

# Exploring Job Satisfaction in India using Paycheck India Survey Data

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**WageIndicator.org**

## About Paycheck India

[Paycheck India](#) a research initiative at [Indian Institute of Management Ahmedabad](#) is part of [WageIndicator](#), an organization that collects and shares data about wages/salary, labour law and career in more than 70 countries. Paycheck India aims to bring transparency in the labour market by providing salary predictions for 1600 occupations in India through its Salary Checker, regular updates on state wise minimum wages, living wage calculation, public sector wages, labour laws and career advice.

## About WageIndicator Foundation

The WageIndicator concept is owned by the WageIndicator Foundation, a non-profit organization. Its Supervisory Board is chaired by the University of Amsterdam/Amsterdam Institute of Advanced labour Studies, the Dutch Confederation of Trade Unions (FNV) and LinkedIn. Started in 2000, the WageIndicator operates globally through a network of associated, yet independent, regional and national partner organisations. These include universities (Harvard Law School, Renmin University, Beijing, Macquarie University, Sydney), media houses (Monster, UOL, Yellow pages, Zhaopin.com), trade unions (Confederation of Dutch Trade Unions - FNV, International trade Union Confederation (ITUC), Hind Mazdoor Sabha (HMS), Trade Union Congress (TUC)), employers' organisations and individual (legal, internet, media) specialists, with whom the WageIndicator engages in long-lasting relationships. The WageIndicator Foundation has offices in Amsterdam (where it is headquartered), Ahmedabad, Bratislava, Buenos Aires, Cape Town, Maputo, and Minsk. There are WageIndicator websites for 78 countries which gives country specific information on [Minimum Wages](#), [Living Wages](#), [wages by occupation](#), [Collective Bargaining Agreements \(CBA\)](#), and Labour Laws. This report has been prepared by the Indian Regional Office of the WageIndicator Foundation and the Indian Institute of Management, Ahmedabad.

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## Acknowledgement

We would like to acknowledge the following individuals who contributed to the completion of the Job Satisfaction in India: Paycheck India Survey (2013).

1. CNV International
2. Kea Tijdens and Maarten van Klaveren, University of Amsterdam / Institute of Advanced Labour Studies (AIAS)
3. Paulien Osse, Director, WageIndicator Foundation
4. Dirk Dragstra, Editor and Dep. Director, WageIndicator Foundation.
5. Brian Fabo, Data/Survey Manager, WageIndicator Foundation
6. Khushi Mehta, Regional Manager, WageIndicator Foundation
7. Disha Sahgal, Member, Paycheck India
8. Priyanka Ghosh, Editor, Paycheck India
9. Gaurav Singh, Member, Paycheck India

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## Table of contents

Executive summary	1
1 Introduction	3
1.1 Definition	3
1.2 Literature Review	3
2 Survey Design and Data Collection	6
2.1 Background	6
2.2 Survey Design	6
2.3 Data Collection	7
3 Analysis of Satisfaction with Job: Single Variable	8
3.1 Background	8
3.2 Satisfaction with Job, Pay, Contract and Job Security	8
3.3 Satisfaction with Approach to Pay, Allowances and Welfare Provisions	10
3.4 Satisfaction with Relationship with Colleagues at Work, Relationship with Superiors at Work and Work Environment	11
3.5 Satisfaction with Working Hours and Commuting Time	12
3.6 Satisfaction with Household Income and Combination of Work and Family	13
4 Analysis of Satisfaction with Job: Multivariate	15
4.1 Background	15
4.2 Satisfaction with Job and Age-group of the respondents	15
4.3 Satisfaction with Job and Gender of the respondents	16
4.4 Satisfaction with Job and Marital Status of the respondents	17
4.5 Satisfaction with Job of respondents who have Children and Expect to have Children in Future	17
4.6 Satisfaction with Job and Sector - Public Sector or Private Sector	18
4.7 Satisfaction with Job and Job Level matching with Education Level	19
4.8 Satisfaction with Job and Position in Occupational Hierarchy	20
4.9 Satisfaction with Job and Commuting Time to Work Place	20
4.10 Satisfaction with Job and Working Regularly on Saturdays, Sundays and in the Evenings	21
5 Conclusion	24
5.1 Implications:	27
References	28

