

**JOB SATISFACTION OF EMPLOYEES WORKING IN
GOVERNMENT SECTOR – A COMPARISON WITH
RESPECT TO CENTRAL AND STATE PERSPECTIVE**

**Abstract of
Thesis**

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Introduction

Job Satisfaction

The concept of job satisfaction is a complex construct that comprises an individual's nuanced attitude towards their employment. Job satisfaction is a constructive emotional state that emerges from the assessment of one's work and contributes to the achievement of job-related objectives. According to Vroom (year), the term 'job' refers to the specific work tasks and roles assigned to individuals within a particular organizational context. Job satisfaction is a comprehensive concept that encompasses several psychological, physiological, and environmental elements that collectively contribute to an individual's real sense of contentment with their chosen profession. Based on the criteria, it is evident that the views and expectations of employees hold considerable importance within the complex framework of job satisfaction. India has a banking sector that encompasses both public and private entities, with the latter category being banks that are owned and operated by the government.

Employment satisfaction, also referred to as employee satisfaction, is a metric used to assess the level of contentment experienced by workers in relation to their employment. It encompasses their overall liking of the job as well as specific elements or components of the job, such as the nature of the work or the quality of supervision. The measurement of job satisfaction encompasses three main components: cognitive (evaluative), affective (emotional), and behavioral. Scholars have also observed that assessments of job satisfaction exhibit variability in terms of their focus on either affective aspects, which pertain to emotional responses towards the job, or cognitive aspects, which pertain to thoughts and evaluations regarding employment.

The term "satisfaction" has its origins in the Latin words "satis," which means sufficient or enough, and "facere," which means to make or create (Oliver, 2010). It refers to a positive emotional state or contentment experienced when an individual has attained their desired goals or accomplished a desired action (Cambridge Dictionary). In recent decades, numerous studies have provided varying definitions of occupational satisfaction. The term "job satisfaction" refers to how someone feels about their job, according to Smith, Kendall, and Hulin (1969, p. 100). According to Locke (1976, p. 1304), job satisfaction can be defined as a condition of enjoyable or

positive emotions that arise from the evaluation of one's job or job-related experiences. According to Spector (1997, p. 2), the concept of job satisfaction refers to individuals' subjective perceptions and attitudes towards their work, encompassing their overall level of liking or disliking their occupations. According to Kim (2004, p. 246), within the realm of public administration, work satisfaction can be defined as an individual's affective or emotional reaction towards certain aspects of their employment. According to Gordon (2011, p. 191), the term "employee's reaction to what he or she receives from the job" can be described in a neutral manner. The current study adopts Kim's (2004) conceptualization of government employees' job satisfaction, which takes into account the attitudes and actions that government employees take in response to the various aspects of their job roles.(Thant, 2021)¹

Characteristics of Work Environment

Apparent and Open Communication

Essentially, it pertains to the employees' perception of their suitability within the organization. It is imperative for personnel to engage in thoughtful consideration of the organization's philosophy, mission, and values.

Stability of Work-Life

Achieving a balance between work and personal life is crucial. In general, having a sense of equilibrium can increase employees' levels of job satisfaction.

Impartiality

Attaining equilibrium between the professional and personal spheres is of paramount importance. In a broad sense, being in a state of equilibrium has the potential to increase the levels of job satisfaction that employees experience.

Consistency

Achieving a state of equilibrium between one's professional and personal domains is of utmost significance. From a comprehensive perspective, attaining a

¹Thant, Z. M. (2021). *Assessing Determinanta of Government Employees Job satisfaction in myanmar*. 1 184.

state of equilibrium has the capacity to enhance the levels of job satisfaction encountered by employees.

The level of job satisfaction is contingent upon the presence of a congenial and supportive work milieu. Various factors inside work environments can potentially impact the physical and emotional well-being of employees. Creating an optimal work environment is crucial for ensuring employees remain focused on their diverse range of duties and promoting efficient work performance. A successful workplace is characterized by several key attributes, including competitive remuneration, a robust collaborative dynamic between employees and management, a commitment to equity and fairness, and a manageable workload coupled with ambitious yet achievable goals. When considering all relevant elements, the workstation emerges as an optimal environment for workers to engage in their tasks with a notable level of satisfaction. Creating a conducive environment for satisfied employees to flourish is crucial for businesses that prioritize profitability and aim to achieve their desired financial outcomes. According to Agbozo (2017),(Elangovan et al., 2023)²

Factors Responsible for Job Satisfaction

There exists a correlation between job satisfaction and the mental well-being of employees. A satisfied and content individual in the workplace exhibits a consistent motivation to contribute and provide novel ideas. In contrast, an employee who is dissatisfied or discontented exhibits diminished productivity, is prone to errors, and ultimately poses a risk to the organization.

Working conditions and compensation

Remuneration and working conditions are crucial factors influencing employee happiness. Employees who receive a competitive salary, performance-based rewards, additional financial benefits, and access to comprehensive healthcare options, among other factors, tend to exhibit higher levels of job satisfaction. Employees place a high value on a positive and conducive work environment.

²Elangovan, S., Suppramaniam, S., & Dada, M. (2023). Factors Influencing Job Satisfaction Among Employees in Aspiro Solutions Sdn.Bhd. *Electronic Journal of Business and Management*, 8(1), 2550–1380.

Respect and Recognition

The experience of being acknowledged and appreciated in the workplace engenders feelings of admiration and motivation within an individual. Employees exhibit higher levels of motivation when they receive recognition for their diligent efforts.

Job Security

Job Security is a significant factor that instills employees with a high level of confidence, as it assures them that the company will retain their employment even during periods of market volatility.

Emphasis on Professional Growth

We prioritize professional growth as a key aspect of our lives. Consequently, when a firm supports its employees in enhancing their skills and offering them new job opportunities, it leads to an increase in job satisfaction.

Achieving work-life balance

It is a universal aspiration for individuals to seek employment opportunities that afford them the ability to allocate sufficient time to their familial and social relationships. The preservation of a harmonious work-life equilibrium is of utmost importance for the well-being of employees, their interpersonal connections, and their overall effectiveness and achievement. The improvement in the employee's quality of life is a direct consequence of this.

Job satisfaction is contingent upon various aspects, including the inherent characteristics of the job, the level of remuneration, prospects for career progression, the quality of managerial oversight, the dynamics within work groups, and the prevailing working circumstances. The topic of concern is work unhappiness. Hence, all factors that have been derived from a comprehensive empirical study are categorized into two groups: motivators, which contribute to job satisfaction, and factors that lead to job unhappiness. **(Br Sitepu et al., 2021)³**

³Br Sitepu, C. N., Br Sitepu, I. U., Ompusunggu, V. M., & Sitepu, J. (2021). Factors Affecting Employee Job Satisfaction. *Sensei International Journal of Education and Linguistic*, 1(1), 216–228. <https://doi.org/10.53768/sijel.v1i1.18>

Literature Review

The background of the study was talked about in the previous chapter. The talk goes over the study's background, research goals, practical meaning, importance, and limits. This chapter is a summary of earlier research that was done on open grading systems in the job satisfaction and other related fields. Reading literature is a great way to figure out what the problems are. It helps you fully grasp all the parts of study areas, new discoveries connected to them, and methods used. The researcher can learn about the different types of research designs and how to do research. This literature review looked at sources like Google Scholar, the J-Gate site, the online library, and other trustworthy national and foreign magazines. By using the Mendeley reference editor, you can look over past research that follows the APA (7th edition) style. This literature is split into two parts. The first part goes into detail about the results of past studies, and the second part displays the literature review table in order of when it was written. The purpose of writing a literature review is to provide the reader with an explanation of what information and theories have already been developed on a certain topic, as well as the benefits and drawbacks associated with such information and theories. The literature evaluation needs to be centred around a central idea. It is not simply a collection of summaries or a description of the material that is made available; it goes beyond that.

