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ANALYSIS OF FACTORS AFFECTING JOB SATISFACTION OF THE EMPLOYEES (IMMEDIATE SUPERVISOR) IN PUBLIC AND PRIVATE SECTOR

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ABSTRACT.

In this research, the investigator was interested to make a study analysis of factors affecting job satisfaction of the employees (Immediate Supervisor) 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 Immediate Supervisor? 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, Immediate Supervisor, 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 km² (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 km² (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 (Immediate supervisor) 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 km² (61,855 sq.mi). As per 2011 census of India, the state is tenth largest by population with 49,386,799 inhabitants. On 2nd 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, **Immediate supervisor**.
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, “**Immediate Supervisor**”.
3. There would not be any significant differences among selected groups of non-gazetted officials of Andhra state government on job satisfaction facet, “Monetary and Non monetary fringe benefits”.



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 (Immediate supervisor) 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 **Immediate Supervisor**? 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.

ANALYSIS OF DATA ON JOB SATISFACTION WITH REGARD TO IMMEDIATE SUPERVISOR

Job satisfaction levels of "Immediate Supervisor" among 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 with regard to "immediate supervisor" of non gazetted officials of Andhra State.



Table I

Frequency Distribution for Job Satisfaction Dimension – Immediate Supervisor 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. 3	My supervisor is quite competent in doing his/her job.							
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 12	My supervisor is unfair to me.							
Disagree Very Much	4	1.33	4	1.33	2	0.67	10	1.11
Disagree Moderately	41	13.67	46	15.33	15	5.00	102	11.33
Disagree Lightly	208	69.33	170	56.67	158	52.67	536	59.56
Agree Slightly	42	14.00	79	26.33	125	41.67	246	27.33
Agree Moderately	5	1.67	1	0.33			6	0.67
Stt. No. 21	My supervisor shows too little interest in the feelings of subordinates.							
Disagree Very Much	2	0.67					2	0.22
Disagree Moderately	3	1.00	1	0.33			4	0.44
Disagree Lightly	93	31.00	138	46.00	45	15.00	276	30.67
Agree	155	51.67	139	46.33	160	53.33	454	50.44

Slightly								
Agree Moderately	20	6.67	20	6.67	64	21.33	104	11.56
Agree Very Much	27	9.00	2	0.67	31	10.33	60	6.67
Stt. No. 30	I like my supervisor.							
Disagree Very Much			11	3.67			11	1.22
Disagree Moderately	19	6.33	35	11.67			54	6.00
Disagree Lightly	208	69.33	191	63.67	164	54.67	563	62.56
Agree Slightly	55	18.33	53	17.67	116	38.67	224	24.89
Agree Moderately	17	5.67	9	3.00	18	6.00	44	4.89
Agree Very Much	1	0.33	1	0.33	2	0.67	4	0.44

Analysis of results on Job satisfaction dimension “Immediate supervisor” on statement No. 1 “My supervisor is quite competent in doing his/her 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 lightly.

For statement No. 2 “My supervisor is unfair to me” was agreed slightly by 14.00% of state officials, and moderately agreed by 1.67%, while 69.33% disagreed slightly and 13.67% disagreed moderately. The responses of local body officials proved that 26.33% agreed slightly, while 56.67% disagree slightly and 15.33% were disagree moderately. However, the responses of PSUs officials proved that 41.67% agree slightly, while 52.67% expressed disagree slightly and 5.00% expressed disagree moderately.

Job satisfaction dimension “Immediate supervisor” on statement No. 3 “My supervisor shows too little interest in the feelings of subordinates.” was disagreed slightly by 31.00% of state officials, while slightly agreed by 51.67% and moderately agreed by 6.67% and agreed very much by 9.00%.. The responses of local body officials proved that 46.00% disagreed slightly, while 46.33% agree slightly, agree moderately by 6.67, while 46.00% disagree slightly. The responses of PSUs officials proved that 15.00% disagree slightly, while 53.33% agree slightly and 21.33% agree moderately and 10.33% agree very much.



For statement No. 4 “I like my supervisor.” was agreed slightly by 18.33% of state officials, and moderately agreed by 5.67%, while 69.33% disagreed slightly, and 6.33% disagreed strongly. The responses of local body officials proved that 17.67% agreed slightly and 3.00% agreed moderately, while 68.67% disagree slightly and 11.67% were disagree moderately. However, the responses of PSUs officials proved that 38.67% agree slightly, and 6.00% agree moderately, while 54.67% expressed disagree slightly.