## Table of Graphs

Table 4.1	Satisfaction with Job and Age-group of the respondents.....	16
Table 4.2	Satisfaction with Job and Gender of the respondents .....	17
Table 4.3	Satisfaction with Job and Marital Status of the respondents .....	17
Table 4.4	Satisfaction with Job of Employees who have Children and Expect to have Children in Future .....	18
Table 4.5	Satisfaction with Job and Sector - Public Sector or Private Sector .....	19
Table 4.6	Satisfaction with Job and Job Level matching with Education Level.....	20
Table 4.7	Satisfaction with Job and Position in Occupational Hierarchy .....	22
Table 4.8	Satisfaction with Job and Commuting Time to Work Place.....	22
Table 4.9	Satisfaction with Job and Working regularly on Saturdays, Sundays and Evenings .....	23
Table 5.1	A Summary of Analysis of Satisfaction with Job: Single Variable .....	25
Table 5.2	A Profile of an Indian Employee .....	26

## Executive summary

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Performance at a workplace can often be directly linked to satisfaction with job<sup>1</sup>. It is well known fact that the more satisfied an employee feels, greater will be his productivity. Thus, factors affecting satisfaction with job are of prime importance.

In this research paper, we try to analyse the factors that affect satisfaction within a workplace. This paper uses data gathered by Paycheck India through an online questionnaire over a period of four years (2009-12)<sup>2</sup>. The Paycheck India project is a part of WageIndicator Foundation. The primary objective of WageIndicator's survey is to enhance *"labour market transparency for the benefit of all employers, employees and workers worldwide by sharing and comparing information on wages."* WageIndicator believes that information and knowledge about labour market helps individuals make informed decisions regarding their professional life. This results in happier working life, which can be seen through job satisfaction measurement (WageIndicator, 2013). Thus, the aim of this paper is to assess various factors affecting satisfaction with job.

In our assessment, we found that satisfaction with job can be derived from four broad aspects: Job-related factors (Satisfaction with the Job, Pay, Contract and Job Security), Payment factors (Satisfaction with Approach to Pay, Allowances and Welfare Provisions), Relationship factors (Satisfaction with relationship with Colleagues, Relationship with Supervisors and Work Environment), Time factors (Satisfaction with Working Hours and Commuting Time) and Family factors (Satisfaction with Family Income and Combination of Work and Family).

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<sup>1</sup> Disclaimer: Job satisfaction is a behavioural expression and is very commonly found in literature pertaining to determinants of job satisfaction. This study based is based on data collected by Paycheck.in does not capture the behavioural aspect. Paycheck.in measures the degree or the extent the respondents (employees) are satisfied with their job. Hence, the term satisfaction with job will be used in the paper for information gathered by Paycheck.in survey.

<sup>2</sup> WageIndicator started Paycheck India Project in association with IIMA in 2006 to collect salary data. But information regarding job satisfaction was collected from year 2009 onwards. In 2013, some changes have been in the Data Policy of WageIndicator. This was done in order to get better outcomes. Hence, the outcomes of 2013 have not been considered for this study.

In order to assess the topic of satisfaction with job holistically, apart from these front line factors, we have also attempted to analyse external factors that might equally impact satisfaction with job. These factors include age, gender, marital status and whether the employee has children or expects to have children in the future. These variables are not influenced by the employer. Job satisfaction is also compared to workplace factors such as the sector one is employed in, employee's job level (role) matching education level and the position of the employee in the occupational hierarchy. This paper has also considered time-related factors such as the time taken for an employee to commute to work place and also whether the employee is required to work regularly on Saturdays or in the evening on weekdays. The main objective of this paper is to build the profile of an Indian employee who is satisfied with job and compare it to the profile of someone who is not. Factor

# 1 Introduction

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## 1.1 Definition

Job satisfaction<sup>3</sup> simply is a measure of how content an employee is with the job. It is the degree of emotional attachment/detachment one has with the job as well as the extent of satisfaction derived from the job. Some important factors that affect job satisfaction are work, pay, benefits, hours of work, commuting time, experience gained, knowledge received, etc. Job satisfaction is derived from the difference between what the job rewards and what an employee expects as reward. Thus, a worker's attitude is directly linked to job satisfaction.

## 1.2 Literature Review

The earliest works on job satisfaction attempted to figure out ways and techniques to increase productivity in employees. Elton Mayo and Fritz Roethlisberger (1927) are famous for the studies on Hawthorne effect. They studied the effects of the external environment and relations with co-workers on productivity and proved that these had a substantial impact on productivity. Roethlisberger (1939) correlated satisfaction in a worker as to the work environment. According to him, it is analogous to how a living organism is related to its habitat/physical environment.

