

# NEED FOR BETTER JOB SATISFACTION OF NURSES

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## ABSTRACT

It is the basic objective of every human being to be happy. Every person wants to be happy both at home and at his workplace. Nurses are no exceptions to this rule. Doctors and Nurses are to health care services as are the two eyes to human beings. As a matter of fact, the nurses interact more with the patients in a hospital than the doctors. A satisfied worker is motivated to put in maximum effort into any job he or she does. Likewise, only when the nurses are satisfied with their job, they will give the maximum output. In other words, for the success of healthcare services the job satisfaction of the nurses is very crucial. Hence this study. This study on job satisfaction of nurses is confined to the private hospital nurses in Coimbatore to describe the concepts and factors affecting job satisfaction; to examine the level of job satisfaction of nurses working in various private hospitals in Coimbatore; to analyze the various factors influencing job satisfaction of the nurses and to offer suggestions for improving the level of job satisfaction of nurses constituted the objectives of this study. There are 130 private hospitals in Coimbatore, more than 1000 nurses are working in these hospitals and out them 100 nurses were selected for this study using random sampling method. The study has revealed that married nurses are having better job satisfaction than those who are unmarried. Another significant finding is that nurses hailing from urban areas are more

satisfied in their jobs than those come from rural areas. Similarly, higher the educational level higher is the level of Job satisfaction. Increasing the salary and other perks of the nurses and providing them with housing facilities are some of the suggestions made to increase the level of the job satisfaction of the nurses.

## INTRODUCTION

Human being is the most privileged and complicated of all the creations of God. The human-ware in an organization is more important than the software and hardware. Men at work are not workers alone. They are basically human beings with different values, whims and fancies, likes and dislikes, choices, preferences, expectations and so on. But they all do have one expectation in common. They want to be happy not only at home but also at their place of work. Every organization must be aware of this common objective of its human resources to be happy. And to be happy man needs a sense of satisfaction at his work.

Modern management has been increasingly aware of the fact that human factor is the most important of all factors of production. It is a matter of common knowledge that every business organization depends for its effective functioning not so much on its material or financial resources but on its able, willing, skilled and knowledgeable human resources. The overwhelming importance of this factor is due to following characters. First this is the only resource,

which is able to produce an output more than its input. Man alone can produce, through motivated creativity, an output greater than the sum of his inputs. No other resources can do this. Second, this resource is animate, active, enterprising and dynamic. It is man alone who has the ability to feel, think, conceive, grow and show satisfaction or dissatisfaction, resentment or pleasure, resistance or acceptance for all types of managerial actions. All other resources are inanimate; inert and passive and do not come in the way of management all emotional problems emanate from human factors only. Third, human resources are the most complex and unpredictable in their behaviour. A manager can get his workers' time, his physical presence at a given place, buy a measured number of muscular motions per hours or day but he cannot force workers' enthusiasm, initiative, loyalty and devotion. Fourth, each individual has his own background. This makes each individual unique in his psychological framework. No two individuals have exactly similar psychological framework.

This implies that all individuals in an organization cannot be treated alike. Finally it is the only resource, which appreciates in value with the passage of time. As time passes people become more and more experienced and skilled. It is not so with other resources. which generally depreciate as time goes on. Sophocles said, "The wonder of wonder is man who has infinite capacity to think, to create, to invent, to feel, to love, to give, to skill, to respect and to hate, analyze or destroy".

Because of these traits human beings are complex in their behaviour and in their psychological make-up, and when they interact with one another in a group or as an organization, this complexity is multiplied. The performance of human beings and their behaviour engaged on a particular job is influenced by intangible, psychological and social factors, such as family breeding, education, personal likes and dislikes, emotions, job conditions, the welfare facilities and privileges available to them. While at work, recognition of their work, the wages / salaries they receive and above all job satisfaction and the material rewards, punishments they receive impact their performance. Human life is a search for satisfaction. People go to work in order to satisfy their needs and aspirations. A satisfied worker works harder in his job and when he works hard, he receives greater satisfaction and the dissatisfied workers initially express their problems through grievances and complaints. For the maintenance of industrial

peace and prospect, it is essential that greater attention is to be given to satisfy the needs of the worker.

