

AN EMPIRICAL STUDY OF JOB SATISFACTION AND WORK ADJUSTMENT IN PUBLIC SECTOR PERSONNEL

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THE aim of the present study is to measure job satisfaction and work adjustment of the workers and to study whether the workers are adjusted/maladjusted, are satisfied with their work or not. In this study, one hundred employees were selected from public sector BHEL (Bharat Heavy Electricals Limited) Unit, Haridwar division, the results reveal that there is positive and significant correlation between overall work adjustment and job satisfaction at 0.01 level of significance. Adjusted workers have higher score than the maladjusted workers on job satisfaction, which shows the total adjustment or satisfaction of the workers with their job.

Introduction

Job satisfaction is the result of various attitudes possessed by an employee towards his job. These attitudes are related to specific factors such as wages, conditions of work, advancement opportunities, prompt settlement of grievances, fair treatment by employer and other fringe benefits. Job satisfaction may be defined as an attitude which results from a balancing and summation of many specific likes and dislikes experienced in connection with the job. Sinha and Agarwal (1971) defined job satisfaction as a persistent effective state which has arisen in the individual as a function of the perceived characteristics of his job in relation to his frame of reference.

For the last three decades, the problem of job satisfaction has attracted considerable attention of Industrial Psychologists. It is regarded as a very significant factor in workers morale, absenteeism, accidents, turnover and to some extent productivity, though its relationship with productivity is not very clear. Morse (1952) suggested that 'an organization can be evaluated in terms of human satisfaction'. The importance of job satisfaction is not only for its possible association with productivity, absenteeism, turnover and accidents. It is generally agreed that the dissatisfaction in job is due to poor mental health which will give rise to anxiety, depression, hyperacidity, headache and frustration. Since workers spends most of his time on the job, he does not get job satisfaction. Thus the dissatisfaction of jobs may cause social problems.

Job satisfaction is of great significance and profitable functioning of any organization. Satisfied workers are the greatest assets of any organization and dissatisfied workers the biggest liability. Employer-employee relationship is like a 'marriage', and the success of any marriage depends essentially on the co-operative, contributory, and complimentary efforts on the part of both the partners. Job satisfaction is of great importance for the individuals, the organization which employ them and the society as a whole.

The adjustment of employees with their work is very necessary. In each industry there are many adjusted and maladjusted workers. The worker, who is satisfied with the nature of his job and performs his duties carefully, is known to be as an adjusted worker. The maladjusted worker does not like his job. He is not adjusted with his work and tries to work elsewhere. Such a worker proves to be a curse to the industry. Such adjustment or maladjustment of the workers change his personality traits. This change may be due to some personal and social reason, or it may also be because of his displeasure against certain policies of the industrial management which cause emotional disbalance in worker. This disbalance effects his life as well as job. In other words

maladjusted worker is, who is not adjusted with his work. Maladjustment in worker is due to following reasons: (1) when worker does not enjoy his work or he is not satisfied with his work, (2) when his efficiency in work destroys, and (3) when other workers are badly affected by his work.

A few studies have been conducted for ascertaining losses to industries due to maladjusted workers. These studies show that industries have to undergo huge losses due to maladjustment in workers. The maladjusted workers frequently leave their jobs for other places. This feature necessitates appointment for new workers. This entails huge expenditure on advertisement and interviews. In this process enough time is lost. Hence production also goes down.

Several studies have been conducted in the area of job satisfaction and other related variables. But till now very few have been conducted on work adjustment. The present research topic 'an empirical study of job satisfaction and work adjustment in public sector personnel' is selected because investigator wants to see whether there is any significant relationship between job satisfaction and work adjustment. Maximum researches show that private sector companies are in profit while public sector companies are mostly in the loss. In any organization (private or public) production depends upon employees and management. Management plays an important role in satisfaction and dissatisfaction of employees.

If workers are satisfied with their job it is to be found out whether they are adjusted with their work. If there is no proper adjustment of workers with their work, they will not be able to give their best. So maladjustment goes on increasing and if more and more workers feel maladjusted in any field of industry then that organisation will feel the impact and it will not be able to keep the maximum level of production. The aim of the present study is to measure job satisfaction and work adjustment of the workers and to study whether the workers are adjusted/maladjusted, are satisfied with their job or not. In this study, we have formulated mainly two hypotheses, viz., (1) there will be a positive relationship between work adjustment and job satisfaction. (2) There will be a significant difference between adjusted and maladjusted workers on job satisfaction.

