

LEVEL OF JOB SATISFACTION AT DISTRICT DEVELOPMENT  
COMMITTEE BHARATPUR, CHITWAN

**Submitted by:**

**Sabita Koirala**

**Birendra Multiple Campus**

**T.U. Regd. No. : 7-2-508-34-2005**

**Exam Roll No. : 190082 (2065-067)**

**A Thesis Submitted to:**

**Office of the Dean**

**Faculty of Management**

**Tribhuvan University**

**In the partial fulfillment of the requirements for the degree of  
Master's in Business Studies (MBS)**

**Bharatpur, Chitwan  
February, 2013**



**TRIBHUVAN UNIVERSITY**  
**BIRENDRA MULTIPLE CAMPUS**  
Bharatpur, Chitwan

056 { 520253  
520689  
526159

Fax: 056-520253

**DEPARTMENT OF MANAGEMENT**

Use Only for Thesis

(Ref):

Date:

**RECOMMENDATION**

This is to certify that the thesis

Submitted by

**Sabita Koirala**

Entitled

**Level of Job Satisfaction at District Development Committee  
Bharatpur, Chitwan**

has been prepared as approved by this department in the prescribed format  
of faculty of management. This thesis is forwarded for evaluation.

.....

Damodar Poudel  
Thesis Supervisor

.....

Baikuntha Pd. Bhusal  
Chairperson, Research Committee

.....

Sushil Dahal  
Programme Incharge

.....

Dr. Keshav Bhakta Sapkota  
Campus Chief

Date:



**TRIBHUVAN UNIVERSITY**  
**BIRENDRA MULTIPLE CAMPUS**  
Bharatpur, Chitwan  
**DEPARTMENT OF MANAGEMENT**

056 { 520253  
520689  
526159

Fax: 056-520253

Use Only for Thesis

(Ref):

Date:

**VIVA-VOCE SHEET**

We have conducted the Viva-Voce examination of the  
Thesis presented by

**Sabita Koirala**

Entitled

**Level of Job Satisfaction at District Development Committee  
Bharatpur, Chitwan**

and found the thesis to be the original work of the student and written  
according to the prescribed format. We recommended the thesis to be  
accepted as partial fulfillment of the requirement for

**Master Degree in Business Studies (MBS)**

**VIVA-VOCE COMMITTEE**

Chairperson, Research Committee: .....

Member (Thesis Advisor): .....

Member (External Expert): .....

Date:

## **DECLARATION**

I hereby declare that the work done in this thesis entitled "Level of Job Satisfaction at District Development Committee, Bharatpur, Chitwan" submitted to Birendra Multiple Campus, Faculty of Management, Tribhuvan University is my original work. It is done in the form of partial fulfillments of the requirement of the degree of Master of Business studies (M.B.S.) under the supervision and guidance of Damodar Poudel, Lecturer of Birendra Multiple Campus.

Date: .....

**Sabita Koirala**

Researcher

Birendra Multiple Campus

T. U. Regd. No. 7-2-508-34-2005

## **ACKNOWLEDGEMENT**

This thesis entitled "Level of Job Satisfaction at district Development Committee, Bharatpur, Chitwan" has been prepared in the prescribed form as required by the central department of management for the partial fulfillment of master degree in business administration.

I would like to express my thanks to my thesis supervisor Damodar Poudel lecturer of Birendra Multiple Campus, for his valuable suggestion and guidance.

My thanks go to Campus Chief Dr. Keshav Bhakta Sapkota, Baikuntha Pd. Bhusal (Chairperson of research committee), Sushil Dahal (MBS program incharge) and Sudip Wagle lecturer of Birendra Multiple Campus for their proper encouragement & cooperation.

I want to thank to all the employees of District Development Committee (DDC) for their genuine support for collection of data by fulfilling the long and lengthy questionnaire.

Finally, I would like to give thanks to my brother District Facilitator Er. Suman Koirala for his constant help for providing the information concerning the total number, level of employee organizational structure and much more which most required for this thesis.

Last, I am also grateful to C. M. Adhikari for printing & designing this dissertation.

Date:

**Sabita Koirala**  
**Birendra Multiple Campus**

# TABLE OF CONTENTS

<b>Recommendation</b>	<b>I</b>
<b>Viva-Voce Sheet</b>	<b>II</b>
<b>Declaration</b>	<b>III</b>
<b>Acknowledgment</b>	<b>IV</b>
<b>Table of Contents</b>	<b>V-VII</b>
<b>List of Tables</b>	<b>VIII</b>
<b>List of Figure</b>	<b>IX</b>
<b>Abbreviations</b>	<b>X</b>
<b>CHAPTER ONE</b>	<b>Page No.</b>
<b>INTRODUCTION</b>	<b>1-6</b>
1.1 Background of Study	1
1.2 Focus of the Study	3
1.3 Statement of the Problem	3
1.4 Objectives of the Study	4
1.5 Significance of the Study	4
1.6 Limitations of the Study	6
1.7 Organization of the Study	6
<b>CHAPTER TWO</b>	
<b>REVIEW OF LITERATURE</b>	<b>7-29</b>
2.1 Conceptual Review	7
2.1.1 Job Satisfaction	7
2.1.2 Concerns about Job Satisfaction	12
2.1.3 Human Resource Turnover	15
2.1.4 Job Motivation	16
2.1.5 Organizational Commitment	17
2.1.6 Wages and Conditions	18
2.1.7 Training and Career Development	18
2.1.8 Career Commitment	19
2.2. History of Job Satisfaction	19
2.2.1 Models of Job Satisfaction	20

2.2.3 Affect Theory	21
2.2.4 Equity Theory	22
2.2.5 Two-Factor Theory (Motivator-Hygiene Theory)	22
2.2.6 Job Characteristics Model	23
2.3. Factors that Influence Job Satisfaction	23
3.3.1 Communication Overload and Communication Under-load	23
2.3.2 Superior-Subordinate Communication	24
2.3.4 Measuring Job Satisfaction	25
2.4 Review of Related Studies	26
2.5 Research Gap	29
<b>CHAPTER THREE</b>	
<b>RESEARCH METHODOLOGY</b>	<b>30-33</b>
3.1 Research Methodology	30
3.2 Research Design	30
3.3 Population and Sample	30
3.4 Nature and Source of Data	32
3.5 Method of Analysis	32
3.6 Data Collection and Processing Procedure	32
<b>CHAPTER FOUR</b>	
<b>PRESENTATION AND ANALYSIS OF DATA</b>	<b>34-54</b>
4.1 Cluster wise Analysis	34
4.1.1 Cluster-1 Service to others	34
4.1.2 Cluster 2: Using own ideas, consciousness	36
4.1.3 Cluster-3 Variety on Work	37
4.1.4 Cluster-4 Nature of Job	39
4.1.5 Cluster-5 Recognition of Work	40
4.1.6 Cluster-6 Relationship with Supervisor and Subordinates	41
4.1.7 Cluster-7 Social Status that goes with job	43
4.1.8 Cluster-8 Organization Policies and Practices	44
4.1.9 Cluster-9 Job Security	46
4.1.10 Cluster-10 Payment on Job	47

4.1.11 Cluster-11 Working Condition	48
4.1.12 Cluster-12 Career Development Opportunity	49
4.1.13 Cluster-13 Relationship with Co-workers	51
4.2 Major Findings	52
<b>CHAPTER FIVE</b>	
<b>SUMMARY, CONCLUSION AND RECOMMENDATION</b>	<b>55-60</b>
5.1 Summary	55
5.2 Conclusion	57
5.3 Recommendation	58
<b>Bibliography</b>	<b>61-62</b>
<b>Appendixes</b>	<b>63-70</b>



## LIST OF TABLES

<b>Table No.</b>	<b>Titles</b>	<b>Page No.</b>
3.1	Status of Employee in DDC, Chitwan	31
4.1	Service to Others	35
4.2	Using Own Ideas, Consciousness and Judgment	36
4.3	Variety on Works	38
4.4	Nature of Job	39
4.5	Recognition of Work	40
4.6	Relation with Supervisor and Subordinates	42
4.7	Social Status that goes with Job	43
4.8	Organization Policies and Practices	45
4.9	Job Security	46
4.10	Payment on Job	47
4.11	Working Condition	48
4.12	Career Development Opportunity	50
4.13	Relationship with Co-workers	51
5.1	Summary of all Clusters and Conclusions	57

## LIST OF FIGURE

<b>Figure No.</b>	<b>Titles</b>	<b>Page No.</b>
2.1	Level of Satisfaction of Factor of Job Satisfaction	9
2.2	Level of Satisfaction of Model of Job Satisfaction	21
4.1	Level of Satisfaction of Service to Others	35
4.2	Level of Satisfaction of Using Own Ideas, Consciousness and Judgment	37
4.3	Level of Satisfaction of Variety on Works	38
4.4	Level of Satisfaction of Nature of Job	39
4.5	Level of Satisfaction of Recognition of Work	41
4.6	Level of Satisfaction of Relation with Supervisor and Subordinates	43
4.7	Level of Satisfaction of Social Status that goes with Job	44
4.8	Level of Satisfaction of Organization Policies and Practices	45
4.9	Level of Satisfaction of Job Security	46
4.10	Level of Satisfaction of Payment on Job	48
4.11	Level of Satisfaction of Working Condition	49
4.12	Level of Satisfaction of Career Development Opportunity	51
4.13	Level of Satisfaction of Relationship with Co-workers	52

## ABBREVIATIONS

DDC	District Development Committee
Disst.	Dissatisfaction
DTO	District Technical Office
EFM	Enterprise Feedback Management
JDI	Job Description Index
JSS	Job Satisfaction Survey
MSQ	Minnesota Satisfaction Questionnaire
N	Neutral
NA	Negative Attitude
Orgn	Organization
PA	Positive Attitude
S. No.	Serial Number
Sat.	Satisfaction
Very Dissat.	Very Dissatisfaction
Very Sat.	Very Satisfaction

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of Study

Job satisfaction is an integral component of organizational climate and important element in management-employee relationships. It is important from the managerial and employee point of view because: it has some relationship with mental and physical health of individual, spreads goodwill about the organization, individuals can live with the organization and it helps to reduce absenteeism and turnover. Job Satisfaction is an overall attitude of liking or disliking of the job. It is determined by the discrepancy between what individual expect to get out of their jobs and what the job actually offers.

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

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

others ask to rate satisfaction on 1-5 scale (where 1 represents "very dissatisfied" and 5 represents "very satisfied").

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

According to Brass (2004) job satisfaction is a general attitude of employee that is the result of specific job factors, individual characteristics and group relationships outside the job. The specific job factors, factors include wages, supervision, steadiness of employment, condition of work, opportunities for advancement, recognition of ability, fair valuation of work, social relations on the job, prompt settlement of grievances, fair treatment by employer and other similar factors. Individual characteristics cover employee's age, health, temperament, and level of aspiration and group relationship indicates the factor like influence of family relationships, social status, recreational outlets and activities in organizations labor, political or social. It is defied as "a result of employees' expectation of how well their job provides those things which are viewed as important aspects.

Luthans (2002) viewed it as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. He stated that job satisfaction depends on the values and attributes of individual but not group.

## **1.2 Focus of the Study**

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

This study has made the focus to the District Development Committee, Bharatpur, Chitwan and non-officer level (level one to five) employees.

## **1.3 Statement of the Problem**

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

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

Therefore, the main problem to be addressed in this study is to find out the actual level of job satisfaction on DDC employees and provide the recommendations for the betterment of satisfaction level. Some major issues of statement problems are as follows:

1. How many employees are actually satisfied from the job?

2. Is there any relation with supervisor and subordinates?
3. Whether, there is relationship between the job and social status of employee?
4. Does employee get job security for the long time and has if any effect any satisfaction?
5. Is there good working environment for the employee?
6. Do financial & other facilities is get by an employee on the job?
7. How far the employee satisfies from the Job?

#### **1.4 Objectives of the Study**

The purpose of the study is to examine the level of job satisfaction on the employees of District Development Committee, Bharatpur, Chitwan through asking many questions related to the job, position and personal wellbeing in the job.

The specific objectives of the study are as follows:

1. To examine the level of job satisfaction on the employee of DDC.
2. To identify the relationship with supervisor and subordinates.
3. To assess the employee who success build their social status.
4. To determine level of job security of the employee.
5. To evaluate the working condition of DDC.
6. To study the financial and other facilities for the employee in DDC.
7. To provide recommendation in the basis of finding.

#### **1.5 Significance of the Study**

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

One common research finding is that job satisfaction is correlated with life satisfaction. This correlation is reciprocal, meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with

their job tend to be satisfied with life. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as non-work satisfaction and core self-evaluations are taken into account.

The link between job satisfaction and performance is thought to be a spurious relationship. Instead, both satisfaction and performance are the result of personality. This is a vital piece of information to employee as the idea that satisfaction and job performance are directly related to one another is often cited in the media and in some non-academic management literature. With regard to job performance, employee personality may be more important than job satisfaction. This study was important for the further researcher as it provides theoretical as well as conceptual framework of different aspect of level of job satisfaction.

