

Are Public Officials Really Less Satisfied Than Private Employees? A Comparative Study

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Abstract: *“Job Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”. Job satisfaction is a set of favorable or unfavorable feelings with which employees view their work. It is a worker’s sense of achievement and success and is generally perceived to be directly linked to productivity as well as to personal wellbeing. The happier people are within their job, the more satisfied they are said to be. Employees Job Satisfaction can be indicative of work behaviors such as organizational citizenship, and withdrawal behaviors such as absenteeism, and turnover. Further, employee’s job satisfaction can partially mediate the relationship of personality variables and deviant work behaviors. Employees Job satisfaction is correlated with life satisfaction. This correlation means people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. An important finding is that Employees job satisfaction has a rather tenuous correlation to productivity on the job. This is a vital piece of information to researchers and businesses, as the idea that satisfaction and job performance are directly related to one another is often cited in the media and in some non-academic management literature. Employee job satisfaction is a strong predictor of absenteeism, suggesting that increasing job satisfaction and organizational commitment are potentially good strategies for reducing absenteeism and turnover intentions. Recent research has also shown that intention to quit alone can have negative effects on performance, organizational deviance, and organizational citizenship behaviors. In short, the relationship of satisfaction to productivity is not as straightforward as often assumed and can be influenced by a number of different work-related constructs, and the notion that “a happy worker is a productive worker”.*

Keywords: Job Satisfaction, Organization, Life Satisfaction, Emotional state, Employees

1. Introduction

Job satisfaction is a set of favorable or unfavorable feelings with which employees view their work. It is a worker’s sense of achievement and success and is generally perceived to be directly linked to productivity as well as to personal wellbeing. The happier people are within their job, the more satisfied they are said to be. Job satisfaction implies doing a job one enjoys, doing it well, and being suitably rewarded for one’s efforts. Job satisfaction can be influenced by a variety of factors, e.g., the quality of one’s relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc.. Job satisfaction further implies enthusiasm and happiness with one’s work. Job satisfaction; describes how satisfied an individual is with his or her job. Job satisfaction is not the same as motivation, although it is closely linked, but satisfaction includes the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions related to rate of pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers. For the organization, job satisfaction of its workers means a work force that is motivated and committed to high quality performance. Increased productivity—the quantity and quality of output per hour worked—seems to be a byproduct of job satisfaction. Employee satisfaction surveys

provide the information needed to improve levels of productivity, job satisfaction, and loyalty. Organizations can identify the root causes of job issues and create solutions for improvements with an accurate perspective of employee views discover what motivates people, what drives loyalty, and what genuinely makes and keeps your employees happy. Satisfaction levels increase when an employee knows that their issues are being addressed. There is a direct link between employee, job satisfaction and financial results. The more satisfied your employees are the more motivated and committed they will be towards the organization’s success. In this Research paper we have tried to make a comparison of Job satisfaction between Private and Govt. sector and tried to find out the basic reasons of dissatisfaction in job. Job satisfaction is a subjective indicator that indicates how contented an individual feels while performing his/her duties. It is subjective in the sense that it cannot be defined by a single measurement alone. It is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job dissatisfaction. Job satisfaction is an individual’s emotional reaction to the job itself. It is his attitude towards his job.

Hoppack introduced the term „Job satisfaction“ in 1953 in his book on job-satisfaction. Hoppack defined job satisfaction as, any combination of psychological, physiological and environmental circumstances that make a person say I am satisfied with the job.“ The definition is vague in so far as there are many parameters used by Hoppack. According to Weiss and Cropanzano (1996), job

