LITERATURE REVIEW:

Ingrid Nielsen & Russell Smyth (2006) in the paper ‘Job Satisfaction and response to incentives among China’s urban work force’ attempts to examine the job satisfaction level and incentives structures among the China’s urban workforce. Age, education, occupation and personal income are the main factors of job satisfaction. Thus job stability, high income and professional development were considered most significant by incentives by the Chinese urban employees.

Adeyinka Tella & C.O. Ayeni (2007) et al in the paper titled ‘Work Motivation, Job Satisfaction and Organisational Commitment of Library personnel in Academic and Research Libraries in Oyo state, Nigeria discusses that there is a correlation between motivation, job satisfaction and commitment. There was no difference noticed in the motivation of professional and non-professional library personnel. However a negative correlation was observed between motivation and commitment. Also differences were found to be existing in the job satisfaction of library personnel in academic and research libraries.

Sinem Aydogdu (2011) et al in the paper titled ‘An Empirical study of the relationship among Job Satisfaction, Organisational commitment and Turnover intention’ tries to investigate relationship among job satisfaction, organizational commitment and turnover retention. It was found that a significant and positive relationship existed with the three dimensions of organizational commitment and turnover intention had a significant and negative relationship with job satisfaction and organizational commitment.

Diksha Mehndiratta & Shruti Tripathi (2012) in the paper ‘A Study of various constructs of Job Satisfaction: Research so far, claims Job Satisfaction as one of the most researched topics. The biggest challenge of any organization in today’s time is retaining talented employees. Motivated and committed employees is a must for high quality performance.

Alamdar Hussain Khan (2012) et al in the paper with title ‘Impact of job satisfaction on employee performance: An empirical study of autonomous medical institutions of Pakistan’, attempts to find factors responsible for job satisfaction among the employees of medical institutions of Pakistan and the effects on their performances. The paper ends with a conclusion that salary,
promotion, job security, working conditions, interpersonal relations of workers, relations with supervisors, nature of work are the main factors that affect the job satisfaction of the employees.

Pankaj Chaudhary (2012) in his paper titled ‘Effects of employees motivation on Organisational performance – A Case study’, attempts to study the impact of motivation on job satisfaction of employees and performance of the organization. The long term benefit of the employee motivation is higher productivity. The study concludes with a conclusion that performance of the organization and employee motivation is directly related to each other. Thus in today’s time it is important for the organization to give utmost motivation as it will result into good growth of the organization.

Tausif M. (2012) in his paper titled ‘Relationship between Intrinsic Rewards and Job satisfaction on : A comparative study of public and private organisation’ tries to find the relationship between job satisfaction and Intrinsic rewards among service sector employees. Factors such as task significance, task autonomy, task involvement, recognition and opportunities to learn new things were examined. The effect of these factors on public and private banking sector employees. Results revealed that private bank employees were satisfied with task autonomy, task significance, task involvement and recognition. They were unsatisfied with opportunities that were provided to learn new things. However public bank employees were not satisfied with task significance, and opportunities to learn new things.

Gupta Kavita (2012) et.al in the paper titled ‘Impact of Job satisfaction on Employee Performances, a challenge for HR managers in changing environments’, explains Job satisfaction as one of the most complicated area faced by manager while they manage their employees. Thus managing the people at work, keeping them happy and at the same time getting the work done out of them is a great task for the managers of today. Job satisfaction of the employees is directly related to the happiness of the employees by providing them a happy workplace with good job design is a matter of concern for any manager. The creativity of the employees is to be nurtured.

Chux Gervase (2013), et.al in the paper titled ‘Teacher Job satisfaction and learner performance in South Africa’, attempts to find the relationship between the poor performance of learners and teacher motivation in the selected high schools in the western cape province of South Africa. The results show that a mix of intrinsic and extrinsic have an influence on the motivation of
educator’s job satisfaction and performance is much better than those who are poorly motivated. The study suggests that intrinsic and extrinsic factors shouldn’t be studied in isolation as a mix of these factors influence the job satisfaction of employees.

Uzma Rashid (2013) et.al in the paper with the title ‘Difference in Job satisfaction and work Motivation among Government and Private company employees’ investigates Job satisfaction and motivation level of Government and Private company with respect to both intrinsic as well as extrinsic factors. The study also tries to find the factors that would influence the motivation and job satisfaction of the employees. Important positive and negative correlations were observed among male employees and female employees, when the determinants of job satisfaction and motivation were compared.