A business can achieve success, only when the problems of dissatisfaction of workers are realized, understood and solved. Scientific instruments are used to solve as and when there are technical problems in machinery. Human problems of an organization also need scientific investigation. The management should understand their behaviour, and should know what satisfies their workers. The management must examine the nature of the needs of an employee and the causes that motivate an individual to achieve certain goals.

Nurses who work in hospitals are engaged in the process of healing the sick. In any hospital, the nurse plays a vital role for she is the one who gives care to the patient. A nurse can work with dedication only when she has peace of mind and only when she is free from all psychological barriers. Any small impact on a nurse can adversely affect the patient. Though it is the doctor who does the major work, what a nurse does is no less important. The function of a nurse involves frequent interaction with the patients and her role in restoring health and confidence of the patients is of utmost importance. The nurses require a high level of job satisfaction since they are engaged in rendering noble service that requires a satisfied mind. In this context, it is of considerable interest to study the extent of job satisfaction of nurses in private hospitals.

#### **STATEMENT OF THE PROBLEM**

The phrase "Job Satisfaction" has a great impact in organizations like hospital where the employees have high amount of interaction with their supervisors, sub-ordinates and consumers. Nurses involved in attending to sick patients have to remain satisfied so as to render a whole hearted service. It requires a sense of dedication and sacrifice. Attending to patients' necessitates much patience. Only satisfied nurses can carry out their work efficiently. If this is so,

- i. To what extent are the nurses satisfied?
- ii. What factors influence their level of satisfaction ?

In order to find solutions to these questions, the present study has been undertaken.

#### **OBJECTIVES OF THE STUDY**

The following are the specific objectives of the study.

1. To describe the concepts and factors affecting job satisfaction.
2. To examine the level of job satisfaction of

nurses working in various private hospitals in Coimbatore.

3. To analyze the various factors influencing job satisfaction of the nurses and
4. To offer suggestions for improving the level of job satisfaction of nurses.

### **METHODOLOGY**

Primary data forms the basis of the study. Interview method has been adopted for collection of data from the nurses employed in private hospitals of Coimbatore. Questions relating to the personal particulars of the nurses, employment particulars and their opinion on various factors influencing job satisfaction are included in the interview schedule. Data have been collected from the nurses by personally visiting the hospitals from June 2010 to November 2010. There are 130 hospitals in Coimbatore wherein more than 1000 nurses are working and out of them 100 nurses were selected using random sampling method. This is a study on the job satisfaction of nurses working in private hospitals functioning in Coimbatore. The data collected were entered in a master table from which a number of tables have been constructed by re-arranging and re-grouping the data. Simple percentage, average and chi-square test have been employed to analyze the data.

### **NURSING PROFESSION**

Nursing has its origin in fundamental and universal health needs. One of the most basic needs of people is healthcare, which provides comfort and support in time of sickness. This care is the primary component of nursing in every part of the world. Doctors and Nurses are to health care services as are the two eyes to human beings.

Nursing is a very important component in the delivery of health care services. The quality of nursing depends upon the job satisfaction of the nurses. Achieving high degree of nursing care is one of the major challenges facing the administrators of hospitals and other health care institutions. Nursing is a vital aspect of health care and needs to be properly organized. A nurse is in frequent contact with the patients and hence her role in the hospital assumes utmost importance. The quality of 'nursing care' and the management of the nursing staff reflect the image of the hospitals. Nursing is not a product of modern medicine in the sense that social service and dietetics are. It should be remembered that medicine and nursing have independent origins and existed as such for many centuries without much contact. Members of the family at home met the

nursing needs of the sick. It was the revolution of medicine, surgery and public health which led into a complicated technical area requiring many procedures to be performed by persons specially trained. And having understood the scientific principles, the enterprising professionals bought the two professions together. Fortunately by the time the demand became urgent, reforms in nursing were started by nurses themselves, stimulated by changing social demands and conditions.