Job satisfaction is an old concept and its early conception began with conceptualizing what satisfaction is. Until late 1950s, the degree of job satisfaction was measured in terms of meeting workers' needs and expectations and the degree of fulfilment workers enjoyed as a result. It also took into account the work environment and its influence on job satisfaction (Locke, 1969).

Schaffer (1953) framed satisfaction as a function of needs and outcomes. Rosen and Rosen (1955) conceptualized it as the discrepancy between

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<sup>3</sup> Refer to foot note no.1.



precepts and values. Morse (1953) and Porter (1962) said that the extent of job satisfaction is perceived as the extent to which needs are fulfilled (Locke, 1969).

Herzberg (1966) argued that variables intrinsic to a job like its content, accomplishments, etc., can only cause job satisfaction and not dissatisfaction. While attributes extrinsic to a job such as company, policies, repute, etc., can often lead to dissatisfaction and not the contrary. Ewen et al (1966), Hulin and Smith (1967), Graen and Hulin (1968), Wernimont (1966) disproved his theory, showing contradictory results (Locke, 1969). Ewen (1967) pointed out the difficulty in summing up overall job satisfaction as a result of different variables. And thus, the variables can be weighed according to their importance. Recent studies have shown that satisfaction and performance relationship is unauthentic (Bowling, 2007).

Authentic job satisfaction studies for Indian labour market have been limited. One of the main reasons for this has been lack of reliable and sufficient data to draw conclusions. Again, these studies have been sector specific or area specific. An overall Indian picture is not available. A comparative study of public sector bank employees and private sector bank employees revealed that, private sector employees *had "greater satisfaction with pay, social and growth aspects of jobs"*. Whereas, the public sector bank employees had greater satisfaction in terms of job security (Shrivastava&Purang, 2009). A regional study conducted on Indian restaurant employees found a positive relationship between *"employee perceived empowerment and employee perceived job satisfaction"* (Gill, Flaschner, Shah, & Bhutani, 2010). Another regional study of the banking sector in India suggests that pay and promotion are central for job satisfaction in commercial banks. Supervisory behaviour and work-environment also plays an important role in determining satisfaction level (Sowmya&Panchanatham, 2011). A job satisfaction study conducted at Engineers India Limited, discloses that employees these days

are not only concerned with monetary rewards, but also gives importance to *"work-related and non-work related aspects"* of the job (Kumari, Bahuguna, & Pandey, 2012). A sectoral study of employee job satisfaction for employees in automotive industries in India reveals that the job satisfaction level of employees is at medium level and *"employee empowerment, employee compensation, teamwork and management leadership are significantly positive predictors of employee job satisfaction"* (Swarnaltha & Sureshkrishna, 2012).

## 2 Survey Design and Data Collection<sup>4</sup>

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### 2.1 Background

The study of subjective well-being is open to building different indicators for different facets of life (Frey & Stutzer, 2010). Though this area of research examines and explores the role of work conditions in job satisfaction models, it has neglected the importance of *“work related variables in other domains of subjective well-being”*. Especially in developed parts of the world, it is found that an employed individual spends almost 1/3<sup>rd</sup> of his time at workplace. This in fact, increases the importance of evaluating the subjective well-being indicators. (Guzi & Pedraza, 2013).

### 2.2 Survey Design<sup>5</sup>

This paper uses survey data of individuals from India. The data has been collected from the continuous and voluntary Paycheck India web survey ([www.paycheck.in](http://www.paycheck.in)) that is posted in [English](#) and [Hindi](#). The questionnaire is uploaded on the website and the survey is answered in a process of non-controlled self-selection, whereby some individuals complete the questionnaire others don't. *“The survey has detailed questions about earnings, benefits, working conditions and employment contracts, as well as questions about education, occupation, industry and household characteristics. More importantly, the survey includes questions inquiring about the level of satisfaction in different domains such as life, job and the combination of family and work. Detailed information about WageIndicator project, the web survey, the questionnaire and a description of variables can be found on WageIndicator website”* (Tijdens, Zijl, Klaveren, & Steinmetz, 2010) (Guzi & Pedraza, 2013).