satisfaction represents a person's evaluation of one's job and work context. This definition is still being debated. It captures the most popular view that job satisfaction is an evaluation and represents both belief and feelings. It is an appraisal of the perceived job characteristics and emotional experience at work. Satisfied employees have a favorable evaluation of their job, based on their observations and emotional experiences. Saleh (1981) states that job satisfaction is a feeling which is a function of the perceived relationship between all that one wants from his job/life and all that one perceives as offering or entailing. The emphasis here is on all that one wants, whether it is important for self-definition or not. Luthans (1989) states that job satisfaction is a pleasurable, or positive emotional state resulting from the appraisal of one's job, or job experience, and is the result of the employee's perception of how well the job provides those things which are viewed as important. Locke (1976) states that job satisfaction is a collection of attitudes about specific facets of the job. Employees can be satisfied with some elements of the job while being simultaneously dissatisfied with others. Different types of satisfaction will lead to different intentions and behaviour. An employee might complain to the supervisor when dissatisfied with low pay but not with coworker dissatisfaction. Overall job satisfaction is a combination of the person's feeling towards the different facets of job satisfaction. He argues that the more important factors conducive to job satisfaction are mentally challenging work, equitable rewards, supportive working conditions, and supportive colleagues. One can also add the importance of good personality--job fit and an individual's genetic disposition (some people are just inherently upbeat and positive about all things including their job). Employees are concerned with their work environment for both personal comfort and how it facilitates doing a good job. People get more out of work than merely money or tangible achievements. For most employees, work also fills the need for social interaction. Not surprisingly, therefore, having friendly and supportive co-workers leads to increased job satisfaction.

2. Importance / Need of Study

This research paper throws light on the comparison of satisfaction among public sector and private sector employees on the basis of key variables. The need of paper states that which sector has more contentment with their job and whether there is any discretion among the employees while selecting the job. Problem why people are more attracted towards private sector as compared to public sector.

3. Objectives

Data collected for this study is primary through questionnaire and secondary data is collected from various sites, books, journal, etc the variables selected for the study are:

- Salary
- Organizational Culture
- Time schedule

- Work load
- Feeling of inequality
- Lack of Supervisory Support
- Job stress
- Job commitment

To analyze the level of job satisfaction among the employees of Public and the Private sector. The aim of this study is to define the relationships between job satisfaction and the potential variables of pay, promotion, positive affectivity/encouragement, job involvement, potential of rest-day/off-day, relations with co-workers, health facilities, relations with supervisor, training and education facilities, autonomy, physical facilities, reconciliation role of supervisor, procedural justice, tangible aids, office tools, level of role clearness, participation in decisions, management style of supervisor.

4. Hypothesis

- Whether both the sectors are satisfied
- Whether the Public Sector Employees Are Satisfied than Private Sector Employees

5. Methodology

A multi dimensional analysis of job satisfaction and coping patterns of employees is the primary focus of this research. A methodology adopted for this research is given below.

6. Population

The population selected for this particular study is employees of public & private sector of different service sectors.

7. Sampling

The sampling population of this research includes 50 employees of public & private sector of different service sectors. This research followed the random sampling method representative population. The population belongs to an age group of 30-50.

8. Tools of Data Collection

The data is collected by using the primary source i.e. Questionnaire.

9. Analysis and Results

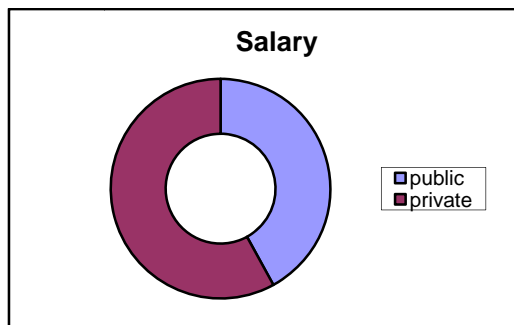
S. No	Factors	Public	Private
1	Salary	2.44675	3.3769231
2	Organizational Culture	3.018681668	3.3589766
3	Time Schedule	2.8	3.1923078
4	Work load	3.2624376	3.6615386
5	Feeling of inequality	3.8724275	3.1265
6	Lack of supervisory	3.8796675	3.5923076
7	Stress	3.1216	3.3230769
8	Job commitment	0.0038739	0.100721154

10. Detailed Description of the Above Mentioned Factors

1. Salary

Factor	Public	Private
Salary	2.44675	3.3769231

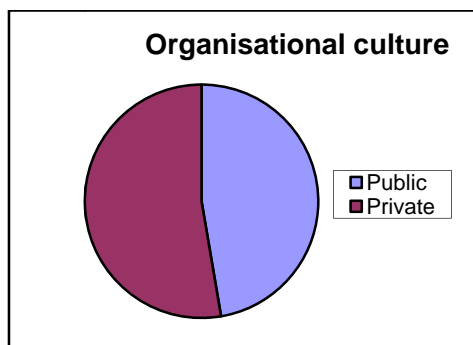
Employees of Private sector are more satisfied in terms of salary compared to public sector employees as both sector employees get salary on time and the reward or compensation received by them match with their responsibilities.



