

Analysis of factors affecting job satisfaction of the employees (General particulars) in public and private sector

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Abstract

In this research, the investigator was interested to make a study analysis of factors affecting job satisfaction of the employees (General Particulars.) in public and private sector of Andhra State Government. Some of the questions raised in the above context are. What is the nature and extent of job satisfaction among government officials? How do they perceive their job satisfaction in regard to nature of General Particulars? What reasons have been assigned for their satisfactions and dis-satisfactions? What significance is revealed in terms of variables selected? With this end in view the objectives were formulated. Government of Andhra Pradesh is the government for the state of Andhra Pradesh in South India. The Government of Andhra Pradesh is a democratically elected body with the Governor as the constitutional head In this study, primary data from 300 non gazetted officials of different departments of state government, 300 non gazetted officials of different local body institutions, 300 non gazetted officials of different public sector undertakings were selected using stratified sampling method. The collected data were analysed with the following statistical tools such as: Frequency distribution tables, Simple percentage technique, Mean and Standard deviation, Analysis of variance (ANOVA), Scheffe's Post hoc analysis where significant F values were obtained.

Keywords: Job Satisfaction of the Employees, General Particulars, Public Sector, Private Sector.

Introduction

Background and Objectives of the Study

Andhra Pradesh is one of the 29 states of India, situated on the south-eastern coast of the country. The state is the eighth largest state in India covering an area of 160,205 km² (61,855 sq mi). As per 2011 census of India, the state is tenth largest by population with 49,386,799 inhabitants. On 2 June 2014, the north-western portion of the state was bifurcated to form a new state of Telangana. In accordance with the Andhra Pradesh Reorganization Act, 2014, Hyderabad will remain the de jure capital of both Andhra Pradesh and Telangana states for a period of time not exceeding 10 years. The new riverfront capital in Guntur district of the state was named as Amaravati, which is under the jurisdiction of APCRDA (Official Portal of Andhra Pradesh).

The state has a coastline of 974 km (605 mi), the second longest among all the states of India after Gujarat. It borders Telangana in the northwest, Chhattisgarh in the north, Odisha in the northeast, Karnataka in the west, Tamil Nadu in the south and the water body of Bay of Bengal in the east. A small enclave of 30 km² (12 sq.mi.) of Yanam, a district of Puducherry, lies south of Kakinada in the Godavari delta to the northeast of the state.

Attitude

In psychology, an attitude is an expression of favour or disfavor toward a person, place, thing, or event. Prominent psychologist Gordon Allport (1983) once described attitudes "the most distinctive and indispensable concept in contemporary social psychology." Attitude can be formed from a person's past and present. This study was to analyse the attitudes of Andhra Pradesh Government employees towards their job satisfaction.

Job Satisfaction

Psychological well-being (PWB) is defined as "the overall effectiveness of an individual's psychological functioning" as related to primary facets of one's life: work, family, community, etc. There are three defining characteristics of PWB. First, it is a phenomenological event, meaning that people are happy when they subjectively believe themselves to be so. Second, well-being involves some emotional conditions. Particularly, psychologically well people are more prone to experience positive emotions and less prone to experience negative emotions. Third, well-being refers to one's life as a whole. It is a global evaluation (Wright, T.A. and Cropanzano, R. (2000)

Gazetted and Non-Gazetted Officers in India

Gazetted Officers are Executive/Managerial/Supervisory level ranked public servants in India. Authority for a Gazetted Officer to issue an official stamp comes from the President of India or the Governors of States. To that effect, they are de jure representatives and delegates of the Indian State and the President. The Gazette of India is published on a regular basis by the Directorate of Printing, Department of Publication, Ministry of Urban Development, Government of India. It is an official Central Government or State Government publication, which publishes the appointments or promotions of certain government officials.