### **1.6 Limitations of the Study**

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

- a. The dissertation is based on the primary data.
- b. The study has been limited within the DDC among the different sector within DDC.
- c. The dissertation is subject to only the non-officer level employees of DDC.

The dissertation has been around the information garnered through the Minnesota Satisfaction Questionnaire (MSQ).

### **1.7 Organization of the Study**

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

The first chapter is introduction which covered background of the study, focus of study, statement of the problems, objective of study, significance of study and limitations of study.



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

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

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

The last chapter contains summary, conclusion and recommendation.

Besides this, bibliography and appendix are attached in last part of this study.

## **CHAPTER TWO**

### **REVIEW OF LITERATURE**

The summit of study tries to describe the conceptual review regarding job satisfaction and also highlights the literature that is available in this area of study.

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

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

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

#### **2.1 Conceptual Review**

##### **2.1.1 Job Satisfaction**

Job satisfaction is a term used to describe how content an individual is with the job assigned. The terms “job satisfaction” or “work satisfaction” have been given different connotations since their inception. Brass (2004) 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, and recognition of ability, fair evaluation of work, social relations on the job, prompt settlement of grievances, fair treatment of employer, and other similar items.”

Luthans (2002) opines: “Job satisfaction covers both the satisfaction derived from being engaged in piece of work or in any pursuit of a higher order. It is essentially related to human needs and their fulfillment through work. In fact, job satisfaction is generated by individual’s perception of how well his job on the whole is satisfying to his various needs.”

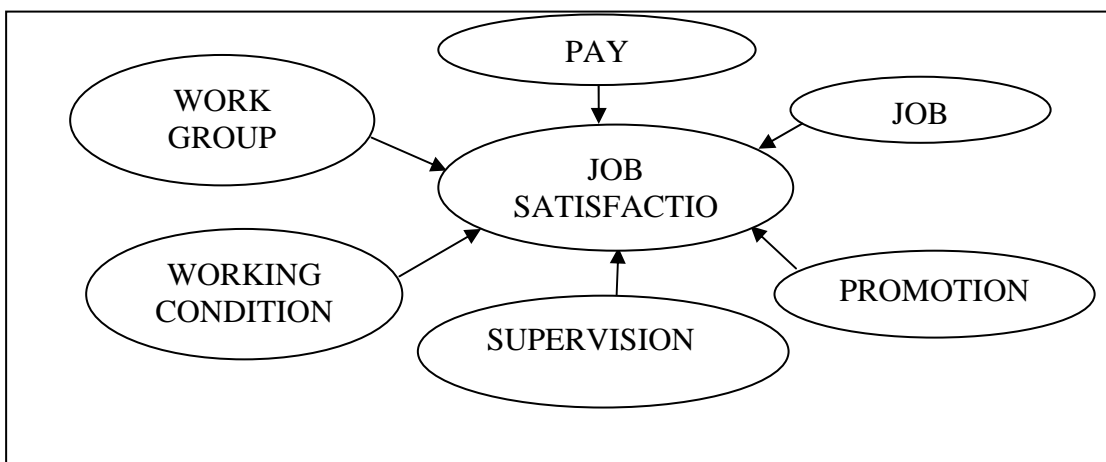
The Roberts Dictionary of Industrial Relations defines job satisfaction in the following words; “those outward or inner manifestations which give the individual a sense of enjoyment or accomplishment in the performance of his work. Job satisfaction may come from the product or item produced, from the speed with which it is accomplished, or from other feature relating to the job and its performance. Attitudes towards the job may be affected by such items as the pay scale, the relationship of the individual to the supervisor, the working conditions, including safety, and many other factors which are not easily discernible on the surface”.

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

types of job elements important to employee satisfaction: those in the work process which allow for self actualization and environmental elements in which the worker's rewards are physical and monetary. A parallel assumption pertains to the two types of employees for who each of these are important. Friedlander (1963) made an attempt to validate such constructs through factor analysis and indicated three underlying groups of job elements important to job satisfaction: social and technical environmental, intrinsic work aspects, and recognition through advancement.

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

**Figure 2.1**  
**Factor of Job Satisfaction**



*Source: Agrawal G. R. (2010), Organizational Behaviour*

## **1. Pay**

Pay significantly influences job satisfaction. It fulfils employee needs. pay serves as a symbol of achievement and a source of recognition.

- a. Fringe benefits are payments in addition to pay. Flexible benefit plans can increase job satisfaction.
- b. Equitable rewards through just and fair pay policies positively influence job satisfaction. Employees should perceive equity in rewards system.

## **2. Job**

The job itself is a major source of job satisfaction. Workers generally want interesting and challenging jobs.

- a. Skills variety, task identifies and task significance produces job satisfaction.
- b. Autonomy in doing work provides job satisfaction.
- c. Opportunities to use skills and ability produce job satisfaction.
- d. Job loaded with motivators creates job satisfaction

## **3. Promotion**

Promotional opportunities increase job satisfaction. Promotion to a higher level position is associated with higher pay, challenging work assignment and work autonomy. Promoted employee feels satisfied.

## **4. Supervision**

Supervision influence job satisfaction. Supervisory styles that affect job satisfaction are:

- a. Employee-centered: - supervisors establish supportive relationship with subordinates. They treat subordinates with respect and fairness. They take personal interest in the welfare of the subordinates. This style contributes to job satisfaction.

- b. Participative: - This allows participation in decision making in matters related to the job of employee. This style contributes to higher level of job satisfaction in most cases.
- c. Production-centered:-This style causes low job satisfaction in most cases.

## **5. Work group**

The nature of the work group affects job satisfaction. It serves as a source of social support, comfort, advice and assistance to individual worker. Supportive colleagues increase job satisfaction. They fulfill social needs.

## **6. Working condition**

Working conditions affect job satisfaction. They refer to personal comfort and enabling work environment. Good working conditions moderately contribute to job satisfaction.

They relate to clean and attractive surrounding, lighting, ventilation, temperature, noise etc. They provide physical comfort. Bad working condition decrease job satisfaction.

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

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, It seems desirable... to treat job satisfaction as generally equivalent to job attitudes" and more recently, Brief (1992) says that job satisfaction "is an attitude toward one's job".

It seems clear from the literature that most organizational researchers do not see these two definitions of "satisfactions as affect" and "satisfaction as attitude" as inconsistent. For example, in the classic book by Smith, Kendall, and Hulin (1971) in which the development of the job description index (JDI)

is described, they define job satisfaction as “feeling or affective responses to facets of the situations” while earlier stating that the “problems associated with the measurement of satisfaction are but specific examples of those encountered in the measurement of any attitude.” Other examples of important pieces treating attitude and affective response as synonymous include Hulin (1991). In keeping with the classic tripartite model of attitude, attitudes themselves are thought to be complex entities that, as part of the attitude construct, includes affective responses, beliefs about the object, and behaviors in relations to the object. Thus, to say that job satisfaction is an attitude about our jobs and to say that it is an affective response to our jobs is, for many among us, to say the same thing.

What, then, is job satisfaction? In their classic review of job satisfaction-performance-research, Cranny (1992) wrestled with the definition of job satisfaction. In the end they finessed the problem by arguing that any attempt to define job satisfaction should stick close to the operations. “We have not attempted to define such terms as job satisfaction or morale. Instead we have found it necessary to assume that the reassuring operations define the variables involved.

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

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

### **2.1.2 Concerns about Job Satisfaction**

Extensive research has been conducted about the relationship between job satisfaction and other work related behaviors or attitudes such as job performance, stress and health, general life satisfaction, turnover, commitment to the organization, and pro organizational behaviors. Overtime the findings of

research have been inconsistent this very well may be due, however, to wide variation in definitions of job satisfaction and the validity of methods used to measure it.

According to Siberstand (1996), satisfied workers have been found to be more committed to organizations, to have more favorable attitudes towards work and the organization, to be more conscientious, to be more likely to help to co-workers, to have greater willingness to report unethical behaviors, and to be less likely to leave their jobs than are dissatisfied workers. The review of recent literature on the relations between job satisfaction and several behaviors or attitudes:

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

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

Other recent studies have discussed the relationship between job satisfaction and job performance. Stilwell (1999) found in studying female advertising executives that job satisfaction is a significant predictor of organizational



commitment and (Becker et.al. 1996) found that organizational commitment as targeted at supervisors was positively related to performance founding studying research and development teams that satisfaction with pay, advancement, and supervision and related to an increase in patent acquisition, technical quality ratings, and publication of articles.

### **Stress and Health:**

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

The “fight or flight” physiological arousal, developed as an evolutionarily adaptive response to real physical threat, leaves modern men and women who experience psychological stress with physiological changes such as increased levels of adrenaline and cortisol which can cause serious health problems if not alleviated. Gastrointestinal disease (such as ulcers and irritable bowel syndrome), allergies, asthma, chronic backache, arthritis, hyperthyroidism, and skin disorders are all believed to be aggravated by stress, which can also affect the body’s immune system and decrease resistance to illness. Injuries, workman’s compensation claims, and morbidity have all been found to be related to job stress (Cranny, Smith, and Stone).

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

## **Quality of Life:**

According to Williams (2008) jobs require a disproportionate amount of time and energy, they define us, and they are highly related to overall satisfaction with life. Maslow's Hierarchy of Needs, discussed previously, presents a model for understanding the ways in which work can affect general life satisfaction, as it is thought work that most adults met their basic physical needs, an of their social needs, and much of their needs for esteem and self-actualization.

Work-related satisfaction has in fact been shown to be related to, and to be a major component of, satisfaction with life, as analyzed by Howard and Frank (2006) found in study, that job satisfaction, work-related mood and work tension affect the behavior of their children (acting-out, shyness, and school competence). Job/life satisfaction is important for organizations to address for humanitarian as well as for practical reasons.

### **2.1.3 Human Resource Turnover**

The existence of any organization depends on the Human Resource. That means further more function of any organization keep on only after the existence of man power. Similarly it is logical that those employees will not be affiliated with the some organization forever, they may join other organization wherever they get better opportunities. Such movement may arouse serious problem to the organization, which is known as Human resource turnover.

The term Human resource turnover arises due to the termination of job initiate by either employee or employees. Therefore, this outgoing and incoming process of Human Resource, during a certain period in a concern is called Human Resource turnover. "The relation between the number of persons joining the organization and leaving due to resignation, retirement or retrenchment to the average number on the payroll is called Human Resource turnover". (Ahuja,1989)

In the broad sense "Turnover" refers to the movement in and out of an organization by the workforce. "Human resource turnover, thus, measures the

extent to which old employees leave and new employees enter into services of an organization during a given period. Sometimes it is also expressed as the measurement of 'inarticulate'. Strikes and articulates expressions of discontent amongst employees while those employees, who are included in the Human Resource turnover figures express their feeling of unrest not by striking but by quitting their jobs" (*Morrell, Loan-Clarke & Wilkinson, 2004;P.161-173*).

"Human Resource turnover is a serious obstacle to the complete utilization of a country's human resources" (*Bhattacharya, 1988*).

"A number of index seem to reflect the tendency of people to avoid escape from what the experience as unpleasant. Thus, in units where dissatisfaction is marked and there is little sense of group cohesion, employees may seek ways of leaving the specific work situation, either temporarily or permanently" (*Chang, 1999, Vol. 52 (10), pp.1257-1278*).

#### **2.1.4 Job Motivation**

Motivation is defined as the process that initiates, guides and maintains goal-oriented behaviors. Motivation is what causes us to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge. It involves the biological, emotional, social and cognitive forces that activate behavior. In everyday usage, the term motivation is frequently used to describe why a person does something According to various theories, motivation may be rooted in a basic need to minimize physical pain and maximize pleasure, or it may include specific needs such as eating and resting, or a desired object, goal, state of being, ideal, or it may be attributed to less-apparent reasons such as altruism, selfishness, morality, or avoiding mortality. Conceptually, motivation should not be confused with either volition or optimism. Demotivation is contagious: even one demotivated employee who constantly cribs about work or other undesirable factors can quickly work on demotivating others too. Organizations are prone to the dangers of demotivation at all times. However, it's important to be aware of it and to recognize and tackle it without delay.

To tackle demotivation effectively, an organization must know the reason behind its lackluster attitude. If a boss or colleague can help motivate such a coworker, it could go a long way to boost the employee's morale and motivate him to be optimistic and have a positive attitude.

### **Causes of Employee Demotivation:**

- a. **Lack of Appreciation:** An employee feels unappreciated for his efforts.
- b. **Too much Work:** An employee feels overburdened with a disproportionate chunk of work which renders him unable to perform his duties well and punctually.
- c. **Lack of Clarity in Work:** An employee flounders at work due to lack of clarity on his various tasks.
- d. **Favoritism:** These refer to unfair practices that favor one worker over another.
- e. **Mistrust:** This deals with an employee resorting to micromanaging everything, displaying mistrust in a coworker's capabilities.
- f. **Miscommunication:** Free flow of information is withheld or information is provided only on a "need-to-know" basis. This can be demotivating as it proves that the boss or organization does not fully trust its employees to share all available information on a project.

