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**A STUDY ON JOB SATISFACTION AMONG EXTENSION  
OFFICERS IN THE DEPARTMENT OF ANIMAL PRODUCTION  
AND HEALTH IN RATHNAPURA DISTRICT**

**M.I.G.Jayathilaka**

**A STUDY ON JOB SATISFACTION AMONG EXTENSION  
OFFICERS IN THE DEPARTMENT OF ANIMAL PRODUCTION  
AND HEALTH IN RATHNAPURA DISTRICT**

by

**M.I.G.Jayathilaka**

A thesis submitted to the Sri Lanka Institute of Development Administration in partial fulfillment of the requirement for the degree of Master of Public Management.

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School of Postgraduate Studies  
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April 2014

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This is to certify that I have examined the above MPM thesis  
and have found that it is complete and satisfactory in all respects,  
and that all revisions required by  
the thesis examination committee/supervisors have been made.

S. Medagama

Dr. S.R.S.N. Sudasinghe

School of Postgraduate Studies  
(30 April 2014)

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## **ABSTRACT**

Job satisfaction is very essential to employees to perform their duties effectively and efficiently. A person with higher level of Job Satisfaction, perform their duties effectively than the employees who has less job satisfaction or high job dissatisfaction. So office worker's job satisfaction is very important because the employees are the decision makers, in the organization and direct the organization in to a success. By studying factors affecting the job satisfaction can suggest policies or practices that can be used to enhance the employee job satisfaction and organizational performance. The aim of this study was to explore the level of job satisfaction among extension officers of Department of Animal Production and Health in Rathnapura district.

This is a descriptive cross sectional study. This study follows the research design of deductive approach. It is quantitative study. Since this is a case study the author considers the whole population of extension officers (N=47) in the department of animal production & health in Rathnapura district. A self developed close ended pre tested questionnaire was used to collect data. Data was analyzed using descriptive statistics using SPSS statistical package.

The total population of Forty seven extension officers was participated in this study, of which 47% were males. Seventy seven percent of the population were belongs to the service period of 10 years or less than 10 years. Majority of the extension officers were belongs to the occupational level of grade 11/ class 11 category. The mean of extrinsic satisfaction score was 2.8, which indicates that the respondents were satisfied about the extrinsic hygiene factors. The mean extrinsic satisfaction score for Work condition and the pay rewards variables was 3.2 and 3.9 respectively. It revealed that the respondents were dissatisfied

Regarding the latter two variables. The mean of intrinsic satisfaction was 2.7, which indicates that the respondents were satisfied about the intrinsic factors. The mean intrinsic satisfaction score for responsibility and advancement variables was 3.0 and 3.1 respectively. The mean of general job satisfaction was 2.7. It is revealed that the respondents had a satisfied level of general job satisfaction. There is a significant positive linear correlation between Overall job satisfaction and extrinsic and intrinsic satisfaction.. Supervision, work condition, job security, status, achievement, recognition and growth showed a moderate level correlation with job satisfaction. The analysis demonstrated that the most significant positively related intrinsic factor was the recognition and the extrinsic factor pay rewards showed a negatively significant relationship with the changes in general job satisfaction. There is no statistically significant difference between the male and female employees in their general job satisfaction ( $t=0.071, p=0.943$ ) at 5% level of significance. It was concluded that there is no statistically significant difference between the Occupational levels, length of service and the general job satisfaction of the respondents at the 5% significance level.

It is recommended that the pay and promotion policies and procedures be checked to ensure that they are equitable. Performance based incentive system or managing for development results concepts should be incorporated in the master plan to motivate employees.

## TABLE OF CONTENTS

Chapter	Title	Page
	Title page	i
	Authorization page	ii
	Signature page	iii
	Acknowledgements	iv
	Abstract	v
	Table of contents	vi
	List of figures	vii
	List of tables	viii
	List of abbreviations	ix
<b>1</b>	<b>INTRODUCTION</b>	<b>4</b>
<b>2</b>	<b>LITERATURE REVIEW</b>	<b>12</b>
<b>3</b>	<b>METHODOLOGY</b>	<b>28</b>
<b>4</b>	<b>RESULTS</b>	<b>39</b>
<b>5</b>	<b>DISCUSSION</b>	<b>53</b>
<b>6</b>	<b>CONCLUSIONS AND RECOMMENDATIONS</b>	<b>57</b>
	<b>REFERENCES</b>	<b>61</b>
	<b>APPENDICES</b>	<b>64</b>



## LIST OF TABLES

<b>Table no</b>	<b>Title</b>	<b>Page</b>
Table 3.1	Definition of variables	27
Table 3.2	Operationalization of Variables	30
Table 3.3	Display of Questionnaire construction	33
Table 3.4	Allocation of marks	34
Table 3.5	Interpretation of mean values	35
Table 4.1	Demographic Characteristics of the Respondent	37
Table 4.2	Descriptive Statistics of Perceived Level of Extrinsic Satisfaction	38
Table 4.3	Descriptive Statistics of Perceived Level of Intrinsic Satisfaction	39
Table 4.4	Descriptive Statistics of Perceived Level of General Job satisfaction	40
Table 4.5	Correlation analysis between General and Intrinsic, Extrinsic satisfaction	41
Table 4.6	Correlation between Job satisfaction and different independent variables of Job satisfaction	42
Table 4.7	Model Summary of Regression Analysis	44
Table 4.8	Analysis of Variance between independent and dependent variables	45
Table 4.9	Coefficients between independent and dependent variables	46
Table 4.10	Impact of Gender on Job Satisfaction	47
Table 4.11	Impact of Occupational level on Job satisfaction	48
Table 4.12	Impact of the length of service on Job satisfaction	49

## **LIST OF FIGURES**

<b>Figure no</b>	<b>Title</b>	<b>Page</b>
3.1	Two Factor Theory (Robbins, 2001)	14
4.1	Normal P-P plot of Intrinsic Job Satisfaction	66
4.2	Normal P-P plot of Extrinsic Job Satisfaction	67
4.3	Normal P-P plot of Overall Job Satisfaction	67

## **ABBREVIATIONS**

DAHP	Department of Animal Production and Health
EFM	Enterprise Feedback Management system
JDI	The Job Descriptive Index
JSS	The Job Satisfaction Survey
MSQ	The Minnesota Satisfaction Questionnaire
SPSS	Statistical Packages for the Social scientist

## **CHAPTER ONE**

### **INTRODUCTION**

This chapter will introduce the topic of job satisfaction and its relationship with intrinsic and extrinsic motivational factors of extension officers in the Department of animal production and health in Rathnapura district. The significance of job satisfaction, motivation and hygiene factors will also be discussed along with the problem statement, research hypothesis and research objectives.

#### **1.1 Background of the study**

Every organization's most important resource is the human resource. Because the organization's productivity is basically depend on the effectiveness of the workforce. The organization can replace productive physical resources such as machines and equipment easily but it is difficult to replace skilled and qualified employees at once. It is a time consuming process. So the organization's major responsibility is to retain the qualified employees within the organization. In order to achieve such objectives the top management has to enhance the Job Satisfaction of the employees.

“Job Satisfaction is an individual's general attitude toward their job” (Robbins, 2001). According to the above statement Job Satisfaction represents an attitude rather than behavior. Job satisfaction is very essential to employees to perform their duties effectively and efficiently. A person with higher level of Job Satisfaction, perform their duties effectively than the employees who has less job satisfaction or high job dissatisfaction. So office

worker's job satisfaction is very important because the employees are the decision makers, in the organization and direct the organization in to a success.

Job satisfaction is greater if employees can find work that suits their particular interests, values and personality. There are many factors affect to job satisfaction. Many studies have been done related to motivational and hygiene factors and job satisfaction of employees in different sectors. But it is difficult to find literature related to animal production and health service. This research proposal focuses to identify the level of job satisfaction of employees in animal production & health service and describe the factors that are more effective for increasing job satisfaction of employees in the department.

## **1.2 Statement of Problem**

In order to achieve the organizational effectiveness the efficient use of, both physical & human resources are essential. During the field investigations and visits author observed that although the levels of physical resources are being enhanced, the employee's attitudes and performance were below the expected level. On the other hand, although several studies conducted about job satisfaction it was difficult to find out literature related to job satisfaction of employees in Animal Production and Health Service. This situation leads to generate the research problem "What is the existing situation of job satisfaction of employees in the Animal Production and Health Service; in terms of level of job satisfaction, relationship between job satisfaction and extrinsic, intrinsic factors of satisfaction.

### 1.3 Significance of the Study

In order to achieve the organizational effectiveness the organization should have a well defined Human resource policies and practices. By studying factors affecting the job satisfaction can suggest policies or practices that can be used to enhance the employee job satisfaction and organizational performance. Many researchers reported that individuals who are in a high job satisfaction are also in a high life satisfaction, because the job satisfaction is greatly connected with person's life. Job satisfaction has a great effect on one's career life. If the employees are satisfied, there is no absenteeism, turnover in that particular organization. Herzberg's two factor theory (also called Motivation/Hygiene theory) has been suggested as a more plausible alternative to Maslow's theory for studying job satisfaction (Worlu and Chiodozie, 2012). Therefore study fellow has selected the Two factor theory for studying the effect of motivational factors on job satisfaction among employees in the animal production & health service. The study is important because today's environment has placed increasing pressure on organizations both in government and industry to accomplish more with less. Meeting this challenge through higher productivity is possible if the individual workers can be properly motivated. In order to motivate employees in the organization managers must understand where the employees are coming from, and which values determine their needs and the decisions they make. The problem of how job satisfaction of employees can be improved means the goal is to increase the overall effectiveness within the organization. This reveals that there is an urgent need for research studies on level of existing level of job satisfaction and factors affecting job satisfaction particularly in public sector organization. This research will lead to increase current knowledge regarding job satisfaction and its

correlates in order to enhance the organizational effectiveness. There have been relatively a few researches into the determinants of job satisfaction in the Veterinary sector using Herzberg's two-factor theory. Therefore, this paper endeavours to address this literature gap.