International Studies

(Ravindran Vinitha, 2023)⁴ studied on “Occupational Satisfaction of Public Hospital Nurses in India: A Qualitative Explorative Study” and found that the satisfaction of employees plays a pivotal role in determining the success of an organization. Hence, it is crucial for healthcare organizations to uphold a heightened state of attentiveness in guaranteeing the job satisfaction of their employees. Frequent evaluation of employee job satisfaction and the underlying determinants thereof is imperative for organizations to identify and rectify factors that may potentially diminish employee motivation. The study revealed that the enhancement of the nursing supervisor's disposition towards cultivating positive relationships with nurses

⁴Ravindran Vinitha. (2023). Occupational Satisfaction of Public Hospital Nurses in India: A Qualitative Explorative Study. *Florence Nightingale Journal of Nursing*. <https://doi.org/10.5152/fnjn.2023.22055>

has been correlated with a positive influence on job satisfaction. The findings of this study indicate that nurse job satisfaction is impacted by a range of professional opportunities, including compensation, career advancement, professional development, acknowledgment, and the experiential learning derived from the work environment and organization. In a professional environment, the compensation and benefits offered may contribute to a lower turnover rate in public settings. The study revealed a significant positive correlation between compensation, employee benefits, and overall job satisfaction. Broetje et al. (2020) conducted a study and determined that there is a significant relationship between promotion opportunities and job satisfaction. Yarbrough et al. (2017) conducted a study in the United States of America, which revealed that insufficient career development opportunities had an adverse effect on the cognitive abilities related to critical thinking and decision-making among nurses, ultimately leading to a decline in their level of job satisfaction. According to Gebregziabher et al. (2020), the findings of a study conducted in Ethiopia indicated that the factors contributing to turnover and job dissatisfaction were primarily associated with a lack of higher academic education and a limited scope for professional advancement.

National Studies

(Sharma G et al., 2023)⁵ studied on “Job Satisfaction among healthcare workers working During COVID-19 Pandemic at a Private Teaching Hospital in Nepal” and the degree of job satisfaction among healthcare professionals is notably diminished. There exists a positive correlation between job satisfaction and the domains of coworkers, nature of work, and supervision, whereas job satisfaction is negatively correlated with fringe benefits and contingent rewards. A comprehensive analysis of the effects of intervention on multiple variables, including operating conditions, fringe benefits, contingent rewards, pay, promotion, and communication, can provide valuable insights into the degree of satisfaction that healthcare professionals experience in relation to the facilities, incentives, and organizational culture present in their work environment. When endeavoring to improve the

⁵Sharma G, R. P., Sharma, K., & Uprety, S. (2023). Job Satisfaction Among Healthcare Workers Working During COVID-19 Pandemic at a Private Teaching Hospital in Nepal. *Caspian Journal of Health Research*, 8(3), 129–135. <https://doi.org/10.32598/cjhr.8.3.488.1>

satisfaction levels of healthcare workers, it is imperative for healthcare organizations, as well as local and federal government entities, to consider the following factors. The ultimate consequence of the decreased level of satisfaction experienced by healthcare workers is the delivery of healthcare services that do not meet the expected standards. Hence, it is crucial to augment the frequency of job satisfaction surveys to acquire a deeper understanding of the needs and expectations of healthcare professionals, thereby improving the overall standard of services rendered. It is recommended that healthcare organizations incorporate a job satisfaction policy into their human resources policies and protocols, and consistently implement it on a regular basis.

Research Methodology

The methodical way that researchers plan, carry out, and evaluate their study is called research technique. It gives you a plan for gathering, organizing, and analyzing data to find answers to study questions or test ideas. For results that can be trusted, it is important to have a clear study approach.

Research Design

The general strategy or plan that shows how to gather, analyse, and make sense of data in a research study is called the research design. It acts as a plan for the whole research project, helping scholars decide on the best research methods and making sure the study is true and trustworthy. A well-designed research study is necessary to get results that are useful and reliable. The exploratory research method was used in this study to find new facts, knowledge, and information, as well as to come up with a null and an alternative theory. Using different parametric and non-parametric statistics tools, the descriptive study method was also used to test the null hypothesis and the alternative hypothesis. In this study, the exploratory as well as descriptive research design was used. Exploratory research design explored the new facts, new knowledge, new information and laid the foundation for the formulation of null and alternative hypothesis whereas descriptive research design tests the hypotheses.

Universe / Population

The universe is the theoretical definition whereas the population is the numerical definition about the target respondents. The universe for the study was comprise of the state and central government employees from the various organizations.

Sampling Unit

The state and central government employees were the sampling unit of this study.

Sample Method/ Technique

Due to large size of population of state and central government employees, a non-probability snow ball sampling technique was used for the final selection of the respondents.

Sample Size

The sample size was 40 for the pilot study and for main study, 405 responses were achieved through the web based google form survey. Out of 405 responses 276 responses were from central government employees and 129 were from the state government.

Sources of Data

Different sources were used to gather primary and secondary data. A well-organized web-based Google form poll was sent to state and central government employees from the various organizations to get the primary data. Structured Google Form questionnaires were used to get primary data from state and central government employees from the various organizations. For the secondary data, important research papers released in national and foreign journals in this area of study were searched for. The secondary data came from the Scopus database, Google Scholar, national and foreign journals, the J-Gate site, and other places.