### **2.1.5 Organizational Commitment**

Organizational commitment in the fields of Organizational Behavior and Organizational Psychology is, in a general sense, the employee's psychological attachment to the organization. It can be contrasted with other work-related attitudes, such as job satisfaction, defined as an employee's feelings about their job, and organizational identification, defined as the degree to which an employee experiences a 'sense of oneness' with their organization. Beyond this general sense, organizational scientists have developed many nuanced definitions of organizational commitment, and numerous scales to measure them.

Many studies have reported a significant association between organizational commitment and turnover intentions (Lum, et.al, 1998). Tang et.al (2000) study confirmed the link between commitment and actual turnover and Griffeth et.al (2000) analysis showed that organisational commitment was a better predictor of turnover than overall job satisfaction. Allen and Meyer's study indicated that all three components of commitment were a negative indicator of turnover. In general, most research has found affective commitment to be the most decisive variable linked to turnover.

### **2.1.6 Wages and Conditions**

A wage is a compensation, usually financial, received by workers in exchange for their labor. Compensation in terms of wages is given to workers and compensation in terms of salary is given to employees. Compensation is a monetary benefit given to employees in return for the services provided by them. The research conducted on the link between dissatisfaction with pay and voluntary turnover appears to be inconclusive. Mobley (1979) concluded that results from studies on the role of pay in turnover were mixed but that often there was no relationship between pay and turnover. Other studies found no significant relationship.

### **2.1.7 Training and Career Development**

The term training refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, and performance. It forms the core of apprenticeships and provides the backbone of content at institutes of technology (also known as technical colleges or polytechnics). In addition to the basic training required for a trade, occupation or profession, observers of the labor-market recognize as of 2008 the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development.

Martin (2003) detected a complex relationship between turnover and training. He suggested that establishments that enhance the skills of existing workers have lower turnover rates. However, turnover is higher when workers are trained to be multi skilled, which may imply that this type of training enhances the prospects of workers to find work elsewhere. The literature on the link between lower turnover and training has found that off-the-job training is associated with higher turnover presumably because this type of training imparts more general skills (Martin, 2003).

### **2.1.8 Career Commitment**

When people are under committed to their careers, they tend to get lousy results. When they get clear about what they want and commit themselves to creating it, however long it takes, they usually get there in some fashion.

Chang (1999) examined the relationship between career commitment, organisational commitment and turnover intention among Korean researchers and found that the role of career commitment was stronger in predicting turnover intentions. When individuals are committed to the organisation they are less willing to leave the company. This was found to be stronger for those highly committed to their careers. The author also found that employees with low career and organisational commitment had the highest turnover intentions because they did not care either about the company or their current careers.

## **2.2. History of Job Satisfaction**

One of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924–1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that people work for purposes

other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

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

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

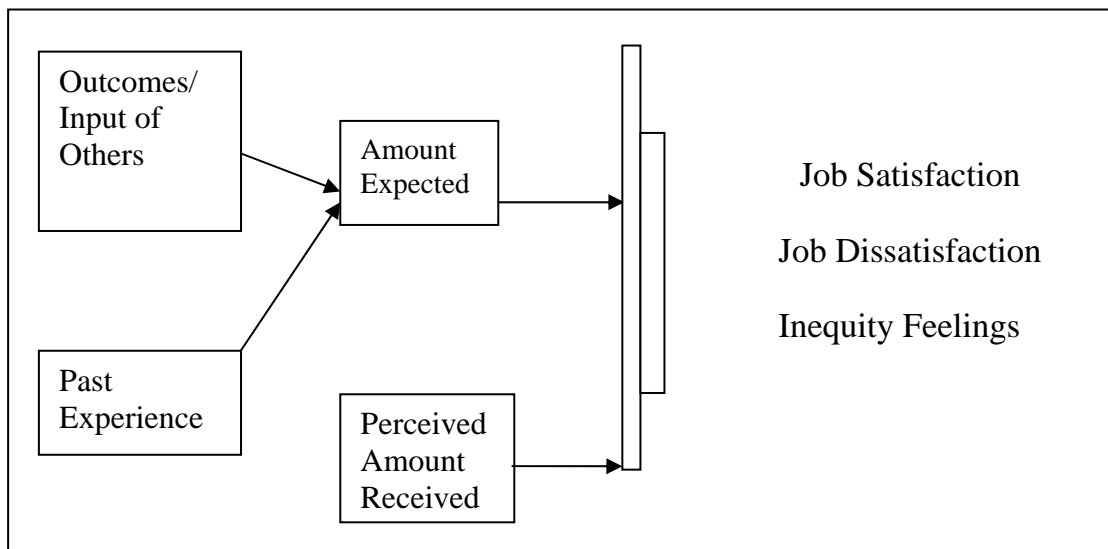
Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control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

### **2.2.1 Models of Job Satisfaction**

Job satisfaction model describes what determine the level of job satisfaction. This could be better explained with the help of discrepancy and equity theories. The discrepancy theory explains that an individual evaluates the level satisfaction and dissatisfaction in term of the gap between what he or she expects to receive from a job and what he or she actually receives. If the individual receives equal to what he or she perceived, he or she will be satisfied

with the job (Figure 2.2 Model of Job Satisfaction). The next important theory for the explanation of job satisfaction is the equity. The theory states that equity occurs when a person in comparison with others has a similar outcome/input ratio. According to this theory, an individual expects to receive from the job by comparing how much effort he or she exerts and how much others exert in the same job. This is the process of comparing outcome/input with others and determining expectation to receive.

**Figure 2.2**  
**Model of job Satisfaction**



*Source: E. E. Lawler ( 1973) Motivation in work Organization*

### **2.2.3 Affect Theory**

Edwin (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A



values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet

#### **2.2.4 Equity Theory**

Equity Theory shows how a person views fairness in regard to social relationships. During a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person puts forth. Equity

Theory suggests that if an individual thinks there is an inequality between two social groups or individuals, the person is likely to be distressed because the ratio between the input and the output are not equal.

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

#### **2.2.5 Two-Factor Theory (Motivator-Hygiene Theory)**

Frederick Herzberg's two factor theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals. (Howard & Williams, 2008: P-133)

Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in

work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

While Herzberg's model has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman & Oldham suggesting that Herzberg's original formulation of the model may have been a methodological artifact. Furthermore, the theory does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors. Finally, the model has been criticised in that it does not specify how motivating/hygiene factors are to be measured.

### **2.2.6 Job Characteristics Model**

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

## **2.3. Factors that Influence Job Satisfaction**

### **3.3.1 Communication Overload and Communication Under-load**

One of the most important aspects of an individual's work in a modern organization concerns the management of communication demands that he or

she encounters on the job. Demands can be characterized as a communication load, which refers to "The rate and complexity of communication inputs an individual must process in a particular time frame" (Frank, 2006). Individuals in an organization can experience communication over-load and communication under- load which can affect their level of job satisfaction. Communication overload can occur when "An individual receives too many messages in a short period of time which can result in unprocessed information or when an individual faces more complex messages that are more difficult to process" (Frank, 2006). Due to this process given an individual's style of work and motivation to complete a task, when more inputs exist than outputs, the individual perceives a condition of overload, which can be positively or negatively related to job satisfaction. In comparison, communication under load can occur when messages or inputs are sent below the individual's ability to process them.

According to the ideas of communication over-load and under-load, if an individual does not receive enough input on the job or is unsuccessful in processing these inputs, the individual is more likely to become dissatisfied, aggravated, and unhappy with their work which leads to a low level of job satisfaction.

### **2.3.2 Superior-Subordinate Communication**

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

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

### **2.3.4 Measuring Job Satisfaction**

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

The Job Descriptive Index (JDI), created by Hulin (1971), is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five facets: pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. The scale is simple, participants answer either yes, no, or can't decide (indicated by '?') in response to whether given statements accurately describe one's job.

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

Other job satisfaction questionnaires include: the Minnesota Satisfaction Questionnaire (MSQ), the Job Satisfaction Survey (JSS), and the Faces Scale. The MSQ measures job satisfaction in 20 facets and has a long form with 100 questions (five items from each facet) and a short form with 20 questions (one

item from each facet). The JSS is a 36 item questionnaire that measures nine facets of job satisfaction. Finally, the Faces Scale of job satisfaction, one of the first scales used widely, measured overall job satisfaction with just one item which participants respond to by choosing a face.

## **2.4 Review of Related Studies**

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

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

Sirota (1959) found that medium amount of information about management philosophy; goals and operations procedures were more highly associated with employee satisfaction and advancement than were the large or small amount of information. The results were interpreted as casting doubt on the assumption that maximum satisfaction of ego needs results in the highest degree of employee management harmony.

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

Friedlander (1968), studying the extent to which small business firms were able to satisfy the needs to owners, customers, employees and the public concluded

that it is very difficult for an organization to satisfy all the demand made upon it.

Diana, (1971) in a study of manufacturing firms, found that formality and rule orientation were related to employee satisfaction with promotion and fellow workers and greater involvement of managers with group.

This is now as well recognized fact that people differ in the satisfaction with their jobs. There are various factors via; pay, job, content, hours of work, supervision, liberal-frienge benefits, opportunity of practices, and decision-making that influence job satisfaction. The most important among these is supervision.

The early researches in the filed of leadership emphasized on the traits of the leader as an influencing agent on the organizational effectiveness and job satisfaction. But it has been found that the leaders do not possess a universal traits are required by a leader to deal with different parts of the organization emphasized that leadership is a phenomenon to use interpersonal influence to achieve given goals.

Indik (1972) studied 96 organizations of there types. Worker freedom to set their own work pace was loaded on he same factor with high productivity and job satisfaction.

Maier (1990) studied two plants, one managed according to McGregor's Theory Y, and the other according to Theory X. It was found that workers under the more permissive (Theory Y) type of management reported higher responsibility, risk, reward, warmth and they identified items that were suggestive of group cohesiveness and member satisfaction one class according to theory Y and another to theory X. the two groups did not differ in examination scores. The top quartile of students did better under class freedom, however, the remaining students made better grades under instructor control.

A leader's behavior or leadership style may influence the employee's job satisfaction. Leadership behavior is defined as the ability of a leader to

influence subordinates in performing at the highest level within an organization framework associates at the Ohio state University isolated two styles of measuring leadership behavior initiating structure and consideration.

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

Childers (2000) illustrated a strong and positive relationship between the consideration style and job satisfaction. Other researchers have had similar findings. With this finding, there is a significant positive relationship between consideration relationship behavior and job satisfaction and negative relationship between initiating leadership behavior and job satisfaction.

As far as leaders role in management is concerned, Rajbhandari (2006) categorizes the Nepalese organizations into four types, i.e. closed organization management (Type I), semi-closed organization (Type II), semi-open organization management (Type III), and open organization management (Type IV). The further states that most of the Nepalese organizations fall in type I or type II or type III categories where the boss's domination is very common.

With respect to leadership in Nepal, Agrawal (2010) argues that since Nepal has strong feudal oligarchic tradition and resultant feudocracy guides the leadership behavior in Nepal. He states that the leadership style in Nepal is autocratic, and the reason for the non-existent of participative style has been attributed to the managers' little faith in the capacity of subordinates for taking initiative and responsibility.

In a study on jobs satisfaction of female teachers and female employees of financial institutions, most of them were found dissatisfied with their job. The

stated reasons are lack of promotion, lack proper work environment, lack of opportunity to be permanent etc.

With regard to job satisfaction, Katuwal (2011), in a study on textile workers, has found that most of the workers indicate moderate and low job satisfaction and only a few workers are highly satisfied with their job.

## **2.5 Research Gap**

There have been number of valuable research conducted on level of job satisfaction. Job satisfaction is favorableness or unfavourableness with which employees view on their work. The change in Globalization and technological environment affects on nature of job. So, this change challenge to the employees. However no one of these studies was conducted in Chitwan district regarding the topic (Level of job satisfaction). Therefore researcher tries to explore the level of job satisfaction. So that the employees can fight with the challenges occurred in internal & external environment. This study based on the primary data for employee job satisfaction level of district development committee in Bharatpur, Chitwan.



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Research Methodology

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

#### 3.2 Research Design

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

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

#### 3.3 Population and Sample

District Development Committee (DDC) Chitwan is a government organization having the authority to develop whole district with the effective plan, structure and source.

DDC generates the revenue from different charges to the stake holder for the use of district facilities and navigation, security, road facilities and other services hence sustains and further for new capital addition.

DDC is regulatory and service provider body. It regulates all the district system and other activities done by various NGO and INGOS as well different sectors. Any DDC should be in tightly in touch with people and their activities since in and every step of operation they need the nod of government and have to screen through the eagled–eyed governments respective departments.

All the VDC and Municipality are also including on respective DDC. Hence Diversity on selected plan work is easily handled with skilled manpower. As there are 75 DDC in Nepal all are equipped with minimum facilities era. At the task of Chitwan, it covers 2 municipalities and 36 VDC to which skilled manpower with major rights are sustained.