## 1.4 Objectives of the Study

Overall Objective:

- To explore the level of job satisfaction among extension officers of Department of Animal Production and Health in Rathnapura district.

Specific Objectives:

- To identify the demographic characteristics of the study population
- To identify the level of job satisfaction in terms of General satisfaction, intrinsic satisfaction, extrinsic satisfaction
- To describe the relationship of job satisfaction and extrinsic (Hygienic) and intrinsic (motivational) factors
- To make recommendations to enhance the job satisfaction level of employees

## 1.5 Research Questions

This study will make an attempt to answer the following research questions related to job satisfaction of employees.

1. What is the level of general job satisfaction of employees in Department of Animal Production and Health of Rathnapura district?

2. What is the level of intrinsic satisfaction of employees in Department of animal production and health of Rathnapura district?
3. What is the level of extrinsic satisfaction of employees?
4. What is the relationship of job satisfaction and intrinsic (motivation) and extrinsic (hygienic) factors?
5. What are the statistically significant factors that affect job satisfaction?
6. What are the statistically significant factors that affect job satisfaction?

## **1.6 Research hypothesis**

Based on the objectives of the study research hypothesis were developed to determine the significance of the independent variables and their relationship between the dependent variable.

The hypotheses of this study stated in the null form are as follows.

- There is no significant correlation between employees' job satisfaction and intrinsic ,extrinsic factors (motivation)
- There is no significant relationship between job satisfaction and all the independent variables



### 1.5 Scope and Limitation

The scope of this study is to explain the significance of extrinsic and intrinsic factors on job satisfaction of extension officers in the department of animal production and health in Rathnapura district

The main limitations of this study are as follows:

1. The employee's level of interest in the study and their willingness to participate could have affected responses.
2. The employees may not have answered with candor.
3. Lack of resources: time, money
4. The information collected in the surveys is based upon the self- perceptions of the employees that answered the questionnaire and may not be representative of all the employees in Department of animal production and health.
5. The population consists of only 47 employees.
6. The data collection was restricted to Rathnapura District which may fail to represent the actual scenario of the whole country

## 1.6 Disposition

### **Chapter One: Introduction**

The first chapter introduces the Background, Statement of the Problem, Significance of the Study, Objectives, Scope and Limitation of the study and presents the framework to give readers a basic idea of this research.

### **Chapter Two: Literature Review**

This chapter will summarize current literature on job satisfaction including : (1) the concept of job satisfaction (2) theories related to the job satisfaction (3) The Factors that Influence Job Satisfaction (4) consequences of job satisfaction (5) measurement of job satisfaction

### **Chapter Three: Methodology**

This chapter will describe the research design of the study, conceptual framework, conceptualization and operationalization of variables, study population, data collecting techniques, questionnaire construction and data analysis techniques used in the study.

### **Chapter Four: Results**

This chapter shows the results of the study. It starts with the demographic data analysis. Then it shows the satisfaction levels in terms of General, Extrinsic and Intrinsic satisfaction. Finally it shows the relationship between the job satisfaction and intrinsic and extrinsic satisfaction. The results presents in both tabulated and graphical methods.

**Chapter Five: Discussion**

The relevant significant findings were discussed with reference to the existing literature.

**Chapter six: Conclusion and recommendation**

Based on the significant findings the conclusion and recommendations were developed and presented in this chapter.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter builds the theoretical framework that underpins the conceptual model. The review of literature helped the research to conduct the survey in better and extensive manner. This chapter will summarize current literature on job satisfaction including : (1) the concept of job satisfaction (2) theories related to the job satisfaction (3) The Factors that Influence Job Satisfaction (4) consequences of job satisfaction (5) measurement of job satisfaction

#### **2.2 Definition of concepts**

##### **2.2.1 Job satisfaction**

The study of job satisfaction began with Elton Mayo's famous Hawthorne study, conducted in the 1920's at the western Electric Company. The Hawthorne study implied that satisfied workers increased productivity (Brief, 1998).

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of organizations.

The concept of job satisfaction is of great interest to social scientist and managers. Mitchell and Larson (1987) examined about 3000 studies of job satisfaction and concluded that there is

no universal definition of Job satisfaction. A commonly accepted definition for job satisfaction is offered by Locke (1976) as “The pleasurable emotional state resulting from the perception of one’s job as fulfilling or allowing the fulfillment of one’s important job values (Locke, 1976)”.

The concept of motivation is often link with job satisfaction and theories of motivation have often formed the basis of models and measures of job satisfaction (Mullins, 1996). Although the two concepts that are job satisfaction and Motivation are not synonyms it could be associated with a personal feeling of achievement. Motivation is a process which may lead to job satisfaction (Mullins, 1996).

Job satisfaction refers to the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job lead to engagement and therefore job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2009).

The level of job satisfaction is affected by intrinsic and extrinsic motivational factors, the quality of supervision, social relationship, with the work group and the degree to which individual succeed or fail in their work (Armstrong, 2009).

Job satisfaction also can be defined as a present or past orientated affective state that results when educators evaluate their work roles as being positive or enjoyable (Miskel and Ogawa,1988).

### 2.1.2 Extrinsic satisfaction

Satisfaction derived from factors/reinforces in the work environment that are extraneous to the work itself (Weiss et al. 1977)

### 2.1.3 Intrinsic Satisfaction

Satisfaction derived from factors/ reinforces in the work environment that are inherent in the work itself.

### 2.1.4 Job Dissatisfaction

A present or past orientated affective state that results when educators evaluate their work roles as being negative or not enjoyable (Miskel and Ogawa,1988).

### 2.1.5 Animal production and health service

The Animal Production and Health service is an all island service .The employees in this service can be categorized as Directors, Deputy Directors, Veterinary surgeons, Livestock development instructors, management assistants. Basically Veterinary surgeons and Livestock development instructors are categorized as extension officers for the purpose of the study.

## 2.2 Theories related to Job Satisfaction

The theories of Motivation are usually divided into two contrasting approaches, such as content theories and process theories (Dunford et al. 1992).Content theories focus on motivation, and are concerned with identifying people's needs and strengths, and the goals they perceive in order to satisfy their needs. Major content theories include: Maslow's hierarchy of needs, Macgregor's theory X and Theory Y, Herzberg's two factor theory. Process theory approaches to motivation mainly focus on the actual process of motivation. The major theories under this heading include expectancy theory, equity theory, Goal theory, attribution theory.

### 2. 1. 1 Two Factor Theory

Herzberg who was a former psychologist introduced this theory. Herzberg did a job satisfaction study of accountants and engineers, after that he developed this theory. He found that there are two groups of factors affect to an employee's job satisfaction or job dissatisfaction. Herzberg's two-factor theory is probably the most widely known and accepted approach relating directly to job satisfaction. Herzberg addressed, the problem of job satisfaction in terms of those factors which cause satisfaction (motivators) and those which cause dissatisfaction (hygiene). This information then becomes the basis for evaluating an individual's job and making the changes necessary to increase worker motivation. Herzberg's two-factor theory of job-satisfaction is not new, as a matter of fact; it dates back to 1959 and is the outgrowth of a research study project on job attitudes conducted by Herzberg, Mausner and Snyderman.

Herzberg analyzed and classified the job content factors or satisfying experiences as: Achievement, Recognition, Work itself, Responsibility, Advancement and Growth. According to Herzberg, these factors stand out as strong determiners of job satisfaction with three of them, a sense of performing interesting and important work (work itself), job responsibility and advancement being the most important relative to a lasting attitude change. Achievement more so than recognition, was frequently associated with such long-range factors as responsibility and the nature of the work itself. Recognition which produces good feelings about the job does not necessarily have to come from superiors; it may come from subordinates, peers, or customers. It is interesting to note that recognition based on achievement provides a more intense satisfaction than does recognition used solely as a

human relations tool divorced from any accomplishment. The latter does not serve as a satisfier. Compared with the satisfiers or motivators there are factors which cause low job attitude situations or job dissatisfaction. Such factors were found from the analysis of the study results to be associated primarily with an individual's relationship to the context or environment in which he does his work. These factors are extrinsic to the work itself and are referred to as dissatisfies or hygiene (or maintenance) factors. Herzberg categorized the context or environmental factors causing dissatisfaction to include: Company policy and administration, Supervision, Working conditions, Interpersonal relations, Status, Job security, Salary, Personal Life.

The satisfiers and dissatisfies that have been listed are referred to as first level factors. There are 16 total first-level factors of which six are motivators and ten are hygiene or maintenance factors (Inter-personal relations with peers, subordinates and superiors count as therein Herzberg's analysis).

The basis of his theory can be summarized in his observation that the opposite of job satisfaction is not job dissatisfaction but rather "no" job satisfaction, and similarly, the opposite of job dissatisfaction is not job satisfaction by "no" job dissatisfaction. Furthermore, he concludes that the conditions which lead to Job dissatisfaction involve the environment in which the job is accomplished. He calls these dissatisfies "hygiene" factors. The conditions leading to job satisfaction involve the job itself. He calls these satisfiers "motivators." The motivators are achievement, recognition, work itself, responsibility, advancement and growth. The hygiene factors include company policy and administration, supervision, working conditions, interpersonal relations, status, job security, salary and personal life.



