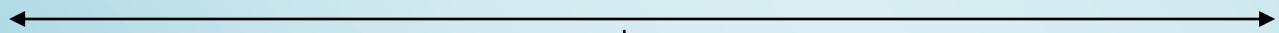


# North Asian International Research Journal Consortium

*North Asian International Research Journal of  
Social Science & Humanities*

**Chief Editor**

Dr Rama Singh



Publisher

Dr. Bilal Ahmad Malik

Associate Editor

Dr. Nagendra Mani Trapathi



**Honorary**

Dr. Ashak Hussain Malik

NAIRJC JOURNAL PUBLICATION

North Asian  
International  
Research Journal Consortium



## Welcome to NAIRJC

**ISSN NO: 2454 - 9827**

North Asian International Research Journal Social Science and Humanities is a research journal, published monthly in English, Hindi, Urdu all research papers submitted to the journal will be double-blind peer reviewed referred by members of the editorial board. Readers will include investigator in Universities, Research Institutes Government and Industry with research interest in the general subjects

## Editorial Board

J.Anil Kumar Head Geography University of Thirvanathpuram	Sanjuket Das Head Economics Samplpur University	Adgaonkar Ganesh Dept. of Commerce B.S.A.U, Aruganbad
Kiran Mishra Dept. of English,Ranchi University, Jharkhand	Somanath Reddy Dept. of Social Work, Gulbarga University.	Rajpal Choudhary Dept. Govt. Engg. College Bikaner Rajasthan
R.D. Sharma Head Commerce & Management Jammu University	R.P. Pandday Head Education Dr. C.V.Raman University	Moinuddin Khan Dept. of Botany SinghaniyaUniversity Rajasthan.
Manish Mishra Dept. of Engg, United College Ald.UPTU Lucknow	K.M Bhandarkar Praful Patel College of Education, Gondia	Ravi Kumar Pandey Director, H.I.M.T, Allahabad
Tihar Pandit Dept. of Environmental Science, University of Kashmir.	Simnani Dept. of Political Science, Govt. Degree College Pulwama, University of Kashmir.	Ashok D. Wagh Head PG. Dept. of Accountancy, B.N.N.College, Bhiwandi, Thane, Maharashtra.
Neelam Yaday Head Exam. Mat.K..M .Patel College Thakurli (E), Thane, Maharashtra	Nisar Hussain Dept. of Medicine A.I. Medical College (U.P) Kanpur University	M.C.P. Singh Head Information Technology Dr C.V. Rama University
Ashak Hussain Head Pol-Science G.B, PG College Ald. Kanpur University	Khagendra Nath Sethi Head Dept. of History Sambalpur University.	Rama Singh Dept. of Political Science A.K.D College, Ald.University of Allahabad

**Address: - Dr. Ashak Hussain Malik House No. 221 Gangoo, Pulwama, Jammu and Kashmir, India - 192301, Cell: 09086405302, 09906662570, Ph. No: 01933-212815, Email: [nairjc5@gmail.com](mailto:nairjc5@gmail.com) , [nairjc@nairjc.com](mailto:nairjc@nairjc.com) , [info@nairjc.com](mailto:info@nairjc.com) Website: [www.nairjc.com](http://www.nairjc.com)**

## ANALYSIS OF FACTORS AFFECTING JOB SATISFACTION OF THE EMPLOYEES (PROMOTION OPPORTUNITIES) IN PUBLIC AND PRIVATE SECTOR

**\*ASIRATNAM BILLA**

\*Research Scholars, Centre For Dr. Ambedkar Chair, Acharya Nnagarjuna University, Nagarjuna Nagar.  
Guntur. Andhra Pradesh.522510.