DDC encompasses different organizations related to public directly or indirectly, which includes government and semi-government within its premises amounting. **The total number of people working on DDC 117 and 35 staffs were selected within which non officer level.**

**Table 3.1**

**Status of Employee in DDC, Chitwan**

S. N.	Darbandi	Permanent	Temporary	Contract
<b>DDC, Chitwan</b>				
Officer Level	10	4	0	6
Non-Officer Level	35	22	0	13
<b>Social Mobilization &amp; Poverty Allevation</b>				
Officer Level	1	0	0	1
Non-officer Level	20	0	0	20
<b>District Technical Office (DTO)</b>				
Officer Level	8	8	0	0
Non-officer Level	7	6	0	1
<b>VDC Level</b>				
Officer Level	2	2	0	0
Non officer Level	34	34	0	0
Total	117	76		41

Altogether, the DDC, Chitwan encompasses various sectors within the organizations related to the development of various field within its premises accounting around 117 employees. DDC, Chitwan alone has 117 employees

including all levels of employees. So that 117 employees of DDC Chitwan are considered as population. Out of this, a small number of non-officer level employees of DDC, (35 employees) have been selected as the sample for the dissertation.

All non-officer level employees were selected as sample by convenience study methods.

### **3.4 Nature and Source of Data**

The data to be used in dissertation are primary data since these all have been collected reaching to the original ground of all sample population. The main source of data is organizational development (OD) of DDC, 35 non-officer level of DDC out of 117 has been selected as sample to garner the information regarding the level of job satisfaction requiring to them all to fill up the Minnesota Satisfaction Questionnaire (MSQ).

### **3.5 Method of Analysis**

The comparative method has been used as the back of the analysis of all the collected data; comparison among the responses of the respondents has been done on the tabulation ground. The responses of all 35 sample employees for every question of the MSQ have been analyzed and conclusion been drawn under.

### **3.6 Data Collection and Processing Procedure**

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

The collected raw data have been classified into different clusters on the basis of similarity and nearness of nature and tabulated; being within each cluster, all responses of samples on each question have been analyzed and percentage of level of satisfaction have been calculated and on the basis of percentage and using tabulation, diagram, charts and conclusion has been drawn to know actually what is the level of satisfaction of employees for the questions included under the very cluster. Similarly, the conclusion is presented on the pie-chart following tabulation and chart is followed by its conclusion.

Total number of questions: One hundred

Cluster determination: On the basis of similarity of questions

Cluster number: Thirteen

Analysis methodology: Comparison on the basis of calculated percentage

Presentation methodology: Tabulation and pie-chart.

## CHAPTER FOUR

### PRESENTATION AND ANALYSIS OF DATA

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

On the process of analysis, each group of questions is tabulated and percentage of satisfaction and dissatisfaction is calculated and conclusion is drawn to find the level of job satisfaction.

#### 4.1 Cluster wise Analysis

##### 4.1.1 Cluster-1 Service to others

An organization should define the service which is to be performed by workers. So that they can worked with their own ideas and achieved the organization objectives. This group of questions is related to the employees' opportunity for service to others - to help others in a way or next while doing the job assigned.

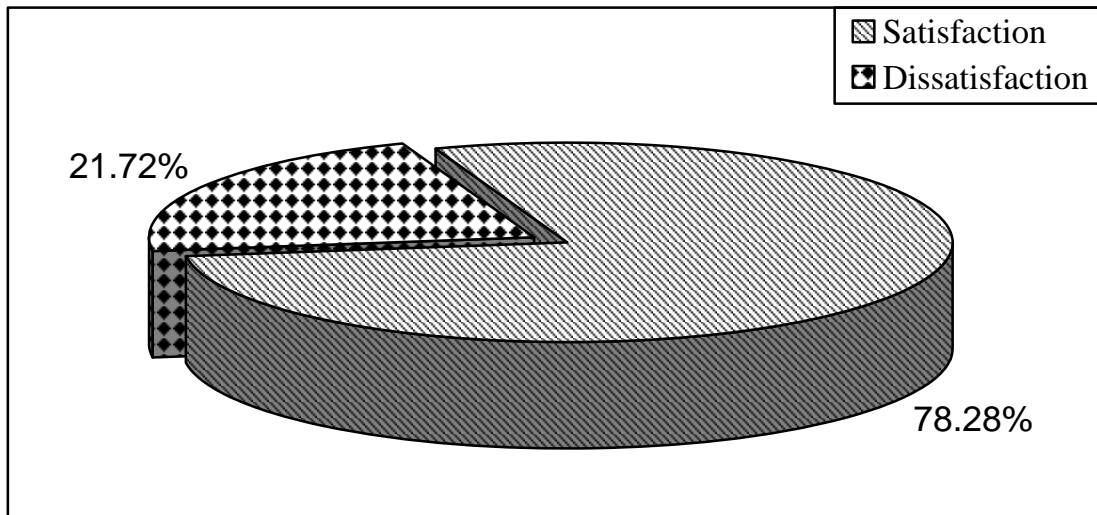
**Table 4.1**  
**Service to Others**

S. N.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat.	Very Sat.
01	1 <sup>st</sup>	00	06	00	24	05
02	21 <sup>st</sup>	00	05	00	28	02
03	41 <sup>st</sup>	01	12	00	20	02
04	61 <sup>st</sup>	00	07	00	27	01
05	81 <sup>st</sup>	00	07	00	27	01
Total	05	01	37	00	126	11
<b>Percentage</b>		<b>0.57</b>	<b>21.14</b>	<b>00</b>	<b>72</b>	<b>6.28</b>

*Source: Field Survey, 2012*

From the table we can conclude that the percentage of Satisfaction is greater than percentage of dissatisfaction i.e.  $78.28 > 21.72\%$ . Thus we can conclude that the employees are significantly satisfied for the aspect of service to others. Presentation of conclusion on Pie-Chart.

**Figure 4.1**  
**Level of Satisfaction of Service to Others**



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

#### **4.1.2 Cluster 2: Using own ideas, consciousness**

If an organization gives the chance to the workers to share their own ideas, consciousness with top level management for the decision making than the best ideas can be selected for the achieving the goals of organization. This group of questions is related to the employees' opportunity for using own ideas, knowledge, experiences, consciousness for accomplishment of assigned job and access to process of decision making on the critical issues. It increase the knowledge of the employee.

**Table 4.2**  
**Using Own Ideas, Consciousness and Judgment**

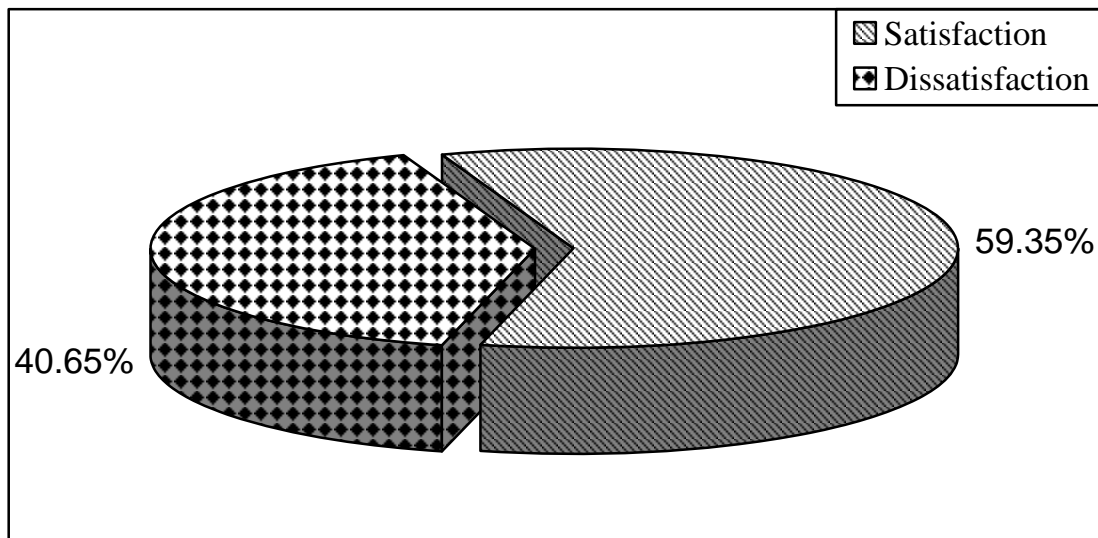
S. N.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat.	Very Sat.
01	2 <sup>nd</sup>	04	15	00	13	03
02	3 <sup>rd</sup>	00	12	00	22	01
03	4 <sup>th</sup>	01	08	00	20	06
04	7 <sup>th</sup>	02	19	00	11	03
05	17 <sup>th</sup>	06	11	00	15	03
06	22 <sup>nd</sup>	13	19	00	02	01
07	23 <sup>rd</sup>	00	17	00	18	00
08	24 <sup>th</sup>	04	15	00	14	02
09	37 <sup>th</sup>	12	11	00	06	06
10	43 <sup>rd</sup>	1	21	00	11	01
11	47 <sup>th</sup>	03	22	00	07	03
12	63 <sup>rd</sup>	00	24	00	11	00
13	77 <sup>th</sup>	10	16	00	06	03
14	82 <sup>nd</sup>	11	13	00	09	02
15	83 <sup>rd</sup>	00	21	00	12	02
Total	15	67	244	00	117	42
Percentage		12.79	46.56	00	33.78	6.87

*Source: Field Survey, 2012*

From the above table we can conclude that the percentage of dissatisfaction is greater than percentage of satisfaction i.e.  $59.35 > 40.65\%$ . Thus we can conclude that the employees are significantly dissatisfied for the aspect of using own ideas, consciousness and judgment.

**Figure 4.2**

**Level of Satisfaction of Using Own Ideas, Consciousness and Judgment**



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

**4.1.3 Cluster-3 Variety on Work**

The employees should be variety on work. An employee may feel borden to work on his present work. So this can be solve by shifting him from one work to another. Here the position & status is not change but it helps to employee to become specialize & competent a variety on work rather than one. This group of questions is related to the employees' opportunity for doing the different kind of works using own best ability and skill.



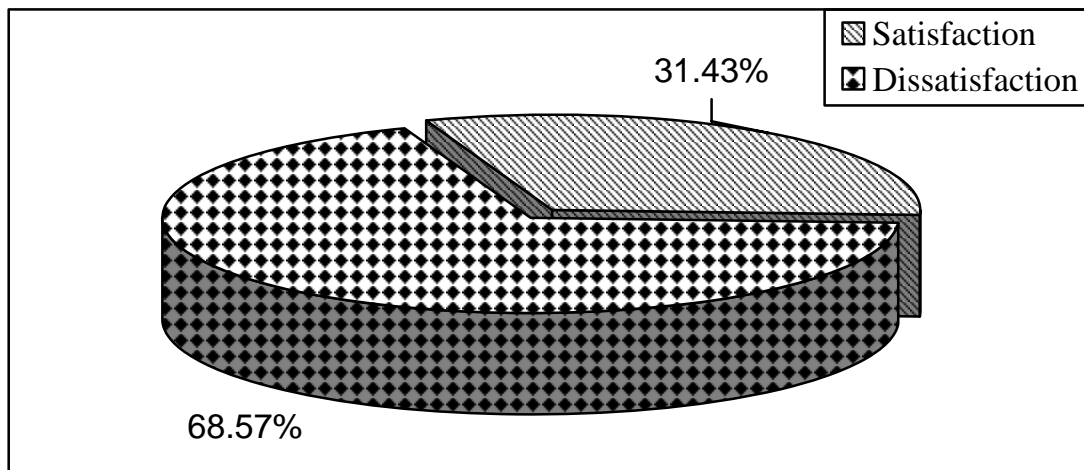
**Table 4.3**  
**Variety on Works**

S. N.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	5 <sup>th</sup>	03	24	00	08	00
02	24 <sup>th</sup>	02	16	00	15	02
03	42 <sup>nd</sup>	09	17	00	08	01
04	45 <sup>th</sup>	01	15	00	11	08
05	65 <sup>th</sup>	18	15	00	02	00
06	71 <sup>st</sup>	01	24	00	10	00
07	85 <sup>th</sup>	03	20	00	11	01
Total	07	37	131	00	65	12
Percentage		15.10	53.47	00	26.53	4.90

*Source: Field Survey 2012*

From the table we can conclude that the percentage of Dissatisfaction is greater than percentage of satisfaction i.e. 68.57% > 31.43%. Thus we can conclude that the employees are significantly dissatisfied for the aspect of variety on works.

**Figure 4.3**  
**Level of Satisfaction of Variety on Works**



On the above Pie-Chart, small chunk is for the satisfaction and the larger is for dissatisfaction; the small chunk is of 31.43% and larger chunk is of 68.57% out of 100% job satisfaction. Thus regarding the pie's size we can conclude that the job dissatisfaction chunk is larger than satisfaction. So employees are dissatisfied for the variety on works aspect of job.

#### 4.1.4 Cluster-4 Nature of Job

The concept of Globalization and technological change has brought maximum change in the nature of job. This change in the nature of job created maximum challenges to the employees. So the employees should always be ready to fight with the changing & challenging the nature of job. This group of questions is related to the employees' reflection towards the Job they have been entrusted for.

