



Job Satisfaction Predictors Identification: A Multiple Regression Analysis Approach

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Abstract

Job satisfaction is the overall attitude of workers towards the work, co-employees, the organization, the culture, the environment and the colleagues at large. It can be viewed as the result of various attitudes that the worker holds towards his job, towards other related factors and towards life in general. The happiness or pleasure that an employee gets by using this knowledge and skill effectively, result in job satisfaction. It is the mental satisfaction a person gets by using his strong points and talents efficiently. The issue of the job satisfaction in the work setting is a contemporary topic of interest. One value of the Job satisfaction concept is that multiple dimensions of behavior within an organization and can be studied and considered under a global concept. Job satisfaction intends the inner contentment that a job holder gets by doing the job well. It is an amount of pleasure related with a job. It influences the behavior, presence and length of service. This paper is an attempt to find the significant predictor for the determination of Job Satisfaction. Organizational climate, Job stress, Propensity to stay at job, family size, Occupational Stress, Job Performance, Occupational Status and many others variables have been applied as independent factor for the identifying the major variables which contributes for the construction of Job Satisfaction perception. A sample of 360 employee's respondents as sample drawn from the four different units located in Himachal and Punjab states. The Bhakra-Beas Management Board was undertaken as universe for the present study. The study was conducted during 2008 to 2010. A questionnaire consisting of socio-economic and Organizational Climate Inventory, propensity to stay at job, occupational stress, self-esteem etc. job satisfaction and others has been applied. The questionnaire was pretested and found valid as well reliable. The tabular, mathematical and especially statistical measure multiple regression analysis has been applied to test the proposed hypotheses. The null hypothesis (Ho) proposed has been rejected and it can be inferred that significant contributor to the Job Satisfaction can be identified.

Keywords: Job Satisfaction, organizational climate, commitment to stay at job, *multiple regression analysis*.

Introduction to the Concepts

Job satisfaction intends the inner contentment that a job holder gets by doing the job well. It is an amount of pleasure related with a job. It influences the behavior, attendance and length of service. Job satisfaction is the overall attitude of workers towards the work, co-workers, the organization, the culture, the environment and the social group at large. It can be viewed as the result of various attitudes that the worker holds towards his job, towards other related factors and towards life in general. The happiness or pleasure that an employee gets by using this knowledge and skill effectively, result in job satisfaction. It is the mental satisfaction a person gets by using his strengths and talents effectively. Job satisfaction reflects the attitude which results from a harmonizing and summation of the many likes or dislikes and experiences in connection with a job. The mixture of feelings, attitudes and sentiments that contribute to a general sense of satisfaction gives rise to job satisfaction. The growth of an organization depends upon the efficiency of its employees. The efficiency of the workers depends not only on how they work, but also on best social and physical conditions, in which they work. If they are not satisfied with their job or occupied conditions, the organization will not be able to achieve its objectives. Increasing job satisfaction is important for its humanitarian value and for its financial benefits in order for an organization to be successful. Therefore, they must continuously ensure the satisfaction of their employees. Many experts have tried to come up with an explanation for why people feel the way they do with regard to their job.

The perception of the organizational climate in the work environment is a contemporary topic of interest. One value of the climate concept is that multiple dimensions of behavior within an organization can be deliberate and considered under a global concept (**Seehneider**, 1972). According to **Ali** (1986) the concept of organizational climate is generally viewed as insignificant variable for understanding the behavior of the organizations and their members. It can be viewed that many concepts can be studied in an organization. More recently **Pareek** (1975) has developed a scale to measure organizational climate which is best suited to Indian conditions. It is known as motivational analysis of organizational climate questionnaire **Mao(c) and patterned after Litwin and Stringer's** (1968) climate questionnaire. However, it differs from **Litwin and Stringer's** (1968) questionnaire in that (i) it is comparatively more exhaustive, and (ii) it uses ranking method rather than the rainy method used in **Litwin and Stringers** (1968) questionnaire. Climate can be assessed in terms of individual achievement, expert power, extensions Of power, affiliations, dependency, and control in many areas, like orientation, interpersonal relationship, supervision, managing problems, managing mistakes, managing conflicts, communication, decision making, trust, managing reward, risk taking, innovation and change.