### **ABSTRACT.**

*In this research, the investigator was interested to make a study analysis of factors affecting job satisfaction of the employees (Promotion Opportunities.) in public and private sector of Andhra State Government. Some of the questions raised in the above context are. What is the nature and extent of job satisfaction among government officials? How do they perceive their job satisfaction in regard to nature of Promotion Opportunities? What reasons have been assigned for their satisfactions and dis-satisfactions? What significance is revealed in terms of variables selected? With this end in view the objectives were formulated. Government of Andhra Pradesh is the government for the state of Andhra Pradesh in South India. The Government of Andhra Pradesh is a democratically elected body with the Governor as the constitutional head In this study, primary data from 300 non gazetted officials of different departments of state government, 300 non gazetted officials of different local body institutions, 300 non gazetted officials of different public sector undertakings were selected using stratified sampling method. The collected data were analysed with the following statistical tools such as: Frequency distribution tables, Simple percentage technique, Mean and Standard deviation, Analysis of variance (ANOVA), Scheffe's Post hoc analysis where significant F values were obtained.*

**Key Words:** - Job Satisfaction of the Employees, Promotion Opportunities, Public Sector, Private Sector.

### **INTRODUCTION, BACKGROUND AND OBJECTIVES OF THE STUDY**

Andhra Pradesh is one of the 29 states of India, situated on the south-eastern coast of the country. The state is the eighth largest state in India covering an area of 160,205 km<sup>2</sup> (61,855 sq mi). As per 2011 census of India, the state is tenth largest by population with 49,386,799 inhabitants. On 2 June 2014, the north-western portion of the state was bifurcated to form a new state of Telangana. In accordance with the Andhra Pradesh Reorganisation Act, 2014, Hyderabad will remain the de jure capital of both Andhra Pradesh and Telangana states for a period of time not exceeding 10 years. The new riverfront capital in Guntur district of the state was named as Amaravati, which is under the jurisdiction of APCRDA (Official Portal of Andhra Pradesh).

The state has a coastline of 974 km (605 mi), the second longest among all the states of India after Gujarat. It borders Telangana in the northwest, Chhattisgarh in the north, Odisha in the northeast, Karnataka in the west, Tamil Nadu in the south and the water body of Bay of Bengal in the east. A small enclave

of 30 km<sup>2</sup> (12 sq.mi.) of Yanam, a district of Puducherry, lies south of Kakinada in the Godavari delta to the northeast of the state.

Government of Andhra Pradesh is the government for the state of Andhra Pradesh in South India. It is an elected Government with 175 MLAs elected to the legislative assembly for a 5-year term.

The Government of Andhra Pradesh is a democratically elected body with the Governor as the constitutional head. The Governor who is appointed for a period of five years appoints the Chief Minister and his Council of Ministers. Even though, the Governor remains the Ceremonial Head of the State, the day-to-day running of the Government is taken care of by the Chief Minister and his Council of Ministers in whom a great deal of legislative powers is vested.

## ATTITUDE

In psychology, an attitude is an expression of favour or disfavour toward a person, place, thing, or event. Prominent psychologist Gordon Allport (1983) once described attitudes “the most distinctive and indispensable concept in contemporary social psychology.” Attitude can be formed from a person’s past and present. This study was to analyse the attitudes of Andhra Pradesh Government employees towards their job satisfaction.

## JOB SATISFACTION

Psychological well-being (PWB) is defined as “the overall effectiveness of an individual’s psychological functioning” as related to primary facets of one’s life: work, family, community, etc. There are three defining characteristics of PWB. First, it is a phenomenological event, meaning that people are happy when they subjectively believe themselves to be so. Second, well-being involves some emotional conditions. Particularly, psychologically well people are more prone to experience positive emotions and less prone to experience negative emotions. Third, well-being refers to one’s life as a whole. It is a global evaluation (Wright, T.A. and Cropanzano, R. (2000)

PWB in the workplace plays an important role in determining job satisfaction and has attracted much research attention in recent years. These studies have focused on the effects of PWB on job satisfaction as well as job performance. Wright, Cropanzano and Bonett (2007) noted that because job satisfaction is specific to one’s job, the research that examined job satisfaction had not taken into account aspects of one’s life external to the job. Prior studies had focused only on the work environment as the main determinant of job satisfaction. Ultimately, to better understand job satisfaction (and its close relative, job performance), it is important to take into account an individual’s PWB.