According to Schermerhorn (1993), Herzberg's two-factor theory is an important frame of reference for managers who want to gain an understanding of job satisfaction and related job performance issues. Schermerhorn asserts that Herzberg's two-factor theory is a useful reminder that there are two important aspects of all jobs: what people do in terms of job tasks (job content), and the work setting in which they do it (job context). Schermerhorn suggests that managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the workplace and ensure building satisfier factors into job content to maximize opportunities for job satisfaction.

The key to understanding Herzberg's Motivation-Hygiene Theory is that the factors that involve **job content** (motivation factors) tend to lead to job satisfaction. When these factors are not present on the job, workers do not tend to be dissatisfied – they are simply are “not satisfied.” Workers who are “not satisfied” do not tend to restrict productivity; they just don't get involved in their job or put forth the extra effort to do a good job. Workers who are “satisfied” put forth that extra effort and productivity increases. Factors that involve **job context** (hygiene factors) tend to lead to job dissatisfaction.

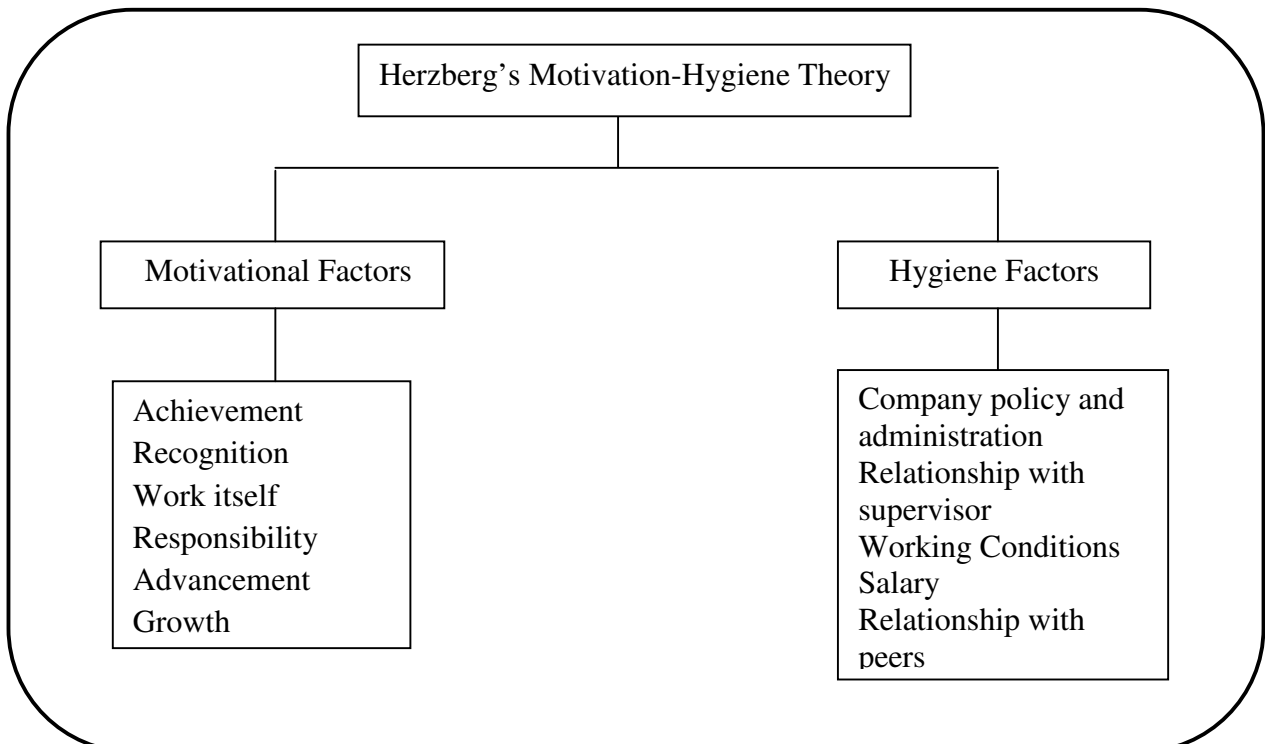


Figure.1: Two Factor Theory (Robbins, 2001)

When these factors are considered good, or acceptable, workers do not tend to become “satisfied“, they simply become “not dissatisfied.” Productivity is not restricted, it is just held at an acceptable level. When workers become dissatisfied with any of these factors they tend to restrict output.

### 2.1.2 Hierarchy of needs Theory

This is mostly consisted as a motivation theory, introduced by Abraham Maslow. He stated that there are five needs, which are expected by every human being. This theory can be applied to the career life of an employee. Employees have various objectives in their career life. If they can achieve one objective, they can move to another. After achieving all the objectives regarding the career, the employee can satisfy with the job. So this theory can apply in both motivation and the job satisfaction. Under mentioned are the general needs of hierarchy of needs.

- Psychological needs: Includes hunger, thirst and shelter
- Safety needs: Includes security and protection from physical and emotional harm
- Social needs: includes affection, belongings, acceptance and friendship
- Esteem needs: Includes internal esteem factors as self respect, autonomy and external esteem factors as status, recognition and attention.

- Self actualization: The drive to become what is capable of becoming includes growth, achieving one's potential and self fulfillment.

### 2.1.3 The Expectancy Theory

This is also a further explanation of motivation introduced by Victor Vroom. Job satisfaction and the motivation are somewhat similar concepts because if someone is motivated to work, he can achieve job satisfaction relating to his career. This theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome to the individual. This theory highlights the motivation of a person. If a person is highly motivated with his job it leads to the job satisfaction. This theory focuses on three relationships as;

- Effort – Performance Relationship
- Performance – Reward Relationship
- Rewards – Personal goal Relationship

When the employees use their total effort and performance to achieve the organizational goals and objectives, the organization rewards them appropriately; finally it can help to meet personal goals. When the employee is satisfied with the rewards the final result is they are satisfy with the job.

### 2.1.4 Equity Theory

Employees try to compare their job inputs and outcomes with those of others and try to eliminate their inequities. This situation can't be achieved, because it is little bit difficult to

compare the details without having clear understanding. However this theory depicts four comparisons that the employee can do.

- Self inside: An employee's experiences in a different position inside his/her current organization.
- Self outside: An employee's in a situation or position outside his/her current organization.
- Other inside: Another individual or group of individuals inside the employee's organization.
- Other outside: Another individual or group of individuals outside the employee's organization.

After comparing the above aspects, if the employee feels that he/she is rewarded or facilitated equally; he/she can satisfy with their job and vice versa.

After reviewing the above arguments regarding the link between content theories of motivation and job satisfaction, and the process theories of motivation and job satisfaction, it can be seen that the content theories have been more commonly used in relation to job satisfaction than process theories. The Herzberg two factor theory is essentially a theory of job satisfaction and Herzberg has applied the content theory of motivation in his approach. This theory provides a direct link between motivation and job satisfaction. The content theories also assume a direct relationship between job satisfaction and improved performance (Mullins, 1996). In contrast the process theories of motivation emphasize the relationships among the variables. For instance the expectancy theory recognizes the complexity of work

motivation and relationship between motivation, satisfaction and performance. Thus the process theories provide a more indirect weaker link to job satisfaction.

In conclusion, there is no agreement as to which theory best explains a person's level of job satisfaction, it is generally agreed that job satisfaction can be seen as the feeling that the employee has about the job in general. Despite the different approaches suggested by the content and process theories of motivation and their relationship to satisfaction, a general agreement has emerged that intrinsic factors such as recognition, achievement and autonomy tend to have a greater effect on job satisfaction than extrinsic factors (Blou and Boal, 1987).

## **2.3 Factors that Influence Job Satisfaction**

### **2.3.1. The factors related to the job**

*Pay:* Wages and salaries are important factors for job satisfaction. Money not only helps personnel attain their basic needs but also instrumental in providing upper-level needs satisfaction (Luthans, 1992). A study of 2000 managers demonstrated that the amount of wages received was very positively related to satisfaction, even with managerial level held constant.

*Work Itself:* Since Herzberg, Mausner and Syndermann monograph, "The Motivation to Work" was published in 1959, evidence has been accumulated that the work itself plays a significant role in attaining job satisfaction (Feldmann and Arnold, 1985).

*Supervision:* The behavior of the supervisor plays an important role with regard to employees' reactions to a problematic event. It was showed that the employees who perceived their supervisor as more approachable and responsive were more likely to voice their concerns.

*Promotion Possibilities:* Promotion possibilities involve the availability of advancement opportunities. If people think that they will not have much promotion possibilities, they may be affected adversely.

*Peers:* Interaction with peers is an important factor in job satisfaction. A study in an auto mobile industry demonstrated that isolated workers disliked their jobs. Similarly, it was found that only 43% of the "isolates" in work groups were highly satisfied with their jobs (Feldmann and Arnold, 1985).

*Working Conditions:* Providing good physical working conditions (e.g. cleanliness of the working place, lightning, adequate tools and equipment) enables employees to carry out their jobs easily, comfortably and efficiently. Working conditions such as flexible time, job sharing and shorter work weeks are quite valued by employees because they can facilitate valued off the job activities such as pursuing hobbies (Feldmann and Arnold, 1985).