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<sup>4</sup> This section “Survey Design and Data Collection” is same for all the papers that used Paycheck.in Salary data. This section describes the methodology of survey and data collection <http://www.paycheck.in/main/career-tips/research-publication>

<sup>5</sup> Retrieved from [WageIndicator Publication](#) on 21st April, 2012.

In 2000, the WageIndicator project ([www.wageindicator.org](http://www.wageindicator.org)) started as a paper-pencil survey for establishing a website with salary information for women's occupation in Netherlands. By mid-2011, it developed into an online data collection tool hosted in over 70 national websites with job-related content, labour law and minimum wage information, collective bargaining agreements, public sector wages, and a free and crowd-pulling [salary checker](#) presenting average wages for occupations. WageIndicator project is assisted by world-renowned universities, trade unions and employer's organization. It's international staff consists of some 100 specialists worldwide

Being an online volunteer survey, the data is biased towards those people who have access to the internet and are inclined to complete the questionnaire. Because of this limitation, the data captures only the organised sector in India.

### 2.3 Data Collection

The data for this survey was collected through an online survey questionnaire by the WageIndicator's Indian website, [Paycheck India](#). A total of 13,205 people (10,996 males and 2,209 females) from across India responded by completing the online questionnaire over four years 2009-12. These included both male and female respondents from different age groups, varied industries, and various hierarchical positions in their respective occupations. All variables have been measured using 5 point Likert scale.<sup>6</sup>

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<sup>6</sup>Likert scale Definition:

*"A psychometric response scale primarily used in questionnaires to obtain participant's preferences or degree of agreement with a statement or set of statements. Likert scales are a non-comparative scaling technique and are unidimensional (only measure a single trait) in nature. Respondents are asked to indicate their level of agreement with a given statement by way of an ordinal scale"*(Bertram, 2006).

Our survey uses a 5 point Likert scale ranging from "Highly Satisfied" on end to "Highly Dissatisfied" on the other with "Neutral" in the middle.

## 3 Analysis of Satisfaction with Job: Single Variable

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### 3.1 Background

In this section, an attempt has been made to analyse Paycheck data with respect to satisfaction with job<sup>7</sup> over time. For this purpose, the job satisfaction factors have been divided into five groups:

1. Job-related factors: Satisfaction with job, pay, contract and job security
2. Payment factors: Satisfaction with approach to pay, allowances and welfare provisions
3. Relationship factors: Satisfaction with relationship with colleagues, relationship with supervisors and work environment
4. Time factors: Satisfaction with working hours and commuting time
5. Family factors: Satisfaction with family income and combination of work and family

