

# Indian Journal of Psychological Science

*Internationally  
Indexed, Refereed and Peer Reviewed*

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**UGC Approved: Emerging Sources Citation Index:**

<https://mjl.clarivate.com:/search-results?issn=0976-9218>

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The official organ of:



**National Association of Psychological Science (Regd)**

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## JOB SATISFACTION AMONG CIVIL SERVICE OFFICERS OF ASSAM

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**ABSTRACT**

*Everyone aspires to get into their dream job and getting into the civil services is the dream of many such aspirants. The civil services have undergone a sea change over the years which has put new pressure and responsibilities in front of the civil service officers. The civil service officers serve as a connecting bridge between the government and the public. Every year many aspirants appear and get recruited in the civil services. They have many dreams, emotions and expectations attached with the job. However, the discrepancy between their expectations and the realities of the service life leads to variation in their levels of Job Satisfaction along with their emotions attached to their job. The purpose of the present study is to study Job Satisfaction in the civil service officers of Assam serving at different hierarchies based on the length of the service. A sample of 210 participants was taken for the study. Job satisfaction was measured using a psychometric tool. The results highlighted that Job satisfaction varied across hierarchy such that Senior Grade I have the highest level of Job Satisfaction followed by Senior Grade II and junior grade have the lowest level of Job satisfaction. The obtained difference is significant at .01 levels. Finally; few intervention techniques have been suggested along with implications to enable further research.*

**Keywords:** Job satisfaction, civil service officers, hierarchies

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**INTRODUCTION**

Job Satisfaction in this study refers to the overall satisfaction attached with one's job. According to Vroom 1964, Job satisfaction is "A worker's positive or negative emotional reaction to his/her role at work or in work related matters". A very widely accepted research definition of Job satisfaction was proposed by Locke in 1976 who defined it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" Spector 2000 defines job satisfaction as the measurement in which people are satisfied or dissatisfied with their work or with various aspects of it. Another definition given by Hellriegel, Slocum & Woodman, cited in Zlate (2007) states that satisfaction is a pleasant emotional state resulting from the exercise of professional experience. The term Job satisfaction was brought to limelight by Hoppock (1935). Hoppock described job satisfaction as, "any combination of psychological, physiological and environmental circumstances that cause any person truthfully to say I am satisfied with my job." Job satisfaction is the

culmination of a person's thoughts and feelings about their current position. People's levels of job satisfaction might range from extremely satisfied to extremely dissatisfied. Job satisfaction can therefore be considered as one of the major factors when it comes to efficiency and effectiveness of an organization. There are various theories of job satisfaction such as Herzberg's two factor theory, which argues that there are two factors that organisation can adjust to influence motivation at workplace. These factors are divided as Motivators and Hygiene Factors. The Motivators are those factors which encourages an employee to work harder. Whereas, Hygiene factors are those which represent tangible basic needs such as absence of this will lead to job dissatisfaction.

**Significance of the study**

The present study aims to see job satisfaction in the civil service officers of Assam serving at different hierarchies based on the length of the service. The multifaceted and uncertain

pattern of work leaves them under lot of stress thus affecting their level of job

satisfaction and thus affecting the level of wellbeing. Unfortunately, not many studies have been done on Job Satisfaction on Assam Civil Service Officers. The study will highlight on the job satisfaction level of the civil service officers of Assam which has an implication on overall productivity of the organisation thus leading to a better workforce and effective performance.

## METHOD

### *Sample:*

The participants of the present study are Assam Civil Service Officers. Total sample size taken for this study is 210 comprising of 90 Junior grade officers, 80 Senior grade II officers and 40 Senior grade I officers. Probability Sampling Method was used for the study. Proportionate Stratified Random Sampling Technique was used.

### *Research design*

The present study is exploratory research where a study is done to see the level of Job satisfaction in the different hierarchies of civil service officers depending on the hierarchy and of the service. Psychological questionnaires were used to assess the level of Job satisfaction.

### *Tools Use:*

Data collection was done using Questionnaires. Personal Information Schedule (PIS) was prepared to collect information related to demographic variables such as name, age, gender, service, batch, cadre, place of posting, department, designation etc. It is a self-designed information schedule. Job Satisfaction Scale-developed by B.L.Dubey, K.K.Uppal, S.K. Verma, C.K.Maini (1989) was used. It is a five-point scale comprising twenty-five items. This 25 items scale measures level of

job satisfaction in an employee. Reliability: test retest is 0.64, split half reliability coefficient is 0.72 and intrinsic validity score of .80

### *Procedure:*

The participants were selected all over Assam through Probability Random sampling method. Personal interview was conducted and Questionnaires were administered to the participants. Sample size comprised of 210 participants. For data collection the investigator explained the purpose of the study to the participants. Data was collected through personal meeting. The investigator assured them that their responses would be kept strictly confidential and would be utilized for the research purpose only after which the data was collected individually and was analysed later. Data was analysed using statistical analysis. Hypothesis was formulated as mentioned below:

HO: There is a significant difference in the Job Satisfaction levels of civil service officers of Assam serving at three different levels of hierarchy based on the length of the service.

### *Statistical Analysis:*

Quantitative Analysis was done on the data obtained. The raw scores obtained from the data was entered into the excel sheet and SPSS-16 version software was thereafter used for Statistical Analysis. Then on, inferential statistics was used for comparison of means across different lengths of service through Analysis of Variance (ANOVA). In addition, the qualitative data generated was analysed using coding and thematic analysis.