Nursing as a profession, has made its greatest progress in countries where woman had freedom to live their own lives. The emancipation of woman is, therefore, of the utmost importance to the progress of nursing. Since independence and the setting up of India's new Constitution, giving woman equal political, economic and educational rights, large numbers of young women have been coming into the fold of nursing.

### **ANALYSIS AND INTERPRETATION OF DATA**

The results of the analysis of the collected data are presented below:

#### **TABLE 1**

It can be inferred from table 1 that 39 of the nurses hail from rural area, while 61 of the nurses reside in urban area. Thus, most of the nurses (61%) belong to urban area.

#### **TABLE 2**

From table 2 it is clear that 43 of the nurses fall below the age of 25, 37 of the nurses fall between the age of 26 - 35 and only 20 of them fall above the age of 35 years. Nearly half of the nurses (43%) are below the age of 25.

#### **TABLE 3**

It can be seen from table 3 that 50 of the nurses have studied up to SSLC, forty-five nurses have studied up to HSC and only five of the nurses have degree qualification. Nearly 50% of the nurses have studied up to SSLC.

#### **TABLE 4**

From table 4 it can be seen that 64 of the nurses are married and 36 of the nurses are unmarried. About 64% of the nurses are married.

#### **TABLE 5**

From table 5 it is clear that the income of 31 of the nurses is up to Rs.1500 per month. Forty-five of the nurses are with income ranging between Rs.1501 and Rs.2500. Twenty-four of the nurses have salary above Rs.2500 per month. Most of the nurses (45%) have their income ranging between Rs.1501 and Rs.2500.

#### **TABLE 6**

Out of 100 nurses, 45 of the nurses have an

experience of less than 10 years, 26 have a work experience between 10 and 20 years and 29 of the nurses have an experience of more than 20 years. It can be said that about 44% of the respondents have an experience below 10 years.

**TABLE 7**

Table 7 reveals that there are 39 nurses who hail from rural area. Their average satisfaction score is 40.03. Of them 51% nurses are with satisfaction score above the average and 49% nurses are with satisfaction score below the average. The satisfaction score of these nurses ranges between 34 and 50.

Sixty-one nurses live in urban area. Their average satisfaction score is 56.27. Majority of these nurses (56%) have satisfaction score above the average. The satisfaction score of the nurses ranges between 33 and 51.

It can be seen from the table that the mean score of satisfaction is the highest with those who live in urban area. Hence it can be said that those who live in urban area are more satisfied with the job.

The calculated 'F' Value (3.432652) is less than table value (3.558) at five percent level (1 and 98 degrees of freedom). This indicates that there is no significant difference between the mean satisfaction score of the two groups.

**TABLE 8**

Degrees of freedom = 2

Calculated c2 value = 0.547

Table value at five percent level = 5.991

There are 39 nurses who hail from rural area. A majority (67%) of them have medium level of job satisfaction while nurses with low and high-level job satisfaction account for 13% and 20% respectively.

There are 61 nurses who hail from rural area. A majority (61%) of them have medium level of job satisfaction while nurses with low and high-level job satisfaction account for 18% and 21% respectively.

It can be seen from the table 8 that the percentage of respondents with high level of satisfaction is high with those live in urban area. Hence it can be said that the nurses living in urban area are more satisfied with their job as compared to the nurses who live in rural area. However, as the calculated c2 value is less than the table value at five percent level, there exists no significant association between area of residence and job satisfaction.

**TABLE 9**

Table 9 reveals that there are 43 nurses who are in the age group of 0 to 25. The average satisfaction score is 43.18. Of them 49% nurses are with satisfaction score above the average and 51% nurses

are with satisfaction score below the average. The satisfaction score of these nurses ranges between 34 and 47.