Research Problem

Public Administration has always implied Government when 'public' actually means community or people. In the post-colonial, post-independence paradigm of the early 1950s, Public Administration really meant providing service to the people by the State apparatus using the ground rules of justice, ethics and fair-play. This was the intention of the visionary

Pandit Jawaharlal Nehru, when he established the Indian Institute of Public Administration on March 29, 1954. Based on the recommendations of a survey carried out in 1953 by Dean Paul H. Appleby, a Consultant with the Ford Foundation invited to advice on the subject, by the Government of India. A study title "analysis of factors affecting job satisfaction of the employees (General Particulars) in public and private sector.

Scope of the Study

This study will cover job satisfaction among Non-Gazetted Officials of Andhra State Government. Andhra Pradesh is one of the 29 states of India, situated on the south-eastern coast of the country. The state is the eighth largest state in India covering an area of 160,205 km² (61,855 sq.mi). As per 2011 census of India, the state is tenth largest by population with 49,386,799 inhabitants. On 2nd June 2014, the north-western portion of the state was bifurcated to form a new state of Telangana.

Objectives

This study will primarily aim at finding out the job satisfaction of non gazetted officials of Andhra State government With this end in view the following objectives were formulated.

1. To classify the non gazetted officials of Andhra state government consisting of Class B –NG, Class C and Class D into state, local body and PSUs, and find out their job satisfaction levels using Job Satisfaction Survey (JSS) authored by Paul E. Spector (1985).
2. To compare the job satisfaction levels on selected facets with the norms set by the author.
3. To find out the differences if any among different non gazetted officials different groups, namely, state, local body and PSUs of Andhra State Government.

Hypotheses

In order to serve the above stated objectives the following hypothesis will be proposed and tested in this study.

1. The total job satisfaction levels of the non gazetted officials of Andhra state government would be par with the levels of standardized norms.
2. There would not be any significant differences among selected groups of non gazetted officials of Andhra state government on job satisfaction facet, General Particulars the organization".

Sampling

Sampling is a process used in statistical analysis in which a predetermined number of observations will be taken from a larger population. The methodology used to sample from a larger population will depend on the type of analysis being performed, but will include simple random sampling, systematic sampling and observational sampling. The sample should be a representation of the general population. This study is intended to make a survey on the analysis of factors affecting job satisfaction of the employees (General Particulars) in public and private sector. Since, there are different types of readers, depending upon their necessities and interest, in this study, stratified sampling method was adopted.

Questionnaire

In this study to measure the job satisfaction of the non-gazetted officials, Job Satisfaction Survey (JSS) scale authored by Paul E. Spector (1985) is used. This questionnaire is an internationally accepted one for measuring job satisfaction of public employees and being used by a number of researchers. Questionnaire used to evaluate nine dimensions of job satisfaction related to overall satisfaction. This instrument is well established among the other job satisfaction scales.

The questionnaire was framed by using Likert Scale of 6 points scoring system as follows.

- Disagree very much- 1. Disagree moderately -2. Disagree slightly- 3. Agree Slightly-4. Agree moderately -5. Agree very much -6.

Statistical Analysis

In this study, primary data from 300 non-gazetted officials of different departments of state government, 300 non-gazetted officials of different local body institutions, 300 non-gazetted officials of different public sector undertakings were selected using stratified sampling method. The collected data were analysed with the following statistical tools such as:

1. Frequency distribution tables
2. Simple percentage technique.
3. Mean and Standard deviation.
4. Analysis of variance (ANOVA).
5. Scheffe's Post-hoc analysis where significant F-values were obtained.

Problem Definition and Research Methodology

"Employees are the most important resource in the government and an engaged and satisfied workforce is central to achieving its goals,"

A government is the body which has the authority to formulate and enforce rules, laws and regulations. A government can be local, national, or international and typically refers to a civil government or sovereign state.

In this research, the investigator was interested to make a study on Job satisfaction among Non-Gazetted Officials of Andhra State Government. Some of the questions raised in the above context are. What is the nature and extent of job satisfaction among government officials? How do they perceive their job satisfaction in regard to nature of General Particulars? What reasons have been assigned for their satisfactions and dis-satisfactions? What significance is revealed in terms of variables selected? With this end in view the following objectives were formulated.