### 2.3.2 The factors related to individual

*Individual's Loyalty to Company:* If individuals are satisfied with their job, they remain in their profession longer. Some individuals want to stay in the organization due to their normative commitment, referring to an employee's desire to stay with the organization based

on a sense of duty, loyalty or more obligations. Hackett, Bycio and Hausdorf found that job satisfaction had a positive influence on normative commitment (Clugston, 2000).

*Experience:* According to Lawler work, experiences have profound effects on the individual employee (Cano and Miller, 1992).

*Age and Gender:* Age is one of the individual factors affecting job satisfaction. It is concluded that elder workers are more satisfied (Kaya, 1995). It is also found a meaningful relation between age and job satisfaction (Kaya, 1995). Gender is one of the individual factors affecting job satisfaction. The largest economic study about this subject was performed in 1997 by Clark, using the data obtained from 1991 British Household Panel Survey (BHPS). Unless some factors were remained constant, the job satisfaction of women was higher than men.

*Education:* According to the study of Dold and Duff, it was observed that graduates of career oriented disciplines were more satisfied with their jobs than other graduates. The highest levels of job satisfaction were reported by the individuals in agriculture and education with 64% in each category being very satisfied with their jobs (Andres and Grayson, 2002).

A review of empirical studies by survey (1989) showed there are seven working conditions or variables which lead to job satisfaction for a majority of people. These conditions are interesting and challenging work, a feeling of achievement, relationship with immediate supervisor, and other professionals, Opportunities for friendship, advancement, security of employment, and recognition. Mottaz (1985) showed that extrinsic organizational rewards can

be an important determinant but only in lower level of occupations. Mottaz further argued that there is a strong relationship between job satisfaction and intrinsic rewards (such as achievement, recognition, advancement.etc.) regardless of occupational levels. The value of intrinsic motivational factors to job satisfaction is well acknowledged among organizational researchers. An Australian study done by Battersby et al. 1990 revealed that pay, promotion, kinship, responsibilities, shortage of staff, communication, peer relationship, stress, education, and training, were important to the level of job satisfaction among nurses.

A review of above studies revealed that the frequency of intrinsic factors mentioned as related to job satisfaction was considerably higher than that of extrinsic factors.

## 2.4 Consequences of job dissatisfaction

*Absenteeism:* Failure to report to work absenteeism appears to be associated with job dissatisfaction. A review of the literature on factors associated with job attendance concluded that job satisfaction was one of the major influences on attendance, although it is only one of the major factors.

*Turnover:* Job satisfaction has effect on to determine staying in or leaving the organization. If personnel are dissatisfied with their work, they are likely to leave from the organization. If personnel believe that they are treated fairly and getting rewards they are unlikely to leave the organization.

There are some factors with the relationship between satisfaction and turnover. These are commitment and general economy. The personnel who are committed to the organization and



believe that they cannot find any other job because of bad general economy prefer to stay in the organization. The personnel who believe that economy is going well and there is little unemployment and can have better opportunities likely prefer to leave the organization.

*Low Productivity:* Most people believe that satisfied personnel are more productive. But the available evidence suggests that the relationship between job satisfaction and productivity is a very weak one.

*Early Retirement:* Another interest is the relationship between job satisfaction and the decision to take early retirement. Studies in this area show that personnel who have positive attitudes toward their jobs do not prefer early retirement.

*Low Organizational Commitment:* Dissatisfaction is also a major cause of declining organizational commitment. Commitment implies a willingness to put effort on the organization's behalf and an intention to stay with the organization for a long time.

*Mental and Physical Health:* Researches in this area report that personnel who are highly satisfied tend to have better mental and physical health. Personnel who have better mental and physical health can learn new job-related tasks more quickly, have fewer on the job accidents and file fewer grievances.

*Life Satisfaction:* Another issue concerns the contribution of job satisfaction to overall life satisfaction. Life satisfaction means how satisfied personnel are with their life. Recent studies

have found that there is a positive correlation between life satisfaction and job satisfaction, so they have supported the Spillover Hypothesis.

## 2.5 Measuring job satisfaction

There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert scale named after Rensis Likert. Other less common methods of for gauging job satisfaction include: Yes / No questions, True / False questions, point systems, checklists, and forced choice answers. This data are sometimes collected using an Enterprise Feedback Management (EFM) system.

The Job Descriptive Index (JDI) is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five facets: pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. The scale is simple, participants answer either yes, no, or can't decide (indicated by '?') in response to whether given statements accurately describe one's job.

A related scale is the Job in general index, which asks employees how satisfying their job is in a broad overall sense. In certain situations, it can be more useful than the JDI because rather than focusing on individual facets, it asks about work satisfaction in general.

The Job Satisfaction Survey (JSS) is a 36 item questionnaire that measures nine facets of job satisfaction.

The Faces Scale one of the first scales used widely, measured overall job satisfaction with just one item which participants respond to by choosing a face.

The Minnesota Satisfaction Questionnaire (MSQ),) measures job satisfaction in 20 facets and has a long form with 100 questions (five items from each facet) and a short form with 20 questions (one item from each facet).

The short form of the Minnesota Satisfaction Questionnaire (short form MSQ); (Weiss et al., 1967) is one of the most widely used measures of job satisfaction and has several qualities that makes it desirable for research. Specifically, the short form MSQ can be completed in less than 5-10 minutes, it is easy to administer and score, and has clear directions. . Respondents are asked to indicate on 5 point Likert type scale ( i.e., 1=“Very dissatisfied” to 5=“very satisfied “) how satisfied they are with different aspects of their job.

Numerous factor analytic studies have supported a three factor simple structure of the MSQ (Weiss et al., 1967). These three factors represent the three subscale of the MSQ: (1) General Satisfaction scale, which provides an index of respondents’ overall level of job satisfaction ;(2) Intrinsic Satisfaction, which provides a measure of individual’s internal satisfaction with the work environment; and (3) Extrinsic Satisfaction, which measures satisfactoriness, which is an external appraisal of the individual’s fulfillment of the requirements of the work environment (Lofquist and Dawis, 1969; Weiss et al., 1967). The raw score for each of these scales are determined by summing the weights for the responses chosen for the items in each scale. Total scores are determined by summing scale value for all 20 items. High scores are indicative of greater job satisfaction. The raw score for each short form MSQ scale can be converted to percentile score by using the test manual norms for the appropriate occupation.

## CHAPTER THREE

### METHODOLOGY

#### 3.1 Introduction

This chapter describes the methodology used in this study. Variables of the study were identified through the literature review. In developing the theoretical framework, the study fellow deal with the dependent variable : job satisfaction and the selected independent variables such as , work condition, Job security, salary , supervision ,work itself , responsibility, recognition, achievement ,length of the service and gender in order to identify the relationship between job satisfaction and above mentioned independent variables.

The existing level of job satisfaction in terms of general, extrinsic and intrinsic will be measured by using self developed pre tested questionnaire.

#### 3.2 Research design

This is a descriptive cross sectional study. A descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variables of interest in a situation. In order to describe various aspects of the job satisfaction phenomenon from an individual aspect, will be considered throughout this study. This study follows the research design of deductive approach. This research is quantitative study.

#### 3.3 Conceptual framework

According to the literature survey the following variables were identified inorder to assess the job satisfaction.

