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Job Satisfaction Experienced By Employees: A Comparative Study

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Abstract:

The current study was titled 'Job Satisfaction Experienced by Employees: A Comparative Study'. The objectives of the study was to explore the job satisfaction/experienced by the employees and comparing them across employees working in private and public organisations (N=70). The hypotheses stated utilised null hypothesis. The current study utilised a Quantitative research design. A standardised questionnaire was administered on 70 employees. Inferential statistics, t-test was utilised to compare the means amongst the type of organisation across all the sub variables investigated in the current study. The results suggest that there is no significant difference seen job satisfaction the type of organisation. The hypothesis was accepted.

Keywords: Job satisfaction, Type of organisation, null hypothesis, t-test, sub variables

1. Introduction

The current study aims to understand level of satisfaction experienced by the employees at work. Job Satisfaction aim measure the satisfaction level experienced by the employees, in various facets of both the domains and compare them across the type of organisation.

1.1. Job Satisfaction

Job Satisfaction is the emotional feelings individuals have towards their job and is the level of their satisfaction with particular facets of their jobs, such as pay, working hours, and numerous other aspects of their jobs.

There are many theories that explain the job satisfaction and various factors influencing it. A few of the theories that are relevant to the current study are listed below.

1.1.1. Dispositional Theory

It is probably the only theory in job satisfaction that focuses in detail on the nature and hereditary, inborn behaviour of an individual. This theory states that one's personality is an important factor of the satisfaction level the person gets from his/her job. From example, person who is generally an introvert is known to be in low in self-esteem may experience a low job satisfaction. However, a person who has an internal locus of control tends believes he/she is responsible to his/her ownership, which may lead him/her to have a higher level of job satisfaction.

The current study focuses on various areas of Job Satisfaction such as Ability Utilisation, creativity and Authority that differs from person to person based on their personality.

1.1.2. Two-factor Theory

This theory points out two factors that could satisfy or dissatisfy an employee in their job. The first factor, discussed in this theory would be the motivational factors that would encourage an employee to have a better work performance that would result him/her to attain satisfaction. These factors can include promotions in their job, bonuses, and recognition within and outside the organisation. The other factor would be the hygiene factors which are factors that don't directly motivate the employees but do affect their satisfaction and performance. These factors would be non-financial benefits, policies, and the overall structure and environment of the workplace that would make an employee feel secure.

This theory is relevant in the current study as there are several factors such as Achievement, which is most of the time due to intrinsic motivation and many non-monetary benefits for the employees such as recognition, responsibilities, security, independence, compensations, working conditions and variety of things one gets to do from time to time to reduce the monotony of their job.

Job satisfaction is important for the current study as it throws light on how satisfied an employee is in his/her job and professional roles. Job Satisfaction plays a role in determining how they balance between their personal and professional roles.

1.2. Research on Job Satisfaction

Job satisfaction is one of the primary areas that have been studied extensively. Job satisfaction is considered to be a crucial driver of employee performance. This section focuses on various studies collected for the review of literature to understand the current trends in the research of Job Satisfaction of employees. A few of the studies that are appropriate for the current study are listed below:

Padmakumar (2013), in their study "Relationship between Job Satisfaction and Job Performance in the public sector: A case study from India" used employees from a public sector in India were studied. The results suggested that there is no association between job facet satisfaction (JFS) and overall J.S (OJS); there is no association between age and JS; there is no association between salary and OJS; there is no association between Experience and OJS; there is no association between OJS and the 6 measures of OJS that were studied in the research.

The study "Changes in new comers job satisfaction over time: honeymoons and hangovers", by Boswel, et al. (2009), suggested through their results that the Job Satisfaction was the highest at the entry of the new comer and slowly decreased; employees showed low satisfaction in their previous job compared to the new one, high JS had greater fulfilment of commitments in other socialisations. Greater fulfilled commitments and socialization also intern affect a better job satisfaction.