The results proved that there were differences among state, local body and PSUs non gazetted officials on job satisfaction dimension “Immediate supervisor”. 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 – Immediate Supervisor among Non Gazetted Officials of Andhra State

Groups	N	Mean	Std. Deviation	Minimum	Maximum
State	300	13.62	1.12	10	16
Local Bodies	300	12.48	1.66	7	16
PSUs	300	15.30	1.47	11	18
Total	900	13.80	1.84	7	18

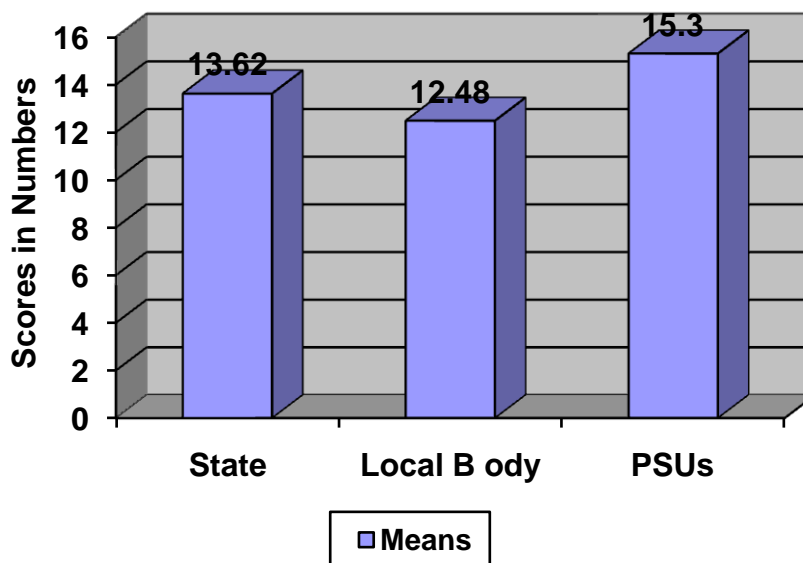
The overall total for “Immediate supervisor” dimension of job satisfaction responses mean scores of state officials was 13.62 with standard deviation + 1.12, local body officials was 12.48 with standard deviation + 1.66 and PSUs officials was 15.30 with standard deviation + 1.47 putting the total average scores of 13.80 with standard deviation + 1.84.

The mean values on Pay and remuneration 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 Immediate Supervisor 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 Immediate Supervisor Dimension among Selected Non Gazetted Officials of Andhra Pradesh

	Sum of Squares	Df	Mean Square	Obtained F	Level of Significance
Between Groups	1207.08	2	603.54	294.18	0.000
Within Groups	1840.32	897	2.05		
Total	3047.40	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 294.18 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 Immediate Supervisor

State	Local Body	PSU	MD	Sig. Level
13.62	12.48		1.14*	0.00
13.62		15.30	1.68*	0.00
	12.48	15.30	2.82*	0.00

* Significant

The results proved that the mean differences PSU and state (MD: 1.68) and local body officials (between state officials and local body officials (MD 1.282) were significantly greater than state and local body officials. The results further proved that there was significant difference between state and local body officials and state officials scored better than local body officials on immediate supervisor dimension.

DISCUSSIONS ON HYPOTHESIS

Ho 1: There would not be any significant differences among selected groups of non gazetted officials of Andhra state government on job satisfaction facet, “Immediate Supervisor”.

Table I shows the frequency distribution of the responses on 4 statements analysed for job satisfaction facet Immediate supervisor, Table II showed the descriptive statistics on this dimension. For immediate supervisor facet of job satisfaction the norms fixed were 17.9 with standard deviation + 2.2. The results of this study proved that the overall scores of immediate supervisor among Non gazetted officials of Andhra State was 13.80 with standard deviation + 1.47. These comparisons proved that the subjects exhibited lesser job satisfaction on immediate supervisor 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 PSU and state (MD: 1.68) and local body officials (between state officials and local body officials (MD 1.282) were significantly greater than state and local body officials. The results further proved that there was significant difference between state and local body officials and state officials scored better than local body officials on immediate supervisor dimension. And the formulated hypothesis No. 4 that there would not be any significant differences among selected groups of non gazetted officials of Andhra state government on job satisfaction facet, Immediate supervisor was rejected and alternate hypothesis that there would be differences among them was accepted at 0.05 level.



FINDINGS

Job satisfaction with regard on immediate supervisor proved that non gazetted officials of Andhra state exhibited lesser satisfied than the norms determined. Comparisons among the three groups proved that local body officials found to be least satisfied, state officials were more satisfied than local body officials and PSU officials were found to be most satisfied than state and local body officials and these differences were significant at 0.05 level.

CONCLUSIONS

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

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

a.Immediate supervisor.

It was concluded that PSU officials were significantly more satisfied than state officials on job satisfaction facets, immediate supervisor, monetary and non monetary fringe benefits, appreciation, recognition and rewards and communication within this organization.

It was concluded that local body officials were found to be least satisfied on all the facets of job satisfaction.

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