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A Comprehensive Study on the Relationship between Job Classification and Job Satisfaction

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Abstract:

In a nation where the pinnacle of success in career is defined by attaining a hierarchical position and not by the contribution to the purpose, studies based upon Job Classification or cadres are automatically justified. The moot question arises as to whether cadres lead to job satisfaction or not. In furtherance another question arises as to what are the demographic variables which impact the relationship between Job Class/cadre and Job satisfaction. These questions are of paramount relevance as dissatisfaction pervading amongst employees would lead to internal frictions resulting in Industrial Disputes. In the existing Management Literature it is found that there are few comprehensive works establishing co-relation between Job classification and job satisfaction level of employees. In this empirical study attempt has been made to find out the research gaps and discover the difference in Job Satisfaction amongst Job Classification (Workers, Supervisors, and Engineers or Executives), in presence of various demographic variables like sector, age, gender, educational qualification, marital status and caste, in a comprehensive manner.

For finding out the Job satisfaction level of the employees the 'Minnesota Satisfaction Questionnaire's (MSQ)' short form of twenty items with five point likert type format along with the data sheet was administered. The data was collected from the employees one major Public Sector and one major Private Sector enterprise i.e. NTPC Ltd and HEG Ltd, respectively. Approximately 400 questionnaires were distributed and 369 correct and proper responses have been received. Out of these 369 responses, 100 nos are from HEG Ltd., and 269 nos. from NTPC Ltd. The data was collected during the period of January, 2011 to May, 2012 and was analyzed through SAS software. Upon analysis significant difference has been found between Job Class/Cadres of employees and their job satisfaction. Further, impact of various demographic variables was also found significant.

Keywords: Job Classification, Job Satisfaction, Demographic Variables, Sector

1. Introduction

“Maruti's Manesar plant GM (HR) burned to death, 91 workers arrested; government says business confidence intact (PTI Jul 19, 2012, 07.22PM IST)”

Not long ago, the above News Headline in ‘The Times of India’ swirled like tsunami in Indian Industry. This event epitomized the obsession of Indian society with class and level in its ugliest form. This obsession of Indians towards system of stratification brings in class conflicts which, often, results in such violent transactions. The culture of stratification based on caste, gender and more recently, based on positions, is prevalent in Indian culture wherein one group feels natural predominance over the other group or groups. Based on this perceived dominance and power, one group claims its disposition over surplus wealth, commands respect and fame in society irrespective of its efforts or lack of it in creating such wealth. Thus, there is a possibility of perceived inequality in distribution of wealth and other benefits, by one group. In modern Industry, the ruling class is now represented by the managerial or supervisory class and the slavery class is represented by the working class.

However, Indian culture has not remained aloof from other cultures which advocate existence classless societies and equality. British introduced Bureaucracy which suited the class differential system in the then Indian culture. But then came the concept of Democracy. The advent of participative style of management in industries is in line with the policy of democracy and, to a large extent, can be attributed to the influence of Russian and Western culture on Indian society. The rapidity of interaction with other cultures has increased manifold with the pervasion of media like television, internet and government policies like liberalization. Perceived Equality

of opportunities and transparency in decision making are the essence of Democracy. Tensions amongst classes arise whenever there is perceived unbearable inequality and these tensions, in their ugliest form; can be fatal, literally as well as figuratively.

In order to avoid the instances, as quoted above, it has become paramount that appropriate steps be taken for overall life as well as job satisfaction amongst all classes of employees. This thought has fostered the authors to take up this diagnostic empirical study to explore the statistical difference between level of job satisfaction and class of employees, i.e. workers, supervisors and executives. Further, the authors also aim to find out the impact of various other demographic variables like age, gender, educational qualification, etc., on this relationship so that the level of job satisfaction could be predicted and suitable interventions could be made by the industries in order to increase the level of job satisfaction amongst all job classes.

2. Aims and Objectives of this Paper

This research study aims at exploring the relationship between various categories of job position i.e. Workers, Supervisors and Executives, with their job satisfaction in manufacturing industry in Indian context. Further, this study also aims at studying the relationship in Private as well as in Public sector. In order to bring in higher level of clairvoyance and make the study more comprehensive, the authors have also considered additional variables like age, gender, educational qualification, job type, marital status etc. The impact of these demographic variables upon the relationship of job satisfaction and job classification would be vital in bringing out meaningful results. Another objective of this paper is to find out and compile major studies concerning job satisfaction amongst various class of employees. Finally, this paper would provide suggestions and recommendations in arresting dissatisfaction amongst employees.

3. Review of Literature

In a study conducted by John S Ebeling and Michael King in California State University, titled 'Hierarchical Position in the Work Organization and Job Satisfaction', the association between hierarchical position in the work organization and job satisfaction was examined. Results did not support significant relationship between job position and job satisfaction, when occupational prestige, income, and age are controlled.

In the study titled 'Influence of Working Conditions on Job Satisfaction in Anaesthetists' the authors J F Kinzl et al., found that a high level of job satisfaction in anaesthetists correlates with interesting work demands and the opportunity to contribute skills and ideas. They also found that the anaesthetist in leading positions reported lower job satisfaction than those in non-leading positions. Further, the authors also recommended that in order to improve job satisfaction, more attention should be paid to improve working conditions, including control over decision-making, and allowing anaesthetists to have more influence on their own work pace and work schedule. In a study, titled 'Analysis of Role of Hierarchy and Role Stress as Predictors of Job satisfaction', conducted by Renu Vij and Natarajan C, impact of various variables on job satisfaction of employees of Life Insurance Corporation of India, Chandigarh Division, was studied. An attempt was made to assess the effect of role of hierarchy and role stress on the job satisfaction of employees. It was found that role of hierarchical position and job-satisfaction are positively related while other demographic factors remain the same.