Showkat Khalil Wani (2013) in the paper with title ‘Job Stress and its impact on Employee motivation : A study of a selected commercial bank’ discusses that employee productivity and organizational productivity can be increased considerably by managing work stress and motivating the employees. Thus job satisfaction levels of employees can be increased by reducing the levels of work stress and enhancing the motivational levels of employees. The paper closes with a conclusion that high level of stress leads to less motivation and Job satisfaction. The organization should list out human resource development programs in order to motivate the employees by giving them opportunities for personal and professional growth, proper utilization of abilities and conducive working conditions which will lead to overall job satisfaction of the employees.

Rajesh K. Yadav&NishantDabhade(2013) in the paper with title ‘A Case study – with the overview of job satisfaction’ says that job satisfaction is an inevitable part of in any employee’s work life which helps them to boost their morale and raise the productivity. Job satisfaction level among employees of BHEL in Bhopal is attempted to investigate. According to the author, motivated and productive employee is a result when fulfillment of the expectations of employees is successful. Thus higher work efficiency could be achieved by increasing the job satisfaction levels of the employees. The paper closes with a conclusion that maximum employees are satisfied working in BHEL, which provides good working environment full of co-operation, respect, challenges, recognitions, appreciation etc.
Wan Fauziah Wan Yusoff (2013) et. al in the paper titled ‘Herzberg’s two factors theory on work Motivation: Does its work for today environment’, discusses the application of Herzberg’s two factor theory in today’s modern times and comparison with the current research findings. The two factor theory gives two sets of determinants of job satisfaction. One being the extrinsic factors and other Intrinsic factors. The researcher has concluded by saying that the two factor theory has less practical significance in today’s time. There should be one single set of factors (i.e) combination of extrinsic and intrinsic to determine the job satisfaction level of employees as higher satisfaction would lead to higher work efficiency among workers.

Rajesh S & Manoj P.K (2013) et. al in the paper ‘Job satisfaction and Quality of work life : Impact on Industrial Relations in Textile units in Kannur District, Kerala, highlights the significance of peaceful industrial relations. Also organizations should plan things for their employees in such a way that will help them to improve the quality of their work life. Degree of employees’ job satisfaction has a direct relation with peaceful industrial relations. Thus the paper concludes with a conclusion that good working conditions, eustress (positive stress), motivation, systematic grievance procedure and proper wage systems are the variables which would help to maintain a good balanced quality of work-life, which would in turn develop good industrial relations leading to job satisfaction of workers.

Bandana Nayak (2013) in her paper titled ‘Employee Satisfaction leveraging Employee Relations and overall job satisfaction’, attempts to find out the level of employee satisfaction in their organization. Also it intends to know the importance of factors that are responsible for satisfaction of employees and their effect on the job satisfaction of the employees. At the end it is revealed that satisfaction level of the employees is dependent upon the benefits and compensation, recognition, trade union attitude, nature of operating the business activities, benefits after retirement and during services. Similarly poor appraisal systems, education facilities, medical facilities, inequality in salary, centralization of power are the most dissatisfaction factors.

Amune & Juliana Bosede (2013) in the paper with title “Job Motivation as a Predictor of Job satisfaction among Professional and Non-Professional Library staff in Ambrose Alli University, Ekpoma, asserts that effectively managed, efficiently motivated and well developed workforce
are the basic requirements to achieve higher productivity. As per the study the satisfaction of library staff can be predicted if job motivation is examined properly. However there is not much difference in the satisfaction levels of professional and non-professional library staff. The library staff was found to be satisfied with other factors like pay, policies and administration, security and personal growth, they were not much satisfied with their interpersonal relationship, job conditions, recognition and responsibility of librarianship job.

Dave K. Bowen (2013) et.al in the paper ‘Job satisfaction related factors : Its influence on job satisfaction of middle level managers in public secondary schools in Kenya’, attempts to find how job satisfaction related factors affect the job satisfaction among the middle level manager i.e. vice-principals & head of departments. It was found that job itself was one of the most influencing factors of job satisfaction. The other influencing factor that was found was opportunity for advancement. Thus such working conditions should be provided by schools that make the employees comfortable while discharging their duties effectively and efficiently.

RaiImtiazHussian&Shahid Bashir (2013) in the paper titled ‘Effect of Motivational Factors on Employees Job satisfaction: A case of District Public School Ohara’, attempts to find how various factors of motivation effect the behaviour and job satisfaction of the employees. The performance of the organization increases when the employees of that organization are satisfied. Results show that intrinsic and extrinsic factors of motivation have a great impact on the job satisfaction of teachers. Thus some important steps need to be taken by the management inorder to motivate their employees that would help to maximize the satisfaction level.

