

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

A Study on Job Satisfaction of University Employees with Special Reference to Karnatak University, Dharwad

Shri Shiddaramappa I. Malligar

Research Scholar, Department of Commerce, Karnatak University, Dharwad, India

Dr. A. N. Tamragundi

Associate professor, Department of Commerce, Karnatak University, Dharwad, India

Abstract:

Job satisfaction is a general attitude towards one's job, the difference between the amount of reward workers receive and the amount they believe they should receive. Employee is a back bone of every organization, without employee no work can be done. So employee's satisfaction is very important. Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers. As Karnatak University Campus, Dharwad is famous for education. The main aim of this study is to analyze the satisfaction level of university employees. Chi-Square test and percentage analysis have been used in this study to analyze the job satisfaction of university employees in Karnatak University Campus, Dharwad. The study shows that only 78 per cent of the employees are satisfied with the working conditions, 64 per cent of them are satisfied with the grievance handling procedure, 46 per cent of them with the welfare facilities, 45 per cent of them with the promotion policies, and 58 per cent of them are satisfied with the salary. The university may give importance to certain factors such as Canteen, rest room facilities, rewards, recognition and promotion policy so that satisfaction of the employees may be improved further.

Keywords: Job satisfaction, University, Job security, Rewards, working conditions & promotions.

1. Introduction

Job satisfaction is the collection of tasks and responsibilities regularly assigned to one person, while a job is a group of positions, which involves essentially the same duties, responsibility, skill and knowledge". Job satisfaction has some relation with the mental health of the people. It spreads the goodwill of the organization. Job satisfaction reduces absenteeism, labor turnover and accidents. Job satisfaction increases employee's morale, productivity, etc. Job satisfaction creates innovative ideas among the employees. Individuals may become more loyal towards the organization Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers. Naturally it is the satisfied worker who shows the maximum effectiveness and efficiency in his work. Most people generalize that workers are concerned more about pay rather than other factors which also affects their level of satisfaction, such as canteen facilities, bonus, working conditions, etc. these conditions are less significant when compared to pay.

2. Statement of the Problem

Employee in University play key role in success of organization. With increasing prospectus for employee development in job market, it is a major a challenge to retain efficient employee in University. Study intends to understand employee satisfaction towards various facilities provided to work force. Hence the statement of problem is "A Study on Job Satisfaction of University Employees With Special Reference to Karnatak University, Dharwad".

3. Objectives of the Study

- To understand work environment prevailing in the university
- To understand the various facilities viz., welfare measures, Job security, rewards etc., provided by the university
- To understand the satisfaction level of employees towards various facilities provided in the campus.
- To suggest some measures for improving the satisfaction level of the employees

4. Research Methodology

The study is based on the primary and secondary data. Primary data is collected from 55 respondents through issue of questionnaire. Secondary data is also collected from various sources like books, magazines, & websites.

Statistical Tools and Techniques:

In this study data is collected from issue of questionnaire to respondents & this collected information processed through statistical tools like tabulation, percentage, and Chi square test.

5. Scope of the Study

Job satisfaction should be major determinant of an employee organizational behavior. A satisfied employee will be having positive attitude towards his or her Job and would go beyond the normal expectation in his or her job. The study made on the topic job satisfaction will reveal the factors of feelings of the employee. This report is useful to the management of the university to know the satisfaction levels of the employees and they can take measure to increase the productivity. Study is limited towards understanding employee satisfaction working at KUD campus.

6. Limitations of the Study

The study is based on Employees of Karnatak University Campus, Dharwad only.

The study is based on primary data, collected from 55 respondents. Only through issue of questionnaires.

The conclusion is drawn on the basis of information given by the respondents.

Hypothesis of the Study:

- There is no association between working conditions and job satisfaction.
- There is no association between rewards provided and job satisfaction
- There is no association between welfare measures and job satisfaction
- There is no association between job security and job satisfaction.

7. Review of Literature

Job satisfaction is the degree to which individuals feel positively or negatively about their jobs. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the work environment. According to Herzberg's two – factory theory, job satisfaction should be motivational in leading to positive employment relationships and high levels of individual job performance. A job not only provides monetary benefits but also mental satisfaction. Employees feel happy and satisfied while working on jobs or after completing jobs. They develop general attitude while interacting with others publics, managers, customers, etc. Employees may feel highly satisfied, satisfied or not satisfied with their jobs. Many employees are satisfaction is a vital factor to understand employee's satisfaction.