**Types of Job Satisfaction:-** 1. Factors Influencing Job Satisfaction. 2. Difficulties in Motivating Government Employees. 3. Prevailing negative attitudes about government and government employees. 4. Frequent and abrupt changes in leadership. 5. *Hard-to-measure* achievement. 6. An older workforce. 7. Strong civil-service rules and employee protections. 8. Constraints on the use of financial incentives. 9. Strong union influence. 10. Public Visibility of Government. 11. Different employee motivations

## GAZETTED AND NON-GAZETTED OFFICERS IN INDIA

Gazetted Officers are Executive/Managerial/Supervisory level ranked public servants in India. Authority for a Gazetted Officer to issue an official stamp comes from the President of India or the Governors of States. To that effect, they are de jure representatives and delegates of the Indian State and the President. The Gazette of India is published on a regular basis by the Directorate of Printing, Department of Publication, Ministry of Urban Development, Government of India. It is an official Central Government or State Government publication, which publishes the appointments or promotions of certain government officials.

**Class-I or Group-A (Gazetted):-** These officials belong to the managerial or highest class of government servants. Examples - Commissioned officers of the Indian Armed Forces, Officers from GREF, MES, Officers from the All-India Civil Services (IAS, IPS, IFS, etc.) recruited by the Union Public Service Commission, State Civil Service Group-A officers (executive) in the State Governments (Provincial Civil Services/State Civil Services), Patent Examiner in DIPP under Ministry of Commerce and Industry, Senior Scientists in R&D Centres under the Government of India (Department of Space [ISRO], DRDO, Department of Atomic Energy (BARC, Raja Ramanna Centre for Advanced Technology. RRCAT Indore, Heavy Water Board/Plants, IGCAR, AERB), CSIR, Directors, section officer to Government of India and Vice-Chancellors of State/Central Universities and Research Centers.

**Class-II or Group-B (Gazetted):-** Examples – Group-B officers in State Civil Service, Doctors in State/Central Hospital, Secretary of Gram Panchayat, Assistant Engineers in both State Government Departments and Organizations etc., Assistant Geologist in State Government, Principals of Government High Schools and Colleges (including KV and Sainik Schools), Pro-Vice Chancellors and Faculty Deans of Central and State Universities, Police Officers of State Police service and Central Police Organisations recruited at the rank of Deputy Superintendent of Police.

**Class-II or Group-B (Non-Gazetted):-** Examples Office executives and office supervisors, Senior Stenographers, ASI of Police in State and Central Police services (including IB & CBI), Naib Subedar and equivalent in the Armed Forces, Junior Pharmacists, Junior Engineers, Central Excise and Custom Inspectors, Personal Assistants to Group-A and B officers, academic faculty staff members in Central and State universities and Government colleges, Police Inspectors and Sub-Inspectors of Central and State Police departments.

**Class-III or Group-C:-** Public servants in non-supervisory roles, such as, Head clerks/Section heads, Police Head Constables, Typists, Stenographers, Tax Assistants, Telephone operators, Havildar and Naik or equivalent in the Armed Forces, etc.

**Class-IV or Group-D: -** Manual workers (skilled or semi-skilled), such as, Lower Division Clerks, drivers, technicians/mechanics, electricians, canteen staff, etc.

**RESEARCH PROBLEM: -** Public Administration has always implied Government when ‘public’ actually means community or people. In the post-colonial, post-independence paradigm of the early 1950s, Public Administration really meant providing service to the people by the State apparatus using the ground rules of justice, ethics and fair-play. This was the intention of the visionary Pandit Jawaharlal Nehru, when he established the Indian Institute of Public Administration on March 29, 1954. Based on the recommendations of a survey carried out in 1953 by Dean Paul H. Appleby, a Consultant with the Ford Foundation invited to advise on the subject, by the Government of India. A study title **“analysis of factors affecting job satisfaction of the employees (promotion opportunities) in public and private sector”**.