Self Esteem: The philosophies and evaluations of people help us to understand about themselves define who they are, what they can do and what they can contributor. These influential, inner influences provide an internal controlling mechanism, steering and cultivation individuals through life, and governing their behavior. People's notions and feelings about themselves are generally labeled as their self-concept and self-esteem. These concepts, together with their capability to deal with life's challenges and to control what happens to them, are widely documented in literature.

Porosity to Stay at Job: Many businesses are devote a great amount of times money for examining the causes of worker turnover—for example, through programs of exit interviews. Usually the intent after such studies is to find out why people leave—the idea being that if a company can identify the reasons for finishes.

Occupational Stress: In the middle of the 19th century there was no stress in office but occupational stress grew in shocking over the last 40 years. Professional stress is commonly defined as the harmful physical and emotional responses that occur when the demands of the job exceed the capabilities, needs or resources of the worker. Recently occupational stress is increasing due to cross Nationalism and international financial crisis which is affecting nearly all countries, all professions and all categories of workers, as well as families and societies.

Review of Literature

Locks (1970) gives a comprehensive definition of Job Satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s Job or Job experience”. Job Satisfaction is a nebulous concept. It is axiomatic to state that people differ in regard to the extent to which they are satisfied with their job. **Sathyadas (1979)** concluded a Study on, “A Comparative Study of Job Satisfaction and Temperament of Teachers and Clerks. The aims of the study were to find out the significance of difference between satisfied and dissatisfied teachers and between satisfied and dissatisfied clerks separately for neuroticism and extraversion. **Dhillon(1989)** investigated the relationship between perceived occupational stress and job satisfaction among 176 male officers of police organization in Delhi. **Choudhry(1989)** studied on, “Occupational level and Job Satisfaction- A Comparative Study of Public and Private Sector Organization”. The study was carried out with the two fold objectives to study and compare the extent of the job satisfaction among the employees of private and public sector and to compare the extent of job satisfaction within the hierarchical status. **Mohammad (2000)** conducted a study on, “Job Satisfaction among Private and Public Sector Bank Employees”. The study revealed that public bank employees were in a better position in terms of job satisfaction than the private sector.

As viewed by organizational climate is a creation of leadership practices, communication practices and continuing and systematic characteristics of divisions of any specific organization, while too has its unique identity or “personality” which, according to **Insel and Moore (1974)**, exerts directional influences on behavior. **Kandan, M. (1985)** the study aimed to investigate, “Perception of Organizational Climate and Need Satisfaction among Bank Employees”. It was observed that in all the needed area there was a perceived deficiency in fulfillment of social and security needs. These needs were comparatively more fulfilled than the higher order needs like self-actualization and self-esteem. **Gani, A. Shah and Faruq A. (2001)** aimed a study to investigate, “Correlates of Organizational Climate in Banking Industry.” During the last three decades, no trend has been more dynamic in the industrial psychology then the growth of interaction in the Organizational Climate. The present study conducted in the banking industry of Kashmir, provides an adequate description of the concept, constructs, determinants and correlates of organizational climate. **Natrajan R.(2001)** concluded a study on, “A Study on Organizational Climate and Teacher Morale”. The aim of the study was to find out the relationship between the school organizational climate and morale of teachers. The study revealed that in the elementary

schools Teachers, morale was high in open climate and there exist significant relationship between organizational climate and teacher's moral. **Aggarwal and Bose, Sudeepa, (2004)** examined the relationship between certain aspects of the organizational climate that may be created with the perception of procedural justice in public and private sector Indian organization and role efficacy. Findings indicated that irrespective of the form of the organization, managements attempt to develop the role efficacy of members. It required the creation of positive work environment which enables members to perceive fair procedures used for implementing human resource decisions.

Research Questions Formation

On the basis of conceptual framework and review of literature it is felt that, Can overall Job Satisfaction be exactly predicted with the help of job related factors.

Research Objectives

1 To find out the Major predictor of Overall Job Satisfaction.

Research Hypothesis

Ho₁ There would not have any significant predictors to overall Job Satisfaction.