Research Methodology

Government of Andhra Pradesh is the government for the state of Andhra Pradesh in South India. The Government of Andhra Pradesh is a democratically elected body with the Governor as the constitutional head. The Governor who is appointed for a period of five years appoints the Chief Minister and his Council of Ministers. Even though the Governor remains the ceremonial head of the state, the day-to-day running of the government is taken care of by the Chief Minister and his council of ministers in whom a great deal of legislative powers is vested. The Andhra Pradesh Government Employees consists of: (1) State Government Employees (2) Local Bodies Employees, and (3) Public Sector Units (PSU) employees.

According to the Employee Census 2006, there were about 6.06 lakh state government employees, 3.39 local bodies' employees and 2.53 lakh PSU employees.

Analysis of Data on Job Satisfaction

In psychology, an attitude is an expression of favour or disfavour toward a person, place, and is termed as the most distinctive and indispensable concept in contemporary social psychology. Attitude can be formed from a person's past and present. Attitudes are simply measures of how much we like or dislike various things. They represent evaluations and preferences. In fact effects that occur after people post with new situations. Thus, attitudes are considered as an intrapsychic state of readiness to activity and also a manifest social relation showing itself in certain acts of behaviour. How much one like or dislike something has much to do with determining his / her behaviour towards it.

Analysis on Job Satisfaction

Job satisfaction of the non gazetted officials of Andhra Pradesh, working in state government, local bodies and PSUs were assessed using Job Satisfaction Survey (JSS) authored by Paul E. Spector (1985). The collected scores were converted into standard scores as suggested by the author and analysed under 9 dimensions. The results of this study are presented under these nine dimensions of job satisfaction.

Analysis on General Particulars

Apart from the job satisfaction scale administered, the investigator collected particulars on age, qualification, departmental tests passed, experience in the job.

Analysis of Data on Age

The data collected on age of the non gazetted officials of state, local body and PSUs are presented in Table I.

Table I: Showing Age Distribution of Non Gazetted Officials Studied

Age	State		Local Bodies		PSUs		Total	
	No. of Employees	%	No. of Employees	%	No. of Schools	%	No. of Employees	%
Upto 30	67	22.33	68	22.67	63	21.00	198	22.00
31 to 40	91	30.33	95	31.67	89	29.67	275	30.56
41 to 50	82	27.33	83	27.67	83	27.67	248	27.56
Above 50	60	20.00	54	18.00	65	21.67	179	19.89
Total	300	100	300	100	300	100	900	100

The results presented in Table I shows that of the 300 employees studied of statement government, 67 forming 22.33% were less than 30 years of age, 30.33% were in the age group of 31 to 40, 27.33% were in the age group of 41 to 50 years and 20% were above 50 years. Similarly, local body employees studied were in the age below 30 forming 22.67%, 31.67% in the age group of 31 to 40, 27.67% were in the age group of 41 to 50 and the remaining 18% were in the age group of above 50 years.

As for PSU employees studied were in the age below 30 forming 21.00%, 29.67% in the age group of 31 to 40, 27.67% were in the age group of 41 to 50 and the remaining 21.67% were in the age group of above 50 years. Considering all the non gazetted officials of state, local bodies and PSUs, of the 900 employees 198 forming 22% were below 30 years, 30.56% were between 31to 40, 27.56% were between 41 to 50 and remaining 19.89% were in the age group above 50 years. The results presented in Table 4.1 are illustrated through bar diagram in figure I.

