

A Comparative Study of Job Satisfaction of Private and Public Sector Managers

Prof. (Dr.) Shyam Lata Juyal

Department. of Psychology, K.G.C., Gurukul Kangri University, Haridwar, Uttrakhand

Farha Naaz

Ph.D. Scholar, Department of Psychology, Gurukul Kangri University, Haridwar, Uttrakhand

Sandeep Kumar Panedy

Ph.D. Scholar, Department of Psychology, Gurukul Kangri University, Haridwar, Uttrakhand

Abstract

The aim of the present study is to compare job satisfaction of private and Public sector managers. For fulfillment of this study we comprised total 120 managers and divide them into two groups of private (60) and public sector managers (60). For assessing job satisfaction of managers job satisfaction scale constructed and standardized by S.K Srivasava (1996) administered on them. The scale measure nine dimension of job satisfaction namely; salary pay, nature of work, job security, advancement, working conditions, communication, union, senior/junior relationship, prestige of the organization. Data of private managers were selected from Hero Honda, Rockman, Akums of Sidcul Haridwar and public sector managers from PNB, SBI, LIC, and BHEL of Haridwar District. For this study data analyzed by using parametric statistical technique (M , SD , t' test). Results revealed significant difference of private and public sector managers. Public sector managers were more satisfied on the dimension of; salary/pay, nature of work and senior/junior relationship in compare to private sector managers. On the other hand, Public sector managers on the dimension of unions were more satisfied than private sector managers.

Keywords: Job Satisfaction, Private and Public Sector, Organizational Psychology

Introduction

Employees can be satisfied with some elements of the job while simultaneously dissatisfied with others. The relationship between man and work has attracted the attention of the philosophers, scientists and novelists. A major part of man's life is spent at the place of work. The nature and significance of work is important as it occupies so much of man's life span. A person's job is more than just the obvious activities of shuffling papers, waiting on costumers or driving a truck. Jobs require interaction with co- performers and bosses; following organization rules and policies; meeting performance standards; living with working

conditions that are often less than ideal and the like. Job to an individual is not only a means of earning a living but also serves other functions of individuals' expectations of job and rewards that the job provides. This means that an employee's assessment of how satisfied or dissatisfied he or she with his or her job is complex summation of number of discrete job elements. This assessment of employees is very important to management because they affect organizational behavior. Specific employee attitudes relating to job

satisfaction and also towards organizational commitment are of major interest to the field of organizational behavior. Therefore, in simple words job satisfaction is how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.

job satisfaction has been one of the most extensively researched concepts in work and organizational psychology. Job satisfaction is believed to reflect an individual's affective and/or cognitive assessment of his or her working conditions and job attributes (Chouhan et al. 2013). Job satisfaction is defined as an attitude that individuals have about their jobs which results from their perception of the jobs and the degree to which there is a good fit between the individual and the organization (Ivancevich and Matteson, 1980). Job satisfaction or dissatisfaction is a function of perceived relationship between what one expects and obtains from one's job and how much importance or value he attributes to it (Kemelgor, 1982). According to Lawler (1990), job satisfaction refers to people's feelings about the rewards they have received on the job. Spector (1997) described job satisfaction as how people feel about their jobs and different aspects of their jobs.

According to Pestonejee (1969), Job satisfaction can be taken as a summation of employee's feelings in four important areas. These are: 1. Job-nature of work (dull, dangerous, interesting), hours of work, fellow workers, opportunities on the job for promotion and advancement (prospects), overtime regulations, interest in work, physical environment, and machines and tools. 2. Management- supervisory treatment, participation, rewards and punishments, praises and blames, leaves policy and favoritism, 3. Social relations- friends and associates, neighbors, attitudes towards people in community, participation in social activity scalability and caste barrier. 4. Personal adjustment-health and emotionality.