Job satisfaction is how content an individual is with his or her job. Scholars and human resource professionals generally make a distinction between affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is the extent of pleasurable emotional feelings individuals have about their jobs overall, and is different to cognitive job satisfaction which is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs.

7.1. Definitions of Job Satisfaction

At its most general level of conceptualization, job satisfaction is simply how content an individual is with his or her job. At the more specific levels of conceptualization used by academic researchers and human resources professionals, job satisfaction has varying definitions. Affective job satisfaction is usually defined as a one-dimensional subjective construct representing an overall emotional feeling individuals have about their job as a whole.

Different authors have different approaches towards defining job satisfaction. Some of the most commonly cited definitions on job satisfaction are analyzed in the text that follows.

Keith Davis, "Job satisfaction is defined as *"Favorableness or unfavorableness with which the employees view their work and results when there is a fit between job characteristic and wants of the employees"*

Stephen P. Robbins: Job satisfaction as the *"difference between the amount of rewards the workers receive and the amount they believe they should receive"*.

Further he says, "Job satisfaction is an individual general attitude towards his or her job".

C.B.Mamoria explains: *"job satisfaction is the collection of tasks and responsibilities regularly assigned to one person while a job is a group of positions, which involves essentially the same duties, responsibility, skill and knowledge"*.

In Locke words, *"Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience"*.

Robert L. Kahn reveals, *"Job satisfaction does seem to reduce absence, turnover and perhaps accident rates"*

Robert A. Baron: Job satisfaction is the positive or negative attitude held by individuals toward their job.

Further he says, *"Job satisfaction is defined as individual cognitive, affective and evaluative reaction towards their job"*.

Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is usually defined as being a more objective and logical evaluation of various facets of a job. As such, cognitive job satisfaction can be one-dimensional if it comprises evaluation of just one aspect of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set or with other jobs. While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly related, and have different antecedents and consequences.

8. Data Analysis and Interpretation

8.1 Introduction

In this chapter an attempt is made to analyze the job satisfaction level of the selected employees in Karnatak University Campus, Dharwad. Total 42 Respondents are selected from Karnatak University Campus, Dharwad Belonging to the different categories of employees.

Particulars		Number of Employees	Percentage
Gender	Male	40	80
	Female	15	20
	Total	55	100
Age Group	Below 25	00	00
	25 – 35	16	29
	36 – 45	22	40
	46 & Above	17	31
	Total	55	100
Marital Status	Married	47	85
	Unmarried	08	15
	Total	55	100
Education Qualification	SSLC	12	22
	PUC	15	27
	ITI	00	00
	Diploma	01	02
	Graduates	17	31
	Postgraduates	10	18
	Total	55	100
Designation	Office superintendent	02	04
	Assistant Office superintendent	08	15
	Senior Assistant	15	27
	Junior Assistant	21	38
	Group – D	09	16
	Total	55	100
Section	Examination	26	47
	Academic	13	24
	Finance	08	14
	Department	02	04
	Computer	00	00
	Publication	06	11
	Total	55	100
Year of Service	Less than 10	19	34
	10 – 20	18	33
	21 – 30	10	18
	31 – 40	06	11
	More than 41	02	04
	Total	55	100

Monthly Salary	Below Rs. 5,000	11	20
	Rs. 5,000 – 10,000	04	07
	Rs. 10,001 – 20,000	15	27
	Rs. 20,001 & above	25	46
	Total	55	100

Table 1: Classification of Respondents on the Basis of Profile

Source: Field Survey

From the above table 1, it is inferred that, 80per cent of the respondents are male, 20per cent of the respondents are female. It is inferred that, 29per cent of the respondents comes under 25 - 35 years of age, 40per cent of the respondents comes under 36-45 years of age, and 31per cent of the respondent comes under above 46 years of age. It is inferred that, 85per cent of the respondents are married, 15per cent of the respondents are unmarried. It is inferred that, 22per cent of the respondents are completed SSLC, 27per cent of the respondents are completed PUC, 2 per cent of the respondents completed diploma, 31 per cent of the respondents are graduate, and 18per cent of the respondents completed PG.