#### **SCOPE OF THE STUDY:-**

This study will cover job satisfaction among Non-Gazetted Officials of Andhra State Government. Andhra Pradesh is one of the 29 states of India, situated on the south-eastern coast of the country. The state is the eighth largest state in India covering an area of 160,205 km<sup>2</sup> (61,855 sq.mi). As per 2011 census of India, the state is tenth largest by population with 49,386,799 inhabitants. On 2<sup>nd</sup> June 2014, the north-western portion of the state was bifurcated to form a new state of Telangana.

**OBJECTIVES:-**This study will primarily aim at finding out the job satisfaction of Non-Gazetted Officials of Andhra State Government with this end; in view the following objectives were formulated:

1. To classify the non-gazetted officials of Andhra State Government consisting of Class-B –NG, Class-C and Class-D into state, local body and PSUs, and find out their job satisfaction levels using Job Satisfaction Survey (JSS) authored by Paul E. Spector (1985).
2. To find out the job satisfaction levels of the following specific facets, **Promotion Opportunities**.
3. To compare the job satisfaction levels on selected facets with the norms set by the author.
4. To find out the differences, if any among different Non-Gazetted Officials different groups, namely, state, local body and PSUs of Andhra State Government.

**HYPOTHESES:-**In order to serve the above stated objectives, the following hypothesis will be proposed and tested in this study.

1. The total job satisfaction levels of the non-gazetted officials of Andhra Pradesh state government would be par with the levels of standardised norms.
2. There would not be any significant differences among selected groups of non-gazetted officials of Andhra State Government on job satisfaction facet, **“Promotion Opportunities”**.



**SAMPLING:** Sampling is a process used in statistical analysis in which a predetermined number of observations will be taken from a larger population. The methodology used to sample from a larger population will depend on the type of analysis being performed, but will include simple random sampling, systematic sampling and observational sampling. The sample should be a representation of the general population. This study is intended to make a survey on the analysis of factors affecting job satisfaction of the employees (**promotion opportunities**) in public and private sector.. Since, there are different types of readers, depending upon their necessities and interest, in this study, stratified sampling method was adopted.

**QUESTIONNAIRE:-**In this study to measure the job satisfaction of the non-gazetted officials, Job Satisfaction Survey (JSS) scale authored by Paul E. Spector (1985) is used. This questionnaire is an internationally accepted one for measuring job satisfaction of public employees and being used by a number of researchers. Questionnaire used to evaluate nine dimensions of job satisfaction related to overall satisfaction. This instrument is well established among the other job satisfaction scales.

The questionnaire was framed by using Likert Scale of 6 points scoring system as follows.

Disagree very much	1
Disagree moderately	2
Disagree slightly	3
Agree Slightly	4
Agree moderately	5
Agree very much	6

**STATISTICAL ANALYSIS:-** In this study, primary data from 300 non-gazetted officials of different departments of state government, 300 non-gazetted officials of different local body institutions, 300 non-gazetted officials of different public sector undertakings were selected using stratified sampling method. The collected data were analysed with the following statistical tools such as:

- i. Frequency distribution tables
- ii. Simple percentage technique
- iii. Mean and Standard deviation
- iv. Analysis of variance (ANOVA)
- v. Scheffe's Post-hoc analysis where significant F-values were obtained.

## **PROBLEM DEFINITION AND RESEARCH METHODOLOGY**

“Employees are the most important resource in the government and an engaged and satisfied workforce is central to achieving its goals,”

A government is the body which has the authority to formulate and enforce rules, laws and regulations. A government can be local, national, or international and typically refers to a civil government or sovereign state.

In this research, the investigator was interested to make a study on Job satisfaction among Non-Gazetted Officials of Andhra State Government. Some of the questions raised in the above context are. What is the nature and extent of job satisfaction among government officials? How do they perceive their job satisfaction in regard to nature of **promotion opportunities**? What reasons have been assigned for their satisfactions and dissatisfactions? What significance is revealed in terms of variables selected? With this end in view the following objectives were formulated.