Conceptual Research Model

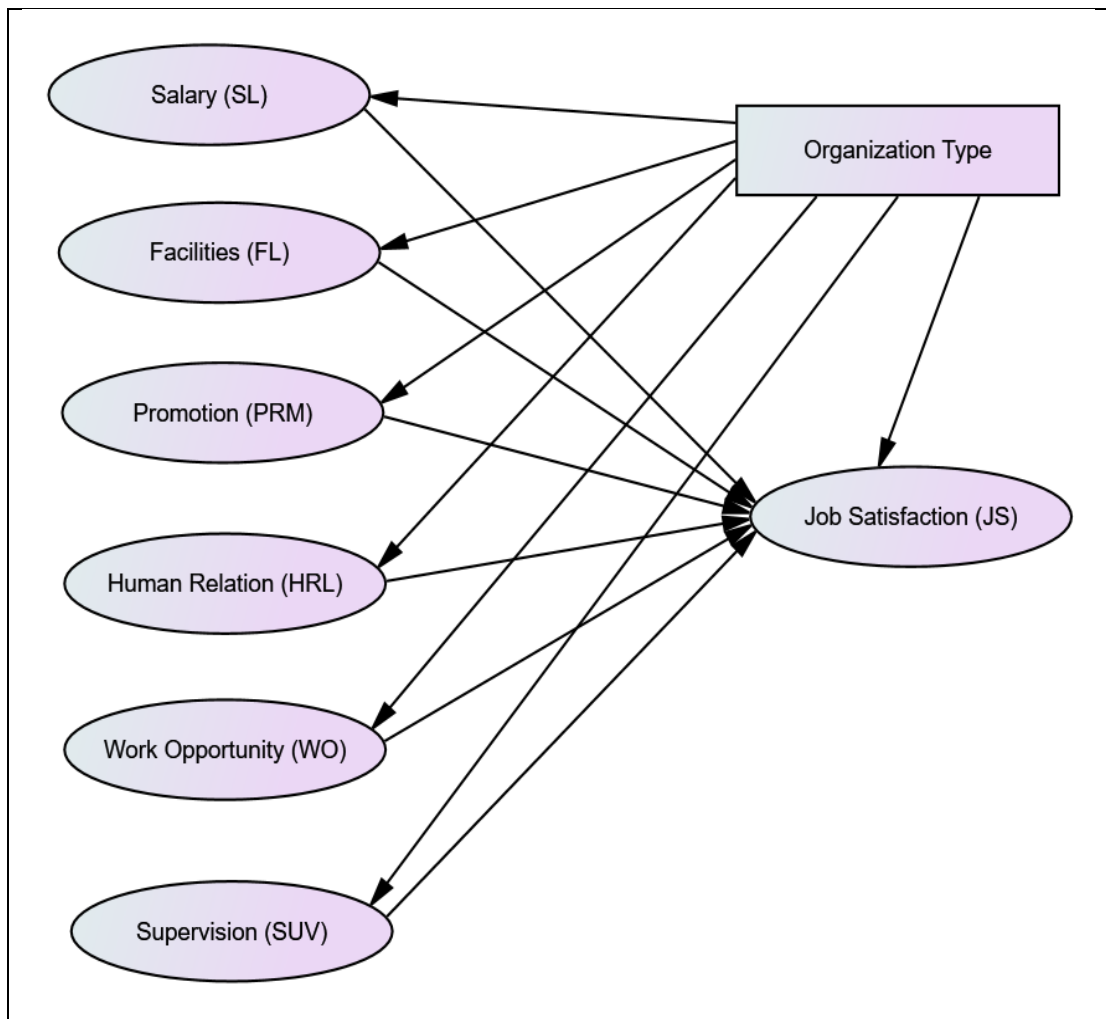


Figure 1: Conceptual Research Model

The figure depicts that the latent independent variables as Salary (SL), Facilities (FL), Promotion (PRM), Human Relation (HRL), Work Opportunity (WO), Supervision (SUV). The dependent latent variable is Job Satisfaction (JS). The Organization Type (OT) is an observed grouping variable used for the comparison between state and central government employees.

Source: AMOS 23.0

Conceptual Research Model Figure shows there are six independent latent variables as each having six items. There is one dependent latent variable as Job satisfaction also having 6 items. Initially, total 42 items (5 points Likert scale) are used in this research model. Organization Type is an observed grouping variable as state and central government employees. The constructs name, items codes and its description are as follows:

Constructs name, item codes, and description
Salary (SL)

S. N	Statements	SD	D	N	A	SA
SL1.1	The compensation provided by the organization is competitive compared to industry standards.	1	2	3	4	5
SL1.2	I feel adequately rewarded for the level of responsibility and effort I invest in my work.	1	2	3	4	5
SL1.3	The organization's salary structure reflects a fair and transparent approach to employee remuneration.	1	2	3	4	5
SL1.4	I believe my salary is commensurate with my skills, experience, and contributions to the organization.	1	2	3	4	5
SL1.5	Overall, I am satisfied with the salary and benefits package offered by the organization.	1	2	3	4	5
SL1.6	Salary structure is revised as per the norms.	1	2	3	4	5

Facilities (FL)

S. N	Statements	SD	D	N	A	SA
FL1.1	The workplace provides a comfortable and conducive environment for optimal productivity.	1	2	3	4	5
FL1.2	The organization offers sufficient amenities and resources to support employees in their daily tasks.	1	2	3	4	5
FL1.3	I am satisfied with the quality and accessibility of facilities such as cafeteria, parking, and recreational areas.	1	2	3	4	5
FL1.4	The organization invests in modern technology and equipment to enhance work efficiency.	1	2	3	4	5
FL1.5	Overall, I am content with the facilities and infrastructure provided by the organization.	1	2	3	4	5
FL1.6	Organization provides the latest facilities for the employees	1	2	3	4	5

Promotion (PRM)

S. N	Statements	SD	D	N	A	SA
PRM1.1	The promotion process in my organization is transparent and fair.	1	2	3	4	5
PRM1.2	I believe that promotions are based on merit and performance	1	2	3	4	5
PRM1.3	The communication about promotion criteria and opportunities is clear and accessible.	1	2	3	4	5
PRM1.4	I am satisfied with the frequency of promotions in my organization.	1	2	3	4	5
PRM1.5	The promotion system in my organization encourages professional growth and development.	1	2	3	4	5
PRM1.6	The promotion policies are evaluated time to time.	1	2	3	4	5

Human Relation (HRL)

S. N	Statements	SD	D	N	A	SA
HRL1.1	Communication within the organization is clear and facilitates effective collaboration between team members	1	2	3	4	5
HRL1.2	Team members in our organization work collaboratively, sharing information and supporting each other to achieve common goals	1	2	3	4	5
HRL1.3	Leadership in our organization provides adequate support and guidance to foster positive human relations among employees.	1	2	3	4	5
HRL1.4	There is a high level of trust among colleagues in our organization, creating a positive and inclusive work environment	1	2	3	4	5
HRL1.5	The organization effectively addresses conflicts, promoting a resolution-oriented culture that minimizes negative impacts on human relations	1	2	3	4	5
HRL1.6	Human relation is managed by the psychological experts in the organization.	1	2	3	4	5

Work Opportunity (WO)

S. N	Statements	SD	D	N	A	SA
WO1.1	The state/central government organizations provide a wide range of job opportunities suitable for different qualifications and skill sets.	1	2	3	4	5
WO1.2	The recruitment processes in state/central government organizations are transparent and fair, ensuring equal opportunities for all applicants	1	2	3	4	5
WO1.3	Government organizations at the state and central levels offer attractive and competitive salary packages and benefits	1	2	3	4	5
WO1.4	There are ample growth and advancement opportunities for employees within state/central government organizations	1	2	3	4	5
WO1.5	The state/central government organizations actively promote a positive work environment and employee well-being.	1	2	3	4	5
WO1.6	Work opportunity is the organization support the self-development of the employees.	1	2	3	4	5

Supervision (SUV)

S. N	Statements	SD	D	N	A	SA
SUV1.1	Supervisors in the organization provide clear communication and guidance on job expectations and tasks	1	2	3	4	5
SUV1.2	I receive constructive and timely feedback from my supervisor that helps improve my performance	1	2	3	4	5

SUV 1.3	Supervisors are accessible and approachable, providing support and assistance when needed	1	2	3	4	5
SUV 1.4	Management policies support a positive work environment and supervision	1	2	3	4	5
SUV 1.5	Supervisors make fair and equitable decisions, considering the needs and concerns of all employees	1	2	3	4	5
SUV 1.6	Supervisors actively support and provide opportunities for my professional development and career growth	1	2	3	4	5

Job Satisfaction (JS)

S. N	Statements	SD	D	N	A	SA
JS1.1	I am satisfied with the overall work environment in my state/central government organization	1	2	3	4	5
JS1.2	I feel adequately recognized and rewarded for my contributions to the organization.	1	2	3	4	5
JS 1.3	I believe there are sufficient opportunities for career growth and advancement within my government organization.	1	2	3	4	5
JS1.4	The communication channels within my state/central government organization are effective and transparent.	1	2	3	4	5
JS1.5	I am satisfied with the support and resources provided for professional development in my government position	1	2	3	4	5
JS1.6	I can easily balance the work life in the organization.	1	2	3	4	5

Data Gathering Process

To obtain the data, we have used a web-based questionnaire. The sample size for the pilot study was 40 and for main study, 405 respondents were drawn from the state and central government employees from the various organizations. The non-probability snow ball sampling method was used for the study. This sampling strategy was used to allow respondents from various genders, educational backgrounds, and ages to be included in the sample.