Robert and Mingming (2010), studied the, 'Effect on teacher's self-efficacy and job satisfaction, teacher gender, years of experience and job stress', on 1430 teachers. The analysis methods utilised in this study were factor analysis, item response modelling, systems of equations, and SEM. It was found that women have more work load stress, classroom stress because of student behaviour, and lower class room management self-efficacy.

Lopez, Mandrigal and Carmen (2010), explored 'part time work, gender and job satisfaction: Evidence from a developing country' suggest that both in men and women employees working full time have a higher Job satisfaction when compared to those who work half time. However the findings through the overall level of job satisfaction reported the employees, men have higher job satisfaction when compared to women.

The study "Politics in workplace: An emphatical examination on the impact of gender on leadership style and employee job satisfaction in the modern work place", by Jackson, Albert and Snipes (2013) observed the attitudes about women managers and the biases about them being poorer leaders compared to men leads the women to have lower job satisfaction. Same organisational roles, efficiency women get lesser compensations and opportunity at work compared to men.

Sharma and Sherawat (2004) examined the "gender differences regarding job satisfaction and turnover intentions among private university teaching staff" and arrived at a conclusion that there is significant difference in in gender across 3 dimensions of job satisfaction which are time management and organisational support, job pressure and pay and increment. The findings also indicated that the men showed higher job satisfaction level compared to women. Women face more dissatisfaction in terms of job pressure.

Semjkina (2013) delved into the "job satisfaction and perceived gender equality in advanced promotion opportunity: An Empirical investigation" focuses on the relationship between job satisfaction and perceived chance of women to lead and conducted a survey where the participants had a positive response. Employee personality and healthy attitude towards gender equity lead to higher job satisfaction as they have less bias and more chance to grow in the career.

The above review of literature aimed to introduce more in depth the current research that is going on in the field of Job Satisfaction. The literature review suggests that in the public sector there are not any associations found in the facets of JS and overall JS.

1.3. Title

Job Satisfaction Experienced by Employees: A Comparative Study.

1.4. Research Questions

Below is the list research questions derived through reviewing literature that supports the current study.

- Is there a difference in the level of Job Satisfaction reported by private and public employees?

1.5. Objectives

- To compare the level of Job satisfaction of Private and Government employees.

⇒ HYPOTHESIS

The current study also aims to investigate the differences in the type of the organisation across Quality of Life, Job Satisfaction and Work Life Balance experienced by the participants.

There has been a trend in research of studying Job Satisfaction of employees working in private and public sectors hence null hypothesis is utilised.

- There is no difference in the level of Job Satisfaction reported by employees working in the Public and Private sector.

1.6. Operational Definitions

Below is a list of definitions of all the sub variables and factors that would be measured in the current study, according to the researcher's research design and plan and in the context of the current study.

Job Satisfaction: Job Satisfaction is the extent of pleasurable emotional feelings individuals have about their jobs overall, and is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, working hours, and numerous other aspects of their jobs. The current study assesses JS based on the tool Minnesota satisfaction questionnaire (long form) developed by David J. Weiss, Rene V. Dawis, Gorge W. England and Lloyd H. Lofquist, (1967). This assesses JB under the following themes.