In another study titled 'Occupational level and job satisfaction', Super, D. E., found that a relationship exists between occupational level and job satisfaction. He also found that the amount of change in occupational level has little effect upon job satisfaction, although the direction of change is of considerable importance. He further states that the difference between present occupational level and the level aspired to is inversely related to degree of job satisfaction.

Ed Diener et al in their work 'Well Being for Public Policy' state that Job level or job prestige provide theoretical link between objective job characteristics and job satisfaction. The authors aver that workers with higher level of jobs have higher level of job satisfaction than those with lower level jobs. This prediction is consistent with the economic argument that people are willing to invest time and other resources to obtain more valued goods, and many students invest resources to increase their chances to get higher-level jobs.

Chet Robie et al conducted two studies which examined the co-relation between job level and job satisfaction. These studies were published under the title 'The relation between job satisfaction and Job level'. First Study was a meta analysis of the relation between job level and job satisfaction and used data drawn from 35 independent samples. It was found that as job level increased, so did job satisfaction. Several possible moderators of this co-relation were identified. The other study was a primary study of the co-relation between job level and job satisfaction using four measures of job level and five facets of job satisfaction. Both these studies suggest that the co-relation between job level and job satisfaction is generally positive.

In their study titled 'Sex, Wage-Earner Status, Occupational Level, and Job Satisfaction' Lee, Raymond and others investigated the relationship between wage-earner status, occupational level, and job satisfaction. In this study it was found that occupational level is a better predictor of job satisfaction than either gender or wage-earner status.

In a study titled 'The relationship between job satisfaction and academic rank: a study of academicians in Northern Cyprus' Serife Zihni Eyupoglu and Tulen Saner conclude that job satisfaction does not progressively increase with academic rank as might be expected. The authors further say that while there have been several studies related to job satisfaction, very few of them have been conducted in higher education. In their work they gathered empirical evidence to ascertain the implications of academic rank on the job satisfaction of academicians in Northern Cyprus. Data was obtained from 412 academicians. Results indicated that job satisfaction does not progressively increase with academic rank as might be expected. Out of the twenty aspects of the job examined, only four aspects, namely advancement, compensation, co-workers, and variety, were statistically significant with academic rank.

From the above reviews it is difficult to establish a clear-cut relationship between job satisfaction and occupational level of the employees. It is observed that no specific study has been conducted in order to find out the differences in job satisfaction level of employees belonging to different cadres i.e. workers, supervisors and executives. There is a dearth of studies establishing co-relation between Job classification and job satisfaction level of employees in presence of various other demographic factors like age, educational status, marital status etc. Hence, there is a research gap which needs to be filled with empirical data analysis and study.

4. Research Problems and Hypothesis

Even upon extensive review of literature on the subject, very few comprehensive studies could be found, wherein, empirically, nature of relationship between the level of an employee and his job satisfaction level of the employees could be established. Leven lesser number of studies has been conducted in India wherein the relative power-obsession is high. It is not clearly established whether the cadres or class of jobs impact job satisfaction or not. And further, it is also not clear whether various demographic variables, like age, gender, educational qualification, experience, marital status, job type, caste, etc. have any impact on the co-relation between job classification and job satisfaction or not. Thus, the research problem is clear. Hence, it is desired that a comprehensive and industry-relevant study be conducted so that appropriate action could be recommended for enhancement of Job satisfaction amongst various cadres of employees. In order to make the study more specific the data be analyzed for Public sector and Private Sector enterprises separately.

Keeping in view the above and in order to fill in the research gaps the following hypotheses are proposed:

- H₀: That there is no significant difference in total satisfaction score of Private sector and Public Sector employees when Job classification is a variable
- H₀: That there is no significant difference in total satisfaction score of Private sector and Public Sector employees when age group and classification are additional variables
- H₀: That there is no significant difference in total satisfaction score of Private sector and Public Sector employees when gender and classification are additional variables
- H₀: That there is no significant difference in total satisfaction score of Private sector and Public Sector employees when Educational Qualification and classification are additional variables
- H₀: That there is no significant difference in total satisfaction score of Private sector and Public Sector employees when Years of Experience and classification are additional variables
- H₀: That there is no significant difference in total satisfaction score of Private sector and Public Sector employees when Marital Status and classification are additional variables
- H₀: That there is no significant difference in total satisfaction score of Private sector and Public Sector employees when Job classification and job type are additional variables
- H₀: That there is no significant difference in total satisfaction score of Private sector and Public Sector employees when Job classification and Caste are additional variables

The above hypotheses have been tested through established statistical methods and based on the results recommendations are made for application.