Statistical Techniques/ Software's

The IBM-SPSS 23.0 version statistical software was used in the data analysis and interpretation. The variable creation, data entry, value label, data coding, and simple calculation like reliability, factor analysis and frequency analysis, correlation & regression analysis, One-Sample Kolmogorov-Smirnov Test (Normality Test),

Independent t test/ Mann Witney T Test were performed using SPSS 23.0. The significance level was set in advance at 5% means that we would be 95% confident in our decision making or accepting/ rejecting hypothesis. The decision rule as follows: If Sig value is less than 0.05, then reject null hypothesis. If Sig. value is more than 0.05, then accept null hypothesis.

Objectives of the study

The objectives of the study are as follows:

- To prepare the demographic profile of central and state government employees.
- To find the effect of Salary (SL), Facilities (FL), Promotion (PRM), Human Relation (HRL), Work Opportunity (WO), Supervision (SUV) on the Job Satisfaction (JS) of government employees.
- To conduct the comparative study of job satisfaction between central and state Government. employees.

Hypotheses of the study

Since there are seven main constructs of the study are: Salary (SL), Facilities (FL), Promotion (PRM), Human Relation (HRL), Work Opportunity (WO), Supervision (SUV), and Job Satisfaction (JS), and one observed grouping variables as Organization Type, the researcher formulated six null and alternative hypotheses.

The null and alternative hypotheses are as follows:

Hypotheses on Cause and Effect

- H01: There is no significant effect of the Salary on Job Satisfaction of the government employees.
- H11: There is a significant effect of the Salary on Job Satisfaction of the government employees.
- H02: There is no significant effect of the Facilities on Job Satisfaction of the government employees.
- H12: There is a significant effect of the Facilities on Job Satisfaction of the government employees.
- H03: There is no significant effect of the Promotion on Job Satisfaction of the government employees.
- H13: There is a significant effect of the Promotion on Job Satisfaction of the government employees.

- H04: There is no significant effect of the Human Relation on Job Satisfaction of the government employees.
- H14: There is a significant effect of the Human Relation on Job Satisfaction of the government employees.
- H05: There is no significant effect of the Work Opportunity on Job Satisfaction of the government employees.
- H15: There is a significant effect of the Work Opportunity on Job Satisfaction of the government employees.
- H06: There is no significant effect of the Supervision on Job Satisfaction of the government employees.
- H16: There is a significant effect of the Supervision on Job Satisfaction of the government employees.

Hypotheses on Comparative Study

- H07: There is no significant difference of the Salary between state and central government employees.
- H17: There is a significant difference of the Salary between state and central government employees.
- H08: There is no significant difference of the Facilities between state and central government employees.
H18: There is a significant difference of the Facilities between state and central government employees
- H09: There is no significant difference of the Promotion between state and central government employees.
H19: There is a significant difference of the Promotion between state and central government employees
- H010: There is no significant difference of the Human Relation between state and central government employees.
H110: There is a significant difference of the Human Relation between state and central government employees
- H011: There is no significant difference of the Work Opportunity between state and central government employees.
H11: There is a significant difference of the Work Opportunity between state and central government employees
- H012: There is no significant difference of the Supervision between state and central government employees.
H112: There is a significant difference of the Supervision between state and central government employees

- H013: There is no significant difference of the Job Satisfaction between state and central government employees.
H113: There is a significant difference of the Job Satisfaction between state and central government employees

Preliminary Pilot Study: Scale Development and Tools Standardization

In this study, reliability analysis, validity analysis, and exploratory factor analysis were all used. Both the EFA and the CFA were done separately on the chosen factors and hidden variables, with the goal of developing scales and making tools more consistent. Cronbach's alpha was used to check the stability. There are three ways to check the concept validity: the multi-trait multi-method matrix, the item to total score association in a scale, and factor analysis. It was used to show truth and cut down on data through factor analysis. The researcher used the items to find the connection between the total scores on a scale and a factor analysis method. To see if each item on the scale was accurate, the correlation between it and the overall score was found using corrected item total correlation (CITC). If the association was above 0.300, the items were acceptable. If it was below 0.300, the items were taken off the list. The principal component analysis was used for the experimental factor analysis. As part of principal component analysis, the Kaiser-Meyer-Olkin (KMO) measure of sampling efficiency and the variation percentage were found.

Reliability and Validity Analysis

Table 1: Reliability Analysis Summary

Construct Name and Code	No of Items	Cronbach's Alpha Value	KMO	% of Variance	Results
Salary (SL)	6	.830	.831	54.506	Good
Facilities (FL)	5	.870	.843	65.859	Good
Promotion (PRM)	5	.872	.859	67.090	Good
Human Relation (HRL)	6	.855	.853	58.331	Good
Work Opportunity (WO)	5	.875	.860	67.539	Good
Supervision (SUV)	6	.818	.820	52.915	Good
Job Satisfaction (JS)	5	.930	.882	78.365	Excellent

Source: SPSS 23.0

All the construct has passed the reliability test. The Cronbach's Alpha Values, KMO values and % of Variance of each construct are shown in the above table.

Validity Analysis

For the content validity of the questionnaire, the experts in the field of job satisfaction study checked the language, sequence, and content of the questions. The expert validated the questionnaire for the final data collection which can be used in the next chapter of data analysis and interpretation.

Data Analysis and Interpretation

In this section, data were entered, coded, value labelled and analyse using SPSS 23.0 version software. Some initial SPSS output from the whole analysis are as follows:

Demographic Analysis

Gender

Table 2:1.2. Gender

	Frequency	Percent
Female	174	42.96
Male	231	57.04
Total	405	100.00

Source: SPSS 23.0

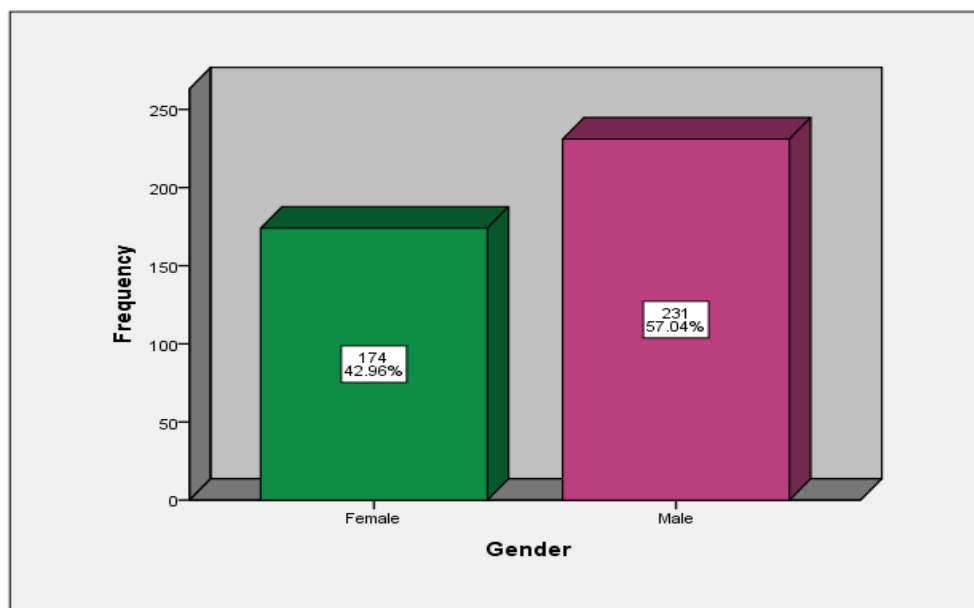


Figure 2: Gender

Source: SPSS 23.0

Based on the data presented in the table and bar chart, it is evident that 42.96% respondents were female and 57.04% respondents were male. Therefore, it can be concluded that majority of respondents (57.04%) were male in this study.