The nature of job satisfaction implies that an individual would tend to stay with a job which is satisfying him and quit a job which is dissatisfying him. Susskind et al. (2000) describes that job satisfaction represents the workplace and employees' perceptions of their job. Hsiao and Kohnke (1998) defined job satisfaction as one's emotional response to a job that results from the person's expectations of the job and the reality of the job situation. Job satisfaction can be envisaged by levels of support an employee gets from his organization, the employment situation and employees' evaluation of the work climate in the organization. While many of these reports and studies have been concerned with either the public sector or the private sector, some studies (Mirvis and Hackett, 1983; Smith and Nock, 1980; Solomon, 1986) have compared the job satisfaction levels of these two groups of employees. The purpose of this article is also; compare job satisfaction between the private and public sector within a sample managers in the state of Haridwar. Objective

Objective

There are two objective of this study-

1. To know the job satisfaction of private and public sector managers.
2. To compare job satisfaction on its nine dimensions (salary/pay, nature of work, job security, advancement, working conditions, communication, unions, senior/junior

relationship, prestige of the organisation) of private and public sector managers.

Hypotheses

1. There will be no significant difference on the variable of job satisfaction of private and public sector managers.
2. There will be no significant difference on the nine dimensions of job satisfaction between private and public sector managers.

Sample

The total sample of the present study consisted of 120 managers, and divide them into two groups of private (60) and public sector managers (60). We controlled gender and duration of job of managers, so that only male participants who have 5- 15 years of job experience included in this study. For measuring job satisfaction of participants, job satisfaction scale constructed and standardized by Srivastava S.K administered on them. Scale measured nine dimensions of job satisfaction namely; salary/ pay, nature of work, job security, advancement, working conditions, communication, unions, senior/junior relationship, prestige of the organization. Data of private sectors was collected from Hero Honda, Rockman, and Akums of Sidcul Haridwar and public sectors from PNB, SBI, LIC, and BHEL of Haridwar District, Haridwar. Obtained data was analyzed with the help of parametric statistical technique by using Mean, SD, and independent ‘t’ test.

Result and Interpretation

Table-1 Showing Difference Between Private and Public Sector Managers on The total Dimensions of Job Satisfaction (Mean, Sd And ‘T’).

Groups	N	M	SD	t-value
Private	60	139.66	15.94	2.12*
Public	60	145.45	14.71	

Table-1 showed significant difference at 0.05 level of confidence in the nine dimensions of job satisfaction. Public sector managers are more satisfied than private sector managers. Higher mean value of public sector manager (M=145.45) compare to private sector manager (M=139.66), public sector managers showed more job satisfaction as compare to private sector managers. Therefore null hypothesis in respect to this variable is rejected.

Table-2 Salary/Pay Dimension of Job Satisfaction of Private and Public Sector Managers.

Groups	N	M	SD	t-value
Private	60	14.25	3.42	2.15*
Public	60	15.58	3.34	

Above indicated that significant difference found to be salary/pay dimension of job satisfaction at the level of confidence (t=2.15, p<0.05) between private and public sector managers. Higher mean value showed public sector managers (M= 15.58) as compare to private sector managers (M= 14.25), indicated that public sector managers are more satisfied on salary/ pay dimension of job satisfaction. Therefore, null hypothesis in respect of this dimension is rejected at 0.05 level of confidence.

Table-3 Nature of Work Dimension of Job Satisfaction of Private and Public Sector Managers

Groups	N	M	SD	t-value
Private	60	19.08	3.34	2.38*
Public	60	20.33	2.28	

Table-3 depicted that the difference between private and public sector managers on the dimension of job satisfaction of nature of work found to be significant (t =2.38, p, < 0.05). Public sector managers showed more job satisfaction on the dimension of nature of work (M=20.33) than the private sector managers (M=19.08) So, null hypothesis is rejected at 0.05 level of confidence.

Table-4 Job Security Dimension of Job Satisfaction of Private and Public Sector Managers

Groups	N	M	SD	t-value
Private	60	6.96	2.66	0.07
Public	60	7.00	2.02	

Table 04 showed that no significant difference on the dimension of job security of job satisfaction between private and public sector managers.

Table-5 Advancement Dimension of Job Satisfaction of Private and Public Sector Managers

Groups	N	M	SD	t-value
Private	60	16.66	3.16	0.62
Public	60	16.33	2.94	

Table-5 also indicated no significant difference on advancement dimension of job satisfaction between private and public sector managers.