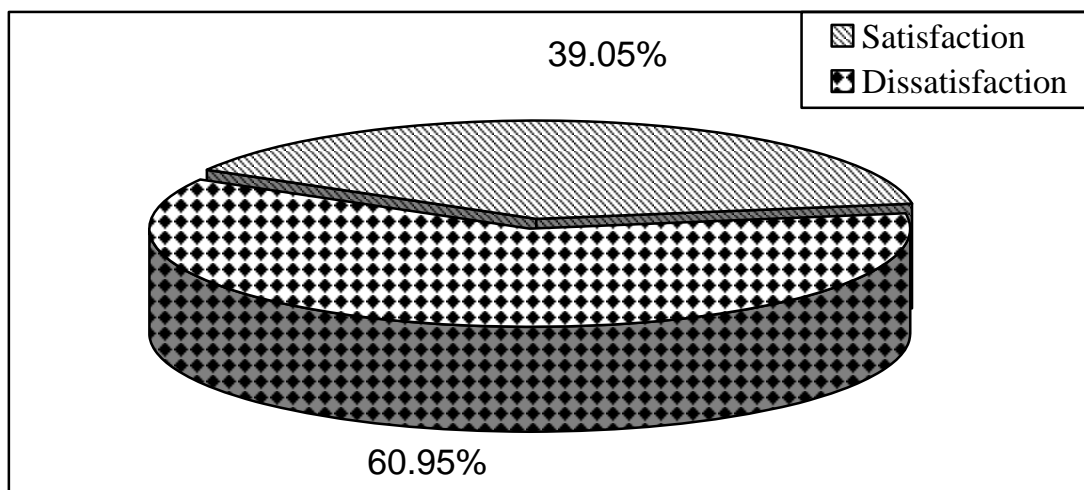
**Table 4.4**  
**Nature of Job**

S. N.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	27 <sup>th</sup>	03	25	00	07	00
02	100 <sup>th</sup>	03	25	00	06	01
03	44 <sup>th</sup>	03	10	00	20	02
04	40 <sup>th</sup>	01	22	00	10	02
05	24 <sup>th</sup>	02	16	00	14	03
06	20 <sup>th</sup>	01	17	00	14	03
Total	06	13	115	00	71	11
Percentage		6.19	54.76	00	33.8	5.24

*Source: Field Survey 2012*

From the table we can conclude that the percentage of Dissatisfaction is greater than percentage of satisfaction i.e. 60.95% > 39.05%. Thus we can conclude that the employees are significantly dissatisfied for the nature of job aspect.

**Figure 4.3**  
**Level of Satisfaction of Nature of Job**



On the above Pie-Chart, small chunk is for the satisfaction and the larger is for the dissatisfaction; the small chunk is of 39.05% and larger chunk is of 60.95% out of 100% job satisfaction. Thus regarding the pies size we can conclude that the job dissatisfaction chunk is much larger than satisfaction. So employees are significantly dissatisfied for nature of job aspect.

#### 4.1.5 Cluster-5 Recognition of Work

An employee should be given information related with the duties and responsibilities attached to the particular work. An employee should be recognized by the job title, job summary, and materials to be used, working condition etc by the organization. This group of questions is related to the employees' opportunity for being recognized for the good work done using the best ability acquired.

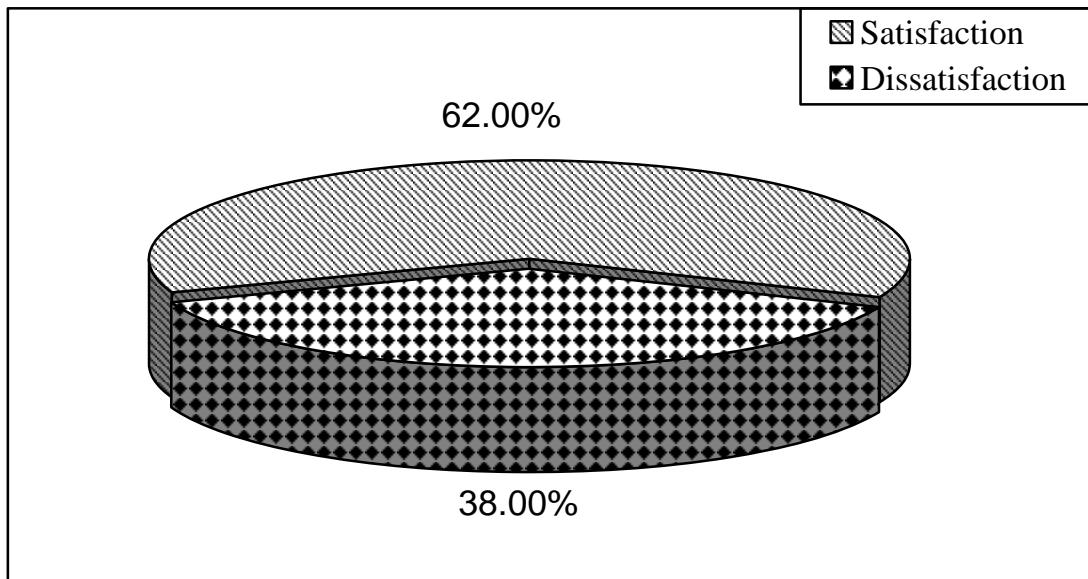
**Table 4.5**  
**Recognition of Work**

S. N.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	18 <sup>th</sup>	00	16	00	17	02
02	19 <sup>th</sup>	00	09	00	20	06
03	38 <sup>th</sup>	00	15	00	17	03
04	39 <sup>th</sup>	00	10	00	22	03
05	57 <sup>th</sup>	08	15	00	09	03
06	58 <sup>th</sup>	00	09	00	25	01
07	78 <sup>th</sup>	00	16	00	19	00
08	97	00	03	00	20	12
09	98	00	17	00	16	02
10	99	00	15	00	18	02
Total	10	08	125	00	183	34
Percentage		2.29	35.71	00	52.29	9.71

*Source: Field Survey 2012*

From the table we can conclude that the percentage of satisfaction is greater than percentage of dissatisfaction i.e. 62% > 38%. Thus we can conclude that the employees are significantly satisfied for the aspect of recognition of works.

**Figure 4.5**  
**Level of Satisfaction of Recognition of Work**



On the above Pie-Chart, small chunk is for the dissatisfaction and the larger is for the satisfaction; the small chunk is of 38% and larger chunk is of 62% out of 100% job satisfaction. Thus regarding the pies size we can conclude that the job satisfaction chunk is much larger than dissatisfaction. So employees are significantly satisfied for recognition of work aspect.

#### **4.1.6 Cluster-6 Relationship with Supervisor and Subordinates**

The relationship with supervisors and subordinates should be friendly. They should work as team work by creating friendly environment with love and respect. There should not be bias on work force in relation to grade, position, relation, gender, cast etc.

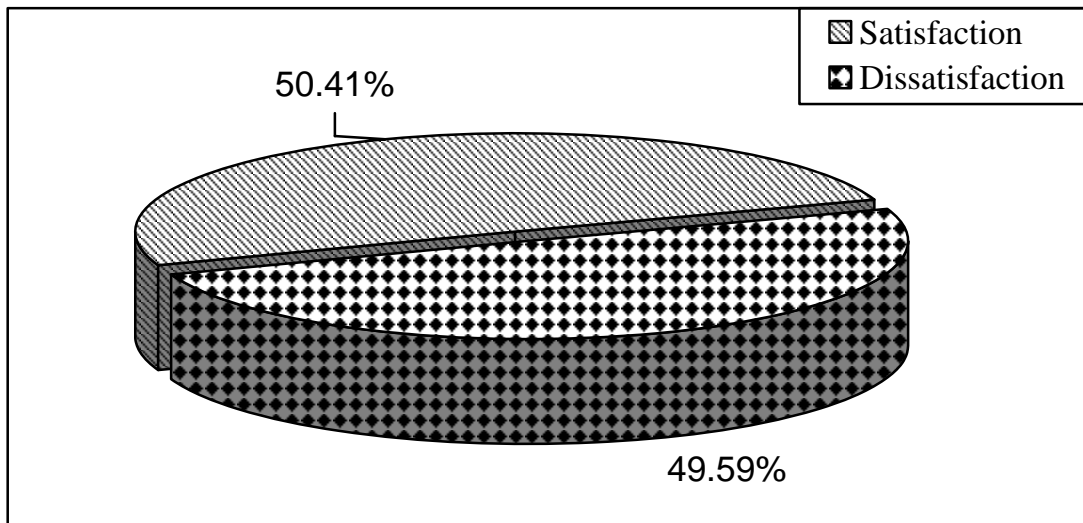
**Table 4.6**  
**Relation with Supervisor and Subordinates**

S. N.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	6 <sup>th</sup>	02	06	00	17	10
02	10 <sup>th</sup>	00	03	00	23	09
03	15 <sup>th</sup>	02	07	00	18	08
04	30 <sup>th</sup>	03	18	00	13	01
05	35 <sup>th</sup>	02	15	00	13	05
06	50 <sup>th</sup>	07	23	00	05	00
07	55 <sup>th</sup>	11	17	00	06	01
08	46 <sup>th</sup>	02	14	00	13	06
09	66 <sup>th</sup>	00	10	00	21	04
10	70 <sup>th</sup>	06	26	00	03	00
11	75 <sup>th</sup>	04	18	00	12	01
12	86 <sup>th</sup>	03	08	00	19	05
13	90 <sup>th</sup>	01	10	00	19	05
14	95 <sup>th</sup>	02	23	00	10	00
Total	14	45	198	00	192	55
Percentage		9.18	40.41	00	39.18	11.23

*Source: Field Survey 2012*

From the table we can conclude that the percentage of satisfaction is slightly greater than percentage of dissatisfaction ie 50.41%>49.59%. Thus we can conclude that the employees are slightly more satisfied for the aspect of relationship with supervisor and subordinates.

**Figure 4.6**  
**Level of Satisfaction of Relation with Supervisor and Subordinates**



On the above Pie-Chart, small chunk is for the dissatisfaction and the larger is for the satisfaction; the small chunk is of 49.59% and larger chunk is of 50.41% out of 100% job satisfaction. Thus regarding the pies size it can be concluded that the job satisfaction chunk is slightly larger than dissatisfaction. So employees are relatively satisfied for the service to others.

**4.1.7 Cluster-7 Social Status that goes with job**

An employee is satisfying their personal needs by increasing themselves in job. They are fulfilling their needs & expectation by which is change their social status. Achievement of individual needs or desires from their job gives the standard social status or life. This group of questions is related to the employees' social status that has been built up by the job doing

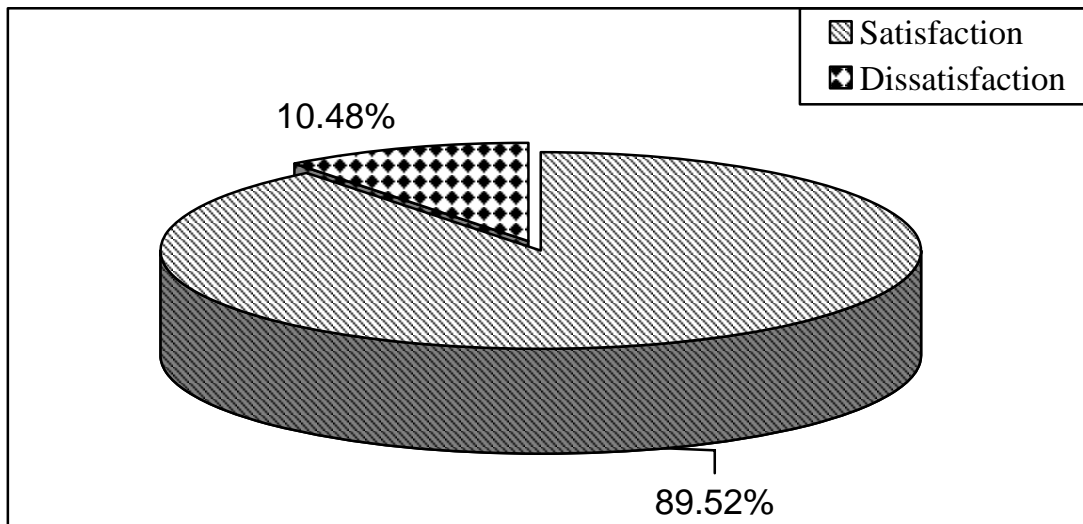
**Table 4.7**  
**Social Status that goes with Job**

S. N.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	8 <sup>th</sup>	00	01	00	30	04
02	28 <sup>th</sup>	00	10	00	25	00
03	88 <sup>th</sup>	00	00	00	34	01
Total	03	00	11	00	89	05
Percentage		00	10.48	00	84.76	4.76

*Source: Field Survey 2012*

From the table we can conclude that the percentage of satisfaction is greater than percentage of dissatisfaction ie  $89.52\% > 10.48\%$ . Thus we can conclude that the employees are overwhelmingly satisfied for the 'social status that goes with' job aspect.