- Ability utilisation: Ability utilisation is the perception the participant has of the chance to use specific skills and abilities on the job.
- Achievement: Achievement refers to the satisfactory performance, feedback and results attained by the participant and how it influences and contributes to the job satisfaction of the participants.
- Advancement: Opportunity of advancement refers to the perception that the participant has of the likelihood of being promoted and how they take the chance to attain the achievement.
- Authority: Authority refers to how the participants that command in what they are doing how important and secure they feel about their contribution to their organisation. This is one of the domains that contributes to the job satisfaction of the participants
- Company politics and practices: This refers to the rules, regulations and policies set by the company for the benefits of its employees, and how it contributes to the job satisfaction of the participants.
- Compensations: Compensations refer to the actual salary of the participant.
- Co-workers: They are the other employees who work with the participant. The current study aims to study how they contribute in the job satisfaction of the participants.
- Independence: It refers to how independently the participants is allowed to make decisions and work and contribute to the company and how independent they perceive to be in making decisions and contributions for the company.
- Creativity: Creativity refers the original and innovative ideas that the participant comes up with that contributes to the company and one perceives they have the freedom to make creative decisions.
- Moral Values: Moral Values refer to being able to do things that don't go against the participant's conscience. This contributed to the job satisfaction of the participants.
- Recognition: Recognition refers to the participant being noticed for the work they do and appreciated for it and how being noticed contributes to their job satisfaction.
- Responsibility: Responsibility refers to the freedom of the participant to use their own judgment and take ownership in the work they do and how it contributes to the job satisfaction of the participants.
- Security: Security refers to the way the job provides for a steady employment and how secure the participants feel being an employee in the company and how it contributes the job satisfaction of the participants.
- Social service: It refers to the participant being encouraged to get a chance and opportunity to do things for other people either within or outside the organisation for a good cause.
- Social Behaviour: It refers to how the participant interacts and acts in a socially acceptable manner in informal gathering in organisations.
- Supervision- human relations: It refers to the way the supervisor of the handles his employees.
- Supervision – technical: It refers to the competence of the participant's supervisor in making decisions related to the job and how they support their subordinates in learning and performing new skills.
- Variety: It refers to the participants to be able to do different things from time to time.
- Working conditions: Working conditions refers to the conditions in which the participant works, that is, how comfortable they are with the location of the workplace, timings of work schedule, their cabin / their desk at work.

Private sector: A private sector organisation or a private company is a corporation or a limited liability company when their shares are not publicly traded and are privately held by the company. However private companies are required to legally file and sign certain documents with their state or nation and follow certain laws for shareholders that have been designed by the government. However the government regulations are not as strict in private sector as they are in public sector. Private companies don't have to disclose their financial information and hence can focus more on long term growth of the company. These companies don't need approvals for their functioning and growth by their shareholders unless they have signed a corporate document stating so.

Public sector: Public sector organisations or public companies have to keep their shareholders informed and get their approval for the company's management actions and policies, financial performances and all the operations and projects taking place in the company. Public companies have the follow very strict laws and regulations proposed by the state/national government and make sure that their shareholders are getting their quarterly dividends. These companies are required to file an annual report to the Securities and Exchange Commission documenting their performance in detail.

VARIABLES:

Type of the organisation

1. Private
2. Public

Dependent Variable:

Job satisfaction¹

JS has been assessed under the following themes considered as Dependent variables

1. Ability utilisation²
2. Achievement³
3. Activity⁴
4. Advancement⁵
5. Authority⁶
6. Company politics and practices⁷
7. Compensations⁸
8. Co-workers⁹
9. Creativity¹⁰
10. Independence¹¹
11. Moral Values¹²
12. Recognition¹³
13. Responsibility¹⁴
14. Security¹⁵
15. Social Services¹⁶
16. Social Behaviour¹⁷
17. Supervision- Human Relations¹⁸
18. Supervision- Technical¹⁹
19. Variety²⁰
20. Working Condition²¹
21. General Job Satisfaction²²

Intervening Variables

- i. Marriage- In the current study it is the nature of the marriage and for how long a participant is married. Employees who are married for minimum of one year were considered for the current study.
- ii. Children- Employees with children will have more responsibilities on the family side when compared to the ones without children and thus it is an intervening variable. It was to a large extent been controlled by considering employees with at least one child.
- iii. Position / Designation: The position an employee holds plays an important role in their job satisfaction. It was controlled by considering employees only in the Project manager Level
- iv. Location of residence : Only Employees residing in Bangalore city was considered

¹ Hereby referred to as JS

² Hereby referred to as AU

³ Hereby referred to as Ach

⁴ Hereby referred to as Act

⁵ Hereby referred to as Aut

⁶ Hereby referred to as AdV

⁷ Hereby referred to as CPP

⁸ Hereby referred to as Comp

⁹ Hereby referred to as CoW

¹⁰ Hereby referred to as Cre

¹¹ Hereby referred to as Ind

¹² Hereby referred to as MV

¹³ Hereby referred to as Rec

¹⁴ Hereby referred to as Res

¹⁵ Hereby referred to as Sec

¹⁶ Hereby referred to as SS

¹⁷ Hereby referred to as SB

¹⁸ Hereby referred to as S-HR

¹⁹ Hereby referred to as S-Tech

²⁰ Hereby referred to as Var

²¹ Hereby referred to as WC

²² Hereby referred to as GJS

2. Research Design

The study utilised Quantitative Techniques. The current research is comparative study, evaluating the differences in job satisfaction across private and public sector. The sample was collected in private and public sector organisations in Bangalore city.