5. Research Methodology and Strategy

For finding out the Job satisfaction level of the employees the 'Minnesota Satisfaction Questionnaire's (MSQ)' short form of twenty items with five point likert type format along with the data sheet was administered. It is widely used tool to measure job satisfaction of employees. Besides, data pertaining to various demographic variables like years of experience, gender, age, job classification, job type, etc, was also captured. The data was collected from the employees one major Public Sector and one major Private Sector enterprise i.e. NTPC Ltd and HEG Ltd, respectively. Approximately 400 questionnaires were distributed and 369 correct and proper responses have been received. Out of these 369 responses, 100 nos are from HEG Ltd., and 269 nos. from NTPC Ltd. The data was collected during the period of January, 2011 to May, 2012 and was analyzed through SAS software. Following tests were carried out for testing the hypotheses:

5.1. Normality Test

Before doing Analysis of Variances ANOVA, normality test was accomplished to assess the likelihood that the data came from a normal distribution.

5.2. Analysis of Variances (ANOVA)

ANOVA was accomplished to cover the hypotheses and questions from 1 to 20. This test was carried out to understand which factors such as gender, age, etc., and their interactions with other variables have significant effect (at $\alpha=0.05$) on corresponding scores. For statistical comparisons, Duncan's multiple range test has been used (alphabets indicate the differences) to show which factors are different and which ones not.

6. Data Presentation, Analysis and Findings

6.1. Data Presentation

The data collected through the above mentioned questionnaires have been compiled and are being presented in graphical form as below:

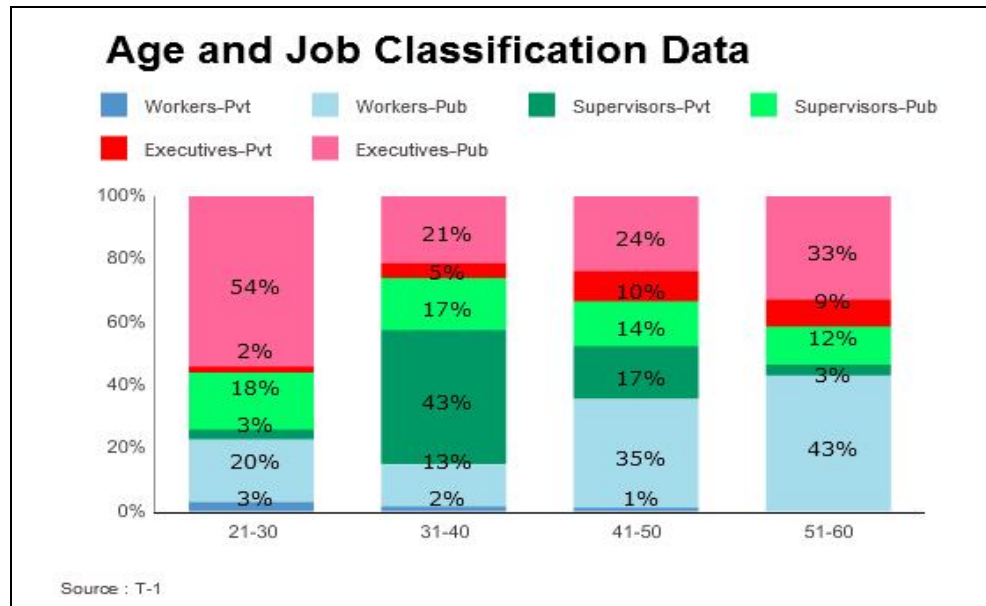


Figure 1: Age-wise Job Classification Data of Respondents

The highest number of employees belongs to the age group of 31-40 years. It is also found that the highest percentage of employees in 21-30 age group (54%) belong to Executives in Public Sector. It is also observed that the highest percentage of Supervisors in the age group of 31-40 years is from Private sector. Thereafter it is further observed that highest percentage of workers in the highest age group is from the Public sector. This may imply that amongst workers there is a predilection to work and retain themselves in Public sector enterprises.

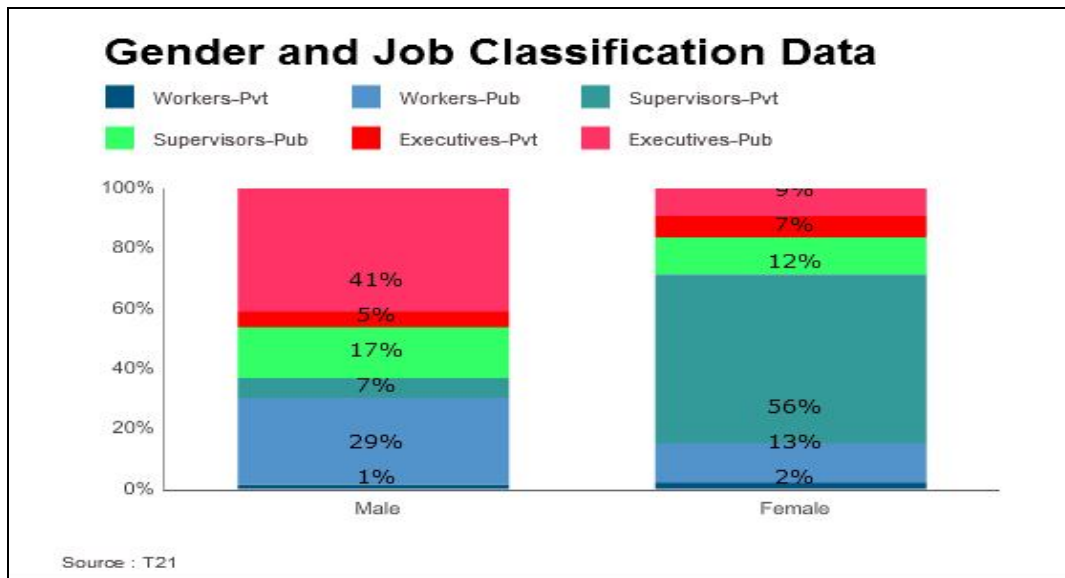


Figure 2: Gender-wise Job Classification Data of Respondents

It is observed that the highest number of employees is male. It is also found that majority of the female respondents are from Private Sector belonging to Supervisor category.