It is inferred that 4per cent of the respondents are Office superintendent, 15per cent of the respondents are assistant Office superintendents, 27per cent of the respondents are senior assistants, 38per cent of the respondents are junior assistants and 16per cent of the respondents are group – D workers. It is inferred that 47 per cent of the respondents are working in examination section, 24 per cent of the respondents are working in academic section, 14per cent of the respondents are working in finance section, 4per cent of the respondents are working in department, and 11per cent of the respondents are working in publication section. It is inferred that 34per cent of the respondents comes under less than 10 years of service, 33per cent of the respondents come under 10- 20 years of service, 18per cent of the respondents comes under 21-30 years of service, 11per cent of the respondents 31-40 years of service and 4per cent of the respondent comes under above 41 years of service. It is inferred that 20per cent of the respondents are earning below Rs. 5,000, 7 per cent of the respondents are earning below Rs.5, 000 - 10,000,27per cent of the respondents are earning between Rs. 10,001-20000 and 46per cent of the respondents are earning above Rs. 20,000.

Factors	Opinion	Number of Employees	Percentage
Working Conditions	Yes	43	78
	No	12	22
	Total	55	100
Grievance Handling	Yes	35	64
	No	20	36
	Total	55	100
Promotion Policies	Yes	25	45
	No	30	55
	Total	55	100
Current Job	Yes	43	78
	No	12	22
	Total	55	100
Salary	Yes	32	58
	No	22	42
	Total	55	100
Canteen Facilities	Yes	15	27
	No	40	73
	Total	55	100
Health Care Facilities	Yes	37	67
	No	18	33
	Total	55	100

Table 2: Classification of Respondents on the Basis of Opinion on Various Factors

Source: Field Survey

From the above table 2, it is inferred that 78per cent of the employees are satisfied with the working conditions, 22per cent of the employees are dissatisfied with the working conditions. It is inferred that 64per cent of the employees are satisfied with the grievance handling procedure, 36per cent of the employees are dissatisfied with the grievance handling procedure. It is inferred that, 45 per cent of the employees are satisfied with the promotion policies, 55 per cent of the employees are dissatisfied with the promotion policies. It is inferred that, 78 per cent of the employees are satisfied with the current job, 22 per cent of the employees are dissatisfied with the

current job. It is inferred that, 58 per cent of the employees are satisfied with the salary, 42 per cent of the employees are dissatisfied with the salary. It is inferred that, 27 per cent of the employees are satisfied with the canteen facilities, 73 per cent of the employees are dissatisfied with the canteen facilities. It is inferred that, 67 per cent of the employees are satisfied with the health care facilities and 33 per cent of the employees are dissatisfied with the health care facilities.

Factors	Level of Satisfaction					Total
	HS	S	M	D	HD	
Working Conditions	07(16)	28(65)	08(19)	00(00)	00(00)	43(100)
Grievance Handling	04(11)	26(74)	05(15)	00(00)	00(00)	35(100)
Relationship with superiors	03(06)	34(62)	14(25)	04(07)	00(00)	55(100)
Supportive relationship with colleagues	06(11)	35(64)	10(18)	03(05)	01(02)	55(100)
Job Security	04(07)	33(60)	07(13)	08(15)	03(05)	55(100)
Welfare Facilities	02(04)	26(46)	17(31)	08(15)	02(04)	55(100)
Promotion Policies	01(04)	21(84)	03(12)	00(00)	00(00)	25(100)
Current Job	03(07)	30(70)	10(23)	00(00)	00(00)	43(100)
Salary	03(09)	23(72)	06(19)	00(00)	00(00)	32(100)
Communication System	04(07)	23(42)	17(31)	09(16)	02(04)	55(100)
Opinion Consideration	03(05)	15(28)	28(51)	06(11)	03(05)	55(100)
Reward System	01(02)	20(37)	07(13)	21(39)	04(07)	55(100)
Canteen Facilities	01(07)	11(73)	03(20)	00(00)	00(00)	15(100)
Health Care facilities	03(08)	22(59)	12(33)	00(00)	00(00)	37(00)

Table 3: Classification of Respondents on the Basis of Level of Satisfaction towards Various Factors

Source: Field Survey

Note: Figures in brackets right to the figure indicate percent to the respective row total.