## RESEARCH METHODOLOGY

Government of Andhra Pradesh is the government for the state of Andhra Pradesh in South India. The Government of Andhra Pradesh is a democratically elected body with the Governor as the constitutional head. The Governor who is appointed for a period of five years appoints the Chief Minister and his Council of Ministers. Even though the Governor remains the ceremonial head of the state, the day-to-day running of the government is taken care of by the Chief Minister and his council of ministers in whom a great deal of legislative powers is vested. The Andhra Pradesh Government Employees consists of: (1) State Government Employees (2) Local Bodies Employees, and (3) Public Sector Units (PSU) employees. According to the Employee Census 2006, there were about 6.06 lakh state government employees, 3.39 local bodies employees and 2.53 lakh PSU employees.

**ANALYSIS OF DATA ON JOB SATISFACTION:** - In psychology, an attitude is an expression of favour or disfavour toward a person, place, and is termed as the most distinctive and indispensable concept in contemporary social psychology. Attitude can be formed from a person's past and present. Attitudes are simply measures of how much we like or dislike various things. They represent evaluations and preferences. In fact effects that occur after people post with new situations. Thus, attitudes are considered as an intra-psychic state of readiness to activity and also a manifest social relation showing itself in certain acts of behaviour. How much one like or dislike something has much to do with determining his / her behaviour towards it.

**ANALYSIS ON JOB SATISFACTION:** - Job satisfaction of the non gazetted officials of Andhra Pradesh, working in state government, local bodies and PSUs were assessed using Job Satisfaction Survey (JSS) authored by Paul E. Spector (1985). The collected scores were converted into standard scores as suggested by the author and analysed under 9 dimensions. The results of this study are presented under these nine dimensions of job satisfaction.

## Result and Discussion Job Satisfaction with regard to Promotion Opportunities

Promotional opportunities for Andhra Pradesh government employees were covered by state government rules in this regard based on qualification, department tests passed and experience.

Job satisfaction levels with regard to promotion of opportunities of the non gazetted officials of Andhra state consisting of state government, local body and PSUs employees were obtained through four statements, each



of which has 6 options to response. The obtained responses were converted into standard scores and table 4.5 shows the frequency distribution of job satisfaction.

**Table I**  
**Frequency Distribution for Job Satisfaction Dimension – Promotion Opportunities among Non Gazetted Officials of Andhra State**

Statement Nos.	Non Gazetted Officials of							
	State Govt		Local Bodies		PSUs		Total	
	No.	%	No	%	No	%	No	%
Stt. No. 2	<b>There is really too little chance for promotion on my job.</b>							
Disagree Very Much	2	0.67	1	0.33			3	0.33
Disagree Moderately	3	1.00					3	0.33
Disagree Lightly	23	7.67	36	12.00	39	13.00	98	10.89
Agree Slightly	98	32.67	105	35.00	160	53.33	363	40.33
Agree Moderately	136	45.33	119	39.67	97	32.33	352	39.11
Agree Very Much	38	12.67	39	13.00	4	1.33	81	9.00
Total	300	100.00	300	100.00	300	100.00	900	100.00
Stt. No 11	<b>Those who do well on the job stand a fair chance of being promoted.</b>							
Disagree Very Much	10	3.33	8	2.67			18	2.00
Disagree Moderately	7	2.33	9	3.00	4	1.33	20	2.22

Disagree Lightly	128	42.67	81	27.00	60	20.00	269	29.89
Agree Slightly	135	45.00	130	43.33	167	55.67	432	48.00
Agree Moderately	19	6.33	70	23.33	66	22.00	155	17.22
Agree Very Much	1	0.33	2	0.67	3	1.00	6	0.67
Stt. No. 20	<b>People get ahead as fast here as they do in other places. .</b>							
Disagree Very Much	2	0.67	5	1.67	1	0.33	8	0.89
Disagree Moderately	18	6.00	71	23.67	1	0.33	90	10.00
Disagree Lightly	28	9.33	4	1.33	51	17.00	83	9.22
Agree Slightly	159	53.00	163	54.33	170	56.67	492	54.67
Agree Moderately	83	27.67	55	18.33	77	25.67	215	23.89
Agree Very Much	10	3.33	2	0.67			12	1.33
Stt. No. 33	<b>I am satisfied with my chances for promotion.</b>							
Disagree Very Much			8	2.67			8	0.89
Disagree Moderately			97	32.33			97	10.78
Disagree Lightly	80	26.67	75	25.00	85	28.33	240	26.67
Agree	183	61.00	115	38.33	179	59.67	477	53.00