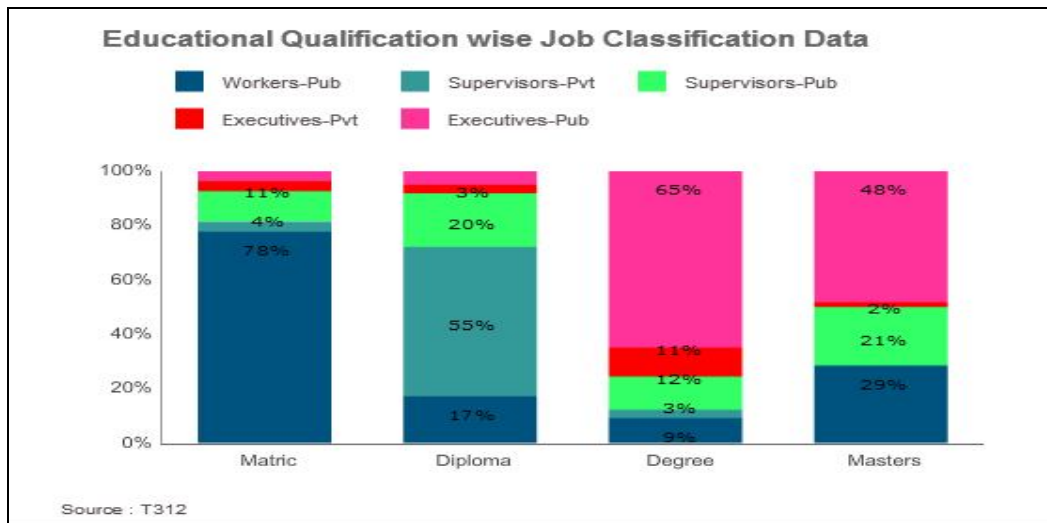


Figure 3: Educational Qualification-wise Job Classification Data of Respondents

It is observed that the highest percentage of Degree holders are Executives from Public sector enterprises. While it is also clear from the above graph that percentage wise majority of the workers having matric as well as masters degree are in Public sector.

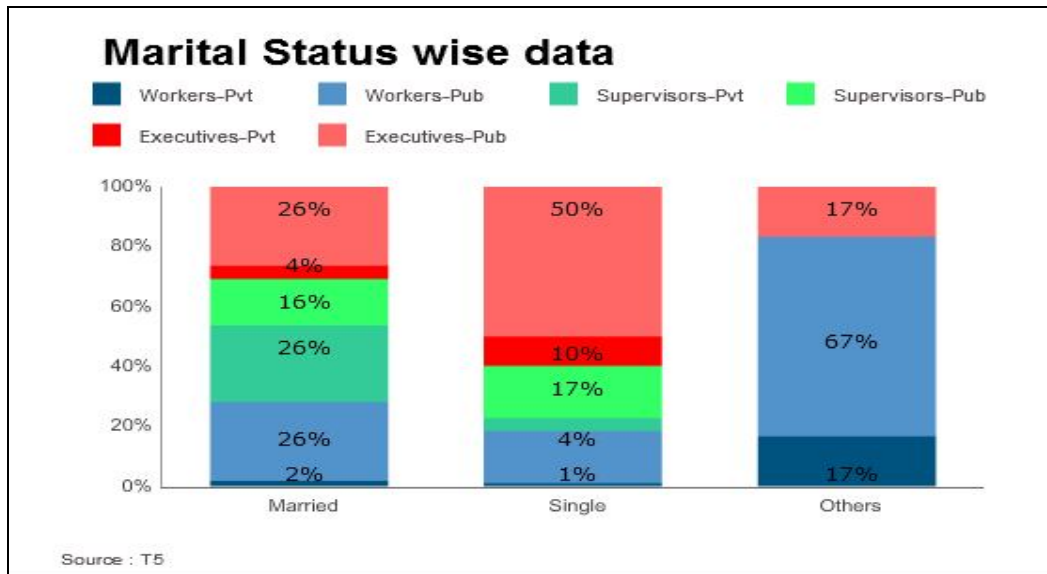


Figure 4: Marital Status-wise Job Classification Data of Respondents

The above graph is percentage representation of compilation of data on the basis of marital status.