S.M. MuraliKrishan (2014)et.al in his paper titled “A Comparative study of Job Satisfaction Levels of employees in two Industries : An Empirical Review, discusses that a variety of factors affects the Job-Satisfaction of employees. With average challenging environment at work-place, employees tend to enjoy and experience pleasure and satisfaction at workplace. The authors conclude that favourable work environment and harmonious relations between the management and employees lead to higher Job satisfaction as compared to monetary benefits, performance appraisal, Job design, Job Safety and promotion facilities.

Riyana Begum Mulla(2014) et.al in her paper titled ‘A study on Factors influencing Employee Job Satisfaction in current Industry at Bagalkot District’ concludes with an agreement of
maximum number of employees who agree that the cement industry provides dissatisfactory infrastructural, challenging job position with a freedom to do work independently leads for better job satisfaction with a considerable supportive management. Industry to explore the skills and talents of the employees leads to a greater amount of dissatisfaction. Also lack of decision making on part of the employee with poor remuneration, contribute towards poor job satisfaction levels among employee. Only one factor that motivates employees is the medical and insurance scheme.

Ashok Kumar Bansal&O.P.Monga(2014) in paper titled ‘A Study on Job Performance of Managers in Pharmaceutical industry in Himachal Pradesh’, studies the effect of socio – demographic variables like age, education, marital status, gender on the work performance of managers in Pharmaceutical industry. However the author theorized that there was no significant effect of various demographic variables on the job performance of managers. Managers of all the departments in pharmaceutical industry are judged at par.

K. Ravishankar(2014) in his paper titled ‘A study on organizational culture and climate with special reference to HUF, AVADI’, attempts to find about the factors that help to create a positive organizational climate and to investigate the working conditions provided to the workers of HUF, AVADI. The paper concludes positively with the employees having a positive attitude towards the working conditions offered. The paper also suggests good recommendations to increase the satisfaction level of employees, by incorporating few policies to improve the working conditions in Heavy Vehicle factory.

D. AravazhiIrissappane&M.Kavitha(2014) in the paper titled ‘Big five personality traits and Job satisfaction – A comparative study between private & public sector telecom employees’, attempts to explore the five big traits of employee personality working in public and private telecom sector of Puducherry region. The five personality traits discussed are openness, agreeableness, extraversion, conscientiousness and neuroticism. It is concluded that the employees of public as well private sector are satisfied with co-operation, job satisfaction and the performance of their workplace. It is noted that effect of conscientiousness, neuroticism and extraversion on employee satisfaction with respect to co-operation job satisfaction oriented factor and performance of the workplace has a special effect.
Beulah Viji Christiana (2014), et.al in the paper titled ‘Impact of stress and Job satisfaction towards work Life balance of IT Professionals and Private sector executives : An empirical study’, speaks about organizational productivity which is dependent upon the performance of the employees. In today’s time employees need to balance between work life as well as personal life which would lead to employee job satisfaction and ultimately higher productivity of the employees. Thus balance between work life and personal life is a matter of concern to both, employees and employers. Thus the paper concluded stating that work life balance and stress management are the main determinants of job satisfaction of employees. Work life balance as situational variable and stress as personality variable determine job satisfaction. Hence organization needs to develop an atmosphere which would help the employee to balance their professional as well as personal life.

M. Kotteswari&S.TameemSharief(2014) in the paper titled ‘Job Stress and its impact on performance employees working in BPOs : A Study’ , attempts to identify job related and demographic variables which would be related to the work performance of BPO employees. Having an increased level of job satisfaction among employees, creating motivational atmosphere to achieve organizational goals along with fun at workplace, are major areas of concern for any organization. This is extremely important to keep the productivity levels of employees high which is helpful to have a competitive edge over other organizations. Thus having a satisfied workforce is important to retain them. Stressed employees would have low satisfaction levels which would lead to less productivity and a threat of losing talented employees.

S. Anthony &P.Elangkumaran(2014)in the paper titled ‘An Analysis of Intrinsic factors and its impact on Job Satisfaction: A special reference to Academic Staff of Sri – Lanka Institute of Advanced Technological Education (SLIATE)’, writes that job satisfaction and motivation are the key factors for the growth of educational institutions universally which is very important to produce quality students. Inefficient work performance of academic staff is a result of dissatisfaction among them. Thus impact intrinsic factors also called as job content factors and extrinsic factors called as job context factors from Herzberg’s two factor theory on job satisfaction of employees of SLIATE are used. The researcher concludes by identifying 5 factors which could be used as factors of job satisfaction. Those factors are achievement, recognition,
advancement, responsibility and work itself. However job satisfaction among staff of SLIATE was found to be less.