Slightly								
Agree Moderately	34	11.33	5	1.67	33	11.00	72	8.00
Agree Very Much	3	1.00			3	1.00	6	0.67

Analysis of results on Job satisfaction dimension “Promotional opportunities” on statement No. 2 “There is really too little chance for promotion on my job.” was agreed slightly by 32.67% of state officials, and moderately agreed by 45.33% and agreed very much by 12.67%. The responses of local body officials proved that 35% agreed slightly and 39.67% agreed moderately, while 12.00% disagree slightly. However, the responses of PSUs officials proved that 53.33% agree slightly, and 32.33% agree moderately, while 13.00% disagree slightly..

For statement No. 1 “Those who do well on the job stand a fair chance of being promoted.” was agreed slightly by 45.00% of state officials, and moderately agreed by 6.33%. The responses of local body officials proved that 43.33% agreed slightly and 23.33% agreed moderately, while 27.00% disagree slightly and 3.00% were disagree moderately. However, the responses of PSUs officials proved that 55.67% agree slightly, and 22.00% agree moderately, while 20.00% expressed disagree slightly.

Job satisfaction dimension “Promotional opportunities” on statement No. 20 “People get ahead as fast here as they do in other places” was disagreed slightly by 9.33% of state officials, and moderately disagreed by 6.00% and slightly agreed by 53.00% and moderately agreed by 27.67%.. The responses of local body officials proved that 1.33% disagreed slightly and 23.67% disagreed moderately, while 54.33% agree slightly and 18.33% agree moderately. The responses of PSUs officials proved that 17.00% disagree slightly, while 56.67% agree slightly and 25.67% agree moderately.

For statement No. 2 “I am satisfied with my chances for promotion..” was agreed slightly by 61.00% of state officials, and moderately agreed by 11.33% while 26.67% disagreed slightly. The responses of local body officials proved that 38.33% agreed slightly and 1.67% agreed moderately, while 25.00% disagree slightly and 32.33% were disagree moderately. However, the responses of PSUs officials proved that 59.33% agree slightly, and 11.00% agree moderately, while 28.33% expressed disagree slightly.

The results proved that there were differences among state, local body and PSUs non gazetted officials on job satisfaction dimension “Promotional opportunities”. The descriptive statistics on the scores of overall total of this dimension is presented in Table II

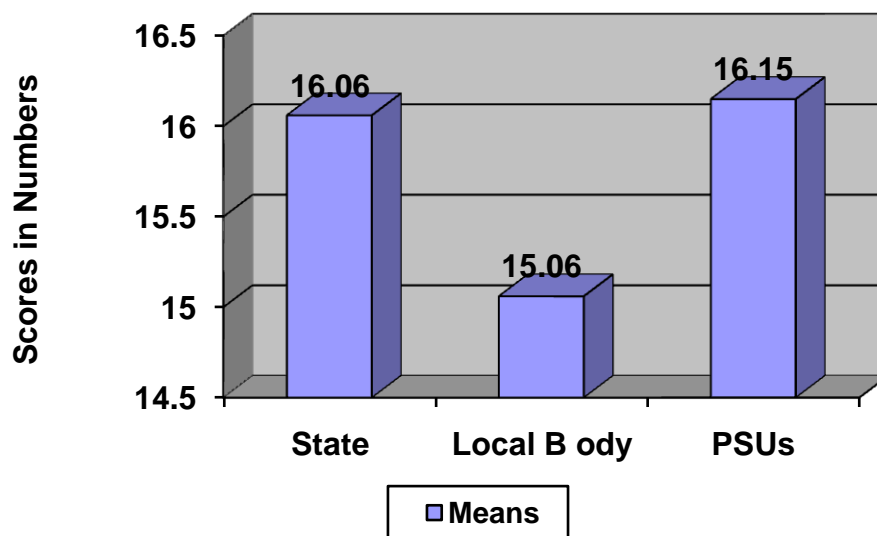
**Table II**  
**Descriptive Statistics for Job Satisfaction Dimension – Promotion Opportunities among Non Gazetted Officials of Andhra State**