2.1. Sample Selection

The current study utilises a purposive sampling technique.

	Type of Organisation		Total
	Private	Public	
Total	35	35	70

Table 1: Showing the selection of Sample across gender and type of organisation.

Out of the total sample population of 70 employees, 35 employees work in private Organisation and 35 are employees who work in Public Organisations

2.2. Inclusion Criteria

- Employees married for minimum of one year would be considered for the current study.
- Employees with minimum of five years of total work experience.
- Employees with at least two years of tenure in the current organization.
- Employees who are residing in Bangalore limits.
- Only those employees who volunteer to be a part of the study.
- Only employees who are in the managerial: Employees in the position of Project managers and Senior Project managers in HR and Software department.

2.3. Exclusion Criteria

- Employees who are married for less than one year.
- Employees who are not married.
- Employees who do not have tenure of minimum one year in the same organisation.
- Employees whose total work experience is less than five years.
- Employees who are not residing in Bangalore or who live in the rural out skirts of Bangalore.
- Employees who do not wish to volunteer to be a part of the current study.

2.3.1. Assessment Tools

1. Demographic Details: (APPENDIX C)

A researcher developed checklist was designed which consisted of demographic details of the participants. It consisted of the details like, name, age, length of marriage, tenure, their total experience, type of organisation the participants are working in, whether their spouses are working and the type of organisation their spouses are working in.

2. Minnesota satisfaction questionnaire (long form), David J. Weiss, Rene V. Dawis, Gorge W. England and Lloyd H. Lofquist, (1967) (APPENDIX E)

Minnesota satisfaction questionnaire (long form) is a 100 item questionnaire measuring the job satisfaction in employees. This tool measures 21 facets of job satisfaction including the overall job satisfaction of the employees. The other twenty areas of JS measured in this questionnaire are; Ability utilisation, Achievement, Activity, Advancement, Authority, Company politics and practices, Compensations, Co-workers, Creativity, Independence, Moral Values, Recognition, Responsibility, Security, Social Services, Social behaviour, Supervision- Human Relations, Supervision- Technical, Variety, Working Condition.

Data on the internal consistency = reliability of the Minnesota Satisfaction Questionnaire is estimated by Hoyt's analysis of variance method. Accordingly, reliability coefficients for the MSQ scales ranged from a high of .97 on ability utilization and on working conditions to a low of .59 on variety. The median Hoyt reliability coefficients ranged from .93 for advancement and recognition to .78 for responsibility. In general, the MSQ scales have adequate internal consistency reliabilities.

This is a very old questionnaire which is being used even in the present day. The items in the assessment tool are very generic and are relevant and applicable even in the present scenario. They are not time specific items. The themes generated by the tool explore a vast range of areas of JS that are relevant and studied even today. It is a very exhaustive tool and delves into various sources that affect JS. This tool is still being utilised in the current trends of research in JS.

2.3.2. Administration Procedure

First the HR heads of the three companies were approached through contacts and networks of the researcher. The purpose, need and scope of the current study and how that would benefit their organisation were explained to them. A researcher's consent was given to the company that the identity of their employees would not be disclosed in anyway. The approval and permission was formally taken from the companies, and a report of the findings was promised to all the three companies by the research. Short projects were offered

to the researcher at both the private companies, as similar projects and policies to the current study were being carried out in both the companies. The companies recommended the employees to the researcher based on the inclusion criteria set by the research for the current study. Each employee was given a consent letter by the researcher. Out of the employees that the companies recommended, it is noteworthy to mention that some of the employees were not comfortable with responding to a psychology questionnaire even on being explained the need and scope of the current study and being given the consent of the confidentiality of their identity. These employees were not considered for the current study and only those who wished to volunteer were considered for the same.