T. Vijayakumar & Sankari Priya (2014) in the paper titled ‘An Investigation on employees - Job satisfaction in nuclear power plant at Kudankulam, India’ investigates the effect of job satisfaction, workload conflicts between job satisfaction and family, occupational development, job satisfaction time on job satisfaction of the employees working in nuclear plant. The paper compares the satisfaction level among employees working in control room and employees on other positions. The study reveals a difference among those working on other positions who are less satisfied. However dissatisfaction among employees was observed with regards to family life employees face conflicts with work life and family members. Hence the plant would develop some effective policies in order to minimize the psychological stress among employees and thus increase the job satisfaction of employees.

Ruchi Jain & Surinder Kaur (2014) in the paper ‘Impact of work environment on job satisfaction’, emphasizes that level of job satisfaction of employees and the environment in which they work are the most significant determinants of better productivity and efficiency in work. Thus by creating good work culture, better organisational climate, the performance of the employees can be affected along with growth & development of the organization and economy at large. Thus working overtime, load of work, stress, fatigue, boredom are some of the factors that lead to job dissatisfaction. Whereas good working conditions, recreational facility, refreshments, fun, health benefits increases the level of job satisfaction among employees. Hence the HR manager should effectively develop such a work place environment conductive to keep the employees happy in the workplace.

Rakhee Mairal Renapurkar (2014) et al in the paper with title ‘A study on job satisfaction and Motivation of faculty of selected colleges in Hyderabad’, discusses satisfaction as a variable factor which might be different for different people depending upon their wishes, aspirations, capacities, needs. Satisfaction among the faculty members of college is a result of the motivational practices undertaken by the college authorities. According to the researcher observed maximum satisfaction when teachers are allowed and motivated to take up research work, enroll in PH.D, take some time off to attend seminars, conferences which gives them an
opportunity to enhance and update their knowledge and teaching methods as well. However the results showed that the male members are not much satisfied but the female members are either satisfied or happy with the working conditions and the pay that they get for the services rendered. Thus a good salary and good fees have a direct impact on establishing ideal working atmosphere which would attract quality staff in the colleges.

T.S Ravi (2014) in his paper, ‘Impact of incentives on Job satisfaction in Chennai – based small manufacturing units’, emphasizes the importance of incentives as a strong motivator that motivates the employees for performing their organisational responsibilities and duties. A positive feeling of the employees for their job satisfaction is called is job satisfaction and this facing is enhanced when employees get an opportunity to display their talents, participation in managerial decision making good job satisfaction security, career development and enough freedom and flexibility while performing their tasks. Incentives might be group bonus or individual. However the paper concludes by saying that though incentives act as a motivator, but fails to have a positive impact on job satisfaction.

BenyPaule (2014) in the paper titled ‘Influence of Job satisfaction on the quality of Teaching’, holds the view that job satisfaction of a teacher is one of the most important factor for the educational growth. Job satisfaction of employees is an important factor for any organisation’s growth and and efficiency. Thus wherever human resource is involved in a job satisfaction, there is a strong need to satisfy them and achieve the desired goals with the help of a satisfied workforce. A satisfied teacher has an important role to play while shaping the future of students. Hence the educational institutions should take necessary steps to increase as well as maintain the satisfaction level of the teacher.

Minh-Quang Duong (2014) in the paper titled, ‘Case study of University Environment Factors influencing Faculty Job satisfaction in Vietnam National University – Ho Chi Minh City, Stresses upon the importance of satisfaction of faculties in higher education. Thus the factors that influenced job satisfaction of faculties in Vietnam were examined and studied. However the findings show that there was very less satisfaction in relation to salaries, however the faculties were satisfied with the promotion mechanism. Thus job satisfaction is a must in educational institutions to motivate and utilize the professional human resources.
Muhammad Saqib Khan (2014) et al. in the paper titled ‘The Impact of Job satisfaction and Organisational commitment on the intention to leave among the Academicians’, attempts to find the effects of work related factors on the job satisfaction and organisational commitment of academicians working in higher educational institutions. Work related issues like supervision, pay, work-conditions, interpersonal relations, and appraisals have an effect on job satisfaction of the employees. It is however revealed that the impact of job satisfaction and organisational commitment were depressing on the intention to leave and are thus inversely related.