Groups	N	Mean	Std. Deviation	Minimum	Maximum
State	300	16.06	1.42	12	19
Local Bodies	300	15.06	2.01	8	18
PSUs	300	16.15	1.23	13	19
Total	900	15.76	1.66	8	19

The overall total for Promotion opportunities dimension of job satisfaction responses mean scores of state officials was 16.06 with standard deviation + 1.42, local body officials was 15.06 with standard deviation + 2.01 and PSUs officials was 16.15 with standard deviation + 1.23 putting the total average scores of 15.76 with standard deviation + 1.66.

The mean values on Promotion Opportunities of non gazetted officials presented in Table II is illustrated through a bar diagram for better understanding of the results.

**Figure I**  
**Mean Values on Promotion Opportunities Dimension among State, Local Body and PSU Non gazetted Officials**



To test the statistical significance of the differences, the data collected were subjected using statistical tool, ANOVA and results presented in Table III

**Table III:  
Differences in Job Satisfaction on Promotion Opportunities Dimension among Selected Non Gazetted Officials of Andhra Pradesh.**

	Sum of Squares	df	Mean Square	Obtained F	Level of Significance
Between Groups	218.84	2	109.42	43.35*	0.000
Within Groups	2263.84	897	2.52		
Total	2482.68	899			

\* Significant

The results presented in Table III proved that the mean scores of responses among state, local body and PSUs officials were differed significantly as the obtained F value 43.35 was significant at 0.000, which was more than the required significant level of 0.05.

Since significant results were obtained, the results were further subjected to post hoc analysis using Scheffe’s confidence interval and the results presented in Table IV

**Table IV  
Multiple Comparison of Paired Means of State, Local Body and PSU Non Gazetted Officials on Job Satisfaction Dimension Promotion Opportunities**

State	Local Body	PSU	MD	Sig. Level
16.06	15.06		1.00*	0.00
16.06		16.15	0.09	0.83
	15.06	16.15	1.09*	0.00

\* Significant

The results proved that the mean differences between state officials and local body officials (MD 1.00) and PSUs and local body officials (MD: 1.09) were significantly better than local body officials as the obtained mean

differences 1.00, 1.09 were significant at 0.000 level. The results further proved that there was no significant difference between state and PSU officials and thus, equal in job satisfaction dimension of Promotional Opportunities.

## DISCUSSIONS ON HYPOTHESIS

**Ho3:** There would not be any significant differences among selected groups of non gazetted officials of Andhra state government on job satisfaction facet, “**Promotion Opportunities**”.

Table I shows the frequency distribution of the responses on 4 statements analysed for job satisfaction facet Promotional Opportunities, Table II showed the descriptive statistics on this dimension. The overall total for Promotion opportunities dimension of job satisfaction responses mean scores of state officials was 16.06 with standard deviation + 1.42, local body officials was 15.06 with standard deviation + 2.01 and PSUs officials was 16.15 with standard deviation + 1.23 putting the total average scores of 15.76 with standard deviation + 1.66. For Promotion opportunities facet of job satisfaction the norms fixed were 13.1 with standard deviation + 2.1. The results of this study proved that the overall scores of Promotion opportunities among Non gazetted officials of Andhra State was 15.76 with standard deviation + 1.66. These comparisons proved that the subjects exhibited more job satisfaction on Promotion opportunities facet than the norms fixed. And the formulated hypothesis No. 1 that the job satisfaction levels would be at par with levels of standardized norms was rejected.