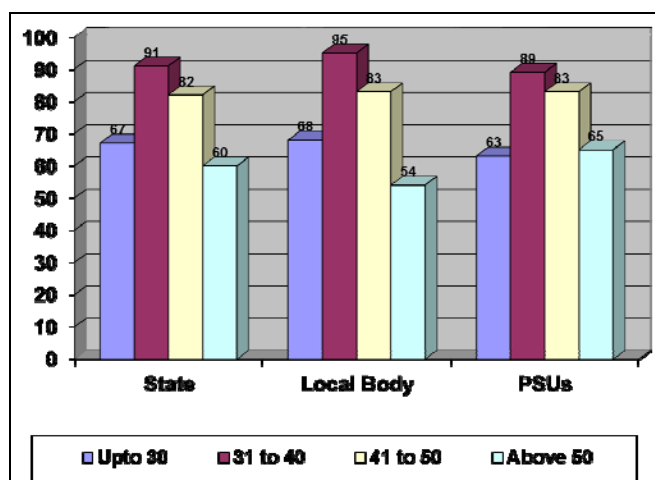


Fig I: Age Distribution of Non Gazetted officials of State, Local Body and PSUs

Analysis of Data on Qualifications

The qualifications of the subjects were considered under three categories, namely, non-graduates, graduates and post

graduates and the data collected on qualifications of the non gazetted officials of state, local body and PSUs are presented in Table II.

Table II: Qualifications wise Distribution of Non Gazetted Officials Studied

Qualification	State		Local Bodies		PSUs		Total	
	No. of Employees	%	No. of Employees	%	No. of Schools	%	No. of Employees	%
Non Graduate	106	35.33	135	45.00	97	32.33	338	37.56
Graduate	160	53.33	133	44.33	154	51.33	447	49.67
Post Graduate	34	11.33	32	10.67	49	16.33	115	12.78
Total	300	100	300	100.00	300	100.00	900	100.00

The results presented in Table II shows that of the 300 employees studied of statement government, 106 forming 35.33% were non graduates, 53.33% were graduates, and remaining 11.33% were post graduates.

Similarly, local body employees studied were non graduates forming 45.00%, 44.33% were graduates and 10.67% were post graduates.

As for PSU employees studied 32.33% were non graduates, 51.33% were graduates and 16.33% were post graduates.

Considering all the non gazetted officials of state, local bodies and PSUs, of the 900 employees 338 forming 37.58% were non graduates, 49.67% were graduates and 12.78% were post graduates. The split of total qualification of the subjects studied were presented through pie diagram in Figure II.

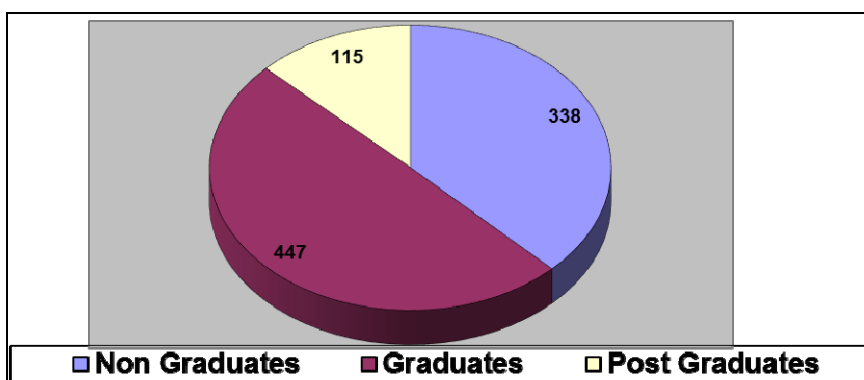


Fig II: Qualification wise distribution of Non Gazetted officials of State, Local Body and PSUs

Departmental Tests Passed

Apart from academic qualifications, the employees of the state were asked to pass departmental tests to make them conversant with the rules and regulations of the department,

which will make them qualified for future promotions in addition to incentive increments. The results presented in Table III shows the analysis of data on Departmental Tests passed by non gazetted officials of Andhra Pradesh.