Sample Design And Sample Size

For the present research work qualitative research approach was undertaken by the researcher. The selection of respondents was ultimately made on simple random method of probability sampling. The sample selection is shown in Table No.1 and the socio- personal profile has also been presented in Table No.2

Table 1. Sample Selection from Existing Population of BBMB

Employees Categories	Sanctioned Strength	Existing Strength	Sample (5%)
A (officers)	269	219	30*
B (officers)	409	290	30*
C (Non-officers)	8183	6127	300
D (Non-Officers)	6175	4910	Nil**
Grand Total	15036	11546	360

*Sample Selection based on 5% from each category (subject to a minimum of 30 employees of each category).

**'D' category employees were excluded from population on the basis of pilot survey and non response behavior of this category.

Table 2. Socio-Personal Profile of Respondents in BBMB

S. No	Variables	Variables Classification	N	%	Cf
1.	Gender	Male	255	70.8	255
		Female	105	29.2	360
2.	Age	Young	72	20	72
		Middle	131	36.4	203
		Old	157	43.6	360

3.	Educational Qualification	Under Graduate	110	30.6	110
		Diploma Holder	61	16.9	171
		Graduate	125	34.7	296
		Post Graduate And Other	64	17.79	360
4.	Salary Income	Low Paid (<Rs 14499)	89	24.72	89
		Medium Paid (Rs 15000 to 29,000)	210	58.33	299
		Highly Paid (> 30,000)	61	16.94	360
5.	Residential Background	Rural	219	60.83	269.83
		Urban	141	39.16	360
6.	Experience	Low Experience (up to 10 years)	91	25.27	91
		Medium Experience (11 to 20 years)	126	35	217
		Highly Experience 21 and above	143	39.72	360
7.	Marital Status	Married	304	84	304
		Unmarried	56	15.56	360
8.	Occupational Status	Officer	60	16.67	60
		Non-Officer	300	83.33	360
9.	Professional Training	Yes	245	68.05	245
		No	115	31.94	360
10.	Type of family	Nuclear	207	57.5	207
		Joint	153	42.5	360
11.	Family Size	Small Family (upto 4 members)	221	61.38	221
		Medium Family (5 members)	92	25.55	313
		Large Family (6 and above)	47	13.05	360
12.	No. of Household Earners	Single earner	188	52.22	188
		More than One earner	172	47.77	360
13.	Dependents size in family	No Dependent	32	8.88	32
		Up to 3 Dependents	259	71.94	291
		More than 3 Dependents	69	19.16	360
14.	Spiritual Belief	Yes	314	87.22	314
		No	46	12.77	360
15.	Sufficient time to spiritual needs	Yes	252	70	252
		No	108	30	360
16.	Meditation practices	Never	50	13.88	50
		Rarely	114	31.66	164
		Very Often	77	21.38	241
		Daily	119	33.05	360

Note: Data Collected through questionnaire.

Design and Format of the Questionnaire

The whole Questionnaire was divided into two sections. Section A: Personal data Sheet comprising 16 socio-personal variables were employed. As for as the organizational climate inventory is concerned, a standard and pretested questionnaire was utilized after incorporating required refinement in language simplification and other required improvements. The utilized questionnaire was developed by “Gani A. & Shah Faroque A” After the pilot survey a 21 facet job satisfaction inventory was employed with grouping of four job satisfaction dimensions as organizational factor dimension (6 facet), work-environment factor dimensions (6 factor) work itself factor dimension (4) and personal factor dimensions (5 factor) for items see appendices.

Procedure and Instruction for Questionnaire Administration

Initially the permission of board administration was sought and four hundred questionnaires were distributed personally among respondents. The fully responded questionnaires were utilized for further processing. The instructions were written in the opening of various sections and sub sections of the questionnaire.

Scoring Procedure Followed

The responses on the job satisfaction inventory were assigned on a five point likert (1967) scale containing categories of highly satisfied (5) moderating satisfied (4) neither satisfied nor dissatisfied (3) Dissatisfied (2) Highly dissatisfied (1) figures in parenthesis denoting their weightage. In this manner scores on job satisfaction inventory for low medium and higher level has been determined. The summated score may range between 21 to 105. Organizational climate inventory was scored according to the response that subject had made on a five point scale viz. ‘very large extent’ (5), ‘Large extent’ (4), ‘some extent’ (3), ‘smaller extent’ (2), ‘Not at all’ (1). Figures in parenthesis denoting their weightage. The summated size on organizational climate inventory may range from 40 to 200.

