clear that most of the married respondents seem to be dissatisfied in their job. Hence, unmarried respondents are more satisfied in their existing job than that of married respondents.

- 4) This study also reveals that, there is the positive correlation between the job tenure and satisfaction level of the employees. As the service period increases that the level of job satisfaction among the officer level employees increases. Long service period (over 15) of the employees seem to be more satisfied in their job position than that of two service period i.e. medium (11 to 15) and short (up to 10) period.
- 5) According to the educational level-wise, this study has discovered that the graduate employees are more satisfied with their jobs than that of post-graduate employees of the Higher Secondary Education Board (HSEB). Among the 32 officer level employees of HSEB, majority of the employees have found education level of post graduate. But this study shows that post graduate level officers are dissatisfied with their jobs may be due to their high expectations and certain personal factors with their high education.
- 6) In extrinsic factors (relation with subordinates, salary and allowance, promotion, job security) the relationship with job satisfaction is also positive. Among these factors most of the employees are yearning for good working condition or job security and handsome salary and allowance for their satisfaction in the job.

- 7) When analyzing the data it has discovered that job satisfaction and job security are closely related. But some of the respondents seem to be deprived of security in their job hence their level of satisfaction has fallen far below concerning job security in their jobs.
- 8) This study shows that extrinsic factors like relation with subordinates, salary and allowance, promotion and job security are taken into consideration for the study. But, most of the employees of HSEB have been moderately satisfied with these factors in relation with job satisfaction among the officer level employees of HSEB.
- 9) By analyzing the data it has discovered that, among the 32 respondents, 25 percent employees are fully satisfied, 37.5 percent employees are moderately satisfied, 15.63 percent employees are moderately dissatisfied, 3.13 percent are fully dissatisfied and rest 18.75 percent of employees are neither satisfied nor dissatisfied, they are neutral.

CHAPTER - FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

Social accountability of any organization emphasizes to focus the satisfaction of employees. Society is going to be more complex, complicated and thus the need of the member of society is also going to be more complex and it is the responsibility of an organization to fulfil those needs of its employees who are the members of society. The economic development of an organization depends up on the efficiency, caliber and competency of the personnel. It is the motivation which makes the personnels do their responsibilities mentally and emotionally so that the goal of an organization can be achieved easily. To motivate one fully is really a difficult task. The aspirations of different personnels may be difficult, the level of motivation depends up on the nature of employees, some are found highly satisfied and some less. A highly satisfied employee solely dedicates himself to the life of the enterprises and do always better for the success of the enterprise. There are various motives or needs, an understanding of the problem of the employees would help to build sound program with a view to make better utilization of the manpower. Thus the basic objective of this study is to utilize the manpower by understanding their attitudes and fulfilling the aspirations so that they would contribute their better efforts on their jobs.

The principle objective of this study is :

- i) to ascertain the existing level of job satisfaction among the officer level employees of HSEB.
- ii) to identify the factors which are most highly related to job satisfaction among the officer level employees of HSEB and

- iii) to analyze those factors, causes of causing dissatisfaction of officer level employees of HSEB.

This study consist of only officer level employees of HSEB. Therefore, out of 32 officer level employees of HSEB, 21 are male and rest 11 are female employees. Similarly, 10 employees are up to 29 years age, 11 are 30 to 40 years age and rest 11 are over 41 years age group employees. Out of 32 officer level employees of HSEB, 10 employees are graduate and rest 22 are post graduate level employees. According to the length of service period, 16 employees are devoting their services up to 10 years, 14 employees are devoting 11 to 15 years and rest 2 employees are devoting their services over 15 years. And similarly, according to the marital status wise, 24 employees are married and rest 8 employees are unmarried.

As already mentioned that the main purpose of the study was to diagnose the existing level of job satisfaction of the officer level employees of Higher Secondary Education Board (HSEB). To fulfill this research objectives, most of the data were collected from primary sources through the census questionnaire method. Questionnaire were administered to the respondents to collect the required information regarding the personal factors (age, sex, marital status, educational level, job tenure etc) as well as extrinsic factor (relation with subordinates, promotion, salary and allowances, job security etc) of job satisfaction. Apart from questionnaire, published materials were also used for the research purpose.