**Figure 4.7**  
**Level of Satisfaction of Social Status that goes with Job**



On the above Pie-Chart, small chunk is for the dissatisfaction and the larger is for the satisfaction; the small chunk is of 10.48% and larger chunk is of 89.52% out of 100% job satisfaction. Thus regarding the pie's size it can be concluded that the job satisfaction chunk is larger than dissatisfaction. So, employees are significantly satisfied for the social status that goes with job aspect.

#### **4.1.8 Cluster-8 Organization Policies and Practices**

Organization policies served as guideline for an employee. Policies improved performance by focusing on objectives. Organization policies reduced misunderstanding between the employees. So organization policies and practices were concerned with formulation, implementation and co-ordination of the employees. This group of questions is related to the employees' orientation towards the organization's policies and practices and the way they are implemented and administered.

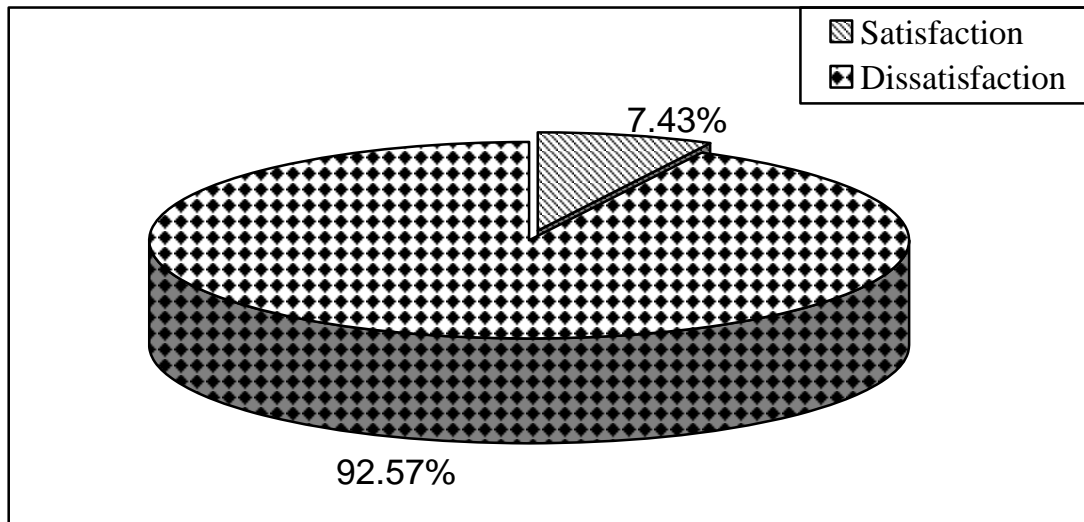
**Table 4.8**  
**Organization Policies and Practices**

S. N.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	29 <sup>th</sup>	04	28	00	03	00
02	49 <sup>th</sup>	04	30	00	01	00
03	69 <sup>th</sup>	02	32	00	01	00
04	89 <sup>th</sup>	02	33	00	00	00
05	91 <sup>st</sup>	05	22	00	08	00
Total	05	17	145	00	13	00
Percentage		9.71	82.86	00	7.43	00

*Source: Field Survey 2012*

From the above table we can conclude that the percentage of dissatisfaction is much greater than percentage of satisfaction i.e. 92.57% > 7.43%. Thus we can conclude that the employees are widely dissatisfied for the organization policies and practices aspect of job.

**Figure 4.8**  
**Level of Satisfaction of Organization Policies and Practices**



On the above Pie-Chart, small chunk is for the satisfaction and the larger is for the dissatisfaction; the small chunk is of 7.43% and larger chunk is of 92.57% out of 100% job satisfaction. Thus regarding the pie size it can be concluded that the job dissatisfaction chunk is much larger than satisfaction. So



employees are significantly dissatisfied for the organization's programs and policies and the way they are administered.

#### 4.1.9 Cluster-9 Job Security

If an organization provides job security the employees of the organization feel satisfied and if they are unsecure they will be frosted. This group of questions is related to the employees' view for continuity of the job for long time and the secured future due to the job entrusted.

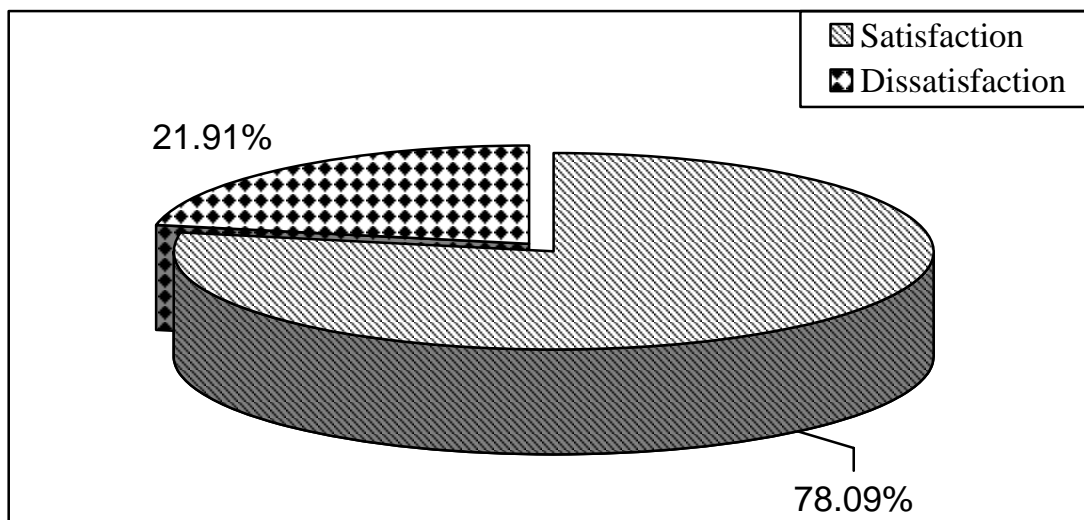
**Table 4.9**  
**Job Security**

S. N.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	11 <sup>th</sup>	00	04	00	27	04
02	31 <sup>st</sup>	00	03	00	30	02
03	51 <sup>st</sup>	00	16	00	16	03
Total	03	00	23	00	73	09
Percentage			21.91	00	69.52	8.57

Source: Field Survey 2012

From the above table we can conclude that the percentage of satisfaction is much greater than percentage of dissatisfaction ie  $78.09\% > 21.91\%$ . Thus we can conclude that the employees are very satisfied for the job security aspect of job.

**Figure 4.9**  
**Level of Satisfaction of Job Security**



On the above Pie-Chart, small chunk is for the dissatisfaction and the larger is for the satisfaction; the small chunk is of 21.91% and larger chunk is of 78.09% out of 100% job satisfaction. Thus regarding the pies size it can be concluded that the job satisfaction chunk is much larger than dissatisfaction. So employees are significantly satisfied for the job security aspect.

#### 4.1.10 Cluster-10 Payment on Job

The organization should pay the employees on the basis of their performance, merits, seniority and better position. By this they can be satisfied. If they are not satisfied then they can be move another high payment organization. This group of questions is related to the employees' view towards the regular salary and other financial facilities receiving being on the job.

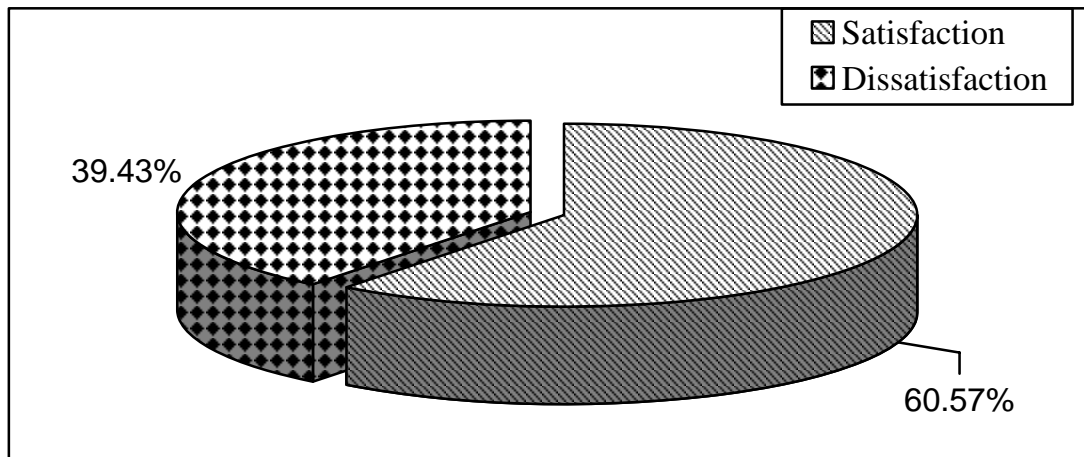
**Table 4.10**  
**Payment on Job**

S. N.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	12 <sup>th</sup>	00	11	00	23	01
02	32 <sup>nd</sup>	00	14	00	21	00
03	52 <sup>nd</sup>	00	17	00	17	01
04	72 <sup>nd</sup>	01	13	00	21	00
05	92 <sup>nd</sup>	00	13	00	22	00
Total	05	01	68	00	104	02
Percentage		0.57	38.86	00	59.43	1.14

*Source: Field Survey 2012*

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

**Figure 4.10**  
**Level of Satisfaction of Payment on Job**



On the above Pie-Chart, small chunk is for the dissatisfaction and the larger is for the satisfaction; the small chunk is of 39.43% and larger chunk is of 60.57% out of 100 % job satisfaction. Thus regarding the pie size it can be concluded that the job satisfaction chunk is larger than dissatisfaction. So employees are significantly satisfied for the payment on job aspect.

#### **4.1.11 Cluster-11 Working Condition**

If the working condition on the job in an organization is better than similar jobs in other organization the workers will be more satisfied. Then they can perform their work with friendly environment. This group of questions is related to the employees' view towards the physical surrounding and working condition including facilities.

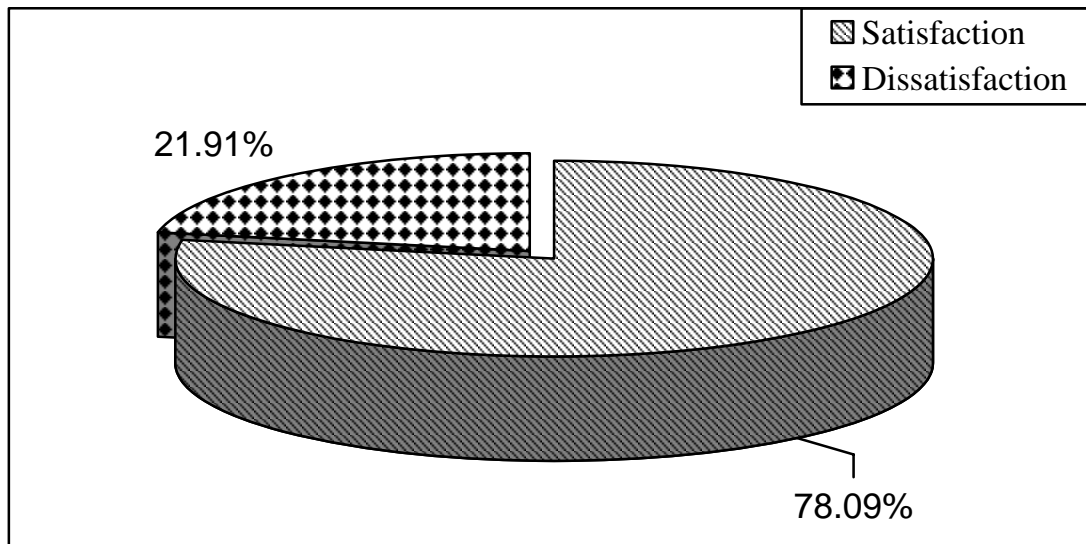
**Table 4.11**  
**Working Condition**

S. N.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	13 <sup>th</sup>	00	07	00	20	08
02	33 <sup>rd</sup>	00	06	00	22	07
03	53 <sup>rd</sup>	00	05	00	23	07
04	73 <sup>rd</sup>	00	05	00	22	08
05	84 <sup>th</sup>	03	14	00	16	02
06	93 <sup>rd</sup>	00	06	00	22	07
Total	06	03	43	00	125	39
Percentage		1.43	20.48	00	59.52	18.57

*Source: Field Survey 2012*

From the above table we can conclude that the percentage of satisfaction is much greater than percentage of dissatisfaction ie  $78.09\% > 21.91\%$ . Thus we can conclude that the employees are very satisfied for the working condition aspect of job.

**Figure 4.11**  
**Level of Satisfaction of Working Condition**



On the above Pie-Chart, small chunk is for the dissatisfaction and the larger is for the satisfaction; the small chunk is of 21.91% and larger chunk is of 78.09% out of 100% job satisfaction. Thus regarding the pies' size it can be concluded that the job satisfaction chunk is much larger than dissatisfaction. So employees are significantly satisfied for the working condition aspect.

#### **4.1.12 Cluster-12 Career Development Opportunity**

For the developed any person career to get the best job. Good job can development in any person career and sustainable his/her life. An employee should be recognized by the job to be used by the organization as well as self. This group of questions is related to the employees' view towards the career development opportunity.