### 3.3.1 Diagrammatic representation of conceptual frame work

#### Independent Variable

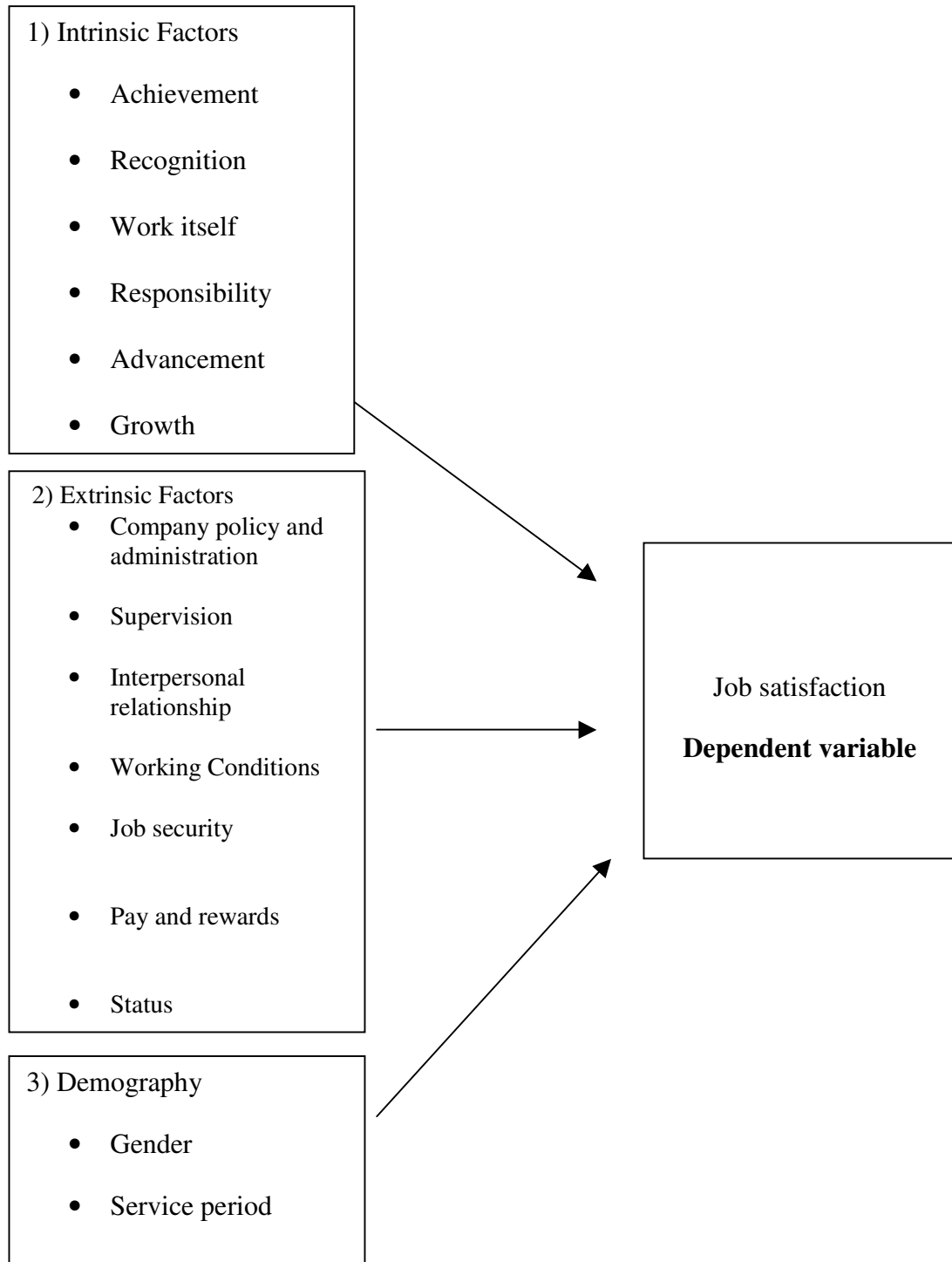


Figure 2: Conceptual Frame work

### 3.3.2 Definition of variables

Table 3.1: Definition of variables

	<b>Motivational factors (Intrinsic factors)</b>	Motivational factors are the intrinsic factors of works where whose presence enhance job satisfaction .Factors that deal with job content and lead to job satisfaction.
1	Achievement	This includes the personal satisfaction of completing a job, solving problems, and seeing the results of one's efforts.
2	Recognition	This is the recognition by others for a job well done or personal accomplishment.
3	Work it self	The actual content of the job and its positive or negative effect upon the employee whether the job is characterized as interesting or boring, varied or routine, creative or stultifying, excessively easy or excessively difficult, challenging or non-demanding.
4	Responsibilities	This includes both the responsibility and authority in relation to the job. Responsibility refers to the employee's control over his or her own job or being given the responsibility for the work of others.
5	Advancement	The actual change in upward status in the company.
6	Growth	This includes actual learning of new skills, with greater possibility of advancement within the current occupational specialty as well as personal growth.
	<b>Hygienic factors (Extrinsic factors)</b>	Hygienic factors are the characteristics of the context in work performance that are provide or mediate by external factors and that can results job dissatisfaction. Factors that deal with Job Context and lead to job dissatisfaction

### 3.4 Operationalization of the variables:

All above variables decided to ensure by using following indicators and related measures.

Table 3.2 shows the operationalization of variables.



Table 3.2: Operationalization of the variables

Concept	Variable	Indicator	Measurement
Job Satisfaction	<b>Achievement</b>	<ul style="list-style-type: none"> <li>• Opportunity to solve problems</li> <li>• Given targets and goals</li> <li>• Feed back</li> </ul>	Level of Job satisfaction Likert scale 1,2,3
	<b>Recognition</b>	<ul style="list-style-type: none"> <li>• Recognition from office</li> <li>• Job content</li> </ul>	Level of Job satisfaction Likert scale 4,5
	<b>Work it self</b>	<ul style="list-style-type: none"> <li>• Opportunity to creativity</li> <li>• Task meaning fullness</li> <li>• Opportunity to take decisions</li> </ul>	Level of Job satisfaction Likert scale 6,7,8
	<b>Responsibility</b>	<ul style="list-style-type: none"> <li>• Authority level</li> <li>• Promotions</li> </ul>	Level of Job satisfaction Likert scale 9,10
	<b>Advancement</b>	<ul style="list-style-type: none"> <li>• Rewards for achievement</li> <li>• Possibility to take promotion</li> <li>• Enhance new skills</li> </ul>	Level of Job satisfaction Likert scale 11,12,13

	<b>Growth</b>	<ul style="list-style-type: none"> <li>• Personal growth</li> <li>• Knowing enhancement</li> </ul>	Level of Job satisfaction Likert scale 14,15,16
	<b>Company policy and administration</b>	<ul style="list-style-type: none"> <li>• Rules and request</li> <li>• Communication</li> <li>• Delegation authority</li> <li>• Working procedures</li> </ul>	Level of Job satisfaction Likert scale 17,18,19
	<b>Supervision</b>	<ul style="list-style-type: none"> <li>• Supervisor's technical ability</li> <li>• Supervisor's job knowledge</li> </ul>	Level of Job satisfaction Likert scale 20,21
	<b>Inter personal relationship</b>	<ul style="list-style-type: none"> <li>• Worker and supervisor</li> <li>• Worker and subordinates</li> </ul>	Level of Job satisfaction Likert scale 22,23
	<b>Work condition</b>	<ul style="list-style-type: none"> <li>• Amount of work</li> <li>• Available facilities</li> <li>• New technology use</li> </ul>	Level of Job satisfaction Likert scale 24,25,26

	<b>Pay and rewards</b>	<ul style="list-style-type: none"> <li>• Incentives</li> <li>• Rewards</li> </ul>	Level of Job satisfaction Likert scale and reserve's own method 27,28
	<b>Job security</b>	<ul style="list-style-type: none"> <li>• Stability of the job</li> <li>• Pension</li> </ul>	Level of Job satisfaction Likert scale 29,30,31
	<b>Status</b>	<ul style="list-style-type: none"> <li>• Rank</li> <li>• Authority</li> <li>• Relationship with other officers</li> </ul>	Level of Job satisfaction Likert scale 32,33,34
	<b>Attitudes of Job satisfaction</b>	<ul style="list-style-type: none"> <li>• Feelings/state of mind</li> </ul>	35,36,37

### 3.5 Study Population

Since this is a case study the author considers the whole population of extension officers in the department of animal production & health in Rathnapura district. There are 47 extension officers.

### 3.6 Data collecting Technique

Quantitative method will be used to collect the data. A self developed close ended pre tested questionnaire was used to collect data. One of the most popular measures of job satisfaction, Minnesota satisfaction questionnaire was used to develop the research instruments. It is a standardized questionnaire. The Minnesota satisfaction questionnaire was developed by Weis et al. (1967) to measure an individual's satisfaction with 20 different aspects of the work environment. The items on the self developed questionnaire are responded to using a 5- point Liker scale ranging from (VS) very satisfied, through (S) satisfied, (N) neither satisfied nor dissatisfied, (D) dissatisfied, and ending in (VD) very dissatisfied. Numerical ratings for the responses can be obtained by using values ranging from one point for “very satisfied “ to five point for very “Dissatisfied”. The response scale is clearly ordinal. But we assign the values 1, 2, 3, 4, 5 to these responses and compute averages in analysis. Therefore the attributes will measure on an interval or scale.

The self developed questionnaire consists of 37 questions .It measures intrinsic satisfaction, extrinsic satisfaction, and general satisfaction.

### 3.7 Questionnaire construction

Table 3.3: Display of Questionnaire construction

Variable No	Variable	Question no.	Number of Question
1	Achievement	1,2,3	3
2	Recognition	4,5	2
3	Work it self	6,7,8	3
4	Responsibilities	9,10,	2
5	Advancement	11,12,13	3
6	Growth	14,15,16	2
7	Company policy and administration	17,18,19	3
8	Supervision	20,21	2
9	Interpersonal relation	22,23	2
10	Work condition	24,25,26,	3
11	Pay and rewards	27,28,	2
12	Job security	29,30,31,	3
13	Status	32,33,34,	3
14	Attitudes –Job satisfaction	35, 36,37	3

### 3.8 Analysis technique

Data was analyzed using descriptive statistics using SPSS (Statistical Packages for the Social scientist) statistical package. The descriptive statistics will be used to describe the employee

profile of the study population .The level of job satisfaction will be determined using the results of questionnaires in terms of general, intrinsic and extrinsic scores .

All independent variables will be given marks in between one to five (1-5) for the analysis purpose. Allocation of marks for the respondents answers as follows.

Table 3.4: Allocation of marks

Answer	Marks
Strongly agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5
Total	15

All data was analysed by using mean value of the indicators. Those mean values are interpreted as follows.

Table: 3.5 Interpretation of mean values

Mean Value	Level of satisfaction
Mean value between 4-5	Highly Dissatisfied
Mean value between 3- 3.999	Dissatisfied
Mean value between 2 -2.999	Satisfied
Mean value below 2	Highly Satisfied

The satisfaction level for each of the dimensions of the questionnaire will be analysed using mean and standard deviation. The relationship of job satisfaction and the variables; Salary, work condition, Job security, work itself, supervision , responsibility, Achievement,

Recognition, will be analysed using Pearson's correlation and coefficient. The statistically significant factors that affect job satisfaction and dissatisfaction will be determined by Analysis of variance test. Results will be tabulated as frequency, percentages, mean, standard deviation, Pearson correlation coefficient, Analysis of variation, to examine the relationship between job satisfaction and independent variables.

### **3.9 Chapter summary**

The research followed the quantitative experimental approach. The research design was a descriptive cross sectional study. According to the variables which were identified through the literature survey, a structured questionnaire was designed to collect primary data. A population of extension officers in the Department of Animal Production and Health was used to do the study. The questionnaire contains closed ended questions and the Likert scale to measure the respondent's perception.