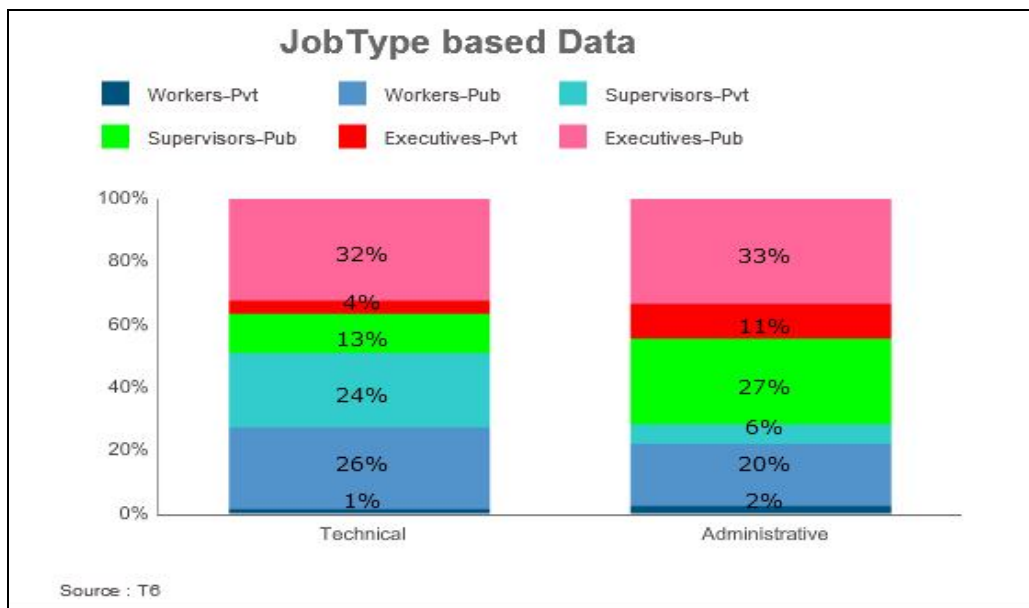


Figure 5: Job Type-wise Job Classification Data of Respondents

The above graph summarizes the data collected based on Job Type. It is observed that amongst the respondents in Public Sector almost equal percentage of employees are in Technical and Administrative functions.

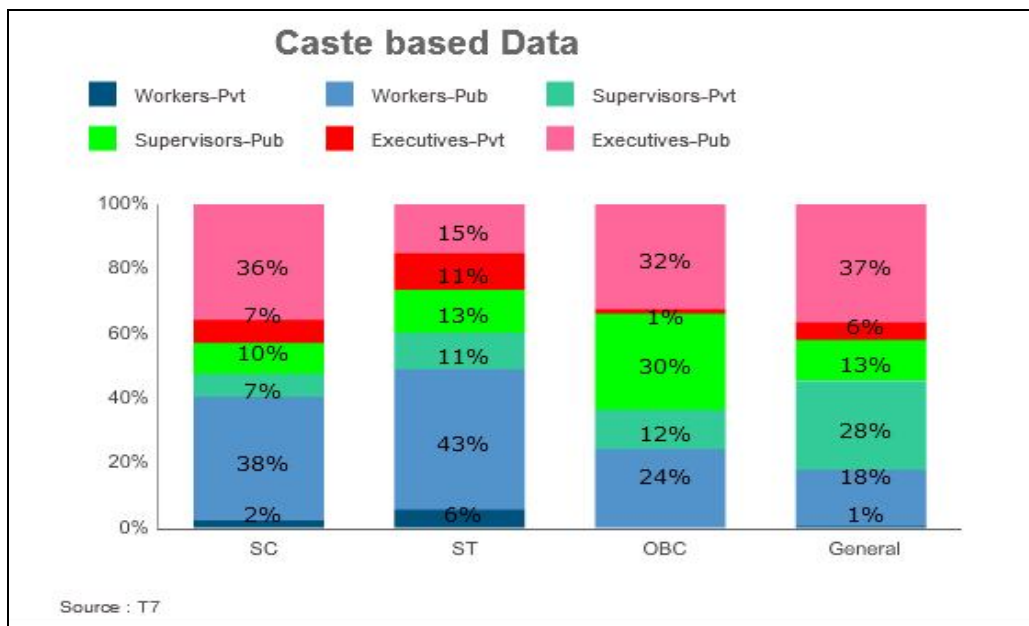


Figure 6: Caste-wise Job Classification Data of Respondents

From the above graph it is observed that among Schedule Caste (SC) group majority percentage of employees belong to worker category 38% closely followed by Executives in Public sector enterprises. It is also observed that in Schedule Tribe (ST) group majority of employees i.e. 43% belong to Worker category.

6.2. Data Analysis

In order to test the hypotheses as framed above, data analysis has been done by using SAS software and adopting appropriate statistical tools. For convenience purpose some Abbreviations have been used in the Data Analysis Tables which are described as below:

- Company---Private Sector and Public Sector are represented by Pr and Pu respectively
- Gender---- Male and Female are represented by M and F respectively.
- Marital Status----- 'Marital status' is represented by 'Ma' while Married, Single and Others are represented by MAR, SIN and Oth respectively

- Age group--Respondent aged 21-30 years fall in 'A', those aged 31-40 years fall under 'B', those aged 41-50 years fall in 'C' and finally, those aged 51-60 years fall under 'D'
- Education: 'Educational Qualification' is represented by 'Ed' while Diploma, Matric, Degree and Masters are represented by 'Dip', 'Mat', 'Deg' and 'Mas' respectively.
- Years of Experience: 'Years of Experience' is represented by 'Ye' while respondents experienced 0-5 years fall in 'A', those experienced 6-10 years fall under 'B', those experienced 11-15 years fall under 'C', those experienced 16-20 years fall in 'D', those experienced 21-30 years fall in 'E' and finally, those experienced 31-40 years fall in 'F' category
- Job classification: 'Job classification' is represented by 'Cl' while 'EnEx' represents Engineer/Executive, 'S' represents Supervisor and 'W' denotes Worker
- Job type: 'Job Type' is denoted by 'Jo' while 'Adm' represents Administrative and 'Tech' represents Technical

6.2.1. H0

That there is no significant difference in total satisfaction score of Private sector and Public Sector employees when Job classification is additional variable.