The results presented in Table III proved that there was significant difference in the mean scores of responses among state, local body and PSUs officials as the obtained F value was significant at 0.000. The post hoc test results proved that the mean differences between state officials and local body officials (MD 1.00) and PSUs and local body officials (MD: 1.09) were significantly better than local body officials as the obtained mean differences 1.00, 1.09 were significant at 0.000 level. The results further proved that there was no significant difference between state and PSU officials and thus, equal in job satisfaction dimension of Promotional Opportunities. And the formulated hypothesis No. 3 that there would not be any significant differences among selected groups of non gazetted officials of Andhra state government on job satisfaction facet, Promotional Opportunities was rejected and alternate hypothesis that there would be differences among them was accepted at 0.05 level.

## FINDINGS

Job satisfaction with regard to promotion opportunities proved that non gazetted officials of Andhra state exhibited more satisfied than the norms determined. Comparisons among the three groups proved that local body officials found to be least satisfied and state and PSU officials were found to be most satisfied and these differences were significant at 0.05 level. It was also found state and PSU officials were equally satisfied as there was no significant difference in job satisfaction facet promotion opportunities between state and PSU officials.



## CONCLUSIONS

It was concluded that comparing to standardized norms for job satisfaction facets, the following facets were found to be more satisfied than norms among non gazetted officials of Andhra state.

1. Promotion opportunities
2. It was concluded that state and PSU officials were significantly more satisfied than local body officials on job satisfaction facets, promotion opportunities.

## BIBLIOGRAPHY----BOOKS

1. Allport, G.W. (1983) "Attitudes" in C. Murchinson (ed), **A Hand Book of Social Psychology**, Worcester, Mass: Clark University Press, p. 168.
2. Burgoon, J.K. Buller, D.B. and Woodall, W.G. (1996) **Nonverbal Communication**, New York: McGraw-Hill.
3. Wright, T. A.; Cropanzano, R. (2000). "Psychological well-being and job satisfaction as predictors of job performance". *Journal of Occupational Health Psychology* 5(1): 84–94.
4. Wright, T.A., Cropanzano, R., Bonett and D.G. (2007). "The moderating role of employee positive well being on the relation between job satisfaction and job performance". *Journal of Occupational Health Psychology* 12 (2): 93–104.
5. Paul E. Spector (1985). "Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey". *American Journal of Community Psychology*, 13, 693-713.
6. Mitchell, T.R. and Lasan J.R. (1987), **People in Organisation**, 3<sup>rd</sup> ed, New York: McGraw Hill.
7. Cohen, A.; Golan, R. (2007). "Predicting absenteeism and turnover intentions by past absenteeism and work attitudes". *Career Development International*, 12(5): 416–432
8. Kumar, Kuldeep and Gupta, Gayatri (2009), "Perceived Organizational Justice, Job Satisfaction and Turnover Intentions: A Co-Relational Study" *Gujarat Journal of Psychology*, 25-26,
9. Singh, Sanjeet and Sharma, Gagan Deep and Mahendru, Mandeep (2010), "A Study of Employee Retention in ITeS Industry: A Case of North India", *Res Manageria*, 1, 1.
10. Wright, T.A., Cropanzano, R. and Bonett, D.G. (2007). "The moderating role of employee positive well being on the relation between job satisfaction and job performance". *Journal of Occupational Health Psychology* 12(2): 93–104.
11. Employee Census 2006. Apdes.ap.gov.in
12. <http://aponline.gov.in/APPortal/index.asp>
13. [http://goidirectory.nic.in/state\\_departments.php?ou=AP](http://goidirectory.nic.in/state_departments.php?ou=AP)

## Publish Research Article

Dear Sir/Mam,

We invite unpublished Research Paper, Summary of Research Project, Theses, Books and Book Review for publication.

**Address:- Dr. Ashak Hussain Malik House No-221, Gangoo Pulwama - 192301**

**Jammu & Kashmir, India**

**Cell: 09086405302, 09906662570,**

**Ph No: 01933212815**

**Email: [nairjc5@gmail.com](mailto:nairjc5@gmail.com), [nairjc@nairjc.com](mailto:nairjc@nairjc.com), [info@nairjc.com](mailto:info@nairjc.com)**

**Website: [www.nairjc.com](http://www.nairjc.com)**