## CHAPTER FOUR

### RESULTS

#### 4.1 Chapter Introduction

The purpose of this study was to explore the level of job satisfaction among extension officers of Department of Animal Production and Health in Rathnapura district. This chapter presents the results based on the analysis of collected data. It is arranged in order of the objectives and research questions presented in chapter one. As the first part it includes the descriptive statistics of the study population followed by the satisfaction levels and then it includes the discussion of hypothesis. Each hypothesis discussion includes a discussion of the tests conducted and the findings from the data.

SPSS statistical analysis software was used for all statistical tests, which was set at the 0.05 significance level. All statistical tests were based on the assumption that the population extension officers worked in department of animal production and health (N= 47) was a normally distributed population. It consists of 47 extension officers and the response rate was 100%.

The reliability test of Cronbach's Alpha was used to determine the consistency. The alpha coefficient for the 38 items of the questionnaire was 0.866, suggesting that the items have relatively high internal consistency. A reliability coefficient of .70 or higher is considered "acceptable" in most social science research situations.

An assumption was made that all the survey participants answered the questions truthfully even though the answers may have changed from day to day given changing attitudes. The



design was typical of a cross-sectional survey because the questions asked required answers representing opinions at one point in time (Vogt, 2005). Another assumption was that the participants volunteered their time and understood their answers were confidential. It is assumed that the responses to the surveys in the current study provided a valid measure of job satisfaction of extension officers.

#### 4.2 The demographic characteristics of the study population

Table 4.1 shows the percentage distribution of the Demographic characteristics of the respondents such as Gender, Length of Service, and Occupational level.

Table 4.1: Demographic Characteristics of the Respondent

Character	Percentage
<b>Gender</b>	
Male	47
Female	53
<b>Service period</b>	
0-10	77
11-20	13
>20	10
<b>Occupational Level</b>	
Grade11/Class 11	77
Grade11/Class 1	15
Grade 1/Class1	06
Other	02

The total population of Forty seven extension officers was participated in this study, of which 47% were males and 53 % were females. Seventy seven percent of the population were belongs to the service period of 10 years or less than 10 years. Only 10 % had a service period of more than 20 years. Majority of the extension officers were belongs to the occupational level of grade 11/ class 11 category. Only 2 % of respondents had special grade occupational level which indicates as other.

#### 4.3 The level of job satisfaction in terms of, extrinsic, intrinsic and general satisfaction

Table 4.2 shows the Perceived Level of Extrinsic Satisfaction reported by Extension Officers in the Department of Animal Production and Health by each dimension in the questionnaire.

**Table 4.2: Descriptive Statistics of Perceived Level of Extrinsic Satisfaction (N =47)**

Variable	Minimum	Maximum	Mean	Std. Deviation	Level of Satisfaction
Extrinsic Satisfaction	1.52	4.38	2.8759	.66249	Satisfied
Company policy	1.33	5.00	2.8298	.90855	Satisfied
Supervision	.50	4.00	2.4043	.77065	Satisfied
Interpersonal relationship	1.00	4.00	2.3723	.79720	Satisfied
Work condition	1.33	5.00	3.2411	.79765	Dissatisfied
Pay and Rewards	1.50	5.00	3.9574	.96024	Dissatisfied
Job security	1.00	5.00	2.6099	.89637	Satisfied
Status	1.00	5.00	2.7163	.85967	Satisfied
Valid N (list wise)					

Note : ( VS=1) very satisfied, through (S=2) satisfied, (D=3) dissatisfied, and ending in (VD=4) highly dissatisfied.

Table 4.2 indicates that the mean of extrinsic satisfaction was 2.8759, which indicates that the respondents were satisfied about the extrinsic hygiene factors. The company policy, supervision, Inter personal relationship, Job security and Status variables showed a mean score between 2 to 2.9 which indicates satisfied level. The mean extrinsic satisfaction score for Work condition and the pay rewards variables was 3.2 and 3.9 respectively. It revealed that the respondents were dissatisfied regarding the latter two variables.

Table 4.3 shows the Perceived Level of Intrinsic Satisfaction reported by Extension Officers by each dimension.

**Table 4.3: Descriptive Statistics of Perceived Level of Intrinsic Satisfaction**

Variable	N	Minimum	Maximum	Mean	Std. Deviation	Level of Satisfaction
Intrinsic Satisfaction	47	1.25	3.78	2.7872	.62812	Satisfied
Achievement	47	1.00	4.00	2.8014	.79752	Satisfied
Recognition	47	1.00	4.50	2.3830	.83544	Satisfied
Work it self	47	1.00	4.00	2.3901	.73003	Satisfied
Responsibility	47	1.00	5.00	3.0780	.90146	Dissatisfied
Advancement	47	1.00	4.50	3.1489	.83350	Dissatisfied
Growth	47	1.33	5.00	2.9220	.79616	Satisfied
Valid N (listwise)	47					

Note: (VS=1) very satisfied, through (S=2) satisfied, (D=3) dissatisfied, and ending in (HD=4) highly dissatisfied.

Table 4.3 indicates that the mean of intrinsic satisfaction was 2.7872, which indicates that the respondents were satisfied about the intrinsic factors. Variables of Achievement, Recognition, Work itself, Growth showed a mean score between 2 to 2.9 which indicates a satisfied level. The mean intrinsic satisfaction score for responsibility and advancement variables was 3.0 and 3.1 respectively. It revealed that the respondents were not satisfied regarding the latter two variables.

Table 4.4 shows the Perceived Level of General Satisfaction reported by Extension Officers by each dimension.

Table 4.4: Descriptive Statistics of Perceived Level of General Job satisfaction

	N	Minimum	Maximum	Mean	Std. Deviation	Level of Satisfaction
Job Satisfaction	47	1.00	4.67	2.7801	.66039	Satisfied
Valid N (list wise)	47					

Note: based on scale :( VS=1) very satisfied, through (S=2) satisfied, (D=3) dissatisfied, and (HD=4) highly dissatisfied.

Table 4.4 indicates that the mean of general job satisfaction was 2.7. It is revealed that the respondents had a satisfied level of general job satisfaction.

As an overall the results are positive. Respondents were satisfied regarding the general, intrinsic, and extrinsic satisfaction.

#### 4.4 The Correlation analysis between General and Intrinsic, Extrinsic satisfaction

The continuously measured variables were tested for normality to address the hypothesis. According to the P-P plot, it is revealed that the data were normally distributed. (Annexure 2)

A Pearson correlation analysis was performed to determine whether there was a statistically significant linear relationship between employees' General Job satisfaction and intrinsic, extrinsic satisfaction. Table 4.5 shows the results of correlation between the general job satisfaction and the extrinsic, intrinsic satisfaction levels.

**Table 4.5: Correlation analysis between General and Intrinsic, Extrinsic satisfaction**

Variable		General Job Satisfaction	Extrinsic Satisfaction	Intrinsic Satisfaction
General Job Satisfaction	Pearson Correlation	1	.640**	.588**
	Sig. (2-tailed)		.000	.000
	N	47	47	47
Extrinsic Satisfaction	Pearson Correlation	.640**	1	.819**
	Sig. (2-tailed)	.000		.000
	N	47	47	47
Intrinsic Satisfaction	Pearson Correlation	.588**	.819**	1
	Sig. (2-tailed)	.000	.000	
	N	47	47	47

\*\*. Correlation is significant at the 0.01 level (2-tailed).

According to the literature the level of job satisfaction is affected by intrinsic and extrinsic motivational factors, the quality of supervision, social relationship, with the work group and the degree to which individual succeed or fail in their work (Armstrong.2009).Therefore, the author tried to find out the relationship between general and intrinsic, extrinsic satisfaction

using the Pearson correlation test. In this regard, the null hypothesis is that no relationship exists between the General and Intrinsic, Extrinsic satisfaction level. In contrast, the alternative hypothesis is there is a relationship between the General and Intrinsic, Extrinsic satisfaction level.

Table 4.5 indicates that there is a significant positive linear correlation between Overall job satisfaction and extrinsic and intrinsic satisfaction. The magnitude of the correlation coefficient gives the strength of the relationship, which varies from -1 to + 1. This table shows that there was a positive moderate (0.3-0.7) linear relationship between the independent and dependent variables. It was also revealed that the extrinsic factors influence the overall satisfaction than the intrinsic factors in this study population.

Table 4.6 indicates that there is a positive linear correlation between job satisfaction and all the motivational factors in the questionnaire

Table 4.6: Correlation between Job satisfaction and different independent variables of Job satisfaction

Variable	Pearson Correlation	Sig. (2-tailed)
General job satisfaction	<i>1.000</i>	
Company policy	.488**	.001
Supervision	.549**	.000
Interpersonal relationship	.489**	.000
Work condition	.584**	.000
Pay and Rewards	.139	.351
Job security	.591**	.000
Status	.679**	.000
Achievement	.534**	.000

Responsibility	.346 <sup>*</sup>	.017
Recognition	.570 <sup>**</sup>	.000
Work it self	.332 <sup>*</sup>	.023
Advancement	.364 <sup>*</sup>	.012
Growth	.573 <sup>**</sup>	.000

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Table 4.6 indicates that the independent variable, Pay and rewards did not have a significant linear relationship since it's' correlation coefficient was closure to zero. Work itself, responsibility, advancement, company policy, and inter personal relationship showed a weak relationship with job satisfaction. Supervision, work condition, job security, status, achievement, recognition and growth showed a moderate level correlation with job satisfaction.