**Table 4.12**  
**Career Development Opportunity**

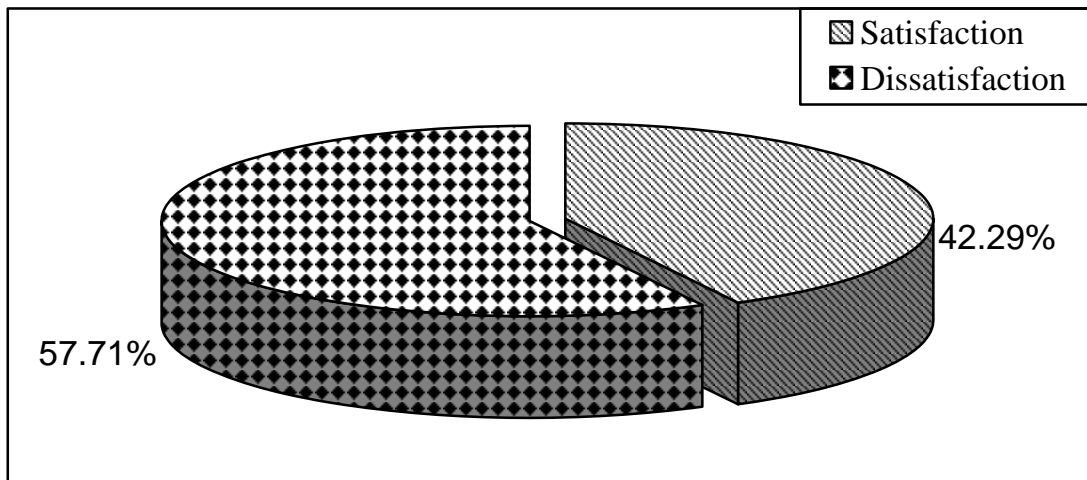
S. N.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	14 <sup>th</sup>	02	17	00	13	03
02	34 <sup>th</sup>	00	16	00	17	02
03	48 <sup>th</sup>	06	12	00	09	08
04	54 <sup>th</sup>	02	17	00	12	04
05	59 <sup>th</sup>	00	14	00	20	01
06	60 <sup>th</sup>	01	22	00	09	03
07	62 <sup>nd</sup>	04	19	00	11	01
08	64 <sup>th</sup>	03	11	00	14	07
09	67 <sup>th</sup>	00	27	00	08	00
10	68 <sup>th</sup>	00	12	00	20	03
11	74 <sup>th</sup>	02	17	00	16	00
12	79 <sup>th</sup>	11	19	00	04	01
13	80 <sup>th</sup>	02	28	00	05	00
14	87 <sup>th</sup>	01	22	00	11	01
15	94 <sup>th</sup>	03	13	00	17	02
Total	15	37	266	00	186	36
Percentage		7.05	50.66	00	35.43	6.86

*Source: Field Survey 2012*

From the above table we can conclude that the percentage of dissatisfaction is greater than percentage of satisfaction ie  $57.71\% > 42.29\%$ . Thus we can conclude that the employees are dissatisfied for the career development opportunity aspect of job.

**Figure 4.12**

**Level of Satisfaction of Career Development Opportunity**



On the above Pie-Chart, largest chunk is for the dissatisfaction and the small is for the satisfaction; the small chunk is of 42.29% and larger chunk is of 57.71% out of 100% job satisfaction. Thus regarding the pie's size it can be concluded that the job satisfaction chunk is slightly lower than dissatisfaction. So employees are relatively dissatisfied for the career development opportunities aspect.

**4.1.13 Cluster-13 Relationship with Co-workers**

The organization should be friendly with co-worker. Different workers with different views, religion, sex, cast, position are worked in an organization. So the organization should create friendly environment with love & respect. This group of question is related to the employees view for the co-workers.

**Table 4.13**  
**Relationship with Co-workers**

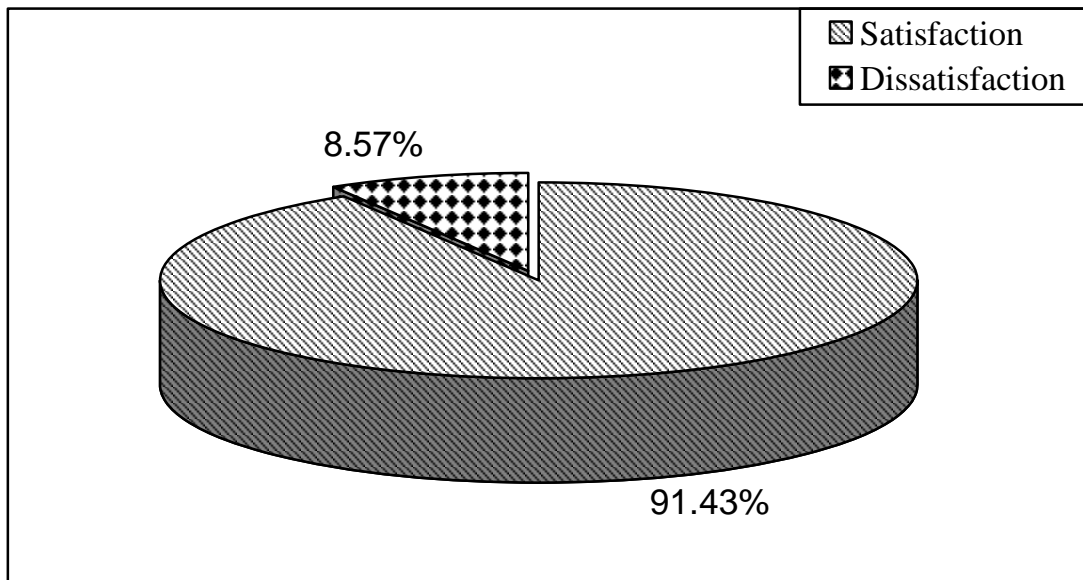
S. N.	Question	Level of Job Satisfaction				
		Very Dissat.	Dissat.	N	Sat	Very Sat.
01	16 <sup>th</sup>	01	02	00	20	12
02	26 <sup>th</sup>	01	07	00	19	08
03	36 <sup>th</sup>	01	02	00	18	14
04	56 <sup>th</sup>	00	02	00	24	09
05	76 <sup>th</sup>	00	00	00	27	08
06	96 <sup>th</sup>	00	02	00	29	04
Total	06	03	15	00	137	55
Percentage		1.43	7.14	00	65.24	26.19

Source: Field Survey 2012

From the above table we can conclude that the percentage of satisfaction is much more than percentage of dissatisfaction i.e.  $91.43\% > 8.57\%$ . Thus we can conclude that the employees are very satisfied for the co-workers aspect of job.

**Figure 4.13**

**Level of Satisfaction of Relationship with Co-workers**



On the above Pie-Chart, small chunk is for the dissatisfaction and the larger is for the satisfaction; the small chunk is of 8.57% and larger chunk is of 91.43% out of 100% job satisfaction. Thus regarding the pies' size it can be concluded that the job satisfaction chunk is much larger than dissatisfaction. So employees are significantly satisfied for the relationship with co-workers aspect.

**4.2 Major Findings**

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

1. 78.28 percentage of the total inquired employees are satisfied and 21.72 percentage are dissatisfaction for the Service to others aspect of job satisfaction.

2. 59.35 percentage of the total inquired employees are dissatisfied and 40.65 percentage are satisfaction for Using own ideas, judgment and consciousness for decision making process of organization.
3. 68.57 percentage of the total inquired employees are dissatisfied and 31.43 percentages are satisfaction for the variety of work they are assigned to perform within organization.
4. 60.95 percentage of the total inquired employees are dissatisfied and 39.05 percentage are satisfaction for the nature of job they do in organization.
5. 38 percentage of the total inquired employees are dissatisfied and 62 percentage are satisfaction for the recognition of the work they perform.
6. 50.41 percentage of the total inquired employees are satisfied and 49.57 percentage are dissatisfaction for the relationship with superior aspect of job satisfaction.
7. 89.52 percentage of the total inquired employees are satisfied and 10.48 percentage are dissatisfaction for the social status that goes with job assigned in organization aspect of job satisfaction.
8. 7.43 percentage of the total inquired employees are satisfied and 92.57 percentage are dissatisfaction for the organization policies and programs and the way they are administrated in organization.
9. 21.91 percentage of the total inquired employees are satisfied and 78.09 percentage are dissatisfaction for the security of job they are ensured from the organization.
10. 39.43 percentage of the total inquired employees are dissatisfied and 60.57 percentage are satisfaction for the payment they receive from the organization.
11. 21.91 percentage of the total inquired employees are dissatisfied and 78.09 percentage are satisfaction for the working condition under which they perform the assigned work in organization.



12. 57.71 percentage of the total inquired employees are dissatisfied and 42.29 percentage are satisfaction for the career development opportunities that are prevalent for employees within organization.
13. 91.43 percentage of the total inquired employees are satisfied and 8.57 percentage are dissatisfaction for the relationship with co-workers with whom they work together within organization.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

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

#### **5.1 Summary**

This study has been conducted having the sole purpose in mind – to find the level of job satisfaction in the employees of District development committee (DDC) For the collection of data 35 sample non office level employees have been taken as sample out of 117 employees of all levels; the non-officer level employees have been selected for sample since the job satisfaction level can be best reflected from the total staffs from DDC Chitwan.

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

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

job. The data collected from the MSQ can give the good reflection of overall aspects of job to the particular employee.

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

The clusters were as follows:

Cluster 1. Service to others

Cluster 2. Using own ideas and consciousness

Cluster 3. Variety on work

Cluster 4. Nature of job

Cluster 5. Recognition of work

Cluster 6. Relationship with supervisor and sub-ordinates.

Cluster 7. Social status that goes with the job

Cluster 8. Organization policies and practices

Cluster 9. Job security

Cluster 10. Payment on job

Cluster 11. Working condition

Cluster 12. Career development and opportunity

Cluster 13. Relationship with co-workers.

The answers of all 35 respondents for each question have been tabulated under the five level of satisfaction as, very satisfied (very sat.), satisfied (sat), neutral (N), very dissatisfied (very dissat.) and dissatisfied (dissat.). Each level of satisfaction's sum is found on the basis of all respondents' answer on each question and that sum is further converted into percentage and the conclusion is drawn on the basis of the percentage of each level of job satisfaction. For the conclusion- satisfaction or dissatisfaction- drawing the Sat and Very sat. level have been included into satisfaction and the very dissat. and dissat. level have been included into dissatisfaction. Each analysis table has been followed by conclusion drawn from the same table. For the better understanding and

simplicity on presentation each table and its conclusion has been represented by the relevant chart, diagram or graph.

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

**Table 5.1**  
**Summary of all Clusters and Conclusions**

S. N.	Name of Cluster	Questions	Conclusion
01	Service to others	05	78.28% sat., 21.72% dissat.
02	Using own ideas	15	59.35% Dissat., 40.36% ssat.
03	Variety on work	07	68.57% Dissat., 31.43% sat.
04	Nature of job	06	60.95% Dissat., 39.05% sat.
05	Recognition of work	10	38% Dissat., 62% sat.
06	Relation with supervisor	14	50.42% sat., 49.59% dissat.
07	Social status	03	89.52% sat., 10.48% dissat.
08	Org <sup>n</sup> . policies and practices	05	7.43% sat., 92.57% dissat.
09	Job security	03	78.09% Dissat. 21.91% sat.
10	Payment on job	05	39.43% Dissat., 60.57% sat.
11	Working condition	06	21.91% Dissat., 78.09% sat.
12	Career development	15	57.71% Dissat., 42.29% sat.
13	Relation with co-workers	06	91.43% sat., 8.57% dissat.

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

## **5.2 Conclusion**

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

non officer-level employees for the management of DDC and to step further accordingly.

The analysis of each cluster-a group of similar aspects of job has been followed by the conclusion; the percentages of satisfaction and dissatisfaction have been clearly stated. Therefore, in consideration of all the conclusions, we can say that employees are satisfied for the aspect of service to others, recognition of work, social status that goes with job, job security, payment on job, working condition and relationship with co-workers, relationship with supervisor and sub-ordinates and employees are dissatisfied for the aspects of using own ideas and judgment, variety on work, nature of job, organizational policies and practices and career development opportunities.

Therefore, in conclusion, among the non officer-level employees of DDC, there is slightly higher degree of satisfaction over the dissatisfaction for the respectively entrusted job; the percentage of satisfaction is greater than percentage of dissatisfaction.