Means with the same letter are not significantly different		
Duncan Grouping	Mean	SeCl
A	82.167	PrW
B	77.356 to 73.259	PrS, PrEnEx, PuW, PuEnEx, PuS

Table 1: Job Satisfaction, Sector and Job Classification

The hypothesis is rejected. The difference among variables is significant. The employees in worker cadre in Private Sector have the highest satisfaction score (82.167) as compared to other categories of employees. It can also be concluded that there is no significant difference in satisfaction score of other categories of employees viz. Supervisors, Engineers/Executive in Public and Public Sector and Workers of Public Sector. It is also observed that in Public Sector enterprise employees in all cadres have lower level of job satisfaction than in Private Sector.

6.2.2. H0

That there is no significant difference in total satisfaction score of Private sector and Public Sector employees when age group and classification are additional variables

Means with the same letter are not significantly different				
Duncan Grouping		Mean	SeAgeCl	
	A	85.000, 84.200	PrBW, PrDEnEx	
B	A	81.000, 80.714	PrAW, PrCS	
B	A	C	80.000 to 74.429	PrCW, PuDEnEx, PrCEnEx, PuCEnEx, PuBW, PrBS, PuAS, PuDW, PuCW, PuBEnEx, PuAW, PuCW, PuBEnEx, PuAW, PuDS
B		C	71.524 to 69.636	PuBS, PrBEnEx, PrDS, PrAS, PuAEnEx, PuCS
		C	69.000	PrAEnEx

Table 2: Job Satisfaction, Age Group and Job Classification

The hypothesis is rejected. The difference among variables is significant. It is observed that the employees of worker cadre in the age group of 31-40 years in Private sector have the highest level of job satisfaction. It is also observed that in Public sector enterprise employees in Engineer/Executive cadre of 51-60 years of age group have the highest level of job satisfaction within the sector. An important observation that comes out from the above table is that the employees in Executive cadre belonging to lowest age group of 21-30 years have the lowest level of satisfaction. This indicates that appropriate measures have to be initiated to improve the satisfaction of younger group of employees in Private sector.

6.2.3. H0

That there is no significant difference in total satisfaction score of Private sector and Public Sector employees when gender and classification are additional variables.

Means with the same letter are not significantly different.			
Duncan Grouping		Mean	SecGenClas
	A	85.000	PrFW
B	A	80.750 to 77.522	PrMW, PrFEnEx, PrMS, PuMW, PuMS
B		76.418, 75.143	PrFS, PrMEnEx
B	C	74.468	PuMEnEx
D	C	67.385	PuFW
D		65.444	PuFEnEx
	E	56.917	PuFS

Table 3: Job Satisfaction, Gender and Job Classification

As ANOVA table shows, the hypothesis is rejected. The difference among variables is significant. A clear trend is visible that the female employees of all cadres i.e. Workers, Executives and Supervisors have higher level of job satisfaction than their counterparts in Public sector enterprises.

6.2.4. H0

That there is no significant difference in total satisfaction score of Private sector and Public Sector employees when Educational Qualification and classification are additional variables

Means with the same letter are not significantly different				
Duncan Grouping			Mean	SeEdCla
	A		84.000 to 82.500	PuMatEnE, PrMatS, PrDipW
B	A		82.000 to 81.00	PrMatW, PrMatEnE, PrDipEnE, PuDipW, PrDegS
B	A	C	78.517 to 72.435	PuMatW, PrMasEnE, PuVIIIW, PuMasEnE, PuMatS, PuDipS, PrDegEnE, PuDipEnE, PuDegS, PuDegEnE
B		C	70.250	PuDegW
		C	68.917	PuMasS, PuMasW

Table 4: Job Satisfaction, Educational Qualification and Job Classification

The hypothesis is rejected. The difference among variables is significant. It is observed that the lowest qualified worker in Public sector in Engineer/Executive cadre has the highest level of job satisfaction while the Workers and Supervisors having Masters degree have the lowest level of job satisfaction. This indicates that jobs should be commensurate with the qualification of individuals.

6.2.5. H0

That there is no significant difference in total satisfaction score of Private sector and Public Sector employees when Years of Experience and classification are additional variables

Means with the same letter are not significantly different.					
Duncan Grouping				Mean	Se Ye Cla
			A	89.167	PuDS
	B		A	83.286	PrES
	B		A C	83.000	PrAW
	B	D	A C	82.000 to 80.00	PrFEnEx, PrDEnEx, PuFEnEx, PuDEnEx
E	B	D	A C	78.789 to 76.00	PuEEnEx, PuFW, PuDW, PuBW, PrCS, PuEW, PuAS
E	B	D		75.500 to 73.00	PuBEnEx, PuFS, PrBEnEx, PuAW, PuCEnEx
E	B	D	F C	71.667, 70.250	PuCS, PrBS
E		D	F C	69.500	PuCW
E		D	F	69.438, 69.080	PuBS, PuAEnEx
E			F	66.125	PuES
			F	60.000	PrAEnEx, PrAS, PrCEnEx

Table 5: Job Satisfaction, Years of Experience and Job Classification

According to ANOVA, the hypothesis is rejected. The difference among variables is significant. It is clearly visible from the above table that the Public sector employees in the experience group of 16-20 years have the highest level of job satisfaction whereas the Private sector employees in 10-15 years experience group have the lowest level of job satisfaction.