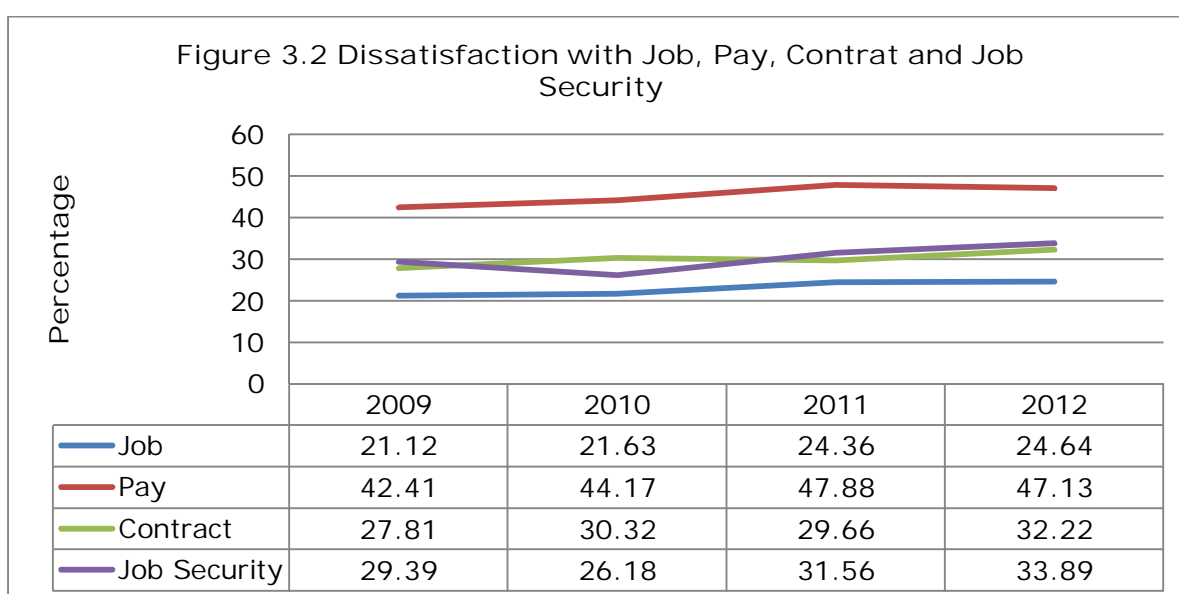
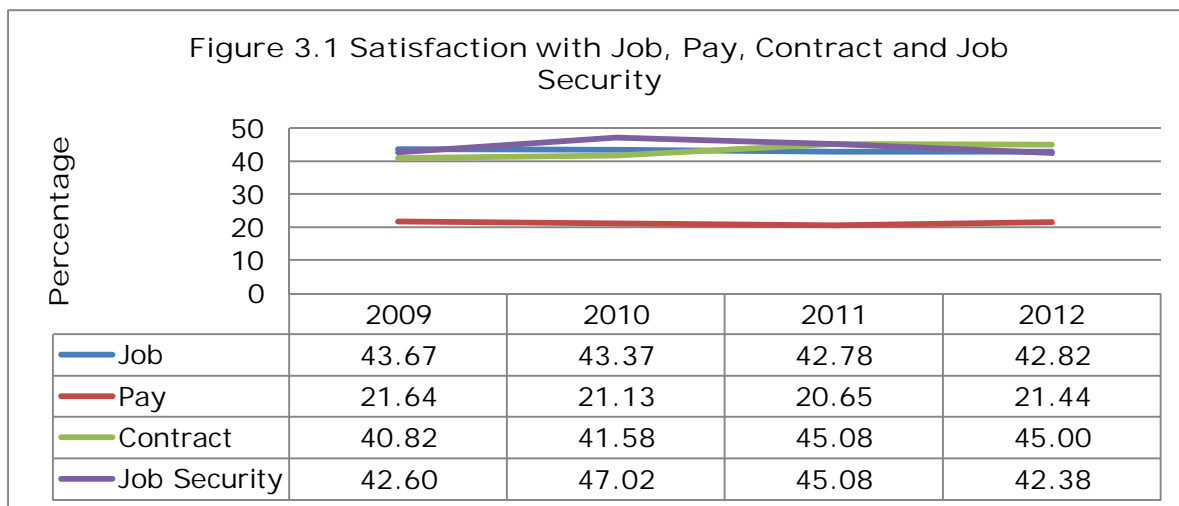
### 3.2 Satisfaction with Job, Pay, Contract and Job Security

The data reveals that Indian employees' satisfaction with job has been more or less constant over the time period 2009-2012. In 2009, 43.67% employees were satisfied with their jobs, whereas in 2012 42.82% employees reported that they were satisfied with their jobs (figure 3.1). But the dissatisfaction with job levels increased in the same period, from 21.12% in 2009 to 24.64% in 2012 (figure 3.2). This implies that over the years, the neutral respondents<sup>8</sup> have shifted towards dissatisfaction, i.e., more salaried employees were becoming dissatisfied.

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<sup>7</sup> Refer to foot note no.1.

<sup>8</sup> The Paycheck salary survey uses 5 point Likert scale. For analysis, highly satisfied and satisfied respondents are grouped together and highly dissatisfied and dissatisfied are grouped together. Whereas, respondents between these two groups have been termed as a neutral group since they have not clearly indicated their preference.



The share of the employees satisfied with pay was in the range of 21.64% to 21.44% during the period 2009-2012 (figure 3.1). Whereas the percentage of employees dissatisfied with their pay ranged from 42.41% in 2009 to 47.13% in 2012 (figure 3.2).