### **5.3 Recommendation**

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

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

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

2. From the analysis of data one conclusion has been drawn that employees are dissatisfied for the variety on work aspect. Therefore, the DDC management should assign the works to employees that should be full of variety and flexibility; which, ultimately, provides ever activeness and freshness on works doing which helps to improve the working performance of employees. .
3. Another problem to address by the DDC management is the relationship with supervisor and sub-ordinates. From the data analysis it has been revealed that most of the employees have sour relationship with supervisors for one matter or next. The supervisors are not always supportive for sub-ordinates in hard times, there is not proper delegation of responsibility and authority; even in some cases it has also been found that the supervisors are incapable of handling problem and quick decision making. This among the employees - prevalent problem should be immediately addressed by making a working, authority delegation, relationship maintenance etc policies on solid way and be implemented effectively.
4. The employees are widely dissatisfied for the aspect of implementation of organization policies and practices. Actually, the organization policies and practices are seldom bad on paper but are rarely good on implementation phase in most of the Nepalese organizations; this problem has existed in the DDC as well. Thus, the DDC management should administers the policies and practices in a very balanced and practical way so that all employees would not have chances of not being felt of biasness, negligence and forcefulness on the basis of different pretexts.
5. Most of the employees have responded against the career development and position advancement opportunity in job. DDC has either failed for the proper implementation of respective policies ensuring balanced and

reasonable career development and advancement opportunity or has been biased and favored only the handful, sitting- around employees. DDC should be very sensitive ensuring opportunities for the career development and promotion on job, otherwise, it would result the turnover, fatigue and lack of organization citizenship on employees which is, in long-term, a very harmful to the organization as whole.

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

## BIBLIOGRAPHY

### A) Books, Journal and Article

- Agrawal, G. R. (2010). *Organization and Management in Nepal*, Kathmandu: MK Publishers and Distributors.
- Ahuja, K. K., (1989). *Industrial Relation: Theory & Practice*, New Delhi: Kalyani Publishers.
- Beer, M. (1964). Leadership, Employee Needs and motivation. Doctoral dissertation Ohio State University.
- Bhattacharya, D. K. (1988). *Human Resource Planning*, Kathmandu: Excel Book Publication.
- Brass B. M. & Avolio, B. J. (2004). *Leadership, Psychology and Organizational behavior*, New York: Harper & Brother Publications.
- Chang, E. (1999). *Career Commitment as a Complex Moderator of Organizational Commitment and Turnover Intention*, Human Relations, vol. 52 (10).
- Childers, H. (2000). Traits of Face-to Face Leaders, Journal of Abnormal and Social Psychology.
- Donald, T. D., Hawkins, (1995). *The Practices of Management*, New Work: Harper and Row Publisher.
- Firth L., Mellor D. J., Moore K. A. & Loquet C. (2004). *How can managers reduce employee intention to quit?*, Journal of Managerial Psychology, vol.19 (2).
- Frank, D., Haward, K. (2006). *The Practices of Management*, New Work: Harper and Row Publisher.
- Hulin, B. (1971). *The Motivation to Work*. New York : Wiley



- Joshi, P. R. (2002). *Research Methodology*, Kathmandu: Buddha Academic Enterprises Pvt. Ltd.
- Katuwal, B. S. (2011). *The Workers in the Textile Industry in Nepal, A study of industries relation* Ph. D. dissertation, Tribhuvan University.
- Kim J. W. & Tang D. S. (1996). *Human Relations*, vol. 53(2), pp.213-245.
- Luthans, T. (2002). *Leadership, Employee Needs and motivation*. Doctoral dissertation Ohio State University.
- Martin, C. (2003). *Explaining Labour Turnover*, Empirical evidence from UK establishments', *Labour*, vol.17(3).
- Martin, C. (2003). *Explaining Labour Turnover*, Empirical evidence from UK establishments', *Labour*, vol.17 (3).
- Morrell K.M., Loan-Clarke J. & Wilkinson J (2004), '*Organisational change and employee turnover*', *Personnel Review*, vol. 33(2).
- Motowildo, A. H. (1994). *Employee attitudes and employee Performance*, New Delhi: Psychological Bulletin.
- Siberstand, S. M. (1996). *Leadership and Organization Development Journal*, New York: Psychological Bulletin.
- Stilwell, J. W. (1999). *Analysis of relationship among leader Behavior, subordinate job performance and satisfaction a path goal approach*". *Academy of Management Journal*, Vol. 18.
- Taylor R. & Savery, L. (2001). *The role of appraisal, remuneration and training in improving staff relations in the Western Australian accommodation industry: a comparative study*, *Journal of European Industrial Training*, vol. 25(6/7).
- Willams, J. W. (2008). *Analysis of relationship among leader Behavior, subordinate job performance and satisfaction a path goal approach*". *Academy of Management Journal*.

## APPENDIX –I

# Minnesota Satisfaction Questionnaire



**Vocational Psychology Research**  
**UNIVERSITY OF MINNESOTA**  
**Copyright 1997**

**Confidential**

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

a) Name:- ..... Today's Date:-

b) Address:-.....

c) Phone No:-

d) Check One:-

1. Male

2. Female

1. When were you born ? .....

2.Circle the Number of years of schooling you completed:

4 5 6 7 8            9 10 11 12            13 14 15 16    17 18 19 20

Grade School

High School

College

Graduate or

Professional School

3. What is your present job called? .....

.....

.....

4. What do you do on your present job? .....

.....

.....

5. How long have you been on your present job? ..... Years ..... Month

6. What would you call your occupation, your usual line of work?

.....

7. How long have you been in this line of work?

.....Years .....Month

## Minnesota Satisfaction Questionnaire

The purpose of this questionnaire is to give you a chance to tell **how you feel about your present job,**

What things you are **satisfied** with and what things you are **not satisfied** with.

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

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

Read each statement carefully.

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

Keeping the statement in mind:

- If you feel that your job gives you **more than you expected**, check the box under **“Very sat.”** (Very Satisfied)
- If you feel that your job gives you **what you expected**, check the box under **“sat.”** (Satisfied)
- If you **cannot make up your mind** whether or not the job gives you what you expected, check the box under **“N”** (Neither Satisfied nor Dissatisfied);
- If you feel that your jobs gives you **less than you expected**, check the box under **“Dissat.”** (Dissatisfied)
- If you feel that your jobs gives you **much less than you expected** , check the box under **“very Dissat.”** (very Dissatisfied)
- Remember: Keep the statement in mind when deciding **how satisfied you feel about that aspect of your job.**
- Do this for **all** statement . Please answer **every** item.
- **Be frank and honest.** Give a true picture of your feelings about your **present job.**

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

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

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

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

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

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

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

	Very Dissat	Dissat	N sat	very sat	
1. The chance to be of service to other.	1	2	3	4	5
2. The chance to try out some of my own ideas.	1	2	3	4	5
3. Being able to do the job without feeling it is morally wrong.	1	2	3	4	5
4. The chance to work by myself.	1	2	3	4	5
5. The variety in my work.	1	2	3	4	5
6. The chance to have other workers look to me for direction.	1	2	3	4	5
7. The chance to do the kind of work that I do best.	1	2	3	4	5
8. The social position in the community that goes with the job.	1	2	3	4	5
9. The policies and practices toward employees of this company.	1	2	3	4	5
10. The way my supervisor and I understand each other.	1	2	3	4	5
11. My job security.	1	2	3	4	5
12. The amount of pay for the work I do.	1	2	3	4	5
13. The working conditions (heating, lighting, ventilation, etc) on this job					
	1	2	3	4	5
14. The opportunities for advancement on this job.	1	2	3	4	5

15. The technical “know-how” of my supervisor. 1 2 3 4 5
16. The spirit of cooperation among my co-workers. 1 2 3 4 5
18. The way I am noticed when I do a good job. 1 2 3 4 5
20. The chance to be active much of the time. 1 2 3 4 5
21. The chance to be of service to people. 1 2 3 4 5
22. The chance to do new and original things on my own. 1 2 3 4 5
23. Being able to do things that don’t go against my religious be  
1 2 3 4 5
24. The chance to work alone on the job. 1 2 3 4 5
25. The chance to do different things from time to time. 1 2 3 4 5
26. The chance to tell other workers how to do work. 1 2 3 4 5
27. The chance to do work that is well suited to my abilities. 1 2 3 4 5
28. The chance to be “somebody” in the community. 1 2 3 4 5
29. Company policies and the way in which they are administered.  
1 2 3 4 5
30. The way my boss handles his/her employees. 1 2 3 4 5
31. The way my job provides for a secure future. 1 2 3 4 5
32. The chance to make as much money as my friends. 1 2 3 4 5
33. The physical surrounding where I do. 1 2 3 4 5
34. The chance of getting ahead on this job. 1 2 3 4 5
35. The competence of my supervisor in making decision. 1 2 3 4 5
36. The chance to develop close-friendship with my co-workers.

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
|  | 1 | 2 | 3 | 4 | 5 |
| 37. The chance to make decision on my own.                             | 1 | 2 | 3 | 4 | 5 |
| 38. The way I get full credit for the work I do.                       | 1 | 2 | 3 | 4 | 5 |
| 39. Being able to take pride in a job well done.                       | 1 | 2 | 3 | 4 | 5 |
| 40. Being able to do something much of time.                           | 1 | 2 | 3 | 4 | 5 |
| 41. The chance to help people.   | 1 | 2 | 3 | 4 | 5 |
| 42. The chance to try something different.                             | 1 | 2 | 3 | 4 | 5 |
| 43. Being able to do thing that don't go against my consciences.       |   |   |   |   |   |
|  | 1 | 2 | 3 | 4 | 5 |
| 44. The chance to be alone on the job.                                 | 1 | 2 | 3 | 4 | 5 |
| 45. The routine in my work.  | 1 | 2 | 3 | 4 | 5 |
| 46. The chance to supervise other people.                              | 1 | 2 | 3 | 4 | 5 |
| 47. The chance to make use of my best ability.                         | 1 | 2 | 3 | 4 | 5 |
| 48. The chance to "rub elbows" with important people.                  | 1 | 2 | 3 | 4 | 5 |
| 49. The way employees are informed about company policies.             | 1 | 2 | 3 | 4 | 5 |
| 50. The way my boss backs up his/her employees (with top management)   |   |   |   |   |   |
|  | 1 | 2 | 3 | 4 | 5 |
| 51. The way my job provides for steady employment.                     | 1 | 2 | 3 | 4 | 5 |
| 52. How my pay compares with that for similar jobs in other companies. |   |   |   |   |   |
|  | 1 | 2 | 3 | 4 | 5 |
| 53. The pleasantness of the working conditions.                        | 1 | 2 | 3 | 4 | 5 |
| 54. The way promotions are given out on this job.                      | 1 | 2 | 3 | 4 | 5 |

55. The way my boss delegates work to others 1 2 3 4 5
56. The friendliness of my co-workers 1 2 3 4 5
57. The chance to be responsible for the work of other. 1 2 3 4 5
58. The recognition I get for the work I do. 1 2 3 4 5
59. Being able to do something worthwhile. 1 2 3 4 5
60. Being able to stay busy. 1 2 3 4 5
61. The chance to do things for other people. 1 2 3 4 5
62. The chance to develop new and better ways to do the job. 1 2 3 4 5
63. The chance to do things that don't harm other people. 1 2 3 4 5
64. The chance to work independently of other. 1 2 3 4 5
65. The chance to do something different every day. 1 2 3 4 5
66. The chance to tell people what to do. 1 2 3 4 5
67. The chance to do something that makes use of my abilities. 1 2 3 4 5
68. The chance to be important in the eyes of other. 1 2 3 4 5
69. The way company policies are put into practice. 1 2 3 4 5
70. The way my boss takes care of the complaints of his/her employees. 1 2 3 4 5
71. How steady my job is. 1 2 3 4 5
72. My pay and the amount of work I do. 1 2 3 4 5
73. The physical working condition of the job. 1 2 3 4 5
74. The chance for advancement on this job. 1 2 3 4 5
75. The way my boss provides help on hard problems. 1 2 3 4 5



76. The way my co-workers are easy to make friends with. 1 2 3 4 5
77. The freedom to use my own judgment. 1 2 3 4 5
78. The way they usually tell me when I do my job well. 1 2 3 4 5
79. The chance to do my best at all times. 1 2 3 4 5
80. The chance to be “on the go “all the time. 1 2 3 4 5
81. The chance to be of some small service to other people. 1 2 3 4 5
82. The chance to try my own methods of doings the jobs. 1 2 3 4 5
83. The chance to do job without feeling I am cheating anyone. 1 2 3 4 5
84. The chance to work away from others. 1 2 3 4 5
85. The chance to do many different things on the job. 1 2 3 4 5
86. The chance to tell others what to do. 1 2 3 4 5
87. The chance to make use of my abilities and skills. 1 2 3 4 5
88. The chance to have definite place in the community. 1 2 3 4 5
89. The way to company treats its employees. 1 2 3 4 5
90. The personal relationship between my boss and his/her employees.  
1 2 3 4 5
91. The way layoffs and transfers are avoided in my job. 1 2 3 4 5
92. How my pay compares with that of others workers. 1 2 3 4 5
93. The working conditions. 1 2 3 4 5
94. My chances for advancement. 1 2 3 4 5
95. The way my boss trains his/her employees. 1 2 3 4 5
96. The way my co-workers get along with each other. 1 2 3 4 5

97. The responsibility of my job. 1 2 3 4 5
98. The praise I get for doing a good job. 1 2 3 4 5
99. The feeling of accomplishment I get from the job. 1 2 3 4 5
100. Being able to deep busy all the time. 1 2 3 4 5

***Thank You***