Methodology of the Study

Selection of Sample: The sample consists of 100 employees (workers grade) selected from Bharat Heavy Electricals Limited (BHEL – public sector unit) Haridwar Division. The sample from this industrial unit was selected with the help of stratified random sampling technique. The average age of the workers is 44.69 years and their average length of service is 18.29 years. All were administered job satisfaction and work adjustment tests.

Description of Test Materials

(i) *Job Involvement Scale:* Ganguli (1964) constructed and standardized a questionnaire to measure job satisfaction. The questionnaire consists of 29 statements and measures eight dimensions of job satisfaction viz., salary, job security, nature of work, senior-junior relationship, advancement, working conditions, unions and communication. Higher score indicates better satisfaction and lower score indicates dissatisfaction.

(ii) *Work Adjustment Inventory:* Work adjustment inventory constructed and standardized by Misra and Srivastava (1982). This inventory consisting of 40 questions, measure ten dimensions of work adjustment. These are opportunities for career advancement, tension at work, work anxiety, work involvement, relations with colleagues and supervisors, due recognition of merit, sufficient emoluments and good working conditions, grievances removal, feeling of fatigue and loneliness, and prestige of the organisation. Higher score will show high adjustment while lower score will show low adjustment.

Results and Discussion

The analysis of the data gathered and the results obtained in the present investigation will now be the focus of discussion. The values of Pearson product moment coefficient of correlation (r) reflecting the relations between the scores on work adjustment (dimension – wise and overall) and job satisfaction are presented in Table-1. Results reveal that overall perception of work adjustment is significantly related ($r = 0.26$, $P < 0.01$) with job satisfaction in public sector personnel. Table 1 also reveal that some dimensions of work adjustment,

Table 1: Showing Correlation between work Adjustment and Job Satisfaction (N=100)

	Dimensions of Work Adjustment	Correlation Values with Job Satisfaction
1.	Opportunities for career advancement	0.39 **
2.	Tension at work	0.02 #
3.	Work anxiety	0.23 *
4.	Work involvement	0.12 #
5.	Relations with colleagues and supervisors	0.58 **
6.	Due recognition of merit	0.29 **
7.	Sufficient emoluments and good working conditions	0.64 **
8.	Grievances removal	0.51 **
9.	Feeling of fatigue and loneliness	-0.17 #
10.	Prestige of the organisation	-0.61 **
11.	Overall work adjustment	0.26 **

* P<0.05, **P<0.01, # = Not Significant

i.e., opportunities for career advancement, relations with colleagues and supervisors, due recognition of merit, sufficient emoluments and good working conditions, and grievances removal and positively and significantly related with job satisfaction at 0.01 level of significance. Also job satisfaction is positively and significantly related with work anxiety at 0.05 level of significance. However, among industrial workers, job satisfaction is negatively related with prestige of the organization ($r = -0.61$, $P < 0.01$). No significant relationship is obtained from rest of the dimensions of work adjustment like tension at work, work involvement, and feeling of fatigue and loneliness. Overall results of work adjustment indicate that the workers adjusted with their work are satisfied with their job in public sector. Pritchard and Karasick (1973), Kumar and Bohra (1979) have also reported positive correlation between organizational structure and job satisfaction. Roy and Chatterjee (1991) found that each organizational health attribute was positively related with life satisfaction. Sharma, Singh and Hussain (1991) found positive relationship between job involvement and work motivation.

Table 2 presents mean and standard deviation of job satisfaction among adjusted and maladjusted workers. While comparing the mean value of total adjusted workers, mean score of 113.02 is found as compared to the corresponding value of maladjusted workers which is 70.52. The calculated 't' value is found to be 17.78 which is statistically significant at 0.01 level of confidence. Adjusted workers have higher job satisfaction score than the maladjusted workers. Adjusted workers feel satisfaction with their job, and significantly related to the job satisfaction due to proper and very satisfactory adjustment. On the basis of Table-2, we can say that level of adjustment plays important and significant role in job satisfaction. Misra and Gupta (1995) results indicate the motivation, alienation and job involvement are significantly predicting the work performance, but motivation is the strongest predictor of work performance.

Table 2: Comparison between Adjusted and Maladjusted Workers on Job Satisfaction

Level of Adjustment	Scores of Job Satisfaction		t-value
	Mean	S.D.	
Adjusted Workers (N=35)	113.02	7.85	17.78
Maladjusted Workers (N=17)	70.52	8.22	P<0.01

Conclusions

This study reveal the following results:

1. On the basis of calculated data results reveal that there is positive and significant correlation between overall work adjustment and job satisfaction in public sector personnel and the level of significance is 0.01 level.
2. Adjusted workers have higher score than the maladjusted workers on job satisfaction, which shows the total adjustment or satisfaction of the workers with their job.

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