In the second age group, there are 37 nurses. The average satisfaction score is 40.23. There are 46% nurses with satisfaction score below the average and the majority 54% nurses have satisfaction score below the average. The satisfaction score of these nurses ranges between 33 and 51.

In the last age group, there are 20 nurses. Their average satisfaction score is 47.72. Of these 20 nurses, 45% nurses have satisfaction score above the average. A majority of them (55%) nurses are with satisfaction score below the average. The satisfaction score of the nurses ranges between 37 and 51.

It can be seen from the table 9 that the mean score of satisfaction is the highest with those who are above the age of 35. Thus, it could be said that those who are relatively aged are more satisfied with the job. However, the calculated 'F' value is less than the table value. This indicates that there is no significant difference between the mean satisfaction score of the three age groups.

**TABLE 10**

Degrees of freedom = 4

Calculated c2 value = 7.1551

Table value at five percent level = 5.991

There are 43 nurses whose age is 25. Majority (70%) of them have medium level of job satisfaction while nurses with low and high-level job satisfaction account for 14% and 16% respectively.

There are 37 nurses whose age is between 26 and 35. Most of the nurses (40%) have medium level of job satisfaction, while nurses with low and high level of job satisfaction account for 25% and 35% respectively.

Hence, it can be concluded that nurses whose age is above 35 are more satisfied with their job as compared to nurses who have their age below 35. However, as the calculated, c2 value is more than the table value at five percent level, there exists significant relationship between the age and job satisfaction.

**TABLE 11**

Table 11 reveals that there are 50 nurses who are educated up to SSLC. The average satisfaction score is 41.13. Of them 46% nurses are with satisfaction score above the average and 54% nurses are with satisfaction score below the average. The satisfaction score of these nurses ranges below the average between 33 and 51.

Forty-five nurses have their education qualification

up to HSC. The average satisfaction score is 42.4. A majority (56%) of nurses have satisfaction score above the average and the while 44% nurses have satisfaction score below the average. The satisfaction score ranges between 34 and 50.

Five nurses have degree qualification. Their average satisfaction score is 45.38. Of them, 80% nurses are with satisfaction score above the average and only 20% nurses have satisfaction score below the average. The satisfaction score ranges between 40 and 49.

It can be seen from table 11 that as the level of education increases the Job Satisfaction score also increases. Thus, it could be said that those with higher level of education are more satisfied.

The calculated 'F' value (3.721) is less than the table value (9.488) at five percent level. This indicates that there is no significant difference in the mean satisfaction score of the three groups of nurses.

**TABLE 12**

Degrees of freedom = 4

Calculated c2 value = 15.223

Table value at five percent level = 9.488

There are 50 nurses who are educated up to SSLC. A majority (56%) of them have medium level of job satisfaction, while nurses with low and high level of job satisfaction account for 22% and 22% respectively.

There are 45 nurses who are educated up to HSC. Majority (51%) of them have medium level of job satisfaction, while nurses with low and high level of job satisfaction account for 11% and 38% respectively.

There are 5 nurses who have degree qualification. A majority (60%) of them have high level of job satisfaction, while 40% nurses are with medium level of job satisfaction.

It can be seen from table 12 that the percentage of respondents with high level of satisfaction is high with those who are educated up to a degree. Hence, it can be said that the nurses who are having degree qualification are more satisfied with their job as compared to the nurses who have education up to SSLC or HSC. However, as the calculated c2 value is more than the table at five percent level, there exists no significant relationship between education and level of level of job satisfaction.

**TABLE 13**

Table reveals that there are 64 nurses who are married. The average satisfaction score is 43.13. Of them 45% nurses are with satisfaction score above the average and 55% nurses are with satisfaction

score below the average. The satisfaction score of these nurses ranges between 37 and 48.

Thirty-six nurses are unmarried. The average satisfaction score is 44.32. A majority (69%) of nurses have satisfaction score above the average. While 31% nurses are with satisfaction score below the average. The satisfaction score of these nurses ranges between 33 and 51.