Frequency Analysis - Item wise each construct

Frequency Analysis of Salary (SL)

Table 3: SL1.1 The compensation provided by the organization is competitive compared to industry standards.

	Frequency	Percent
Strongly Disagree	12	2.96
Disagree	21	5.19
Neural	41	10.12
Agree	176	43.46
Strongly Agree	155	38.27
Total	405	100.00

Source: SPSS 23.0

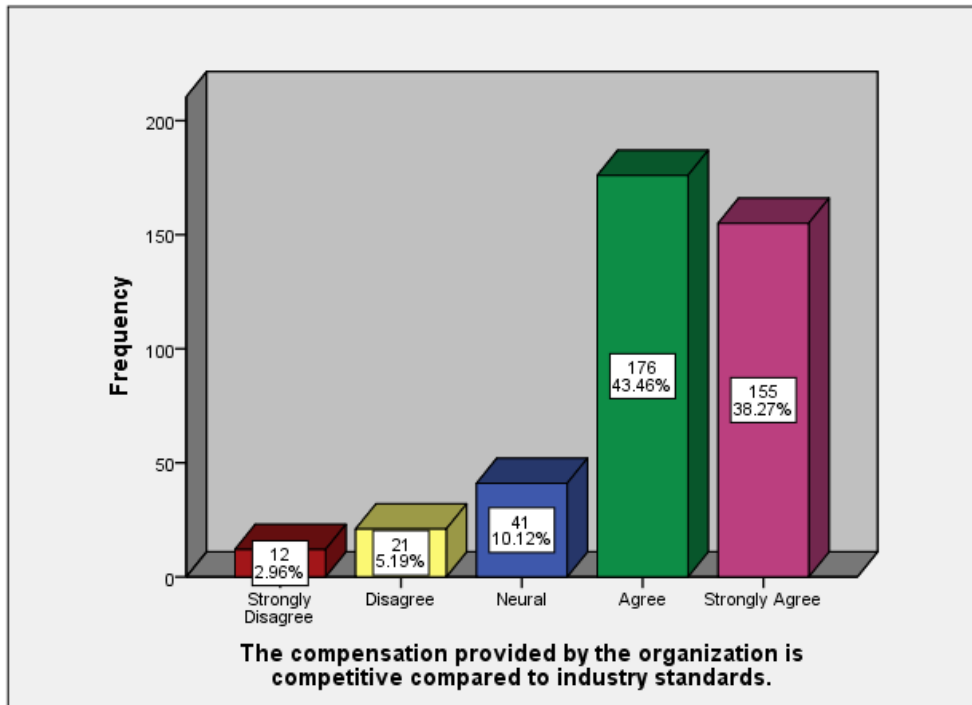


Figure 3: The compensation provided by the organization is competitive compared to industry standards

Source: SPSS 23.0

Based on the data presented in the table and bar chart, it is evident that a significant proportion of respondents expressed varying levels of agreement or disagreement with the statement "The compensation provided by the organization is competitive compared to industry standards " Specifically, 2.96% of the respondents strongly disagreed, 5.19% disagreed, 10.12% neither agreed nor disagreed, 43.46% agreed, and 38.27% strongly agreed. Hence, it can be inferred that a significant proportion of respondent agreed that The compensation provided by the organization is competitive compared to industry standards .

First Regression Model

$$Y \text{ (Job Satisfaction)} = a + b X \text{ (Salary)}$$

Null Hypothesis

H01: There is no significant effect of the Salary on Job Satisfaction of the government employees.

Table 4: Descriptive Statistics- Job Satisfaction & Salary

	Mean	Std. Deviation	N
Job Satisfaction	4.0538	.96101	405
Salary	4.0811	.77614	405

Source: SPSS 23.0

According to the Descriptive Statistics table, mean and standard deviation are (4.0538,.96101), (4.0811, .77614) for the items of Job Satisfaction & Salary construct respectively. The mean score is near to 4 points Likert scale, hence majority of respondents shown the agreed responses towards the items of Job Satisfaction & Salary in the government organizations.

Table 5: Correlations- Job Satisfaction & Salary

		Job Satisfaction	Salary
Pearson Correlation	Job Satisfaction	1.000	.702
	Salary	.702	1.000
Sig. (1-tailed)	Job Satisfaction	.	.000
	Salary	.000	.
N	Job Satisfaction	405	405
	Salary	405	405

Source: SPSS 23.0

The Pearson correlation coefficient is 0.702, hence the Salary construct is positively high correlated with Job Satisfaction construct in the government organizations. Since the sig value is 0.000, therefore it is a significant correlation between Salary and Job Satisfaction in the government organizations.

Table 6: Variables Entered/Removed - Job Satisfaction & Salary

Model	Variables Entered	Variables Removed	Method
1	Salary	.	Enter
a. Dependent Variable: Job Satisfaction			
b. All requested variables entered.			

Source: SPSS 23.0

According to the Variables Entered/Removed table, the enter method of regression was used. The Salary is independent variable and Job Satisfaction is the dependent variable.

Table 7: Model Summary- Job Satisfaction & Salary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.702 ^a	.492	.491	.68568	.492	390.572	1	403	.000
a. Predictors: (Constant), Salary									

Source: SPSS 23.0

According to the model summary table, the R² was 0.492 means it explained 49.2% of the variance that means it is good enough to select the model.

Table 8: ANOVAa - Job Satisfaction & Salary

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	183.632	1	183.632	390.572	.000 ^b
	Residual	189.475	403	.470		
	Total	373.107	404			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Salary						

Source: SPSS 23.0

According to the ANOVA table, F=390.572 & Sig Value p value=0.000 less than 0.05 hence the model was highly significant.