6.2.6. H0

That there is no significant difference in total satisfaction score of Private sector and Public Sector employees when Marital Status and classification are additional variables

Means with the same letter are not significantly different.			
Duncan Grouping		Mean	Se Ma Clas
	A	82.600 to 70.604	PrMARW, PrMAREnE, PrSINW, PrSINS, PrMARS, PuMARW, PuMAREnE, PuMARS, PuOthW, PuSINW, PuSINS, PuSINEnE
B	A	69.556	PrSINEnE
B		56.000	PuOthEnE

Table 6: Job Satisfaction, Marital Status and Job Classification

The hypothesis is rejected. The difference among variables is significant. In general, it is observed that married employees of all cadres in both Private and Public sector enterprises higher level of job satisfaction than others.

6.2.7. H0

That there is no significant difference in total satisfaction score of Private sector and Public Sector employees when Job classification and job type are additional variables

Means with the same letter are not significantly different				
Duncan Grouping		Mean	N	SeClJob
	A	85.000	2	PrWAdm
B	A	80.750	4	PrWTech, PrSAdm, PuWTech, PrEnExTe, PrSTech
B	C	75.972	36	PuSTech, PrEnExAd, PuEnExAd, PuEnExTe
D	C	68.818	22	PuSAdm
D		65.688	16	PuWAdm

Table 7: Job Satisfaction, Job Type and Job Classification

The hypothesis is rejected. The difference among variables is significant. In general, it is observed that in Private sector the Administrative personnel in all cadres have higher level of job satisfaction than their Private counterparts.

6.2.8. H0

That there is no significant difference in total satisfaction score of Private sector and Public Sector employees when Job classification and Caste are additional variables

Means with the same letter are not significantly different				
Duncan Grouping		Mean	SeClCas	
	A	84.333, 84.000	PrWST, PrEnExSC	
B	A	83.167	PrSST, PrWG, PrEnExST, PrEnExOB, PrSSC, PrSOBC, PrWOBC	
B	A	79.125 to 72.00	PuWSC, PuSG, PrWSC, PuWST, PuEnExST, PuSSC, PrSG, PuSST, PuWG, PuEnExSC, PuEnExG, PuWOBC, PrEnExG	
B		69.833	PuEnExOB	
		66.091	PuSOBC	

Table 8: Job Satisfaction, Caste and Job Classification

The hypothesis is rejected. The difference among variables is significant. It is clear that from the above table that in Private sector enterprises the Workers, Supervisors and Executives from SC ST group enjoy higher level of job satisfaction than their Public sector counterparts. This indicates that preferences in recruitment and other caste related policies may not necessarily result in higher level of job satisfaction.

6.3 Findings and Conclusion

From the above job analysis it can safely concluded that in Private sector and in Public sector enterprises cadre or class of employees has significant co-relation with job satisfaction. Further, it is also concluded that additional variables like age, gender, educational qualification, experience, marital status, job type and caste also have significant impact over job satisfaction in presence of class/cadre of jobs.

From the above analysis it can be clairvoyantly stated that in Private sector enterprises the youngest group of employees have the lowest level of job satisfaction. This status however, improves in the higher age group wherein it is observed that in Private sector the employees in the age group of 31-40 years have highest level of satisfaction. This situation needs to be addressed at the earliest by Private enterprises so that they can attract better talent and tap them at their roots. In Public sector enterprises the younger lot of employees have high level of job satisfaction. However, the situation deteriorates when the age of employee increases.

From the point of view of gender it has been generally observed that the female workers as well as executives in private sector have a higher degree of job satisfaction than their public sector counterparts. With the influx of more and more female employees in the industrial arena, the public sector enterprises address this issue on an urgent basis. The Public sector must frame and implement appropriate work life balance policies so that job satisfaction of female employees could be improved upon.

When Educational Qualification is taken as an additional variable along with Job Classification an interesting trend is observed that the employees with lowest level of qualification placed in higher cadre have much higher level of Job Satisfaction than the employees in the lower cadre having higher level of qualification thereupon implying that the employees should be recruited and placed in cadres and jobs which is commensurate with their qualification. Another general trend is observed that the lower qualified employees, i.e. matric, diploma, etc have the higher level of qualification and vice-versa. This further leads to the conclusion that the higher qualified personnel may not be satisfied with the routine and mundane jobs but in jobs which are creative and fulfilling.

When the Job Class and Job Satisfaction is seen in light of Years of Experience, no definite trend is visible. However, it is observed that the Supervisors in Public Sector having experience of 15-20 years have the highest level of experience while in Private Sector the Executives having experience of 11-15 years have the lowest level of job satisfaction.

On combining marital status of the employees along with their Job Cadres/classes it is observed that generally married employees have higher level of satisfaction have the higher level of Job Satisfaction than others. This may be due to the fact that the married employees handle higher level of responsibilities and are supposed to be having higher level of life satisfaction which hinges upon their job satisfaction too.

When type of Job is taken as an additional variable along with Job Classification a trend is observed that the in Private Sector the employees of all cadres in Administrative jobs have much higher level of Job Satisfaction than their Public Sector counterparts. This may be a result of lesser number of rules and regulations and a fairly simplistic procedure in the working environment.