Validity and Reliability Estimate of the Instrument

The Content item and construct validity of job satisfaction facets were established. The construct validity of inventory was found very high which ranges from 0.82 to 0.84. The construct validity supports the items to total correlation validity. The Content, item and construct validity of organizational climate facets were established. The construct validity of inventory was found very high which ranges from 0.82 to 0.84. The construct validity supports the items to total correlation validity. Reliability of the instrument was justified firstly through the calculation of cronbach’s alpha (α) coefficient (cronbach’s 1951 the observed coefficient value of job satisfaction scale 0.9110) has been observed above the Nunnally (1978) Criterion (0.70) hence could be classified as acceptable reliable instrument. Reliability of the instrument was justified firstly through the calculation of cronbach’s alpha (α) coefficient (cronbach’s the observed coefficient value of job satisfaction scale 0.9110) has been observed above the Nunnally (1994) Criterion (0.70) hence could be classified as acceptable reliable instrument. The test-retest (one

month interval between the two administration) measure of reliability coefficient for job satisfaction scale were found acceptable reliable (>0.80).

Tools and Techniques

Keeping in view the objectives and the nature of data required under study the questionnaire method for data collection and the help of Mathematical, Tabular, Graphical and the Statistical methods were used. Statistical analysis was performed through the SPSS -20 packages.

Job Satisfaction and Organizational Climate: A Multiple Regression Analysis

Job Satisfaction as well as organizational climate is a highly complex phenomenon and many factors influence them. Apart from the fact that innumerable variables may contribute to Job Satisfaction, the contribution of each factor may vary widely. To find out a set of independent variables and the relative contribution towards dependent variable, multiple regression analysis has been successfully employed in research. Investigations on scholastic achievement for example, could identify a set of significant independent variables like intelligence, interest, socio-economic status, and variables etc. that contribute to achievement through multiple regression analysis. Multiple regression equations were also constructed to predict the Job Satisfaction and organizational climate from a given set of scores on the independent variables.

In the present investigation, a stepwise multiple regression analysis was carried out by employing 15 Socio- Economic and Organizational Status factors, organizational climate scale score, occupational-stress score, self-esteem score and Job performance score as the independent variable to find out the most significant of them with regard to their contribution to Job Satisfaction of employees and also to find out the relative contribution of each of these independent variables.

A Regression Analysis of Employees Job Satisfaction on the Basis of Socio-Economic Variables and Other Job Related Factors

In this section, the 16 Socio-economic and organizational factors, organizational climate, occupational stress, self-esteem, and Job Performance were considered as independent variables and Job Satisfaction as the dependent variable. Stepwise regression analysis was carried out to find out the maximum possible variance in Job Satisfaction that has been explained with the help of each independent variable.

From Table-3 it can be inferred that the variable entered into the multiple regression analysis was self-esteem score. The multiple correlation (R) Obtained was 0.492. The relationship was positive as indicated by the value of 'b', the partial regression coefficient. This shows that higher the score on self-esteem, higher is the Job satisfaction and vice-versa. The value indicated that the strength of relationship between the two was about 49 percent. It could also be observed from the table that 'R' was significant at 0.01 level ($F = 114.227$, for 1 and 358 df). The coefficient of multiple R^2 was 0.240. This shows that 24 percent of the variance in Job Satisfaction was accounted for by the self-esteem.

The positive regression coefficients ‘b’, coefficient presented in column 7 was 1.55. This value indicates that Job Satisfaction changed by 1.55 units for every unit of change in Self-esteem the ‘t’ value for b was 10.68 (P< 0.01). The value of the constant that would go into the multiple regression equation that would be constructed to predict Job Satisfaction at this stage was 44.50.

Table 3 (end of the chapter)

Independent variable, **R**: Multiple Correlation, R^2 = coefficients of determination, **S.E.:** Standard Error, **b**: Partial Regression Coefficient, (β): Beta Coefficient,

Note: number of the parenthesis in Columns 2 and 7, correspond to the serial number of the independent variables entered into the regression analysis.

The general form of the multiple regression equation may be given as:

$$Y = A + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_nX_n.$$

Where y, is the predicted score on different IV ‘A’ is a constant,

$b_1, b_2, b_3, \dots, b_n$ are the partial regression coefficients

And

$X_1, X_2, X_3, \dots, X_n$ are the scores on different independent variables.