## RESULTS

The comparison of Job satisfaction across three lengths of service using One -way analysis of variance ANOVA yielded a significant difference between the mean score of officers belonging to each of the three hierarchies as depicted in the table below:

**1: Comparison on the basis of length of service: Job Satisfaction**

Variable	Length of Service	N	Mean	Std. Deviation	F value	Sig
<b>Job Satisfaction</b>	Junior Grade	90	71.5222	3.17373	86.736	.000
	Senior Grade II	80	78.3375	6.60446		
	Senior Grade I	40	84.8750	6.60446		
	Total	210	76.6619	7.45801		

Significant level is at 1%

The difference in Job satisfaction is significant at 1% level. Senior grade I have the highest level of Job satisfaction with a mean score of 84.87, followed by Senior Grade II with a mean score of 78.33 followed by Junior Grade with a mean of 71.52. F value is 86.73 P value is .000.

**Table 2 Post Hoc Analysis**

Dependent Variable	Hierarchy (I)	Hierarchy(J)	Mean Difference (I-J)	Std Error	Sig
Total JS	Junior Grade	Senior Grade II	-6.81528	.84936	.000**
		Senior Grade I	-13.35278	1.05040	.000**
	Senior Grade - II	Senior Grade - I	-6.53750	1.07041	.000**

Table 2 shows the post hoc analysis of Job Satisfaction amongst the three hierarchies. In the post Hoc analysis it is found that there is significant difference at 1 % level in junior grade with senior grade I and Senior Grade II. Also, significant difference is seen between Senior Grade II and Senior Grade I at 1 % level.

Content analysis was done of the data received from semi structured interview. The following themes emerged namely excessive workload, pressure from various groups, poor work life balance, uncertain pattern of work.

**DISCUSSION**

The aim of the present study is to see

The difference in the Job Satisfaction levels of civil service officers of Assam serving at three different levels of hierarchy based on the length of the service. The hypothesis was made on the premise that as the officers' progress in the hierarchies there would be difference in the level of Job satisfaction as found reflected in our study. It is found that there is a significant difference in the mean score of officers belonging to each of the three categories such that Senior grade I (more than 20 years ) have the highest level of Job satisfaction as compared to the

Junior Grade (less than 10 years) and Senior Grade II (more than 10 years) officers. This could be because the Senior Grade I officers have served for long tenure (more

than 20 years) in the service which has led to increased sense of satisfaction due to increased experience and heightened sense of recognition over time. As one progresses in the hierarchy they are used to the system and the way it functions. Moreover, power and autonomy further increase as one reaches higher position in the service. With higher position comes heightened sense of fulfilment as they experience better work force coordination as compared to officers belonging to Senior Grade II and Junior Grade I level of hierarchy who are in a lower position comparatively. These findings are well-supported by the results from qualitative research. The respondents belonging to long service revealed that they are quite happy with their jobs. Job satisfaction exhibited by medium and short service officers was significantly lower than the long service officers. It could be reasoned that there are a number of problems and challenges faced by the civil servants, especially at the junior and medium level, which results in a decline of job satisfaction. A major problem faced by the civil servants is political interference and manipulation which acts as a hindrance to the officers serving at the lower and medium level. A number of research studies have validated this. For example, Sekar (2015) observed that the politicians manipulate the officers any which way suiting their needs. He stated that "If the policy is success, the minister takes the credit, if the policy is failure; the minister takes the opportunity to protect himself and blame the officer concerned who executes it... Today not many civil servants would air their disagreement to the minister". Apart from political pressures, the civil servants are also under pressure from media and public. If they are presented in the negative light by them, it results in the dissatisfaction with job. With the advent of information technology, it is

very easy to share information without verifying its veracity. The Right to Information (RTI) Act, 2005 mandates for the ready sharing of information with the public which also puts pressure on the civil servants to be extra careful with their work. As a result of their fear of being misquoted or framed wrongly, officers choose to not take action and restrict their work (Rajkhowa, 2002). Krishna (2010) also cited salary as a factor which has a role to play in the level of Job satisfaction.

### **CONCLUSION AND IMPLICATIONS**

The present study has revealed a number of important findings with regard to the complex and challenging nature of Job profile of the bureaucrats. The study dealt with how levels of Job Satisfaction vary in the civil service officers of Assam depending on the length of service. The results have thrown light on the fact that job satisfaction varies with the level of hierarchy in the service. It has highlighted on how increased hierarchy leads to higher Job Satisfaction. The varied factors responsible for the increase in job satisfaction in the senior Grade I is because of more experience, expertise, heightened sense of recognition, status, power and sense of belonging as compared to the junior grade officers. Factors such as technological advancement, information overload, demands for increased productivity, severe rivalry, and an unclear future, the workplace has turned into a cause of extreme stress. So as to keep pace with this competitive world, employees in the work place spend most of their time striving to meet their job obligations hence ignoring the "stressors" that have adverse effects on their domestic, social and personal life. The demands of the workplace may be detrimental to the employee's physical and mental health. Numerous studies have demonstrated that experiencing occupational stress can have a variety of detrimental effects on both the individual and the company thus affecting job satisfaction. This study will be useful in finding out the various ways of mitigating Job stress with regard to the complex and challenging nature of the job

of bureaucrats. The study will also help in finding out the measures of reducing occupational stress and enhancing their job satisfaction which would ultimately result in a better job performance in the future.

### **Limitations**

The study consisted of only Assam Civil

Service officers. Intervention programs were not used for this study.

### **Conflict of Interest:**

The author declared no conflict of interest.

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