Reference materials from the various sources were collected to explain the basic aspect of the subject studied in that relevant theoretical as well as, previous research findings were incorporated to make the researcher able to evaluate the validity of earlier findings and these which have been described in the present study. While conducting this study descriptive, analytical and empirical research design based on survey was followed. And lastly after collecting the

data, the collected data were presented in tabular form. To analyze and interpret data, arithmetic mean and percentage were employed. With a view to ascertain whether any relationship exists between variables, simple average mean was applied.

5.2 Conclusions

On the basis of major findings of the study following conclusions have been drawn.

- 1) Results of the present study showed that 37.5 percent of the officer level employees are partly or moderately satisfied, 25 percent fully satisfied, 18.75 percent neutral, 15.63 percent partly dissatisfied and remaining 3.13 percent are fully dissatisfied with their job.
- 2) Age-wise speaking, the younger employees are distinctively less satisfied across all the needs than the older employees. Their expectations are quite higher than those of their seniors. Here the adult employees also don't show their reliable level of satisfaction than the younger and older employees across all the need areas whereas the older employees are satisfied with their all the need areas than the younger and adult officer level employees of HSEB.
- 3) Sex-wise speaking, majority of the respondents in the officer level employees of HSEB are male but the present research study showed that female employees are more satisfied than the male employees.
- 4) According to the educational level-wise, the post graduate employees don't show their perceptions, receiving the satisfaction within the satisfaction level across all the needs. But the graduate employees are more satisfied with their need areas. This study showed that there is

negative relationship between education and job satisfaction. As the educational level increase, the level of job satisfaction decreases.

- 5) Service period-wise speaking, the short service period and medium period employees are not satisfied across all the need areas than the long service period employees. This study showed that, long service period employees are distinctively more satisfied in their job than medium and short service period employees. By analyzing this result, it is said that, there is the positive co-relation between the job tenure and job satisfaction. As the service period or experience increases, the level of satisfaction of the employee in their job increases.
- 6) According to marital status -wise, majority of the respondents are married. But this study showed that unmarried respondents are perceived more sense of satisfaction in their existing job than the married respondents.
- 7) Majority of the employees were found partly or moderately satisfied with their extrinsic factors like salary and allowances, promotion, job security, relation with subordinate etc. This study showed that there is positive co-relation between independent variables and dependent variables job satisfaction.
- 8) The independent variable of personal characteristics like age, sex, marital status, job tenure, educational level etc have significant relationship with the dependent variable job satisfaction.

5.3 Recommendations

Finding of this study showed some tremendous constraints, only a highly satisfied loyal work force can be able to run a organization smoothly. Without having satisfied employees, no management can expect to run the organization efficiently and successfully in accordance with the predetermined objectives and goals of the organization.

After studying the facts and findings, the following strategies for the upliftment of the level of job satisfaction of the employees are recommended.

- 1) By analyzing the opinion of 42 officer level employees of HSEB, it was found out that only 25 percent employees were fully satisfied with their job. So, considering more than half of the employees without satisfaction in their job, the management sector should take a step for some improvement in the organization to give its employees an air of contentment so that they also join hands in developing the organization.
- 2) Salary and allowance is one of the basic important economic factor for the survival of the employees in the every organization, which is directly linked with the job satisfaction. So most of the employees were found in favour of revising their salary and allowance annually because this research study showed that, most of the employees were not satisfied with their salary and allowance given by the organization. But only 18.75 percent employees were fully satisfied with their salary and allowances.
- 3) Management of HSEB, should give more emphasis on the relation with subordinates. It is because only 21.88 percent employees were fully satisfied with their relations.

The sound relationship between the subordinates and the supervisor or within the subordinates themselves in the organization is highly valued in the determination of job satisfaction. The existence of good relationship between or with in the two gives the feeling of belongingness which will help in running the organization smoothly.