It can be seen from the table that the mean score of satisfaction is the highest with those who are unmarried. Hence, it can be concluded that nurses who are married are more satisfied with their job.

On a comparison of the calculated 'F' value (.928) with the value (1 and 98 degrees of freedom 3.558) at five percent level, it is found that the calculated value is less than the table value. This indicates the there is no significant difference in the mean satisfaction score between the two groups.

**TABLE 14**

Degrees of freedom = 2

Calculated c2 = 3.482

Table value at five percent level = 5.991

There are 64 nurses who are married. A majority (56%) of them have medium level of job satisfaction, while with low high-level satisfaction account for 19% and 25% respectively.

There are 36 nurses who are married. A majority (75%) of them have medium level of job satisfaction, while with low high-level satisfaction account for 11% and 14% respectively.

It can be seen from table 14 that the percentage of respondents with high-level satisfaction is high with those who are married. Hence, it can be said that nurses who are married are more satisfied with their job as compared to nurses who are unmarried. However, as the calculated c2 value is less than the table value at five percent level, there exist no significant relationship between marital status and level of job satisfaction.

**TABLE 15**

Table 15 reveals that there are 31 nurses whose salary falls within Rs.1500 per month. The average satisfaction score is 43.12. Of them 48% nurses are with satisfaction score above the average and 52% nurses are with satisfaction score below the average. The satisfaction score of these nurses ranges between 33 and 40.

Forty five nurses have their salary ranging between Rs.1501 and Rs.2500. The average satisfaction Score is 40.36. Majority 53% nurses have satisfaction score above the average while 47% nurses are with satisfaction score below the average. The satisfaction

score of these nurses ranges between 34 and 5.

Twenty four nurses have their salary above Rs.2500 per month. Their average satisfaction score is 4.78. Of them 50% nurses have satisfaction score above the average and the while 50% nurses have satisfaction score below the average. The satisfaction score of these nurses ranges between 35 and 51.

It can be seen from the table that the mean score of satisfaction is the highest with those who have salary above Rs.2500. Hence, it can be said that those having salary above Rs.2500 are more satisfied with the job.

The calculated 'F' value (1.628) when compared with the table value (2 and 97 of 2.717) at five percent level is found to be less than the table value. This indicates that there is no significant difference in the mean satisfaction score of the three monthly income groups.

#### **TABLE 16**

Degrees of freedom = 4

Calculated c2 value = 0.532

Table value at 5% level = 9.488

There are 31 nurses whose salary falls within Rs.1500. Majority (65%) of them have medium level of job satisfaction while nurses with low and high level of job satisfaction account for 16% and 19% respectively.

There are 45 nurses whose salary ranges between Rs.1500 and Rs.2500. Majority (62%) of them have medium level of job satisfaction while nurses with low and high level of job satisfaction account for 18% and 20% respectively.

There are 24 nurses whose salary is above Rs.2500. Majority (63%) of them have medium level of job satisfaction while nurses with low and high level of job satisfaction account for 13% and 24% respectively.

It can be seen from Table 16 that percentage of nurses with high level of satisfaction is high with those who have salary above Rs.2500. Hence, it can be said that nurses having salary above Rs.2500 per month are more satisfied with their job as compared to nurses who draw salary less than Rs.1500 and Rs.1500 to Rs.2500. However, as the calculated c2 value is less than the table value at five percent level, there exists no significant relationship between salary and job satisfaction.

#### **SUGGESTIONS TO IMPROVE JOB SATISFACTION**

Nursing is a very important component in the delivery of health care service. Based on the findings following suggestions are made to enhance the level

of job satisfaction of the nurse.