#### **4.5 Multiple Regression analysis between independent variables related to job satisfaction**

A linear multiple regression analysis was performed to estimate the coefficient of a linear equation, involving all independent variables.

Tables 4.7 to 4.9 illustrate the regression analysis between General Job satisfaction and independent variables.

Table 4.7: Regression Analysis between independent variables and job satisfaction (Model Summary )

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822 <sup>a</sup>	.676	.548	.44378

a. Predictors: (Constant), Status, Pay rewards, Work itself, Responsibility, Recognition, Advancement, Interpersonnal rela, Job security, Achievement, Company policy, Work condition, Growth, Supervision

Information in the Model summary table indicates that the value of R-square for the model is 0.676. This means that 67.6 percent of the variation in the improvement of job satisfaction (dependent variable) can be explained from the fourteen independent variables. In general, R square always increases as independent variables are added to a multiple regression model. To avoid overestimating the impact of adding an independent variable to the model, some analysts prefer to use the adjusted R-square value (it recalculates the R-square value based on the number of predictor variables in the model). This makes it easy to compare the explanatory power of regression models with different numbers of independent variables. The adjusted R-square for the model is 0.548, which indicates only a slight overestimate with the model.



Table 4.8 Regression Analysis between independent variables and job satisfaction (ANOVA).

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.562	13	1.043	5.297	.000 <sup>a</sup>
	Residual	6.499	33	.197		
	Total	20.061	46			

a. Predictors: (Constant), Status, Pay rewards, Work it\_self, Responsibility, Recognition, Advancement, Interpersonnal rela, Job security, Achievement, Company\_policy, Work\_condition, Growth, Supervision

b. Dependent Variable: General Job Satisfaction

The F-test was statistically significant, which means that the model was statistically significant. The results suggested that 67% of variance in job satisfaction could be explained by motivation and hygiene factors in the model.

Regression coefficients represent the mean change in the response variable for one unit of change in the predictor variable while holding other predictors in the model constant. A low p-value ( $< 0.05$ ) of variables indicates that the changes in the independent variables were related to changes in response variable, job satisfaction. Conversely, a larger (insignificant) p-value suggests that changes in the predictor are not associated with changes in the response. Therefore the analysis demonstrated that the most significant positively related intrinsic factor was the recognition and the extrinsic factor pay rewards showed a negatively significant relationship with the changes in general job satisfaction.

Table 4.9 Regression Analysis between independent variables and job satisfaction  
(Coefficients).

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.365	.364		3.750	.001
	Achievement	.009	.146	.011	.061	.952
	Recognition	.310	.115	.392	2.707	.011
	Work it self	.121	.144	.134	.837	.409
	Responsibility	-.176	.129	-.240	-1.366	.181
	Advancement	.001	.139	.001	.008	.993
	Growth	.020	.161	.024	.123	.903
	Company policy	.046	.139	.064	.333	.741
	Supervision	.161	.169	.188	.952	.348
	Inter personnal relationship	-.091	.127	-.109	-.716	.479
	Work condition	.248	.152	.300	1.639	.111
	Pay rewards	-.287	.094	-.417	-3.058	.004
	Job security	.194	.126	.263	1.537	.134
	Status	.134	.187	.174	.717	.479

a. Dependent Variable: Overall Job satisfaction

#### 4.6 Impact of Gender on Job satisfaction

An independent sample t- Test was performed to see whether there is a difference in the satisfaction level between male and female respondent. Table 4.8 showed the results of t-test.

$H_0$ : Mean scores of general satisfaction are equal in female and male respondents.

$H_1$ : Mean scores of general satisfaction are not equal in female and male respondents.

Table 4.10: Impact of Gender on Job Satisfaction

Overall Job Satisfaction	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. 2-tailed	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	.102	.751	-.071	45	.943	-.01394	.19517	-.40704	.37916
Equal variances not assumed			-.070	40.035	.944	-.01394	.19806	-.41422	.38634

$$H_0\_ \text{Overall job satisfaction}_{\text{male}} = \text{Overall job satisfaction}_{\text{female}}$$

$$H_1\_ \text{Overall job satisfaction}_{\text{male}} \neq \text{Overall job satisfaction}_{\text{female}}$$

The Levene's results had an F -statistic of 0.102 with a significance value of 0.751 which is greater than the level of significance(0.05).Therefore the 2 variables had no statistically different variance distributions. Therefore, equal variances assumed and use the 1<sup>st</sup> row of t - test information to determine if the 2 means are statistically different from each other. The t-statistic value was 0.071 and the degrees of freedom was 45.The 2 -tailed significance value was 0.943.Therefore results conclude that there is no statistically significant difference between the male and female employees in their general job satisfaction( $t=0.071, p=0.943$ ) at 5% level of significance.

#### 4.7 Impact of Occupational level on Job satisfaction

The table 4.11 shows the results of t-test for Equality of Means between occupational levels and job satisfaction.

Table 4.11: Impact of Occupational level on Job satisfaction

Overall Job Satisfaction	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	1.218	.276	.267	45	.791	.05193	.19468	-.34016	.44403
Equal variances not assumed			.269	40.420	.789	.05193	.19309	-.33818	.44205

The Levene's results had an F -statistic of 1.218 with a significance value of 0.276. Because  $0.276 > 0.05$ , the 2 variables had no statistically different variance distributions. Therefore, equal variances assumed and use the 1<sup>st</sup> row of t -test information to determine if the 2 means are statistically different from each other. The t-statistic value was 0.267. The degree of freedom was 45. The 2 -tailed significance value was 0.791. It was concluded that there is no statistically significant difference between the Occupational levels and the general job satisfaction of the respondents.

#### 4.8 Impact of the length of service on Job satisfaction

Table 4.12: Impact of the length of service on Job satisfaction

ANOVA					
Overall Job Satisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.761	2	.381	.868	.427
Within Groups	19.300	44	.439		
Total	20.061	46			

The results of the one way ANOVA test indicate there were no significant differences between groups in their total job satisfaction on the respondent's length of service( $F=0.868$ ,  $p=0.864$ ) at the 5% significance level.

#### 4.9 Chapter summary

Chapter Four addressed the data collected and the statistical tests performed. SPSS statistical analysis software was used for all statistical tests, which was set at the 0.05 significance level. The population was consists of 47 extension officers and the response rate was 100%.The reliability test of Cronbach's Alpha coefficient for the 38 items of the questionnaire was 0.866, suggesting that the items have internal consistency. This chapter shows the results of demographic characteristics, level of job satisfaction in terms of, extrinsic, intrinsic and general satisfaction, the Correlation analysis between General and Intrinsic, Extrinsic, satisfaction, Multiple Regression analysis between independent variables related to job satisfaction

## **CHAPTER FIVE**

### **DISCUSSION**

#### **5.1 Introduction**

This chapter discusses the results of Chapter Four and incorporates a discussion of the sample characteristics, reliability tests and the hypotheses. The three hypotheses were examined with a view to establishing if extension officers were satisfied with their intrinsic extrinsic factors in their work environment and the impact of their personal factors on job satisfaction. This discussion includes comparisons to the literature reviewed in Chapter Two.

#### **5.2 The characteristics of the study population**

The total population of Forty seven extension officers was participated in this study. Majority of the respondents was (53%) females. Seventy seven percent of the population were belongs to the service period of 10 years or less than 10 years. Only 10% had a service period of more than 20 years. Majority of the extension officers were belongs to the occupational level of grade 11/ class 11 categories. Only 2% of respondents had special grade occupational level which indicates as other.

#### **5.3 Reliability tests**

The results of Cronbach Alpha Test showed that all factors had an alpha above 0.90. The minimum acceptable level is said to be 0.80. Therefore, it can be deduced that the factors had high internal consistency reliability.

#### **5.4 The level of job satisfaction in terms of, extrinsic satisfaction, intrinsic satisfaction, General satisfaction**

This paper examines the level of job satisfaction and extrinsic and intrinsic factors which influence the job satisfaction. The first research question is to conform the level of satisfaction in terms of General, extrinsic and intrinsic satisfaction. As an overall, the results are positive. Respondents were satisfied regarding the general, intrinsic, and extrinsic satisfaction. Basically the population consists of younger people with low service period. Majority were dissatisfied about the working conditions currently available in the department. They need more facilities and good working condition rather than Job security or status. When compared to private sector organizations, Lack of space, latest technology, outdated IT equipment etc may hinder the satisfaction. When consider the intrinsic factors majority were dissatisfied regarding the responsibility and advancement. As the energetic officers they want to handle more responsibilities rather than the routine .They would like to face more risk and challenges in their duties rather than performing the task with low responsibilities. Lack of opportunities for the advancement of their carrier is another factor of dissatisfaction. The global trends of competitiveness need more advancement of careers at present. People are eager to gain knowledge and positions.

#### **5.5 The relationship between Job satisfaction and intrinsic and extrinsic satisfaction levels.**

Table 4.5 indicates that there is a positive linear correlation between Overall job satisfaction and extrinsic and intrinsic satisfaction. Except the independent variable, Pay and rewards all the other variables had a significant linear relationship. The concept of Pay and rewards plays

very crucial role in job satisfaction of most of the employees. But according to this study it was revealed that the pay and rewards did not have a positive relationship with the job satisfaction. It may be due to the false representation of the attitude regarding this variable or there may be some other factors which influence the less turnover of this sector such as easy accessibility, job security etc. According to the study conducted by the Buddhadasa, (2009), it was revealed that the majority of police officers also did not accept the salary as a main factor of job satisfaction. Work itself, responsibility, advancement, company policy, and inter personal relationship showed a weak relationship with job satisfaction. Supervision, work condition, job security, status, achievement, recognition and growth showed a moderate level correlation with job satisfaction. According to the regression analysis the intrinsic factor recognition and the extrinsic factor pay rewards were significantly related with the changes in general job satisfaction.