- 4) The present promotional system is not adequate for fulfilling the desired satisfaction of employees of Higher Secondary Education Board (HSEB). It is the reason that only 15.63 percent employees were fully satisfied with the present promotional system adopted by HSEB. So the adequate promotional opportunities should be provided to motivate the employees on their jobs. Promotional opportunity is also a determinant of job satisfaction or motivation. The better opportunity encourages the employees to perform their works mentally and emotionally which aids to increase the productivity.
- 5) The findings of this research study showed that only 15.63 percent employees perceived the sense of security with their jobs position. It means HSEB is running in a critical position. Because job security is directly related with the job satisfaction of the employees. Only secured employees have the sense of belongingness to their organization. Without the sense of belongingness, no organization can expect to achieve predetermined objectives and goals of the organization-rather they are demotivated to do their assigned work mentally and physically. Therefore, only motivated and satisfied employees do their job effectively and efficiently on the behalf of organizational interest.

- 6) Adequate physical facilities and potential benefits should be provided for the employees so that they can earn their recognition and appreciation from the society, family, friends and the organization itself.
- 7) The superior has an important role to play in the motivation process. The supervisor should therefore be trained in the motivation process and be given enough authority to administer rewards.
- 8) Management should determine what reward their employees seek, by observing their reactions in different situations and by asking them what rewards they desire. But the reward system should be linked to the performance. Performance level plays an important role in the job satisfaction of an employee. So, the management of HSEB should make it performance level attainable. Work load should be distributed fairly and reasonably. Work-load highly affects the level of motivation and consequently the level of job satisfaction too.
- 9) In HSEB, most of the employees do the same job for years, and this is causing monotony which finally affects the level of job satisfaction. Therefore, the management should design the job which can offer challenge and varieties.
- 10) The management should stay close to the employees and remedy problems as they arise.

BIBLIOGRAPHY

- Abraham, K. Korman (1978). *Organizational Behaviour*. U.S.A. : Prentice Hall Inc. Englewood Cliffs J.J.
- Adhikari, Divakar (1977). *A study of absenteeism among the operative employees of Bonsbari Leather and Shoe Factory*. Master Degree Dissertation, Kirtipur, Kathmandu; IBACPA.
- Agarwal, R.D. (1982). *Organization and Management*. New York : Tata McGraw Hill Publishing.
- Alderfer, C. (1969). *An Emperical Test of New Theory of Human Needs : Organizational Behaviour and Human Performance*, vol. 4.
- Altimus, Cyrus A. and Tersine, Richard W. (1973). "Chronological job satisfaction : the young blue collar worker". *Academy of management journal*. Vol. 16, 53-66.
- Argyis, C. (1957). *Personality and organization*. New York : Harper.
- Bajracharya, Puskar (1979). *Managerial Motivation in Nepal, The Nepalese Management Review*. Vol 1, no. 1, faculty of B.A.C. Kirtipur Multiple Campus, T.U.
- Batty, J. (1974). *Industrial Administration and Management* (3rd ed.). Macdonald and Evans Limited.
- Blum, M.L. and Naylor (1968). *Industrial Psychology : Its theoretical and social foundations*. New York : Harper and Row.
- Blum, M.L. and Russ, J.J. (1949). *A Study of employee attitude toward various incentives*. New York, Harper and Brother.
- Costello, John M. and Lee, Song M. (1974). *Needs fulfillment and job satisfaction of professionals*. *Public Personnel Management*. Vol. 3, 454-461.