Here HS indicates – Highly satisfied, S- Satisfied, M- Moderate, D- Dissatisfied, HD- Highly dissatisfied. From the above table 3, it is inferred that, 16 per cent of the employees are highly satisfied with the working conditions, 65 per cent of the employees are satisfied with the working conditions, and 19 per cent of the employee are moderate satisfied with the working conditions. It is inferred that 11 per cent of the employees are highly satisfied with the grievance handling methods, 74 per cent of the employees are satisfied with the grievance handling methods, and 15 per cent of the employee are moderate satisfied with the grievance handling methods. It is inferred that, 6 per cent of the respondents are highly satisfied with the relationship with superiors, 62 per cent of the respondents are satisfied with the job relationship with superiors, 25 per cent of the respondents are moderate satisfied with the job security provisions, 7 per cent of the respondents are dissatisfied with the relationship with superiors. It is inferred that, 11 per cent of the respondents are highly satisfied with the relationship with the colleagues, 64 per cent of the respondents are satisfied with the co-workers relationship, 18 per cent of the respondent is moderate satisfied with the relationship colleagues, 5 per cent of the respondent is dissatisfied with the relationship and 2 per cent of the respondent is highly dissatisfied with the relationship. It is inferred that, 7 per cent of the respondents are highly satisfied with the job security provisions, 60 per cent of the respondents are satisfied with the job security provisions, 13 per cent of the respondents are moderate satisfied with the job security provisions, 15 per cent of the respondents are dissatisfied with the job security provisions and 5 per cent of the respondents are highly dissatisfied with the job security provisions. It is inferred that 4 per cent of the respondents are highly satisfied with the welfare facilities, 46 per cent of the respondents are satisfied with the welfare facilities, 31 per cent of the respondents are moderate satisfied with the welfare facilities, 15 per cent of the respondents are dissatisfied with the welfare facilities and 4 per cent of the respondents are highly dissatisfied with the welfare facilities. It is inferred that 4 per cent of the employees are highly satisfied with the promotion policies, 84 per cent of the employees are satisfied with the promotion policies, and 12 per cent of the employee are moderate satisfied with the promotion policies. It is inferred that 7 per cent of the employees are highly satisfied with the current job, 70 per cent of the employees are satisfied with the current job, and 23 per cent of the employee are moderate satisfied with the current job. It is inferred that, 9 per cent of the employees are highly satisfied with the salary, 72 per cent of the employees are satisfied with the salary, and 19 per cent of the employee are moderate satisfied with the salary.

It is inferred that 7 per cent of the respondents are highly satisfied with the communication system, 42 per cent of the respondents are satisfied with the communication system, 31 per cent of the respondents are moderate satisfied with the communication system, 16 per cent of the respondents dissatisfied with the communication system and 4 per cent of the respondents highly dissatisfied with the communication system. It is inferred that, 5 per cent of the respondents are highly satisfied with the opinions consideration, 28 per cent of the respondents are satisfied with the opinions consideration. 51 per cent of the respondents are moderate satisfied with the opinions consideration, 11 per cent of the respondents dissatisfied with the opinions consideration and 5 per cent of the respondent highly dissatisfied with the opinions consideration. It is inferred that, 2 per cent of the respondents are highly satisfied with the reward system, 37 per cent of the respondents are satisfied with the reward system, 13 per cent of the respondents are moderate satisfied with the reward system, 39 per cent of the respondents are dissatisfied with the reward system and 7 per cent of the respondents are highly dissatisfied with the reward system. It is inferred that, 7 per cent of the employees are highly satisfied with the canteen facilities, 73 per cent of the employees are satisfied with the canteen facilities, and 20 per cent of the employee are moderate satisfied with the canteen facilities. It is inferred that, 8 per cent of the employees are highly satisfied with the health care facilities, 59 per cent of the employees are satisfied with the health care facilities, and per cent of the employee are moderate satisfied with the health care facilities.