Table-6 Working Condition Dimension of Job Satisfaction of Private and Public Sector Managers

Groups	N	M	SD	t-value
Private	60	18.28	2.37	0.92
Public	60	18.70	2.55	

On the working conditions dimension of job satisfaction table 06 showed no significant difference between private and public sector managers. Therefore, null hypothesis in respect of this dimension is accepted at both level of confidence.

Table-7 Communication Dimension of Job Satisfaction of Private and Public Sector Managers

Groups	N	M	SD	t-value
Private	60	14.35	2.55	0.42
Public	60	14.16	2.21	

Comparison between private and public sector managers (table- 07) on communication dimension of job satisfaction found to be not significant on any level of confidence.

Table- 8 Union Dimension of Job Satisfaction of Private and Public Sector Managers

Groups	N	M	SD	t-value
Private	60	15.50	5.36	3.34**
Public	60	12.96	2.37	

Table- 8 showed significant difference in the union dimension of job satisfaction between private and public sector managers. Private sector managers showed high level of job satisfaction on the dimension of union (M=15.50) as compare to public sector manager (M=12.96), therefore null hypothesis is rejected at both level of confidence.

Table-9 Senior/Junior Relationship Dimension of Job Satisfaction of Private and Public Sector Managers

Groups	N	M	SD	t-value
Private	60	23.61	3.49	2.27*
Public	60	24.90	2.63	

Table- 09 depicted significant difference found between private and public sector managers on the dimension of senior/junior relationship of job satisfaction. Public sector manager showed more job satisfaction (M=24.90) as compare to private sector managers. Therefore null hypothesis in respect of this dimension is rejected.

Table- 10 Prestige of The Organization Dimension of Job Satisfaction of Private and Public Sector Managers

Groups	N	M	SD	t-value
Private	60	10.93	2.24	1.46
Public	60	11.51	2.11	

Table – 10 showed no significant difference found on prestige of organization dimension of job

satisfaction between private and public sector managers. Therefore, null hypothesis in respect of this dimension is accepted at both level of confidence.

Discussion

The present study was carried out to examine job satisfaction between private and public sector managers. Job satisfaction of the participant was measure on nine dimensions namely; salary/ pay, job security, advancement, working conditions, communication, unions, senior/junior relationship, prestige of the organization. Results showed significant difference in the salary/pay dimension, nature of work dimension, union dimension, senior/junior relationship dimension and also on total job satisfaction of private and public sectors managers. Public sector managers showed more job satisfaction on all above dimensions of job satisfaction except union dimension of job satisfaction. On the dimension of union of private sector managers found to be more satisfied in their job as compare to managers of public sectors.

Following finding are supported our results: MS Chaudhary & HM Sabir (2011) found employee of public sector organizations have little higher salary satisfaction as compared to private sector employee.

Benjamin artz (2010) found in his study that job satisfaction increases significantly for first time union workers. A study conducted by 'Dumisani xesha, chux gervase Iwu, andre slabbert & joyce Nduna (2014) on impact of employer- employee relationship on business growth the study found that job satisfaction was identified as an accurate indicator of good relationship between employers and employees. Suman jain, Seema sharma & Rachana jain (2012) found that 30% employees of private sector and 18% employees of public sector are not satisfied with work relationships with supervisors. Satisfaction is due to good relationships with their co-workers. It shows that public sector employees are more satisfied than private sector employees.

The findings of Suman devi and Ajay suneja (2013), also consistent with our study that significant differences exists between employees of Public Sector and Private Sector. regarding various aspects of job satisfaction, pay and fringe benefits, supervision, training and development. But they are significant in case of the aspects, relation with co-workers, employee's empowerment, supervision, performance appraisal and nature of job.

This finding also supported our results conducted by Charu Dutta and Jeet Singh (2015) in Delhi and Noida, They found in their study that Public Sector Employees are more satisfied than the employees of Private sector.

Limitation and Suggestion

1. Small sample was the limitation of this study, so the larger sample size for further studies get more reliable and valid results.
2. Study conducted only on male participants was also the limitation of this research, if female participants also included in further research results will be more reliable.
3. In further research duration of job should also include in the research design for getting more reliable results.
4. Should be including other variable such as: job involvement, job stress, and mental health etc. in the future research.

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