- Cranny, C.J., Smith, PC and Stone, E.F. (1992). *Job satisfaction how people feel about their jobs and how it affects their performance*. New York : Lexington Press.
- Dalton E.Mc Forland, M.B.A. Ph.D. (1967). *Management Principles and Practices* (2nd ed.). New York : The Macmillan company Ltd.
- Davis, Keith (1962). "Human Behaviours at work". *Organizational behavior* (5th ed.). New York : McGraw-Hill Company.
- Dhungana, Komal Nath (1978). *A study on absenteeism among rural operative workers*, in Bansbari Leather and Shoe Factory Ltd., Unpublished Master's Thesis, IBACPA, T.U.
- Dwivedi, R.S. (1979). *Human Relations and Organizational Behaviour*. New Delhi, Bombay, Calcutta : Oxford and IBM Publishing Co.
- Flippo, Edwin. *Principles of Personnel Management* (4th ed.). New York : McGraw-Hill Inc.
- Fournet, Glenn P. Distefana, M.K. Pryer, Margaret W. (1966). "Job satisfaction : Issues and problems". *Personnel psychology*. Vol. 19, 165-183.
- Ganguli, H.C. (1956). "Attitudes of Union and non-union in a Calcutta Engineering Factory, *Journal of Applied Psychology*, Vol. 40.
- Gautam, Vijaya Prasad (1980). *A study on level of job satisfaction in Nepal Rastra Bank*. Kirtipur, Kathmandu : Institute of management, Tribhuvan University.
- Gillet, Bernard and Schwob, Donald P. (1975). "Convergent and discriminant of corresponding job descriptive index and Minnesota satisfaction questionnaire scales". *Journal of Applied Psychology*.
- Gilmer, B. Von Haller, (1961). *Industrial Psychology*. New York : McGraw Hill Company.

- Gruenfield, L.W. (1962). "A study of the Motivation of Industrial Supervisor", *Personnel Psychology*, No. 15.
- Gruneberg, Michal M. (1979). *Understanding job satisfaction*. London : Macmillan Press.
- Gurung, D.B., Mathema, S.B. and Bimb, H.P. (1978). *A study on job satisfaction of the agriculture extension workers of the three districts* (Kathmandu, Lalitpur and Bhaktapur). Lalitpur : Extension and training division, department of agriculture.
- Hada, Laxmi (1978). *A study on labour turnover problem in Nepalese factories studied in BID*. Unpublished Master's Thesis. Submitted to IBAC, Kirtipur Multiple Campus. T.U.
- Haire, M. (1956). *Psychological Problems Relevant to Business and Industry*, *Psychological Bulletin*, No. 56.
- Harzberg, Frederick, Benared Mausner and Barba Bolach Snyderman (1959). *The motivation to work* (2nd ed.). New York : John Wiley and Sons Inc.
- HMG/Nepal and the International Development Research Centre Canada (1980). *Performance of public enterprises in Nepal : A managerial analysis C.C.C. and Is.C*. Industrial Service Center.
- House, Robert J. and Wigdor, Lawrence A. (1967). "Herzberg's dual factor theory of job satisfaction and motivation : a review of the evidence and criticism". *Personnel psychology*. Vol. 20, 369-389.
- I.S.C. and C.C.C. (1976). *Micro study of public enterprises in Nepal*. Industrial Service Centre, Part II.
- Ibid, p. 143-155.

- International Development Research Centre (IDRC); *With our own hands : research for third world development*. Ottawa, Canada : IDRC, p. 52-54.
- John Munro Fraser, M.A. (1969). *Industrial psychology*. Pergamon Press.
- K., Anand Kumar and Bajaj A. (1975). *Employee moral survey*, Indian Management.
- K.C., Subas (1978). *A study of the public enterprise manager's perception of need satisfaction in their jobs*, unpublished Master's thesis, IBAC.
- Kemeglor, Bruce H. (1982). "Job satisfaction as mediated by the value congruity of supervisors and their subordinates". *Journal of occupational Behaviour*. vol. 3 (5), p. 147-160.
- Klein, S.M. and Maher, J.R. (1966). "Education Level and satisfaction with pay". *Personnel psychology*. Vol. 19, 195-208.
- Kolasa, Blair J. (1960). *Introduction to behavioural science for research*. New Delhi : Wiley Eastern.
- Koller, R.T. (1983). "Predicting absenteeism from prior absenteeism, attitudinal factors, and non-attitudinal factors". *Journal of Applied Psychology*. p. 68.
- Kumar, S., Singh, D.P.N. and Verma, S.K. (1981). "Expectations and job satisfaction of officers and supervisors in a public undertaking". *India Journal of Industrial Relations*. Vo. 16 (3), p. 431-439.
- Laxmi Narain (1973). *Managerial compensation and Motivation in public enterprises*. New Delhi : Oxford and IBM Publishing Co.