## **5.6 Relationship between Job satisfaction and demographic variables**

### **5.6.1 Impact of Gender on Job satisfaction:**

There is no statistically significant difference between the male and female employees in their general job satisfaction ( $t=0.071, p=0.943$ ) at 5% level of significance. This finding supports studies by Quinn, Staines and McCullough (1974) that showed that gender did not affect satisfaction. However, the current results do not support research done by Shapiro and Stern (1975) and Bohloko (1999:138) that revealed that males were more satisfied than females or the research done by De Vaney and Chen (2003) and Newby (1999:109) that found that females were more satisfied.



### **5.6.2 Impact of Occupational levels on Job satisfaction**

It was concluded that there is no statistically significant difference between the Occupational levels and the general job satisfaction of the respondents.

### **5.6.3 Impact of the length of service on Job satisfaction**

The results of the one way ANOVA test indicate there were no significant differences between groups in their total job satisfaction on the respondent's length of service ( $F=0.868$ ,  $p=0.864$ ) at the 5% significance level.

## CHAPTER SIX

### CONCLUSION AND RECOMMENDATIONS

#### 6.1 Introduction

This chapter presents the summary of the research and provides recommendations for Job satisfaction of extension officers and for further research. Though there have been certain limitations in the study, the following conclusions drawn from the study could provide some insight to the managers to improve the level of job satisfaction of employees in government sector organizations in Sri Lanka

#### 6.2 Conclusions

##### **6.2.1: The demographic characteristics of the study population**

Majority of the population were females and were belongs to the service period of 10 years or less than 10 years. That means the population consists of energetic middle aged officers. They were belongs to the occupational level of grade 11/ class 11 category. Only 2 % of respondents had special grade occupational level which indicates as other. Therefore the individuals have less deviation in demographic characters.

##### **6.2.2: The level of job satisfaction in terms of General satisfaction, intrinsic satisfaction, extrinsic satisfaction**

It is apparent from the research that the majority of the employees satisfied with the extrinsic, intrinsic factors and the general job satisfaction. What has become evident from the research is that the employees are more dissatisfied with their Work Environment and the reward structure. It was also interesting to note that employees were not satisfied with their responsibilities and the opportunities for advancement. In terms of overall job satisfaction, all employees were satisfied as well.

#### **6.2.3: The relationship of job satisfaction and extrinsic (Hygienic) and intrinsic (motivational) factors**

There was a positive moderate (0.3-0.7) linear relationship between the independent and dependent variables. It was also revealed that the extrinsic factors influence the overall satisfaction than the intrinsic factors in this study population.

Supervision, work condition, job security, status, achievement, recognition and growth showed a moderate level correlation with job satisfaction. The results demonstrated that the most significant positively related intrinsic factor was the recognition and the extrinsic factor pay rewards showed a negatively significant relationship with the changes in general job satisfaction.

#### **6.2.4 Relationship between Job satisfaction and demographic variables**

There is no significant relationship between Job satisfaction and demographic variables at 5% significant level. It was also established that their gender, length of service, occupational level did not influence their overall job satisfaction

### **6.3 Recommendations for job satisfaction of extension officers.**

Majority were dissatisfied about the working conditions currently available in the department. It is recommended to enhance the facilities of working environment at least with basic technology. Being a government department it may be a challenging task. But in order to enhance the productivity it is a must. Job satisfaction influences the productivity.

It is recommended that the pay and promotion policies and procedures be checked to ensure that they are equitable. Performance based incentive system or managing for development results concepts should be incorporate in the master plan to motivate employees.

The organization structure should be revised with more horizontal level categories with more individual level responsibility.

The revision of service minute is essential in order to provide more opportunities for carrier advancement. It should indicate a new advance carrier pathway towards organizational as well as individual level success.

Recognition plays an important role in job satisfaction. Therefore leadership qualities should be developed rather than the managerial skills among the bureaucrats in the top levels of the department to provide more recognition to the employees as well as the service. Succession planning is also important with a long term focus.

Whilst the research has shown the employees are satisfied overall, it is recommended that management at the Department should maintain this level of satisfaction or increase it to a higher level. This is necessary since an organization that has satisfied employees performs better. In order to accomplish this, it is recommended that such surveys be administered periodically and remedial action be taken where necessary. This will ensure that such

organizations remain sustainable and continue to make a positive contribution to the Sri Lankan economy.

#### **6.4 Recommendations for further research**

This study identified the level of job satisfaction among extension officers at Department of Animal production and Health in Rathnapura District. As there were no studies previously conducted in this sector, neither changes nor trends could be identified. Therefore, it is recommended that this study be repeated in the future to allow for comparative analysis studies.

Further, the present study conducted only for extension officers in the DAPH. This should be extended into many more categories or the occupational levels of the department which will give a more realistic picture.

As this investigation was limited to the Department of Animal production and Health in Rathnapura District it is suggested that this be replicated to other provinces within Sri Lanka.

The questionnaire designed for this study determined how satisfied employees are with certain factors such as the Company policy, work environment, achievement etc. However, it did not identify the reasons for this. This kind of information might be useful and therefore a qualitative study which can combine with statistical analysis to provide a triangulation approach is recommended.

The questionnaire used for this study can also be utilised in other sectors also. Since, job satisfaction plays such an important role in contributing to the productivity levels of employees in companies it may be feasible to extend this study to all the organizations in government and private sector.

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## Annexure 1

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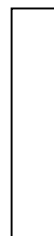
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## Annexure 2

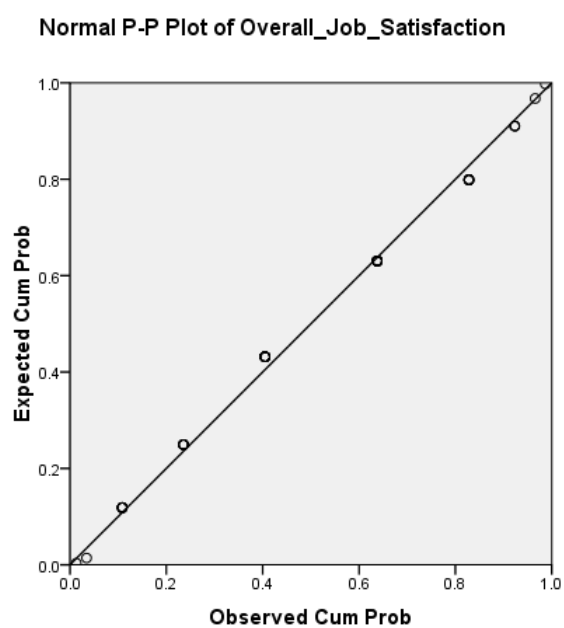


Figure:1 Normal P-P plot of Overall Job Satisfaction

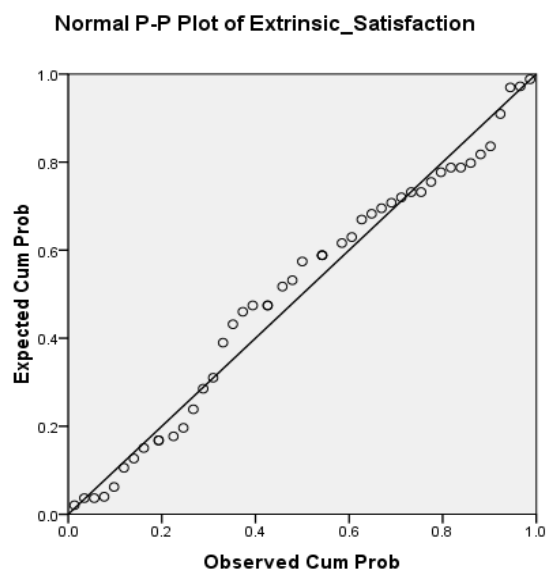


Figure 2: Normal P-P plot of Extrinsic Job Satisfaction

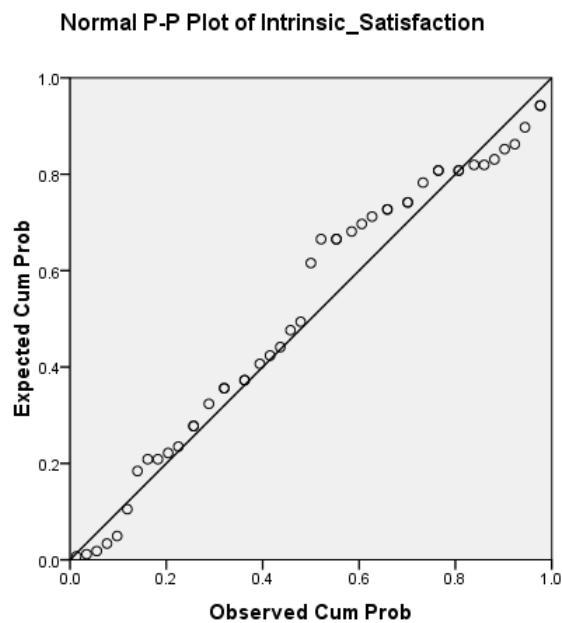


Figure 3: Normal P-P plot of Intrinsic Job Satisfaction