And finally, on combining Caste of the employees along with their Job Cadres/classes it is observed that generally all cadres of employees belonging to SC and ST caste have higher level of job satisfaction in Private Sector Enterprises than their counterparts in Public Sectors. Therefore, it cannot be said that just preferential treatment in Public Sectors in terms of recruitment, promotions, etc would result into higher level of job satisfaction amongst the employees belonging to SC and ST Caste. Public Sector Enterprises should endeavour to achieve equality in treatment, not just on papers but on ground working level, so that caste based feelings amongst employees could be got rid of.

The following table is a compilation of highest and lowest mean scores of various combinations of demographic variables, sector and job classification. The table reveals out a clear picture on the findings of the study, besides, giving a direction the Employers to take concrete necessary steps to enhance employee satisfaction.

	JOB SATISFACTION	HIGHEST JOB SATISFACTION LEVEL COMBINATION	LOWEST JOB SATISFACTION LEVEL COMBINATION
PRIVATE	CADRE/CLASS	WORKERS	ENGINEERS/ EXECUTIVES
PUBLIC	CADRE/CLASS	WORKERS	SUPERVISORS
PRIVATE SECTOR	CADRE/CLASS & AGE	WORKERS IN THE 31-40 YRS AGE GROUP	EXECUTIVES IN 21-30 YRS AGE GROUP
	CADRE/CLASS & GENDER	FEMALE WORKERS	MALE ENGINEERS/EXECUTIVES
	CADRE/CLASS & EDUCATION QUAL.	SUPERVISORS AND MATRIC QUALIFIED	ENGINEERS/EXECUTIVES HAVING GRADUATION DEGREE
	CADRE/CLASS & YRS. OF EXPERIENCE	ENGINEERS/EXECUTIVES HAVING 31-40 YRS EXPERIENCE	ENGINEERS/EXECUTIVES HAVING 11-15 YRS EXPERIENCE
	CADRE/CLASS & MARITAL STATUS	MARRIED WORKERS	SINGLE ENGINEERS
	CADRE/CLASS & JOB TYPE	WORKERS IN ADMINISTRATIVE JOBS	ENGINEERS/EXECUTIVES IN TECHNICAL JOBS
	CADRE/CLASS & CASTE	WORKERS FROM ST CASTE	ENGINEERS FROM OBC CASTE

PUBLIC SECTOR	CADRE/CLASS & AGE	ENGINEERS/EXECUTIVES IN THE 51-60 YRS AGE GROUP	SUPERVISORS IN 41-50 YRS AGE GROUP
	CADRE/CLASS & GENDER	MALE WORKERS	FEMALE SUPERVISORS
	CADRE/CLASS & EDUCATION QUAL.	ENGINEERS/EXECUTIVES AND MATRIC QUALIFIED	WORKERS HAVING MASTERS DEGREE
	CADRE/CLASS & YRS. OF EXPERIENCE	SUPERVISORS HAVING 16-20 YRS EXPERIENCE	SUPERVISORS HAVING 31-40 YRS EXPERIENCE
	CADRE/CLASS & MARITAL STATUS	MARRIED WORKERS	OTHERS ENGINEERS
	CADRE/CLASS & JOB TYPE	WORKERS IN TECHNICAL JOBS	SUPERVISORS IN ADMINISTRATIVE JOBS
	CADRE/CLASS & CASTE	WORKERS FROM SC CASTE	SUPERVISORS FROM OBC CASTE

Table 9: Compilation of Highest and Lowest Job Satisfaction Level Combinations

7. Recommendations, Limitations and Further Scope of study:

Since Job satisfaction leads to happiness and a general positive outlook towards the employer, hence, it would not be out of context to state that Employers should always strive to achieve higher level of job satisfaction amongst employees. Since, the focal point of this study is Sector-wise Job Classification; hence the recommendations are in the same line, which are as follows:

7.1. Private Sector

In General from the data analysis and also from the Table 9 a point which is undoubtedly captured is that Engineers/ Executives in Private Sector Enterprise suffer much lower level of job satisfaction than supervisors and workers. As such the policies should be directed towards improvement of this situation. It is particularly observed that in case of young Engineers 21-30 years the satisfaction level is much lower than their counterparts in Public sector. As such it is recommended that two-pronged action may be taken up by the Public Sector Enterprises i.e. improving upon both maintenance and motivation factors on a job. At the entry level salaries must be re-looked and brought at par with top Public sector enterprises in India and the jobs should be allocated wherein there is scope for learning and experimentation. Training and Development activities should be designed in a manner which not only enhances their skill but their marketability.

7.2. Public sector

In Public Sectors it is recommended that while recruiting special care must be taken that the inductee's qualification should match with the Job specification. Higher level of qualification is likely to lead to frustration and stress for the employee as well as the company in future. In general it has been observed that the Supervisors are the most dissatisfied lot in the Public sector. Probably, they are stuck in between and sandwiched between Management and Workers. It is hence, suggested that special fast-track career path must be designed and implemented for supervisors so that they have a clear vision of their future in the company and find the same attractive and achievable. This would enable them can perform their task effectively.

The above study has some limitations and they raise further scopes for studies. Need priorities haven't been addressed in this research paper. It is, hence, suggested that studies may be conducted while taking into account the need priorities as a determinant factor Job Satisfaction. Managerial Style or the Leadership Style may be a decisive factor in determining the Job Satisfaction level of the employees. Thus, it is suggested that further studies may be conducted for finding out the impact of Leadership Style on Job Satisfaction of different cadres of employees.

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