Table III: Departmental Tests Passed by Non Gazetted Officials Studied

Number of Tests Passed	State		Local Bodies		PSUs		Total	
	No. of Employees	%	No. of Employees	%	No. of Schools	%	No. of Employees	%
Not Passed	50	16.67	41	13.67	91	30.33	182	20.22
Passed 1 Test	147	49.00	166	55.33	127	42.33	440	48.89
Passed 2 Tests	79	26.33	91	30.33	61	20.33	231	25.67
Passed 3 Tests	24	8.00	2	0.67	21	7.00	47	5.22
Total	300	100.00	300	100.00	300	100.00	900	100

The results presented in Table III shows that of the 300 employees studied of statement government, 50 forming 16.67% were not cleared any departmental test, 49% passed one test, 26.33% passed two tests and 8% passed three tests.

Similarly, local body employees studied 41 forming 13.67% did not passed any departmental test, 55.33% passed one test, 30.33% passed two tests and 0.67% passed three departmental tests.

As for PSU employees studied 30.33% did not pass any departmental test, 42.33% passed one departmental test, 20.33% passed two departmental tests and the remaining 7% passed three departmental tests.

Considering all the non gazetted officials of state, local bodies and PSUs, of the 900 employees 182 forming 20.22% were not passed the departmental test, 48.89% passed one test, 25.67% passed two tests and 5.22% passed three tests. The

result presented in Table 4.3 is illustrated graphically in Figure III.

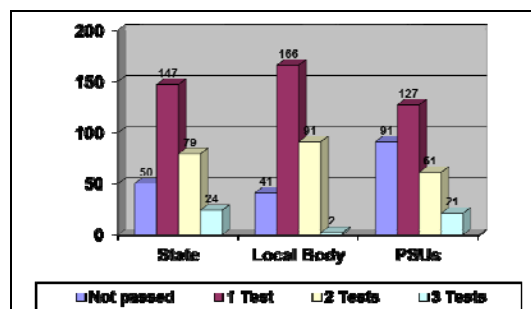


Fig III: Departmental Tests Passed by Non Gazetted officials of State, Local Body and PSUs

Analysis of Data on Experience of the Staff

The non gazetted officials experience was collected in number

of years from the date of their joining. The obtained data were analysed and presented in Table IV.

Table IV: Experience of Non Gazetted Officials Studied

Number of Years	State		Local Bodies		PSUs		Total	
	No. of Employees	%	No. of Employees	%	No. of Schools	%	No. of Employees	%
Upto 10 Years	77	25.67	111	37.00	138	46.00	326	36.22
11 to 20 Years	86	28.67	120	40.00	75	25.00	281	31.22
21 to 30 Years	92	30.67	25	8.33	34	11.33	151	16.78
Above 30 Years	45	15.00	44	14.67	53	17.67	142	15.78
Total	300	100.00	300	100.00	300	100.00	900	100

The results presented in Table IV shows that of the 300 employees studied of statement government, 77 forming 25.67% were having less than 10 years of experience, 28.87% were having experience between 11 to 20 years, 30.67% were having experience between 21 to 30 years and 15% were having experience more than 30 years.

Similarly, local body employees studied 111 forming 37.00% were having less than 10 years of experience, 40% were having experience of 11 to 20 years, 8.33% were having experience of 21 to 30 years and 14.67% were having more than 30 years of experience.

As for PSU employees studied 16.00% were having less than 10 years of experience, while 25.00% were having experience between 11 to 20 years, 11.33% were having experience between 21 to 30 years and 17.67% were having more than 30 years of experience.

Considering all the non gazetted officials of state, local bodies and PSUs, of the 900 employees 326 forming 36.22% were having less than 10 years of experience, while 31.22% were having experience between 11 to 20 years, 16.78% were having experience between 21 to 30 years and 15.78% were having experience more than 30 years. The result presented in Table 4.3 is illustrated graphically in Figure IV.