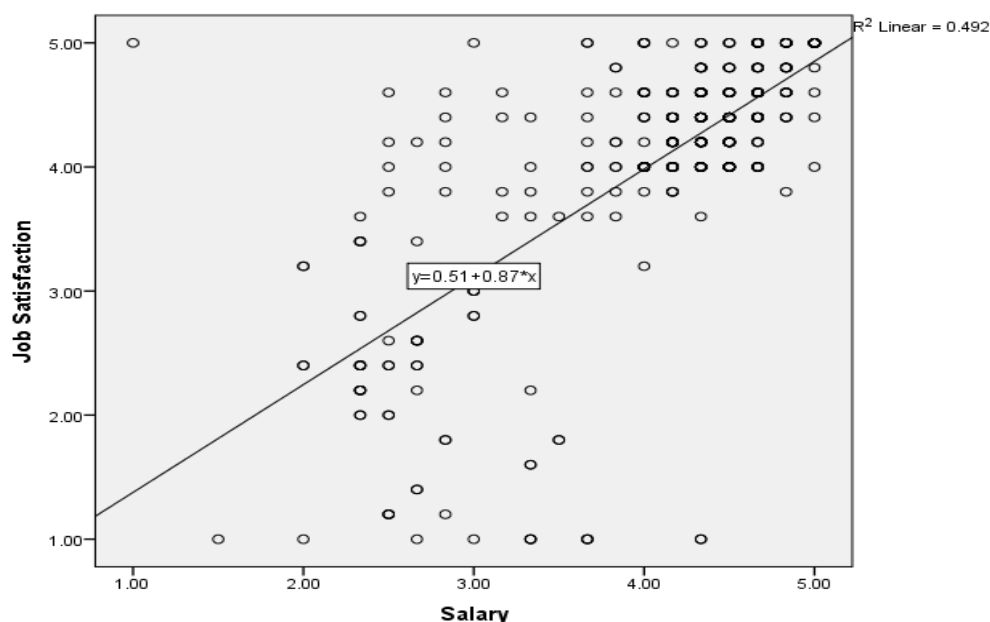
Table 9: Coefficientsa - Job Satisfaction & Salary

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.509	.183		2.787	.006	.150	.868
	Salary	.869	.044	.702	19.763	.000	.782	.955

a. Dependent Variable: Job Satisfaction

Source: SPSS 23.0

According to the coefficient table, Salary (Sig value $0.000 < 0.05$) is significant at a 5% significance level. Since the first null hypothesis was (H_{01} : There is no significant effect of the Salary on Job Satisfaction of the government employees.) Hence it is safe to reject the first null hypothesis; therefore it can be concluded there was a significant effect of the Salary on Job Satisfaction of the government employees., therefore the regression equation would be in this case is Y (Job Satisfaction) $= 0.509 + (0.702)(\text{Salary})$ and it can be concluded that if there is an increase of one unit in the parameters of Salary than there is an increase of 0.702 unit in the Job Satisfaction of the employees of government organization, provided other variables are constant. The regression line is shown by the following graph:

**Figure 4: Regression Line Between Job Satisfaction & Salary**

Source: SPSS 23.0

Comparative Study of Job Satisfaction Between Central and State Government Organizations

Before conducting the comparative test between state and central government employees with respect to the as Salary (SL), Facilities (FL), Promotion (PRM), Human Relation (HRL), Work Opportunity (WO), Supervision (SUV) and Job Satisfaction (JS)., it is necessary to test the normality of the data of Salary (SL), Facilities (FL), Promotion (PRM), Human Relation (HRL), Work Opportunity (WO), Supervision (SUV) and Job Satisfaction (JS) using One-Sample Kolmogorov-Smirnov Test. If the sig value is less than 0.05, then its data is not normal and can be used the non-parametric test Mann Whitney U Test for the comparison between two groups (State and Central Government). If the sig value is more than 0.05 then the data is normal and can be used the parametric test Independent T test for the comparison between two groups (State and Central Government)

Test Variable-Job Satisfaction

Grouping Variable- Organization Type

Null Hypothesis

H001: There is no significant difference of the Job Satisfaction between state and central government employees.

Table 10: One-Sample Kolmogorov-Smirnov Test-Job Satisfaction

		Job Satisfaction
N		405
Normal Parameters ^{a,b}	Mean	4.0538
	Std. Deviation	.96101
Most Extreme Differences	Absolute	.278
	Positive	.162
	Negative	-.278
Test Statistic		.278
Asymp. Sig. (2-tailed)		.000 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: SPSS 23.0

According to the One-Sample Kolmogorov-Smirnov Test table, the sig. value (0.000) is less than 0.05, hence the data of Job Satisfaction construct was not normal, hence for comparison between state and central government employees, Mann Witney U test was used.

Table 11: Descriptive Statistics-Job Satisfaction and Organization Type

	N	Mean	Std. Deviation	Minimum	Maximum
Job Satisfaction	405	4.0538	.96101	1.00	5.00
Organization Type	405	1.32	.466	1	2

Source: SPSS 23.0

According to the Descriptive Statistics table, the mean and standard deviation value of Job Satisfaction construct was (4.0538, .96101) which is near to 4-point Likert scale, therefore majority of respondents agreed with respect to the Job Satisfaction construct items.

Mann-Whitney Test

Table 12: Test Statistics^a-Job Satisfaction and Organization Type

	Job Satisfaction
Mann-Whitney U	6498.000
Wilcoxon W	14883.000
Z	-10.387
Asymp. Sig. (2-tailed)	.000
a. Grouping Variable: Organization Type	

Source: SPSS 23.0

According to the Test Statistics Table, the sig value (0.000) is less than 0.05, hence the thirteenth null hypothesis (H013: There is no significant difference of the Job Satisfaction between state and central government employees.) is safe to reject, therefore it can be concluded that there was a significant difference of the Job Satisfaction between state and central government employees.

Table 13: Ranks-Job Satisfaction and Organization Type

	Organization Type	N	Mean Rank	Sum of Ranks
Job Satisfaction	Central Government	276	243.96	67332.00
	State Government	129	115.37	14883.00
	Total	405		

Source: SPSS 23.0

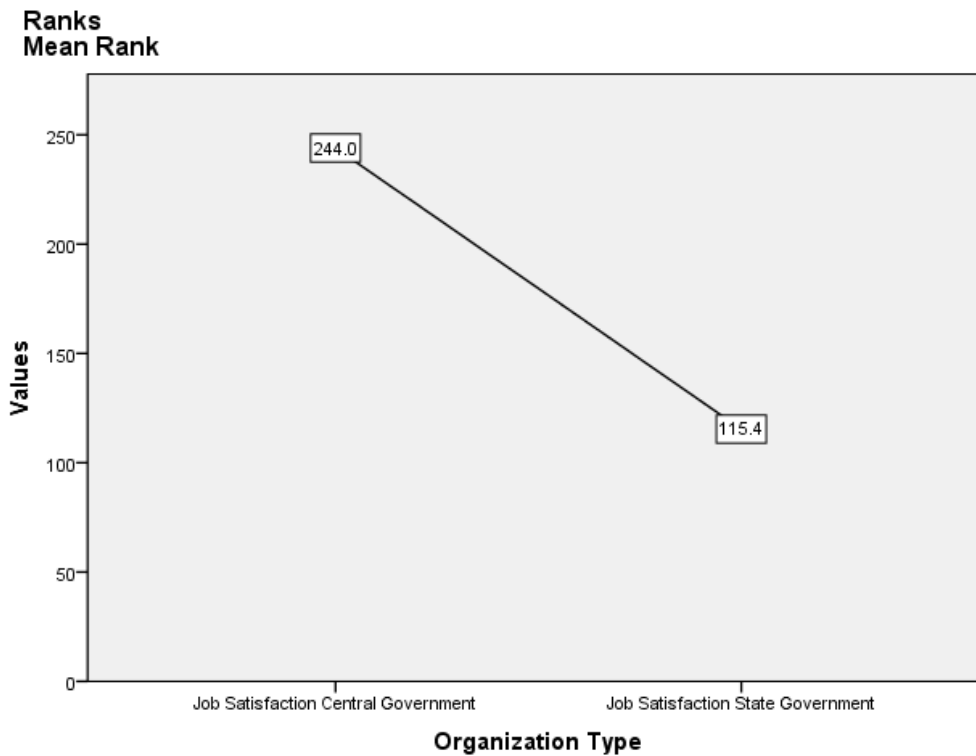


Figure 5: Ranks Mean Rank Plot- Job Satisfaction and Organization Type

Source: SPSS 23.0

According to the Ranks table and line graph, mean rank is 243.96 for central government whereas it is 115.37 for the state government employees, therefore it can be concluded that Job Satisfaction was better in central government organization in comparison to the state government organizations.