Factors	Reasons	Number of Employees	Percentage
Working Conditions	Overtime	02	17
	Work load	08	66
	Less motivation	00	00
	Less fulfillment	02	17
	Total	12	100
Grievance Handling	Discrimination	11	55
	Poor management	09	45
	Total	20	100
Promotion Policies	Favoritism	01	03
	Discrimination	04	13
	Delay in approval	25	84
	Total	30	100
Current Job	Work stress	01	08
	Low salary	07	58
	Work load	02	17
	Poor motivation	02	17
	Total	12	100
Salary	Delay in payment	01	04
	Work load	02	08
	Low salary	20	88
	Total	24	100
Canteen Facilities	Low quality food	13	33
	Delay in service	04	10
	Poor maintenance	23	57
	Total	40	100
Health Care Facilities	Poor Treatment	05	28
	Delay in service	02	11
	Poor maintenance	11	61
	Total	18	100

Table 4: Classification of Respondents on the Basis of Reasons of Dissatisfaction Towards Various Factors

Source: Field Survey

From the above table 4, it is inferred that 17per cent of the employees are dissatisfied with the working conditions due to overtime work, 66per cent of the employees are dissatisfied with the working conditions due to workload and 17per centper cent of the employee are dissatisfied with the working conditions due to less fulfillment. It is inferred that, 55per cent of the employees are dissatisfied with the grievance handling method due to discrimination, and 45per cent of the employees are dissatisfied with the grievance handling method due to poor management.

It is inferred that, 3per cent of the employees are dissatisfied with the promotion policies due to favoritism, 13per cent of the employees are dissatisfied with the promotion policies due to discrimination, and 84per cent of the employees are dissatisfied with the promotion policies due to delay in approval. It is inferred that, 8per cent of the employees are dissatisfied with the current job due to

work stress, 58per cent of the employees are dissatisfied with the current job due to low salary, 17 per cent of the employees are dissatisfied with the current job due to work load and 17 per cent of the employees are dissatisfied with the current job due to poor motivation. It is inferred that, 4per cent of the employees are dissatisfied with the salary due to delay in payment, 8per cent of the employees are dissatisfied with the salary due to work load, and 88per cent of the employees are dissatisfied with the salary due to low salary. It is inferred that, 31per cent of the employees are dissatisfied with the canteen facilities due to low quality food, 10per cent of the employees are dissatisfied with the canteen facilities due to delay in service, and 57per cent of the employees are dissatisfied with the canteen facilities due to poor maintenance. It is inferred that, 33 per cent of the employees are dissatisfied with the health care facilities due to poor treatment, 8 per cent of the employees are dissatisfied with the health care facilities due to delay in service, 59 per cent of the employees are dissatisfied with the health care facilities due to poor maintenance.

It is inferred that, 28per cent of the employees are dissatisfied with the health care facilities due to poor treatment, 11per cent of the employees are dissatisfied with the health care facilities due to delay in service, 61per cent of the employees are dissatisfied with the health care facilities due to poor maintenance. Chi Square Test: Chi- square test is carried out to test the hypothesis of the study. Here HS indicates – Highly satisfied, S- Satisfied, M- Moderate, D- Dissatisfied, HD- Highly dissatisfied.

8.2. Association between Experience and Opinion on the Salary

Null Hypothesis (H₀):

- There is no association between experience and opinion on the salary

Alternative Hypothesis (H₁):

- There is association between experience and opinion on the salary.

Experience	Opinion on Salary					Total
	HS	S	M	D	HD	
Below 10	00	14	03	10	02	19
10 – 20	00	12	00	06	00	18
21- 30	00	03	02	04	01	10
31 – 40	01	04	01	00	00	06
41 & Above	02	00	00	00	00	02
Total	03	23	06	20	03	55

Table 5

Calculated Chi Square Value: 53.67

Degree of freedom: (5-1), (5-1)=16

The table value for chi square 16 degrees of freedom at 5% level of significance is 26.296, since the calculated value is more than the table value, the null hypothesis is rejected .Hence we can infer that there is association between experience and opinion on the salary.

8.3. Association between experience and opinion on working environment

Null hypothesis (H₀):

- There is no association between experience and opinion on working environment.

Alternative Hypothesis (H₁):

- There is association between experience and opinion on working environment.