2. Organizational Culture

Factor	Public	Private
Organizational Culture	3.018681668	3.3589766

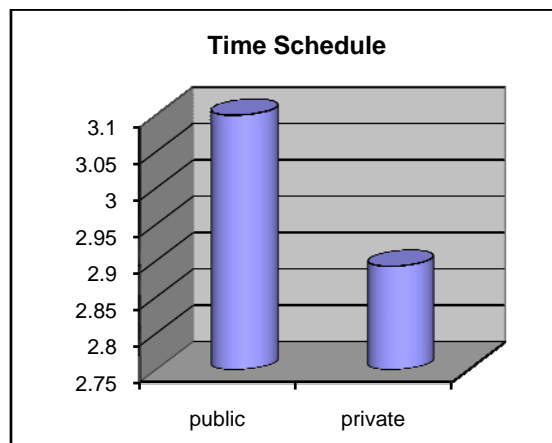
Organizational culture is found higher among Private employees compared to public employees as these employees are satisfied with their immediate bosses and there are no conflicts among the boss and employees.



3. Time Schedule

Employees of public sector are more comfortable with time schedule of their job as the reward receive by them on overtime basis are quiet fair than that of private sector.

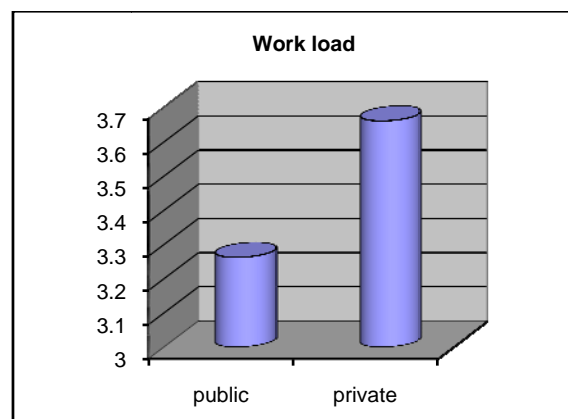
Factor	Public	Private
Time Schedule	3.1	2.8923078



4. Work Load

Work load is considered to be quiet fair in public sector compared to that of private sector as the schedule of their work is fair.

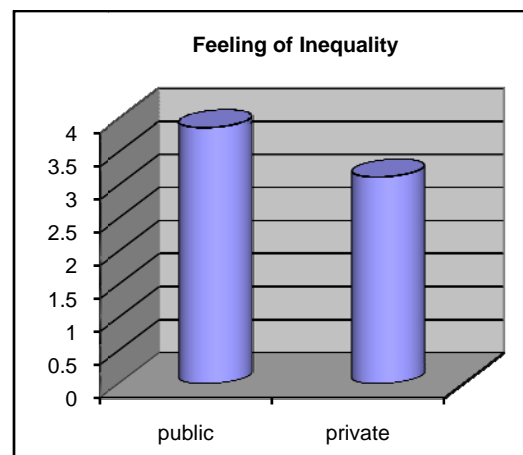
Factor	Public	Private
Work load	3.2624376	3.6615386



5. Feeling of Inequality

Feeling of inequality is more in Public sector as compared to Private sector. So private sectors are more comfortable with their job.

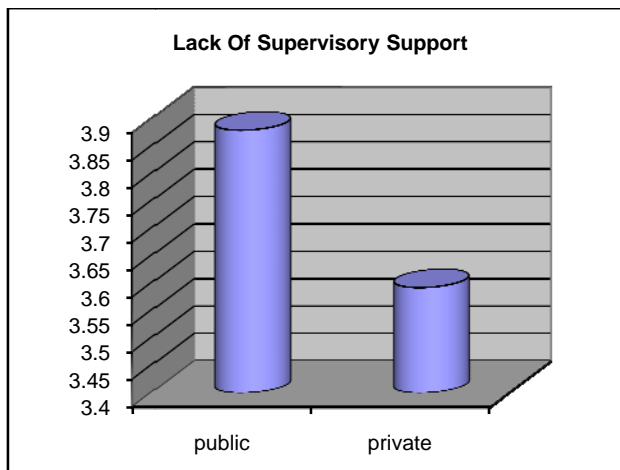
Factor	Public	Private
Feeling of inequality	3.8724275	3.1265



6. Lack of Supervisory Level

Supervisory support is comparatively low in public sector as their supervisor does not keep their subordinates well-informed about what is going on in company and supervisor’s support is more in private sector.