Thus, the multiple regression equation at first stage or step would be written as:

$$\text{Job Satisfaction} = 44.50 + 1.55 \text{ Self-esteem} \text{ -----} \quad (1)$$

Factor of organizational climate was entered into the stepwise regression analysis as the second most significant variables. The multiple correlations (R) and the square of multiple correlations multiple R was 0.606 and 0.368 respectively. The standard error of multiple R was 8.85. Hence, 95 percent of the obtained or actual J.S. score would lie within ($\pm 8.85 \times 1.95$), 17.25 points of predicted scores of Job Satisfaction. The two variables viz, organizational climate and self esteem on the other side was 0.368. The strength of relationship job satisfaction and the two independent variables but to ether was about 36 per cent. ‘R’ was significant at 0.01 level (F= 103.83, df = 2 and 357).

R^2 was equal to 0.368. Hence, the two variables put together could explain about 36 percent of the variance in the dependent variable. Out of this, hence, the two variables put together could explain about 36.8 percent of the variance in the dependent variable, Viz., Job Satisfaction. Out of this, 18.74 percent of the variance was explained by Self Esteem factor and remaining 8.02 percent was accounted for by the factor organizational climate (Column 12). These percentages can be obtained by multiplying the B coefficients or standard partial regression coefficients (Column 10) with the corresponding simple correlation between the dependent variable and the respective independent variables given in column 11.

It is evident that by including factor organizational climate, the contribution of variable self-esteem was brought down from 24.20 to 18.74 percent due to inter-correlation between the two

predictor variables. The standard error of multiple R was 8.85 (Column 6). Thus, nearly 68 percent of the obtained or actual Job Satisfaction scores would lie within ± 8.850 points of the Job Satisfaction score predicted with the help of these factors.

The partial regression coefficients shown in column 7 shows that when both factors self-esteem and organizational climate were included as predictor variables, then the Job Satisfaction changed by 1.202 and 0.178 points for every unit of change in Self-esteem (S.E) and organizational climate respectively. These partial regression coefficients of self-esteem and organizational climate were significant at 0.01 level, as shown in column 8. The regression equation to predict Job Satisfaction with these two factors was

$$\text{Job Satisfaction} = 28.40 + 1.55 \text{ Self-Esteem} + 1.202 \text{ Organizational Climate} \text{ ----- (2)}$$

In the third step propensity to stay at Job (P.S) variable entered as the next in most significant independent variables. The multiple 'R' with the three variables self-esteem, organizational climate and the propensity to stay at Job was 0.649 which was significant at 0.01 level ($F = 86.42$, $P < 0.01$ for 3 and 356 df). The value of R^2 (0.421) shows that 42 percent of variance on Job Satisfaction was explained by these three independent variables. Out of this variance, 15.25, 16.53, and 10.25 percent of the variance were explained by factor self-esteem, organizational climate and propensity to stay at Job respectively. It may be observed that by including factor propensity to stay at Job as one more predictor variable, the variance accounted for by factor self-esteem and organizational climate has come down from 18.74 and 18.04 to 15.25 and 16.53 respectively. The obtained partial regression coefficients with these three predictor variables indicates that change in the Job Satisfaction was by 0.979, 0.163 and 2.86 units for every unit of change in factors self-esteem, organizational climate and propensity to stay at Job respectively. The regression equation at this step was:

$$\text{Job Satisfaction} = 26.32 + 0.979 \text{ self-esteem} + 0.163 \text{ organizational climate} + 2.86 \text{ propensity to stay at Job} \text{ ----- (3)}$$

Variable of occupational Stress was entered into the multiple regression equation analysis in next. The multiple regression of 0.670 was significant at 0.01 levels. ($F = 72.34$, $P < 0.01$) for df 3.356) and R^2 was 0.449. Thus, the four factors self-esteem, organizational climate, propensity to stay at Job and the occupational stress as a combination could explain 44 percent of the variance in the Job Satisfaction. It may be seen that out of 44 percent of the predictable the contribution of each one of the predictor variable self-esteem, organizational climate, propensity to stay at Job and occupational stress were 10.97, 13.05, 10.81 and 10.06 percent respectively. The partial regression coefficients ('b') presented in column 7 shows that when the four independent variable viz., self-esteem, organizational climate, propensity to stay at Job, occupational stress were included in the multiple regression equation. The Job Satisfaction would change by 0.703, 0.128, 2.99, - 0.498 units for every units of change in the four variables respectively.