The questionnaire measuring, Job Satisfaction was administered on all the employees: A rapport was built with the employees either separately near their desk or in a conference hall with all as a group. The employees were made comfortable about the current study. After making sure that the participants were comfortable about giving their valuable responses the questionnaire were administered.

3. Results and Discussion

This subsection aims to test the forth hypothesis which states that “There is no difference in the level of Job Satisfaction reported by employees working in private and public sector.”

Areas of Job Satisfaction	Sector	Mean	Std. Deviation	t value	Sig
AU	Private	16.7714	3.91893	-.522	.604
	Public	17.2286	3.39624		
Ach	Private	17.6000	3.91978	.127	.899
	Public	17.4857	3.57583		
Act	Private	17.6571	3.92535	.128	.899
	Public	17.5429	3.53423		
Adv	Private	17.6000	3.74323	-.034	.973
	Public	17.6286	3.37888		
Aut	Private	17.1714	3.75332	-.171	.865
	Public	17.3143	3.21551		
CPP	Private	17.5714	8.81605	-.744	.459
	Public	19.4000	11.56109		
Comp	Private	16.3714	3.85842	-.508	.613
	Public	16.8286	3.67412		
CoW	Private	17.6571	3.97006	.385	.701
	Public	17.3143	3.46216		
Cre	Private	17.9714	3.45973	.148	.883
	Public	17.8571	3.00140		
Ind	Private	17.5143	3.75242	-.133	.893
	Public	17.6286	3.42212		
MV	Private	18.1143	3.70033	.309	.758
	Public	17.8571	3.24620		
Rec	Private	17.7143	3.91506	.156	.876
	Public	17.5714	3.72816		
Res	Private	17.5429	4.06088	.459	.648
	Public	17.1143	3.73986		
Sec	Private	17.0857	3.89850	-.065	.248
	Public	17.1429	3.44830		
SS	Private	18.4286	3.87515	.192	.848
	Public	18.2571	3.58381		
SB	Private	16.9429	3.68577	-.205	.838
	Public	17.1143	3.28787		
S-HR	Private	16.7714	4.03722	-.096	.924
	Public	16.8571	3.40538		
S- Tech	Private	17.3143	3.83307	.775	.441
	Public	16.6571	3.23531		
Var	Private	17.4000	3.86690	-.064	.949
	Public	17.4571	3.55910		
WC	Private	17.8571	4.18079	.209	.835
	Public	17.6571	3.80358		
GJS	Private	69.2000	14.47879	.130	.897
	Public	68.7714	13.13076		

Table 2: showing the results of t-test between the type of organisation across the areas of Job satisfaction.

As observed in the table 2 that statistically there is no significant difference in the mean of scores obtained by the employees in any of the areas of Job satisfaction. Hence the hypothesis which states “there is no difference in the levels of job satisfaction reported by the employees working in private and public sector” had been ACCEPTED.

However, it is seen that employees working in the public sector have scored more in the areas of AU, CPP, and SB compared to those who work in private sector. In the areas of moral values and supervision- technical, it is seen that the employees working in private sector have score comparatively more than those working in public sector

4. C. 2(c) Work Life Balance

This subsection aims to test the forth hypothesis which states that “There is no difference in the levels of Work-Life-Balance experienced by employees working in private and public sector.”

Types of Work-Life-balance	Sector	Mean	Std. Deviation	t value	Sig
SSSF	Private	21.0857	4.76119	1.580	.119
	Public	19.0000	6.19298		
SFSF	Private	11.5143	5.76690	-1.188	.239
	Public	13.0571	5.08135		
PFSF	Private	12.9714	8.68903	-1.598	.115
	Public	16.1143	7.73370		

Table 3: Showing the results for t test between types of organisation across the types of Work-Life-Balance.