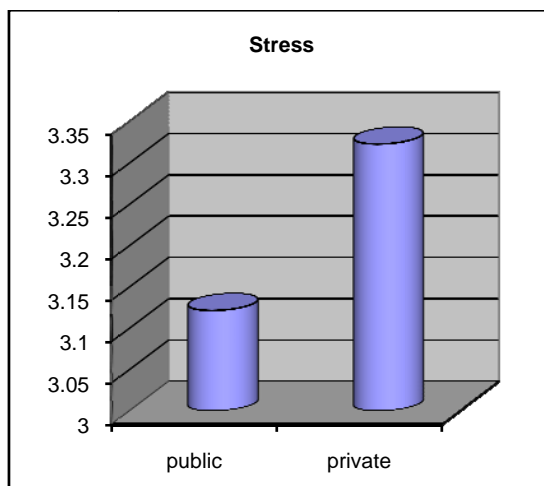
Factor	Public	Private
Lack of supervisory Support	3.8796675	3.5923076



7. Job Stress

There is significant difference in the level of job stress between two sectors. As the private sector employees don’t get leave when they need it and face difficulty in maintaining a reasonable balance between their work life & family life, they often think about quitting of job, as they scan newspaper for better job opportunities and better organizational culture. These attributes are totally reverse in public sector.

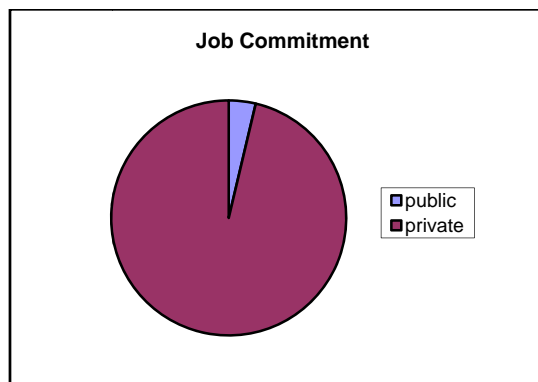
Factor	Public	Private
Stress	3.1216	3.3230769



8. Job Commitment

Private sector employees are more committed to their job compared to public sector employees in terms of following variables: salary, organizational culture, overtime reward.

Factor	Public	Private
Job commitment	0.0038739	0.100721154



11. Major Findings

From the above we can find that if all the factors are considered separately then private sector employees are more satisfied than the public sector employees in some cases. But in general both sectors are satisfied from their jobs.

12. Implications

1. Due to this satisfaction in job Physical problems and health problems like heart diseases, ulcers, arthritis, and increased frequency of drinking and smoking, cardiovascular, gastrointestinal, endocrine and other stress related disorders occurs.
2. Psychological and behavioral problems like change of moods, inferiority complex, widespread resentment, reduced aspirations and self esteem, reduced motivation and job skills.
3. Organizational: job dissatisfaction, behavioral problems, production turn over, increased absenteeism, increased accidents, lower productivity.

13. Conclusion

The productivity of the work force is the most important factor as far as the success of an organization is concerned. The productivity in turn is dependent on the well being of the employees. In an age of highly dynamic and competitive world, to be a satisfied person is a difficult task that can affect him on all realms of life. The growing importance of interventional strategies is felt more at organizational level. This particular research was intended to study the impact of occupational stress on all the employees of private and public sector .Although certain limitations were met with the study, every effort has been made to make it much comprehensive. It is expected to draw attention from policy makers and men of eminence in the related fields to resume further research.

14. Recommendations

Employees are the assets of an organization and to retain them in organization some Effective measures should be taken into concern. Factors like Salary, Organizational Culture, Job Stress and job commitment should be the

prime area for a manager and To alleviate the negative consequences of these factors, more effort on the part of policy makers, practitioners, and organizational management has to envisage which are as follows:

- Salary should be according to job profile and stress level of employees.
- Certain modern techniques like Yoga, Instrumental activities should be included in organization to reduce the job stress.
- There must be brain storming between employees and employers relating to their job profile, job stress, and salary from time to time in order to increase their job-commitment.
- Proper award should be given for overtime.

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