1. Most of the nurses feel their salary is low. Hence, their salary may be increased suitably so that a better job satisfaction may be achieved.
2. Most of the nurses have stated that are not provided with any of the allowances. Hence, they may be provided with allowances.
3. Most of the hospitals do not provide housing facilities to the nurses. Hence, for increasing the level of job satisfaction of nurses, housing facilities may be provided to them.
4. Most of the nurses feel that they work for more number of hours when compared to employees working in other organizations. Hence, the working hours may be reduced to increase the level of job satisfaction.

#### **CONCLUSION**

In any hospital, the nurses play a vital role for she is the one who gives care to the patient. The nurses require high level of job satisfaction since they are engaged in lending a noble service that requires a satisfied mind. It is the employer who should assure that most of the requirements of the nurses are met. It will contribute to job satisfaction of the nurses. The researcher may feel rewarded if the suggestions are taken care of by the hospitals so as to enhance the job satisfaction of the nurses.

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**TABLE 1**  
**AREA - WISE CLASSIFICATION OF NURSES**

Sl. No.	AREA - OF RESIDENCE	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Rural	39	39
2.	Urban	61	61
	<b>TOTAL</b>	<b>100</b>	<b>100</b>

**TABLE 2**  
**AGE - WISE CLASSIFICATION OF NURSES**

Sl. No.	AGE GROUP	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Up to 25 years	43	43
2.	26 to 35 years	37	37
3.	Above 35 years	20	20
	<b>TOTAL</b>	<b>100</b>	<b>100</b>

**TABLE 3**  
**EDUCATIONAL QUALIFICATION OF NURSES**

Sl. No.	EDUCATIONAL QUALIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
1.	SSLC	50	50
2.	HSC	45	45
3.	Degree	5	5
	<b>TOTAL</b>	<b>100</b>	<b>100</b>

**TABLE 4**  
**MARITAL STATUS OF NURSE**

Sl. No.	MARITAL STATUS	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Married	64	64
2.	Unmarried	36	36
	<b>TOTAL</b>	<b>100</b>	<b>100</b>

**TABLE 5**  
**RESPONDENTS OPINION ABOUT SALARY**

Sl. No.	SALARY	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Up to Rs.1500	31	31
2.	Rs.1501 to 2500	45	45
3.	Above Rs.2500	24	24
	<b>TOTAL</b>	<b>100</b>	<b>100</b>

**TABLE 6  
EXPERIENCE OF NURSES**

Sl. No.	EXPERIENCE	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Up to 10 years	45	45
2.	11 to 20 years	26	26
3.	Above 20 years	29	29
	<b>TOTAL</b>	<b>100</b>	<b>100</b>

**TABLE 7  
AREA OF RESIDENCE AND SATISFACTION SCORE**

Area of Residence	Total	Mean Satisfaction	Above average	Below Average	Range	'F' Value
Rural	39	40.03	20 (51%)	19 (49%)	34 - 50	3.43265
Urban	61	56.27	34 (56%)	27 (44%)	33 - 51	
<b>Total</b>	<b>100</b>	<b>45.21</b>	<b>44</b>	<b>56</b>	<b>33.51</b>	

**TABLE 8  
AREA OF RESIDENCE AND LEVEL OF SATISFACTION**

Area of Residence	Level of Satisfaction			Total
	Low	Medium	High	
Rural	5 (13%)	26 (67%)	0 (20%)	<b>39 (100%)</b>
Urban	11 (18%)	37 (67%)	13 (21%)	<b>61 (100%)</b>
<b>Total</b>	<b>16</b>	<b>63</b>	<b>21</b>	<b>100</b>

**TABLE 9  
AGE GROUP AND SATISFACTION**

Age Group	Total	Mean satisfaction	Above Average	Below Average	range	'F' Value
Upto 25 years	43	43.18	21(49%)	22 (51%)	34 - 47	1 - 734
26-35 years	37	40.23	17 (46%)	20 (54%)	33 - 51	
Above 35 years	20	44.72	9 (45%)	11 (55%)	37 - 51	
<b>Total</b>	<b>100</b>	<b>45.21</b>	<b>44</b>	<b>56</b>	<b>33 - 51</b>	