Experience	Opinions					Total
	HS	S	M	D	HD	
Below 10	00	10	05	03	01	19
10 – 20	01	14	01	00	02	18
21- 30	02	02	01	02	03	10
31 – 40	03	02	00	00	01	06
41 & Above	01	00	01	00	00	02
Total	07	28	08	05	07	55

Table 6

Calculated Chi Square Value: 32.99

Degrees of freedom: (5-1), (5-1)=16

The table value for chi square 16 degrees of freedom at 5% level of significance is 26.296, since the calculated value is more than the table value, the null hypothesis is rejected. Hence we can infer that there is association between experience and opinion on working environment.

8.4. Association between experience and opinion on job security

Null Hypothesis (H_0):

- There is no association between experience and opinion on job security.

Alternative Hypothesis (H_1):

- There is association between experience and opinion on job security

Experience	Opinions					Total
	HS	S	M	D	HD	
Below 10	00	13	04	01	01	19
10 – 20	00	16	01	00	01	18
21- 30	01	04	01	04	00	10
31 – 40	01	00	01	03	01	06
41 & Above	02	00	00	00	00	02
Total	04	33	07	08	03	55

Table 7

Calculated Chi square value= 49.2

Degrees of freedom: $(5-1), (5-1) = 16$

The table value of chi square 16 degrees of freedom at 5% level of significance is 26.296, since the calculated value is more than the table value, the null hypothesis is rejected. Hence we can infer that there is an association between experience and opinion on job security.

8.5. Association between experience and opinion on frequent rewards provided

Null Hypothesis (H_0)

- There is no association between experience and opinion on frequent rewards provided.

Alternative Hypothesis (H_1):

- There is association between experience and opinion on frequent rewards provided.

Experience	Opinions					Total
	HS	S	M	D	HD	
Below 10	00	06	03	05	05	19
10 – 20	00	04	01	12	01	18
21- 30	00	05	02	03	00	10
31 – 40	00	04	01	01	00	06
41 & Above	01	01	00	00	00	02
Total	01	20	07	21	06	55

Table 8

Calculated chi square value = 20.08

Degrees of freedom $(5-1), (5-1) = 16$

The table value of chi square for 16 degrees of freedom at 5% level of significance is 26.296, since the calculated value is less than the table value, the null hypothesis is accepted. Hence we can infer that there is no association between experience and opinion on frequent rewards are provided.

9. Findings

After analysing the data we found the followings.

- It is found that in the study 80 per cent of respondents are Male and remaining 20 per cent are female.
- The study identified that 40 per cent of respondents are in age group of 36-45 years.
- As per the study, 85 per cent of respondents are married and 15 per cent are unmarried.
- It is found that 27 per cent of the respondents are completed PUC and 31 per cent of the respondents are completed graduation.
- It is found that 27 per cent of the respondents are senior assistants and 38 per cent of the respondents are junior assistants.
- There has an association between experience and opinion on the salary.
- There has an association between experience and opinion on working environment.
- There is an association between experience and opinion on job security.
- There is no association between experience and opinions on frequent rewards are provided.

10. Conclusion

The university lack the relationship between workers and supervisors, it should be given due consideration. The university also lack on certain factors such as working conditions, Canteen facilities, healthcare facilities, rest room facilities, rewards, recognition and promotion policy. Employee's welfare measures and Job security should be given utmost importance, so that the employee's turnover may be restricted. The university can maintain proper communication between employees, between employees and their superiors, and between superiors, this will motivate the employees work more with high level of satisfaction.

The university need to modify the reward system of the employees and promotions must be given based on merit, educational qualification and experience, and if these factors are given little more care, the university can maintain good workers with high level of satisfaction, organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity.

11. References

1. Luthans F. (1995), Organizational Behavior, 9th edition, New Delhi, Prentice hall of India Pvt Ltd...
2. Robbins S.P. (2005), Organizational Behavior , 11th edition, New Delhi Prentice hall of India Pvt Ltd.
3. Sheikh A.M (2007)., Human Resource development and Management, 2nd Edition, S.Chand Limited.
4. Bhatti, K., & Qureshi, T. (2007). Impact of employee participation on job satisfaction, employee commitment and employee productivity. International Review of Business Research Papers, 3(2), 54 – 68.
5. O.R. Krishnaswamy and D. Obul Reddy (2010) 2nd Edition, Research Mehtodology and Statistical analysis, Himalaya Publishing House.
6. S. L. Gupta and Hitesh Gupta (2012), Business Research methods, Tata McGraw Hill education Private Ltd., New Delhi