The regression equation which would predict the Job Satisfaction of the employees with 4 variables was:

$$\text{Job Satisfaction} = 46.29 + 0.703 \text{ Self-Esteem} + 0.128 \text{ Organizational Climate} + 2.99 \text{ propensity to stay at Job} - 0.498 \text{ Occupational Stress} \text{ -----} \quad (4)$$

The next variable entered into the stepwise regression equation was variable family size (F.S). The value of R and R² were 0.682 and 0.464. The variance in Job Satisfaction that could be explained with the five IV viz., Self-esteem, Organizational climate, propensity to stay at Job, occupational stress and family size (F.S) put together was 46 percent. Out of this, 11.61, 12.70, 10.76 9.34 and 2.01 percent of variance was explained by factor self-esteem, organizational climate, propensity to stay at Job, occupational stress and family size respectively. The partial regression coefficients of these five variables were significant. The prediction equation at this step was:

$$\text{Job Satisfaction} = 48.61 + 0.744 \text{ Self-esteem} + 0.126 \text{ Organizational Climate} + 2.98 \text{ propensity to stay at Job} - 0.434 \text{ occupational Stress} - 0.800 \text{ Family Size} \text{ -----} \quad (5)$$

As the partial regression coefficients of the remaining independent variable of Job Factors and the socio-economic variables were not significant even at 0.05 level, further equation for prediction of Job Satisfaction were not given. Hence, it could be concluded that the seven important factors predicted about 49 percent variance in the Job Satisfaction. The equation would be the best equation to predict Job Satisfaction of employees in BBMB by employing 15 Socio-economic and organizational status (SEOS) independent variables and other Job related factors like, organizational climate, Self-esteem, Job Stress, and Job Propensity to stay at Job.

The next important variable in the factors entered was variable of Job performance self-evaluation by employees. At this step, the value of R and R² were 0.691 and 0.477. The multiple correlation (0.691) was significant at 0.01 level (F = 53.67 for 6 and 353 df). Thus, the six independent variables viz., self-esteem, organizational climate, propensity to stay at Job, occupational stress, family size and the Job performance self evaluation as a combination could explain about 48 percent of the variance in the Job Satisfaction. It may be seen that out of 48 percent of predictable variance, the contribution of each one of the predictor variable self-esteem, organizational climate, propensity to stay at Job, Occupational stress, Family Size and Job performance self-evaluation were 10.28, 12.36, 9.80, 9.48, 1.99 and 3.88 percent respectively. The 'b' coefficients presented in column 7 shows that when the six independent variables viz., self-esteem, organizational climate, propensity to stay at job, Occupational stress, family size and Job performance self-evaluation were included in the regression analysis, the Job Satisfaction would change by 0.472, 0.419, 0.489, 0.161 and 0.324 units for every unit of change in the six variables respectively. The regression equation which would predict the Job Satisfaction of employees:

$$\text{Job Satisfaction} = 45.11 - 0.2009 \text{ Self-esteem} + 0.255 \text{ organizational climate} + 0.234 \text{ P.S.} - 0.194 \text{ (O.S)} - 0.194 \text{ family members} + 0.120 \text{ Job performance self-evaluation} \text{ ---} \quad (6)$$

The next important variable was factor occupational status. At this step, the value of R² was 0.487 indicating that all the 7 variables that entered in this step, could predict 48.7 percent of variance in the Job Satisfaction. The Multiple regression equation for prediction of Job Satisfaction with seven independent variables was:

$$\text{Job Satisfaction} = 42.06 + 0.202 \text{ Self-esteem} + 0.253 \text{ organizational climate} + 0.238 \text{ propensity to stay at job} - 0.182 \text{ job satisfaction} - 0.121 \text{ family members} + 0.115 \text{ job performance self evaluation} + 0.094 \text{ occupational status} \text{ ----} \quad (7)$$

As the partial regression coefficients of the remaining independent variable of Job Factors and the SEOS variables were not significant even at 0.05 level, further equation for prediction of Job Satisfaction were not given. Hence, it could be concluded that the seven important factors predicted about 49 percent variance in the Job Satisfaction. The equation would be the best equation to predict Job Satisfaction of employees in BBMB by employing 16. Socio economic and organizational statuses (SEOS) as independent variables and other Job related factors like, organizational climate, self-esteem, Job Stress, Job Propensity to stay at Job.