Conclusions

Based on the frequency analysis of demographic profile of the respondents it can be concluded that majority of respondents (57.04%) were male in this study. Majority of respondents (50.12%) were unmarried. Majority of respondents (52.10%) were in nuclear family concept. Majority of respondents (50.12%) having none child. Majority of respondents (57.04%) were 20-30 age groups. Majority of respondents (50.12%) having P.G qualification. Majority of respondents (47.41%) having Rs. 75001-100000 monthly income. Majority of respondents (39.51%) having 5 to10 years of work experience in this study.

Salary (SL)

Based on the frequency analysis of the scale items of each construct, it can be inferred that a significant proportion of respondent agreed that the compensation provided by the organization is competitive compared to industry standards. A significant proportion of respondent agreed that I feel adequately rewarded for the level of responsibility and effort I invest in my work. A significant proportion of respondent strongly agreed that the organization's salary structure reflects a fair and transparent approach to employee remuneration. A significant proportion of respondent agreed that I believe my salary is commensurate with my skills, experience, and contributions to the organization. A significant proportion of respondent strongly agreed that Overall, I am satisfied with the salary and benefits package offered by the organization. A significant proportion of respondent agreed that Salary structure is revised as per the norms.

Facilities (FL)

A significant proportion of respondent agreed that the workplace provides a comfortable and conducive environment for optimal productivity. A significant proportion of respondent agreed that the organization offers sufficient amenities and resources to support employees in their daily tasks. A significant proportion of respondent agreed that I am satisfied with the quality and accessibility of facilities such as cafeteria, parking, and recreational areas. A significant proportion of respondent agreed that the organization invests in modern technology and equipment to enhance work efficiency. A significant proportion of respondent strongly agreed that Overall, I am content with the facilities and infrastructure provided by the organization. A significant proportion of respondent agreed that Organization provides the latest facilities for the employees.

Promotion (PRM)

A significant proportion of respondent agreed that the promotion process in my organization is transparent and fair. A significant proportion of respondent agreed that I believe that promotions are based on merit and performance. A significant proportion of respondent agreed that the communication about promotion criteria and

opportunities is clear and accessible. A significant proportion of respondent agreed that I am satisfied with the frequency of promotions in my organization. A significant proportion of respondent agreed that the promotion system in my organization encourages professional growth and development. A significant proportion of respondent agreed that the promotion policies are evaluated time to time.

Human Relation (HRL)

A significant proportion of respondent agreed that Communication within the organization is clear and facilitates effective collaboration between team members. A significant proportion of respondent agreed that Team members in our organization work collaboratively, sharing information and supporting each other to achieve common goals. A significant proportion of respondent agreed that Leadership in our organization provides adequate support and guidance to foster positive human relations among employees. A significant proportion of respondent agreed that There is a high level of trust among colleagues in our organization, creating a positive and inclusive work environment. A significant proportion of respondent agreed and strongly agreed that the organization effectively addresses conflicts, promoting a resolution-oriented culture that minimizes negative impacts on human relation. A significant proportion of respondent agreed that Human relation is managed by the psychological experts in the organization.

Work Opportunity (WO)

A significant proportion of respondent agreed that the state/central government organizations provide a wide range of job opportunities suitable for different qualifications and skill sets. A significant proportion of respondent agreed that the recruitment processes in state/central government organizations are transparent and fair, ensuring equal opportunities for all applicants. A significant proportion of respondent agreed that Government organizations at the state and central levels offer attractive and competitive salary packages and benefits. A significant proportion of respondent agreed that there were ample growth and advancement opportunities for employees within state/central government organizations. A significant proportion of respondent agreed that the state/central government organizations actively promote a positive work environment and

employee well-being. A significant proportion of respondent agreed that work opportunity is the organization support the self-development of the employees.

Supervision (SUV)

A significant proportion of respondent agreed that Supervisors in the organization provide clear communication and guidance on job expectations and tasks. A significant proportion of respondent agreed that I receive constructive and timely feedback from my supervisor that helps improve my performance. A significant proportion of respondent agreed that Supervisors are accessible and approachable, providing support and assistance when needed. A significant proportion of respondent agreed that Management policies support a positive work environment and supervision. A significant proportion of respondent agreed that supervisors make fair and equitable decisions, considering the needs and concerns of all employees. A significant proportion of respondent agreed that Supervisors actively support and provide opportunities for my professional development and career growth.

Job Satisfaction (JS)

A significant proportion of respondent agreed that I am satisfied with the overall work environment in my state/central government organization. A significant proportion of respondent agreed that I feel adequately recognized and rewarded for my contributions to the organization. A significant proportion of respondent agreed that " I believe there are sufficient opportunities for career growth and advancement within my government organization. A significant proportion of respondent agreed that the communication channels within my state/central government organization are effective and transparent. A significant proportion of respondent agreed that I am satisfied with the support and resources provided for professional development in my government position. A significant proportion of respondent agreed that I can easily balance the work life in the organization.

Cause and Effect- Correlation and Regression

Based on the data analysis and interpretation, it can be concluded that there was a significant effect of the Salary on Job Satisfaction of the government

employees., therefore the regression equation would be in this case is Y (Job Satisfaction) $=0.509+(0.702)(\text{Salary})$ and it can be concluded that if there is an increase of one unit in the parameters of Salary than there is an increase of 0.702 unit in the Job Satisfaction of the employees of government organization, provided other variables are constant.

There was a significant effect of the Facilities on Job Satisfaction of the government employees., therefore the regression equation would be in this case is Y (Job Satisfaction) $=0.085+(0.894)$ (Facilities) and it can be concluded that if there is an increase of one unit in the parameters of Facilities than there is an increase of 0.894 unit in the Job Satisfaction of the employees of government organization, provided other variables are constant.

There was a significant effect of the Promotion on Job Satisfaction of the government employees., therefore the regression equation would be in this case is Y (Job Satisfaction) $=0.226+(0.853)$ (Promotion) and it can be concluded that if there is an increase of one unit in the parameters of Promotion than there is an increase of 0.853 unit in the Job Satisfaction of the employees of government organization, provided other variables are constant.

There was a significant effect of the Human Relation on Job Satisfaction of the government employees., therefore the regression equation would be in this case is Y (Job Satisfaction) $=0.370+(0.765)$ (Human Relation) and it can be concluded that if there is an increase of one unit in the parameters of Human Relation than there is an increase of 0.765 unit in the Job Satisfaction of the employees of government organization, provided other variables are constant.

There was a significant effect of the Work Opportunity on Job Satisfaction of the government employees., therefore the regression equation would be in this case is Y (Job Satisfaction) $=0.577+(0.780)$ (Work Opportunity) and it can be concluded that if there is an increase of one unit in the parameters of Work Opportunity than there is an increase of 0.780 unit in the Job Satisfaction of the employees of government organization, provided other variables are constant.