- Likert, Rensis, (1967). *New Pattern of management*. New York : McGraw Hill Book Co. International Student Edition.
- Likert, Rensis, (1967). *The human organization, its management and value*. New York : McGraw-Hill Book Co.
- Locke, Edwin A. (1969). "What is job satisfaction?" *Organizational behaviour and human performance*. Vol. 4, 309-336.
- Locke, Edwin A. (1969). The nature and causes of job satisfaction. In : Dunnette, M.D., Editor, 1976. *Handbook of Industrial and Organizational Psychology*. Chicago : Rand McNally.
- Locke, Edwin A. (1970). "Job satisfaction and Job performance : a theoretical analysis". *Organizational Behaviour and Human performance*. Vol. 5, p. 184-500.
- Luthans, Fred (1977). *Organizational Behaviour* (2nd ed.). New York : McGraw-Hill, Kogakusha Ltd. Inc.
- Maclelland David and Burnham David H. (1976). "Power is the Greater Motivator", *Harvard Business Review*.
- Malla, Durga Prasad (1982). *A study on junior technicians perception of need satisfaction in their jobs in kaski district*. unpublished dissertation submitted to institute of management, kirtipur multiple campus, Tribhuvan university, Kathmandu, T.U.
- Maslow, A.H. (1943). "A theory of human motivation", *Psychological Review*, vol. 50, 1943.
- Maslow, A.H. (1970). *Motivation and Personality* (2nd ed.). New York : Haper and Row publishers.
- Mccormic, Ernest J and Tiffin, Joseph (1975). *Industrial psychology* (6th ed.). London : Allen & Unwin.

- McGregor Douglas M. (1964). *The human side of enterprise, Readings in Managerial psychology (Eds.)*. Harold Leavitt and Louis Pondy, The University of Chicago.
- Miner, J.B. (1992). *Industrial organizational psychology*. New York : McGraw-Hill.
- Mobely W.H., Horner, S.O., and Hollingsworth, A.T. (1978). "An evaluation of precursors of hospital employee turnover". *Journal of applied psychology*, 63.
- Mohanty, Girishbala (1983). *Textbook of industrial psychology*. New Delhi : Oxford and IBH.
- Myers, M.S. (1964). "Who are your motivated workers?", *Harvard Business Review*, No. 42.
- Pant, Prem Raj (2031). "Aspects of motivation theories, Their application in Nepalese context". *Banijya Sansar*, vol. 5, no. 3.
- Pant, Prem Raj and Agrawal, Jagdish P. (1980). *Industrial Relations in Nepal*. IBACPA, Degree Level, T.U.
- Pigors Paul, Charles A. Myers and F.T. Malm (1964). *Management of human resources : reading in personnel administration (3rd ed.)*. New York : McGraw-hill Co.
- Pigors, Paul and Charles A. Myers (1965). *Personnel administration : A point of view and a method*. 5th edition, McGraw-Hill, New York.
- Porter, Layman W. (1961). "A study of perceived need satisfactions in bottom and middle management jobs". *Journal of applied psychology*, vol. 45, no. 1.