Managerial Implications on the basis of Conclusions

The conclusion may be drawn from the above results and discussion that Job Satisfaction of employees can be predicted with the help of some predictors (IV) found statistically significant. The most important contributor to Job Satisfaction in the organization are self-esteem, organizational climate, commitment to stay at Job, occupational stress, size of family, Job performance self-evaluation and the occupational status of employees in the organization. The 48.5 percent of the variance in Job satisfaction could be predicted with the help of above selected independent variable. Thus the null hypothesis (Ho) proposed in this regard may be rejected that the Job satisfaction could not be predicted with the help of independent variables.

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Table 3. Determinants to Job Satisfaction: A Multiple Regression Analysis

Step. No.	Independent variable (IV)	Multiple ‘R’ Correlation	‘F’ Value for ‘R’ (d.f.)	R ²	S.E. of R	Partial regression coefficients (b)	‘t’ value for ‘b’	Constants	Beta (β)	Correlation (r)	Percentage of variance
1.	Self Esteem (S.E.) (1)	0.492	114.26*** (1,358)	0.240	9.68	1.55	10.68***	44.50	0.492	0.492	24.20
2.	Organizational Climate (O.C) (2)	0.606	103.83 (2,357)	0.368	8.85	1.202 (1) 0.178 (2)	8.64*** 8.42***	28.40	0.381 0.372	0.492 0.485	18.74 18.04
3.	Propensity to stay at job (P.S) (3)	0.649	86.42*** (3,356)	0.421	8.48	0.979 (1) 0.163 (2) 2.867 (3)	7.05*** 8.00*** 5.74***	26.32	0.310 0.341 0.247	0.492 0.485 0.419	15.25 16.53 10.34
4.	Occupational Stress (O.S.) (4)	0.670	72.34*** (4,355)	0.449	8.29	0.703 (1) 0.129 (2) 2.99 (3) -0.498 (4)	4.67*** 5.98*** 6.33*** -4.22***	46.29	0.223 0.269 0.258 -0.208	0.492 0.485 0.419 -0.484	10.97 13.05 10.81 10.06
5.	Family size(5)	0.682	61.40*** (5,354)	0.464	8.18	0.744 (1) 0.126 (2) 2.98 (3) -0.434 (4) -0.800 (5)	4.99*** 5.91*** 6.18*** -3.94*** -3.19***	48.61	0.236 0.262 0.257 -0.193 -0.125	0.492 0.485 0.419 -0.484 -0.161	11.61 12.70 10.76 9.34 2.01
6.	Job Performance (J.P) (6)	0.691	53.67*** (6,353)	0.477	8.10	0.659 (1) 0.122 (2) 2.71 (3) -0.437 (4) -0.790 (5) 1.688 (6)	4.37*** 5.78*** 5.57*** -4.01*** -3.18*** 2.91***	45.11	0.209 0.255 0.234 -0.194 -0.124 0.120	0.492 0.485 0.419 -0.484 -0.161 0.324	10.28 12.36 9.80 9.48 1.99 3.88

7.	Occupational Status (O.S.) (7)	0.697	47.63*** (7,352)	0.485	8.04	0.636 (1) 0.121 (2) 2.77 (3) -0.409 (4) -0.773 (5) 1.612 (6) 2.78 (7)	4.24*** 5.78*** 5.72*** -3.76*** -3.13*** -2.79*** 2.39**	42.06	0.202 0.253 0.238 -0.182 -0.121 0.115 0.094	0.492 0.485 0.419 -0.489 -0.161 0.324 0.201	9.93 12.27 9.97 8.90 1.94 3.72 1.88
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(Note: As the partial regression coefficient were not significant for step 8, the further detail were not given

Source: Data collected through questionnaire.

*** Significant at 0.01 level

** Significant at 0.05 level