There was a significant effect of the Supervision on Job Satisfaction of the government employees., therefore the regression equation would be in this case is Y (Job Satisfaction) = $0.346 + (0.711)$ (Supervision) and it can be concluded that if there is an increase of one unit in the parameters of Supervision than there is an increase of 0.711 unit in the Job Satisfaction of the employees of government organization, provided other variables are constant.

Comparative Study of Job Satisfaction Between Central and State Government Organizations- Mann Witney U Test

Before conducting the comparative test between state and central government employees with respect to the as Salary (SL), Facilities (FL), Promotion (PRM), Human Relation (HRL), Work Opportunity (WO), Supervision (SUV) and Job Satisfaction (JS)., it is necessary to test the normality of the data of Salary (SL), Facilities (FL), Promotion (PRM), Human Relation (HRL), Work Opportunity (WO), Supervision (SUV) and Job Satisfaction (JS) using One-Sample Kolmogorov-Smirnov Test. If the sig value is less than 0.05, then its data is not normal and can be used the non-parametric test Mann Witney U Test for the comparison between two groups (State and Central Government). If the sig value is more than 0.05 then the data is normal and can be used the parametric test Independent T test for the comparison between two groups (State and Central Government)

There was a significant difference of the Salary between state and central government employees. mean rank is 267.50 for central government whereas it is 65.00 for the state government employees, therefore it can be concluded that Salary structure/norms was better in central government organization in comparison to the state government organizations.

There was a significant difference of the Facilities between state and central government employees. mean rank is 254.05 for central government whereas it is 93.77 for the state government employees, therefore it can be concluded that Facilities was better in central government organization in comparison to the state government organizations.

There was a significant difference of the Promotion between state and central government employees. mean rank is 254.80 for central government whereas it is 92.17 for the state government employees, therefore it can be concluded that Promotion was better in central government organization in comparison to the state government organizations.

There was a significant difference of the Human Relation between state and central government employees. mean rank is 267.06 for central government whereas it is 65.95 for the state government employees, therefore it can be concluded that Human Relation was better in central government organization in comparison to the state government organizations.

There was a significant difference of the Work Opportunity between state and central government employees. mean rank is 240.07 for central government whereas it is 123.70 for the state government employees, therefore it can be concluded that Work Opportunity was better in central government organization in comparison to the state government organizations.

There was a significant difference of the Supervision between state and central government employees. mean rank is 267.50 for central government whereas it is 65.00 for the state government employees, therefore it can be concluded that Supervision was better in central government organization in comparison to the state government organizations.

There was a significant difference of the Job Satisfaction between state and central government employees. mean rank is 243.96 for central government whereas it is 115.37 for the state government employees, therefore it can be concluded that Job Satisfaction was better in central government organization in comparison to the state government organizations.

Suggestions

- In the realm of state and government organizations, optimizing job satisfaction necessitates a comprehensive approach addressing multiple parameters. First and foremost, a fundamental pillar is job security, assuring employees of the

stability of their positions in the face of uncertainties. A robust compensation and benefits framework, encompassing competitive salaries, health insurance, and retirement plans, is pivotal in recognizing the dedication of the workforce. Equally critical is the establishment of a healthy work-life balance, achieved through reasonable working hours and flexible schedules, acknowledging the intrinsic value of employees' personal lives.

- Career development opportunities are instrumental in fostering a sense of professional growth and advancement, with clear pathways for promotions and continual learning initiatives. Effective leadership and management play a pivotal role, requiring leaders to exhibit competence, ethical conduct, and transparent communication. A supportive and approachable leadership style contributes significantly to the overall job satisfaction of employees.
- Recognition and rewards mechanisms are paramount, instilling a sense of achievement and motivation. Regular performance appraisals, conducted fairly and transparently, further contribute to employees' satisfaction by providing constructive feedback and acknowledging their contributions.
- The organizational culture is a cornerstone, emphasizing inclusivity, diversity, and alignment of values between the employees and the organization. Providing a safe and comfortable work environment, coupled with access to necessary resources, is foundational to employee well-being and satisfaction. Open and transparent communication channels are imperative, enabling employees to voice concerns, provide feedback, and actively participate in decision-making processes.
- Empowering employees by involving them in decision-making processes and encouraging innovation enhances their sense of ownership and engagement. Ethical and socially responsible practices contribute to a sense of purpose and pride among employees, aligning their values with those of the organization.
- Autonomy in job roles, coupled with trust in employees' capabilities, fosters a sense of responsibility and self-efficacy. Leveraging modern technology and

fostering a culture of innovation ensures that employees are equipped with the tools and methodologies needed for optimal performance.

- The optimization of job satisfaction in state and government organizations is a multifaceted endeavour. By attentively addressing these parameters, organizations can create an environment that not only attracts top talent but also fosters a sense of fulfilment, commitment, and productivity among their workforce. Regular assessments, feedback mechanisms, and a commitment to continuous improvement are integral to ensuring that these parameters remain aligned with the evolving needs and expectations of employees.

Research Implications

- The study of job satisfaction in state and central government organizations holds significant research implications across multiple dimensions of public administration, human resource management, and organizational behaviour. A comprehensive exploration of this subject offers the potential to unearth insights that can inform policies, enhance organizational effectiveness, and contribute to the broader discourse on public service delivery. Investigating the impact of job satisfaction on governance and public policies becomes crucial, shedding light on how the contentment of government employees influences the successful implementation of programs and services. Moreover, a thorough examination of the correlation between job satisfaction and employee retention provides insights into strategies for reducing turnover rates and promoting stability within government agencies.
- The relationship between job satisfaction and productivity in the context of government services constitutes another critical avenue for exploration. Understanding how the contentment of government employees contributes to overall organizational performance is essential for optimizing public resources. Furthermore, delving into the intricate dynamics of employee engagement within government work elucidates the role job satisfaction plays in fostering a committed and motivated workforce. This, in turn, can have implications for the quality of services provided to the public. The organizational culture and climate within government agencies, influenced by

job satisfaction, also warrant scrutiny to identify factors that contribute to a positive work environment.

- The implications of such a study extend into the realm of public policy, offering insights that can shape human resource management practices within government organizations. By identifying strategies to enhance job satisfaction, researchers can contribute to the development of policies aimed at fostering employee well-being and professional growth. Cross-cultural comparisons within the state and central government landscape can further enrich the research landscape, highlighting regional variations and cultural factors that impact job satisfaction. Additionally, investigating the influence of technology adoption and modern work environments on job satisfaction addresses contemporary challenges facing government organizations, especially in the context of remote work policies.
- A longitudinal approach to studying job satisfaction provides the opportunity to track changes over time, allowing researchers to discern trends and patterns within government organizations. This comprehensive understanding of job satisfaction in the public sector contributes not only to academic knowledge but also offers practical implications for policymakers, human resource professionals, and organizational leaders. In essence, the research implications underscore the importance of a nuanced understanding of job satisfaction in government organizations, providing a foundation for evidence-based decision-making and the continuous improvement of public sector management practices.

Future scope of the study

The future research can test the Job satisfaction and its influential parameters having cause and effect relation as well as the comparative study with the help of Structural Equation Model (SEM). The AMOS 23.0 version software can be used to test the simultaneously hypothesis testing. The confirmatory Factor Analysis can also be performed by the future researcher to validate the results of exploratory factor analysis.