**TABLE 10  
AGE AND LEVEL OF SATISFACTION**

Age Group	Level of Satisfaction			Total
	Low	Medium	High	
Up to 25 years	06 (14%)	30 (70%)	07 (16%)	<b>43 (100%)</b>
26-35 years	05 (14%)	21 (57%)	11 (29%)	<b>37 (100%)</b>
Above 35 years	05 (25%)	08 (40%)	07 (35%)	<b>20 (100%)</b>
<b>Total</b>	<b>16</b>	<b>63</b>	<b>21</b>	<b>100</b>

**TABLE 11  
EDUCATION AND SATISFACTION SCORE**

Education	Total	Mean satisfaction	Above average	Below average	Range	'F' value
Up to SSLC	50	41.13	23 (46%)	27 (54%)	33 - 51	3.721
HSC	45	42.26	25 (56%)	20 (44%)	34 - 50	
Degree	5	45.38	4 (80%)	1 (20%)	40 - 49	
<b>Total</b>	<b>100</b>	<b>45.21</b>	<b>44</b>	<b>56</b>	<b>33 - 51</b>	

**TABLE 12**  
**EDUCATIONAL QUALIFICATION AND LEVEL OF JOB SATISFACTION**

Education	Level of Satisfaction			Total
	Low	Medium	High	
Up to SSLC	11 (22%)	38 (56%)	11 (22%)	<b>50 (100%)</b>
HSC	5 (22%)	23 (51%)	17 (38%)	<b>45 (100%)</b>
Degree	0	2 (40%)	3 (60%)	<b>5 (100%)</b>
<b>Total</b>	<b>16</b>	<b>63</b>	<b>21</b>	<b>100</b>

**TABLE 13**  
**MARITAL STATUS AND SATISFACTION SCORE**

Marital Status	Total	Mean satisfaction	Above Average	Below Average	Range	'F' Value
Married	64	43.13	29 (45%)	35 (55%)	37 – 48	
Unmarried	36	44.32	25 (69%)	11 (31%)	33 – 51	
<b>Total</b>	<b>100</b>	<b>45.21</b>	<b>44</b>	<b>56</b>	<b>33 – 51</b>	

**TABLE 14**  
**MARITAL STATUS AND LEVEL OF JOB SATISFACTION**

Marital status	Level of Satisfaction			Total
	Low	Medium	High	
Married	12 (19%)	36 (56%)	16 (25%)	<b>64 (100%)</b>
Unmarried	4 (11%)	27 (75%)	05 (14%)	<b>36 (100%)</b>
<b>Total</b>	<b>16</b>	<b>63</b>	<b>21</b>	<b>100</b>

**TABLE 15**  
**SALARY AND SATISFACTION SCORE**

Monthly Income	Total	Mean satisfaction	Above Average	Below average	Range	'F' Value
Up to Rs.1,500	31	43.12	16 (52%)	16 (52%)	33 – 40	
Rs.1501 to 2500	45	40.36	21 (53%)	21 (47%)	34 – 50	
Above Rs.2500	24	44.78	12 (50%)	12 (50%)	35 – 51	
<b>Total</b>	<b>100</b>	<b>45.21</b>	<b>44</b>	<b>56</b>	<b>33 – 51</b>	<b>1.628</b>

**TABLE 16**  
**SALARY AND LEVEL OF JOB SATISFACTION**

Monthly Income	Level of Satisfaction			Total
	Low	Medium	High	
Up to Rs.1500	5 (16%)	20 (65%)	6 (19%)	<b>31 (100%)</b>
Rs.1501 to 2500	8 (18%)	28 (62%)	2 (20%)	<b>45 (100%)</b>
Above Rs.2500	3 (13%)	15 (63%)	6 (24%)	<b>24 (100%)</b>
<b>Total</b>	<b>16</b>	<b>63</b>	<b>21</b>	<b>100</b>