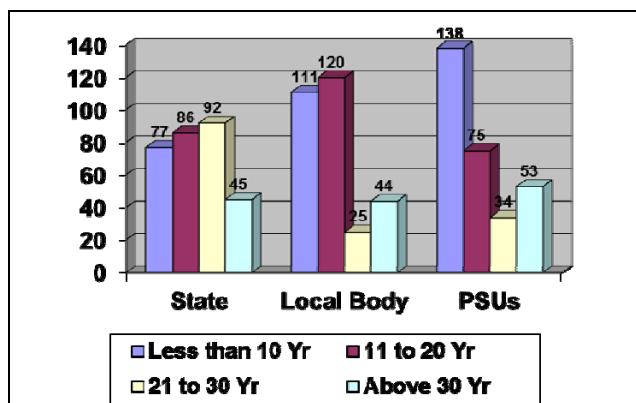


Fig IV: Experience of Non Gazetted officials of State, Local Body and PSUs

Discussions on Hypothesis

Public administration is the implementation of government policy and also an academic discipline that studies this implementation and prepares civil servants for working in the public service. As a "field of inquiry with a diverse scope" its "fundamental goal... is to advance management and policies so that government can function." Public administration is "centrally concerned with the organization of government policies and programmes as well as the behavior of officials

(usually non-elected) formally responsible for their conduct". Thus, Public administration in India plays a very important role, not only as an instrument of governance but a mechanism for social change and progress in the country. Public administration today should not only protect its citizens from internal and external damages, but take an active role in the social, political, economic and cultural development of the country. Andhra Pradesh state government employees were working under 34 departments, while local body employees work under local bodies and PSU employees working under PSUs of Andhra Pradesh. Though the employees are working under different heads and supervisions, the classification, pay scales, control, administrative procedures were laid by the State through different executive orders. Of the total government employees non gazetted officials of the government officials plays vital role in implementing the government policies and dealing with the public directly. Their efficiency in functioning depends on their job satisfaction. This study focuses on job satisfaction levels of non gazetted officials of Andhra Pradesh state. For the purpose of the study the following hypotheses were formulated to test scientifically.

Ho 1: The total job satisfaction levels of the non gazetted officials of Andhra state government would be at par with the levels of standardized norms.

Findings and Conclusions

Public Administration has always implied Government when 'public' actually means community or people. Public Administration really meant providing service to the people by the State apparatus using the ground rules of justice, ethics and fair-play. Thus, public administration is the implementation of government policy and also an academic discipline that studies this implementation and prepares civil servants for working in the public service. Public administration is "centrally concerned with the organization of government policies and programmes as well as the behavior of officials (usually non-elected) formally responsible for their conduct" India is a country accepted the notion of social welfare state. The complexities of modern welfare state have resulted in ever growing expansion of the functions of the state; the state today is managing almost the entire life of the community. The Constitution, supreme document of the land has emphasized the need of establishing such governance and government system which should be not only of 'good governance' but also of 'Pro people good governance'. The constitution in its Part IV has laid down some of the principles which are expected to be followed by the state as fundamental in the governance of the country. These principles enunciated the

‘rights of community’, which are to be secured by the government as per its capacity. The wellbeing of the community is becoming increasingly dependent on efficient governmental management i.e. the public administration rather than on the separate efforts of individual.

Public administration in India plays a very important role, not only as an instrument of governance but a mechanism for social change and progress in the country. Public administration today should not only protect its citizens from internal and external damages, but take an active role in the social, political, economic and cultural development of the country. (Sharma, Sadana, Harpreet Kaur and Kitab Mahal (2011)

As India globalizes under growing media glare, her administration and governance have to change with the times and respond to the high expectations of a society where the demographic pre-ponderance of youth, the increasing struggles of urban and rural India, the development-sustainability conflict and the continuing problems of poverty related malnutrition together throw up challenges that require great resilience in administration and delivery. And for this purpose, the government work force at different levels must have adequate job satisfaction.