Ajit Singh Negi (2014), in the paper with title ‘Dissatisfaction of Employees due to Motivation &Leadership : A case study’ speaks about job satisfaction of employees as directly related to the leadership qualities. Developing on efficient and productive workplace is the important responsibility of any leader. But simply believing that employees are means to achieve the desired goals would result in creating an unsatisfied workforce. A managerial grid with two behavioral dimensions is discussed. The different leadership styles as per this grid are impoverished, county club, produce / perish, middle of the road and team leadership. Thus out of the above mentioned styles, middle of the road leadership style should be adopted which would help in balancing the employees as well as the efficiency and production criteria.

Muhammad Ashraf (2014) et.al in the paper titled “Emotional Intelligence and Job satisfaction among employees of service sector in Pakistan” discusses emotional intelligence and job satisfaction as related concepts. Employees’ personal and professional lives are greatly influenced by both emotional intelligence and job satisfaction equally. Thus on attempt was made to analyze how an employee’s job satisfaction and emotional intelligence are affected by various factors such as age, marital status, education & experience. Thus to conclude an important relationship was found between job satisfaction and emotional intelligence and it got affected to a greater extent by work experience and marital status.

Achmad Choerudin (2014), et.al in the paper with the title ‘Job satisfaction as mediator in the relationship between work spirituality and performance : A case study of employee’s Sharia banking sector in Surakarta District, Indonesia, tries to understand and find the relationship between job satisfaction and work performance along with work spirituality. Intrinsic and extrinsic factors of job satisfaction are focused to understand the connection between work
spirituality and performance as mediated by job satisfaction. However a positive relationship has being found between work performance, spirituality and job satisfaction.

YavuzTansoyYildirim&YenerPazarcik (2014) et.al in the paper with title ‘The effect of Intrapreneurship on job satisfaction: A sectorial research”, tries to bring forward the relationship between job satisfaction and Intrapreneurship. The former being a positive state of mind at one’s work place and an important part of organisational behaviour. The latter is an important factor for business development and competitiveness. Intrapreneurship originates from entrepreneurship. The factors such as pro active behaviour, innovation, differentiation and organisational renewal are the dimensions of intrapreneurship under study. Out of the above mentioned factors. Proactive behaviour and organisational renewal have positive influence on the job satisfaction of the employees.

Mohd. Amin Ahmed (2014) in his paper ‘Transfer of training among the participants attending multiple skills for administrative support staff’, discusses training as a critical issue that is faced by all the organizations. Transfer of training here means application of training or giving training to the concerned employees. The transfer of training is affected by two factors, one is the trainee’s characteristics and other is the training design. The main objective of the study was to see the application of the required training in the workplace and also to see how transfer of training is related with the characteristics of trainees and training design. It was observed that the trainee’s characteristics were found to be good as required for the training transfer to happen but due to low level of learning, the transfer of training did not meet the expected level.

Sanjay Pandey&ArchanaAgrawal (2014) et.al in the paper titled ‘The impact of emotionally intelligent individuals, work teams and managers on organisational effectiveness’, asserts emotional intelligence as one of the most inevitable factors to create a profitable business and also to lead a successful life. Emotional Intelligence is an important tool for employee innovation, creativity and productivity, thus enhancing employee to give their best to the workplace but also inspires the leaders to perform at their best and get the best maximum output from their people. Thus emotionally intelligent employees work teams and managers have a greater impact on the organisational effectiveness.
RESEARCH GAP ANALYSIS AND NEED OF STUDY

A well-motivated and satisfied workforce is the backbone of any organization responsible for the growth of the organization. Job Satisfaction is one of the major areas of concern for the management as well as the researchers. Earlier the researches have explored the term Job Satisfaction and many intrinsic as well as extrinsic factors have being researched. Various motivational theories have being developed in the past including Herzberg’s two factor theory which gained a lot popularity. Many researches have being done on the topic of Job Satisfaction using the factors given by Herzberg in almost all organizational setups. Many researchers have also given suggestions and recommendations to improve the job satisfaction level of the employees. So finally it could be concluded that the area that is still untouched is the effect of enhancing job satisfaction level of employees for the economic growth of the organizations and also to find and explore few new factors of motivation that increases the level of job satisfaction in today’s modern competitive set up of the organizations.

SIGNIFICANCE OF RESEARCH STUDY

The research study undertaken on the said topic would be significant to:

- The society
- The Government
- The industry
- The management
- The future researchers