There has not been much evidence on the difference in the level of job satisfaction experienced by the employees across private and public sector, hence null hypothesis was assumed in the current study that stated “there is no difference in the level of Job satisfaction reported by the employees working in private and public sector”

As observed in the table 4.16, it is visibly seen that employees working in the public sector have score more in the types of Activity Utilisation, Company Policies and Practices, and Social Behaviour compared to those working in private sector. This is because company policies are more employee-oriented in private sectors. The opportunity to apply skills and ability is more in private sectors as the government policies and regulations that the company showed abide to is not that strict in private sectors when compared to public sectors. It was observed by the researcher that there are many employee relations and work life policies being worked on in both the private sectors the employees were selected from. In the areas of moral values and supervision- technical, it is seen that the employees working in private sector have score comparatively more than those working in public sector. As the company has to follow strict government regulations and the company performance have to be reported to the government on a regular basis, technical training and supervision for public employee are very strict.

However statistically there is no significant difference in the mean of scores obtained by the employees in any of the areas of Job satisfaction. Hence the hypothesis which states “there is no difference in the levels of job satisfaction reported by the employees working in private and public sector” had been ACCEPTED

4. Conclusion

The current study was titled, ‘Job Satisfaction Experienced by Employees: A Comparative Study’.

The Hypotheses of the current study were:

- There is no difference in the level of Job Satisfaction reported by employees working in the Public and Private sector.

The quantitative analysis was done utilising descriptive statistics and inferential statistics. The inferential statistics used was independent sample t test. The conclusions are listed below:

- Hypothesis 5 stating “There is no difference in the level of Job Satisfaction reported by employees working in the Public and Private sector” has been ACCEPTED

5. Limitations of the Study

The current study titled, “Job Satisfaction Experienced by Employees: A Comparative Study’ has been conducted in various time constraints and limited resources. There have been various limitations that need to be kept in mind if the research is reproduced at a later date. Some of the limitations have been listed below:

- The sample size was small: Though the study was planned to be administered on a larger sample population, due to many back outs and time limits, the sample size of the current study is small. Due to the small sample size, only t-test could be used in the inferential statistics. The current study did not have enough sample to run through regression or conduct a discriminant analysis.
- The sample was scattered across a large range of age, tenure and work experience which would have made a difference in the analysis.
- The length of the questionnaires could be one of the limitations of the study as it could have caused fatigue in the participants: The questionnaire that was administered in the phase 1 of the study consisted of three standardised questionnaires measuring QoL, JS and WLB. Two of these questionnaires were very exhaustive and long with about 100 items in each. This may have caused fatigue in the employees while responding to the questionnaires.

- The employees may have given with socially desirable responses in the quantitative questionnaires despite being told to respond honestly. This could have affected the results and analysis of the current study.

6. Implications of the Study

The current study was titled 'Job Satisfaction Experienced by Employees: A Comparative Study'.

- The Qualitative analysis adds to understanding of WLB more deeply. The need of the study has been answered across both the phases of the current study. As both the qualitative and quantitative analysis in the current study is given equal emphasis, it adds strength to the findings of the research.
- Various factors and areas of QoL, JS and WLB are explored in the current study which contributes to the current trends in understanding all the domains of work and life. This can give way to further research to understand more in deep all aspects work, life and the balance between the two.
- The current study can be applied and practiced in industrial relations and employee counselling as it explores various domains of work, life and the balance between the two: In many companies the HR teams are already working on work life policies that would assist the employees in coping with the balance between work and life. Companies also take up projects employee relations and support where the HR team make efforts to listen out to the issues faced by the employees. The current study can contribute to these projects taken up by the companies.
- The issues discussed in the phase 2 can help in deriving and designing intervention/ training programmes and other employee oriented policies by companies: The phase two discusses the issues faced by most of the employees in all walks of life; work, life, self, and other issues that might affect an employee's balance between professional and personal commitments and intern affects their performance at work. Companies can utilise the analysis of the current study to bring about policies that support and facilitate the employees to cope with these issues.
- The current study can contribute to future studies in QoL, JS and WLB comparing them across private and public sectors as there have been limited studies and researches comparing the three variables; QoL, JS and WLB between the type of organisation.

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