Job satisfaction refers to the extent to which hopes and expectations of employees about the employment are fulfilled in the organization. Some workers may be satisfied with one aspects of their organisation and others may be dissatisfied with the same aspect. A well-defined and executed organization culture is the core to job satisfaction. More than compensation and many things, what matters today is job satisfaction. It is the final output every organization desires. Employees tend to stay longer in the organization if they have job satisfaction. There are many successful organizations known for higher levels of job satisfaction among their employees. Indeed, it is the key to long term survival of the organization. It is the matter of direct concern for public administrators since job dissatisfaction leads to absenteeism and employee turnover. If compared with public sector, private sector employees are generally considered to be better in terms of job satisfaction in India. The charm for public sector or Government jobs is not ended even today.

Non gazetted officials of the government officials plays vital role in implementing the government policies and dealing with the public directly. Their efficiency in functioning depends on their job satisfaction. This study focuses on job satisfaction levels of non gazetted officials of Andhra Pradesh state. Andhra Pradesh is one of the 29 states of India, situated on the southeastern coast of the country. Government of Andhra Pradesh is the government for the state of Andhra Pradesh in South India. It is an elected government with 175 MLAs elected to the legislative assembly for a 5-year term. The Government of Andhra Pradesh is a democratically elected body with the Governor as the constitutional head. The Governor who is appointed for a period of five years appoints the Chief Minister and his council of ministers. Even though the governor remains the ceremonial head of the state, the day-to-day running of the government is taken care of by the Chief Minister and his council of ministers in whom a great deal of legislative powers is vested. The Andhra Pradesh Government Employees consists of (1) State Government Employees (2) Local Bodies Employees and (3) Public Sector Units (PSU) employees. According to the Employee Census 2006, there

were about 6.06 lakh state government employees, 3.39 local bodies’ employees and 2.53 lakh PSU employees.

The state government employees were working under 34 departments, while local body employees work under local bodies and PSU employees working under PSUs of Andhra Pradesh. Though the employees are working under different heads and supervisions, the classification, pay scales, control, administrative procedures were laid by the State through different executive orders. As per Ninth Pay Commission Report (2010), the state classified the pay scales of the Andhra Pradesh government employees into 32 grades, which covers all types of employees of the State.

The Government of India or the Government of States in India classifies public employees into Group A (Gazetted/Executive), B (Gazetted), B (Non-Gazetted), C and D. Earlier classification was Class I (Gazetted), II (Gazetted), II (Non-Gazetted), III and IV. Class I or Group A is the highest rank class and the Class IV or Group D is the least. The non gazetted officers of the Andhra Pradesh were from state, local body and public sector undertakings, the focused on their job satisfaction all three types of employees as follows.

Subjects Selected for this Study

Group	Class B(NG)	Class C	Class D	Total
State	100	100	100	300
Local Body	100	100	100	300
PSU	100	100	100	300
Total	300	300	300	900

To find out the job satisfaction of the subjects selected, Job Satisfaction Survey (JSS) authored by Paul E. Spector (1985) was administered among the non gazetted officials. For this purpose, copies of the questionnaires were sent to state government, local body and public sector undertakings (PSUs) numbering 1200 consisting 400 Class B employees, 400 Class C employees and 400 Class D employees. Out of the 1200 questionnaire sent, the investigator obtained filled up questionnaire numbering 944. Of the 944 questionnaire received, the investigator selected 900 filled up questionnaire, consisting of 300 from Class B, 300 from Class C and 300 from Class D employees.

Conclusions

Within the limitations and delimitations of the study, the following conclusions were drawn.

1. It was concluded that comparing to standardized norms for job satisfaction facets, the facets were found to be more satisfied than norms among non gazetted officials of Andhra state.
2. It was concluded that comparing to standardized norms for job satisfaction facets, the facets were found to be lesser satisfied than norms among non gazetted officials of Andhra state.
3. It was concluded that state officials were significantly more satisfied than Local body and PSU officials on job satisfaction facets, General Particulars.
4. It was concluded that local body officials were found to be least satisfied on all the facets of job satisfaction.

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