PREDICTORS OF JOB SATISFACTION OF PUBLIC EMPLOYEES

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Abstract

Job satisfaction has very vital role in the modern days’ organisational management policies. The factors which determine job satisfaction might be classified into areas called organisational, demography and personality dimension of each employee. When it comes to public employees’ satisfaction often it is linked to altruism and intrinsic feeling of individuals to serve their community. However, this assumption is not enough to satisfy public employee job satisfaction. This study is planned to identify the factors which enhance level of public employees’ job satisfaction and as result help to have effective and efficient management system in developing countries.

Key words.- Job satisfaction, Public employees, Developing country

Introduction

In present age of modern technology and growing transformation in organisational culture, Job satisfaction has emerged to be very significant component of management strategies.

Psychological well being of employees in any organisational set up has very pivotal role. Success of effective human resources strategies greatly rely upon how well employees are being treated in that organisation. In short Job satisfaction is a pleasure that an employee draw from his job. The level of this contentment determines the employees’ job satisfaction.

Public employees’ nature of job varies from that work in private sector. Generally it is inferred that feeling of altruism and self sacrifice are major characteristics of public
employees. However, this understanding is debatable and possibly there some other predictors which determine the public employees’ job satisfaction.

This study is to be carried with the purpose to identify those factors, which might be helpful to increase the level of public employees’ job satisfaction. Further, this study will calculate the generality of western model of job satisfaction in non-western culture. Findings from this study also add to the literature of Human resources management and organisational behaviour.

Literature Review

According to Bradley and Brian (2003), employee’s job satisfaction is pleasure that an employee derives from his/her job. It is an attitudinal variable that describe how people feel about their job. (Agho, Mueller, and price, 1993). Similarly Sousa-Poza and Sousa-Poza suggest job satisfaction is determined by the balance between inputs and outputs. According to the concept, human has basic and universal needs and that, individual needs are fulfilled in their current situation, and then that individual will be happy. Job satisfaction depends on balance between work role inputs (pain) – like education, working time, effort, and work output (pleasures) like wages, fringe benefits, status, task importance, working conditions, and intrinsic aspects of the job. If work outputs (pleasures) are relative to work role inputs (pains).

Theories of Job Satisfaction

Frederick Herzberg Theory: Herzberg an American Behavioural scientist suggest that people show their dissatisfaction with salary, job security or organisation policy. However, improvement regarding these dissatisfying factors do not necessary mean to have satisfying employees. He identifies hygiene factors like recognition, achievement and growth. According to him these might be helpful to raise job
satisfaction level. The independent effect of hygiene factor is inconclusive and have been revisited time and again.

**Hackman & Oldham theory of job characteristics:** This theory first introduced in 1975. The concept of this theory revolves around five core work and three psychological dimensions. Skill variety, task identity, task significance, autonomy, and task feedback are the work attributes that result in three psychological states namely meaningfulness of work, responsibility for work outcome, and knowledge of work activities.

**Adam’s Equity Theory of Job Satisfaction:** Adam theory of equity describe that we often equate our condition at work place with other contemporaries. When one as an individual develops feeling that he has not been fairly treated in terms input he puts in his work and what he gets out put. This state might leads to diminishing job satisfaction level. When people observe a ratio of inputs to out comes that either favours other people or them selves they experience inequity, which is assumed to be enough unpleasant experience to motivate changes in either behaviour or perception, or both. Adam’s theory suggest balance between outputs like salary, benefits, responsibility, reputation, praise, and sense of achievement and inputs like hard work, skill, effort, flexibility, and adaptability. According the theory of equity balance between Inputs and Outputs might enhance employees’ level of pleasure which they derive from their work. This will lead to probably less sick leave, absenteeism, efficient work environment and cost effective workers.

**Conceptual Frame Work**

This study after carefully reviewing the relevant literature emerges with the conceptual frame work. This frame work is of three broad categories namely organisational variable, psychological variables, and demography. The proposed
model is to be tested in non western culture and aimed to assess the variance in different factors of job satisfaction. Once the data will be available for the proposed model it will help to examine the significance of various factors to the dependent variable of job satisfaction. I will also enable to assess the usefulness of western job satisfaction model in Asian and developing countries perspective.

Conceptual model of public sector Job satisfaction
Research Methodology

The study plans to identify the factors which are helpful to enhance job satisfaction of employees who are working in public organisations. Data for said study will be obtained with help of survey instrument.

Survey Questionnaire has already been prepared and piloting of the said questionnaires is under process. This questionnaire consists of information regarding participants' demography, his views regarding different aspects of his job and his personality.

Justification for using Quantitative method

The appropriate tool to determine and assess attitude data is pre determined instrument based Questions. In this work I have identified different variables and it is aimed to identify and study their relationship to depend variable of Job satisfaction of public employees. Quantitative approach is an appropriate strategy to study this relationship (John W. Creswell 2003)

Population and Research Sample

The sample of this study is General physicians (GP’s) who are in different government run Hospitals.

Conclusion

Job satisfaction has been subject of great interest among behavioural scientists and Human research management researchers over period of time. Number of
organisational, individual, and psychological factors has been identified to 
enhance satisfaction level. However, these factors have been revisited time 
and again and job satisfaction determinants information is still inconclusive. 
This has led to develop a conceptual model and test it in developing country to 
assess the magnitude of different factors that might enhance job satisfaction of 
employee in pubic sector work setting.
It is anticipated that results of this study will enable to understand the concept 
of public employees’ job satisfaction with further refined perspective.

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