- Prabha, K.M. Pradhan (1965). *A study of need-based worker motivation in Balaju industrial district*. Unpublished master's thesis, IBACPA, T.U.
- Pradhan, Y.L. (2033). *A study on the motivational aspect of delegation of authority*. Unpublished master's thesis, IBACPA, T.U.
- Rana, Madhukar (1977). *Human relation and motivation in top management*. A working paper presented at the seminar on integrated management, kathmandu sponsored by industrial service centre.
- Ronon, W.W. (1970). "Industrial and situational variables relating to job satisfaction". *Journal of applied psychology monograph*. Vol. 54 (1), part 2, 1-31.
- Scanlan, Bulk K. (1973). *Principles of management and organizational behavior*. New York, London, Sydney, Toronto : John Wiley and sons Inc.
- Shrestha, R.B. and Singh, M.P. (1977). "Measuring job satisfaction of the junior. Technical assistant on Nepal". *The Nepalese journal of public administration*. Vol. 8, p. 38-43.
- Shukla, M.C. (1978). *Business organization and management* (15th ed.). New Delhi : S. Chand and Co. Ltd.
- Sinha, D. (1972). "Job satisfaction and job Behaviour", in S.K, Roy and A.S. Menon (eds). *Motivation and organizational Effectiveness*. New Delhi : Shri Ram Centre for industrial relations and human resources.
- Sinna, D. (1965). "Absenteeism and job satisfaction". *Report on seminar on industrial relations in a developing economy*.
- Slocum, John W. (1970). *Performance and satisfaction : an analysis*. *Industrial relations*. Vol. 9, 431-439.

- Suwal, Rajendra (1976). *Economic Development in Nepal : A Motivation Approach*. Curriculum development centre, T.U.
- Tendon, Rajesh and Dewan, Sunil K. (1981). "Variations in job satisfaction with age among blue and white-collar Indian workers". *Indian Journal of Industrial Relations*. Vol. 16 (4).
- Tibrewala, Anand Kumar (1975). *A study of level of job satisfaction among Nepalese industrial workers*. Unpublished master's thesis, IBACPA, T.U.
- Vroom, victor H. (1964). *Work and motivation*. New York : John Wiley and Sons Inc.
- Wanous, John P. and Lawler, Edward E. (1972). "Measurement and meaning of job satisfaction". *Journal of applied psychology*. vol. 56 (2), p. 95-105.
- Weschler, Irving R. Murraray Khan and Robert Tannebaum (1952). "satisfach, productivity, and morale". A case study. *Occupational psychology*, vol. 26.
- Wexley, K.N. and Yulk, A.A. (1988). *Organizational behaviour and personal psychology*. New Delhi : Surjeet Publications.
- Willard E. Parker and Robert W. Kleemeir (1951). *Human Relations in Supervision : Leadership in Management*. New York : McGraw-Hill.

Appendix - I

Dear respondents,

I will be extremely obliged if you kindly help me to fulfill my objectives of undertaking the research on "Job satisfaction among the Officer Level Employees of HSEB" by answering the following set of questions. To analyze this research objective, I have enclosed herewith some questions, which are related with job satisfaction. Your answer will be kept strictly confidential and will be used only for academic purpose.

Thanking you !

Sincerely yours

Kaman Shing Rai

Central Department of Management

Tribhuvan University

Kathmandu, Nepal

Appendix - II

Several job factors are listed below to know your view about the management position in your organization. These factors represent some of the basic needs you seek to satisfy. Five-point scale is given below to know your view about the management position. The scale comprises five value ranking from strongly disagree to strongly agree. You are requested to indicate your degree of agreement in respect of each of the factors on five point scale. Please check the answers of each question and tick mark (✓) in which group you or your answers belongs.

Thank You !

- 1) Organization feels that the job performed by the employees is important to the organization.
 - a) Strongly disagree
 - b) Moderately disagree
 - c) Neutral
 - d) Moderately agree
 - e) Strongly agree
- 2) The contribution made by the employees is valued by the organization.
 - a) Strongly disagree
 - b) Moderately disagree
 - c) Neutral
 - d) Moderately agree
 - e) Strongly agree
- 3) Employees are satisfied with the salary, allowance and other economic benefits package receives in relation to their job.
 - a) Strongly disagree
 - b) Moderately disagree
 - c) Neutral

- d) Moderately agree
- e) Strongly agree
- 4) Most of the employees get a sense of satisfaction from the work they do.
- a) Strongly disagree
- b) Moderately disagree
- c) Neutral
- d) Moderately agree
- e) Strongly agree
- 5) The opportunity for promotion provided to the employees on the job is satisfactorily.
- a) Strongly disagree
- b) Moderately disagree
- c) Neutral
- d) Moderately agree
- e) Strongly agree
- 6) The opportunity for personal growth and development in my managerial position is satisfactorily.
- a) Strongly disagree
- b) Moderately disagree
- c) Neutral
- d) Moderately agree
- e) Strongly agree
- 7) The opportunity for developing close friendship with others in the managerial position.
- a) Strongly disagree
- b) Moderately disagree
- c) Neutral
- d) Moderately agree
- e) Strongly agree
- 8) Employees enjoy sound and healthy subordinate relation in the organization.

- a) Strongly disagree
- b) Moderately disagree
- c) Neutral
- d) Moderately agree
- e) Strongly agree
- 9) The way my job provides for steady employment.
- a) Strongly disagree
- b) Moderately disagree
- c) Neutral
- d) Moderately agree
- e) Strongly agree
- 10) The feeling of security in my managerial position.
- a) Strongly disagree
- b) Moderately disagree
- c) Neutral
- d) Moderately agree
- e) Strongly agree
- 11) Employees are adequately communication about the, duty, responsibility and the job.
- a) Strongly disagree
- b) Moderately disagree
- c) Neutral
- d) Moderately agree
- e) Strongly agree
- 12) Superior always display supportive behaviour fully and in all situations.
- a) Strongly disagree
- b) Moderately disagree
- c) Neutral
- d) Moderately agree
- e) Strongly agree

- 13) Superior show great concern in the way employees carryout the job assigned to them.
- a) Strongly disagree
 - b) Moderately disagree
 - c) Neutral
 - d) Moderately agree
 - e) Strongly agree
- 14) Superior delegate adequate authority to carryout job.
- a) Strongly disagree
 - b) Moderately disagree
 - c) Neutral
 - d) Moderately agree
 - e) Strongly agree
- 15) There are opportunities for utilizing one's fullest potentials in the organization.
- a) Strongly disagree
 - b) Moderately disagree
 - c) Neutral
 - d) Moderately agree
 - e) Strongly agree
- 16) The feeling of being in social group (informal group)
- a) Strongly disagree
 - b) Moderately disagree
 - c) Neutral
 - d) Moderately agree
 - e) Strongly agree
- 17) Being as an employee, recognition for good work done.
- a) Strongly disagree
 - b) Moderately disagree
 - c) Neutral
 - d) Moderately agree
 - e) Strongly agree

18) The working condition of the management is favourable.

- a) Strongly disagree
- b) Moderately disagree
- c) Neutral
- d) Moderately agree
- e) Strongly agree

The following information is necessary for the statistical analysis of the data. You are requested to supply these information, please do not write your name any where on this questionnaire.

- 1) Age _____ years
- 2) Sex _____ male/female.
- 3) Marital status _____ married/unmarried.
- 4) Academic qualification _____ Bachelor/master degree/Ph.D./if any.
- 5) Length of service in the organization _____ years.

The table is given below for ranking the factors, which are important for different level of employees. You are requested to give any numbers on the rank column according to their important in your idea. Suppose, if the factors "Feeling of job security" is most important to you, then give 1 number in the rank column. If you think "opportunity for promotion is second important factor, then give 2 number in the rank column respectively. If you think the "opportunity for development" and "feeling of job security" are equally important then, you can give them equal numbers.

Factors	Rank
Pay, allowance and other economic benefits	_____
The opportunity for promotion.	_____
The opportunity for development.	_____
The opportunity for developing close friendship with other.	_____
The recognition and appreciation from outisers.	_____
The opportunity for utilizing one's fullest potentials.	_____
The feelings of job security.	_____
The opportunity for sharing view's and ideas.	_____
The feeling of being in one's social group.	_____
Recognition for good work done.	_____
The working condition.	_____