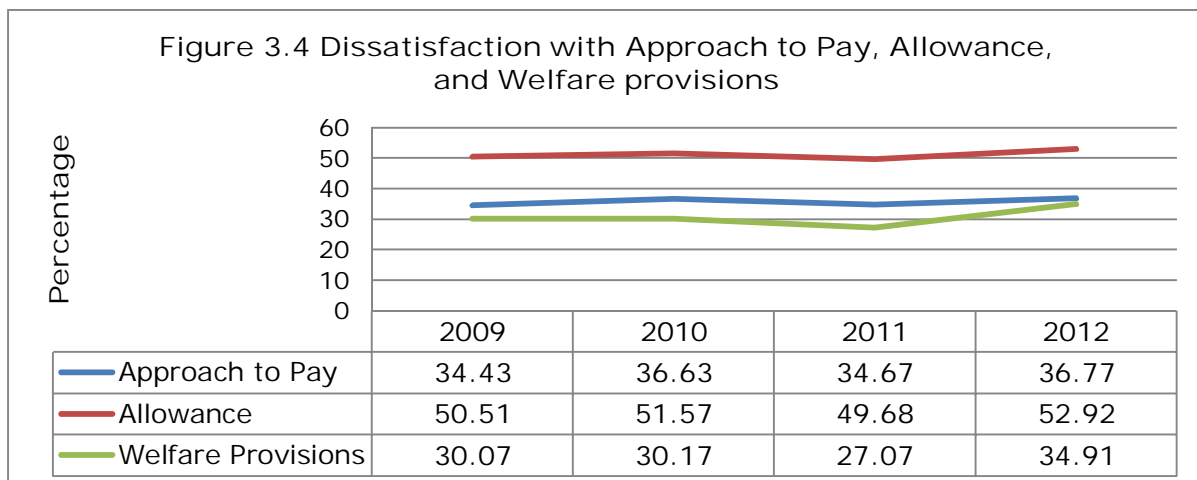
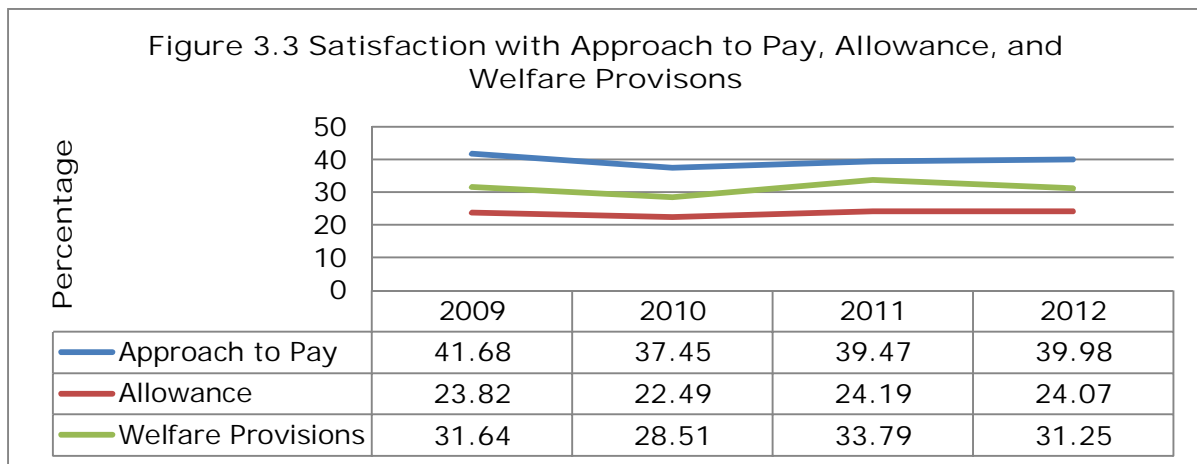
The percentage of employees satisfied with their employment contract has increased by 5% on an average during 2009-2012, from 40.82% to 45% (figure3.1). But the percentage of employees dissatisfied with their contract has also increased, from 27.81% to 32.22% (figure 3.2). Unlike the earlier two cases, satisfaction and dissatisfaction levels with respect to contracts have increased.

But in the case of employee's satisfaction with job security, a cyclical trend is observed. In 2009, 42.60% employees were satisfied with their

job security. This increased to 47.02% in 2010, then decreased to 45.08% in 2011 and further dropped to 42.38% in 2012. This was lower than its initial level in 2009 (figure 3.1). Whereas the percentage of employees dissatisfied with job security increased from 29.39% in 2009 to 33.89% in 2012 (figure 3.2).

### 3.3 Satisfaction with Approach to Pay, Allowances and Welfare Provisions

The data shows the percentage of employees satisfied with approach to pay has been decreasing during 2009-2012, from 41.68% to 39.98% (figure 3.3). Whereas the percentage of employees dissatisfied with approach to pay has increased from 34.43% to 36.77% in the same time period (figure 3.4).



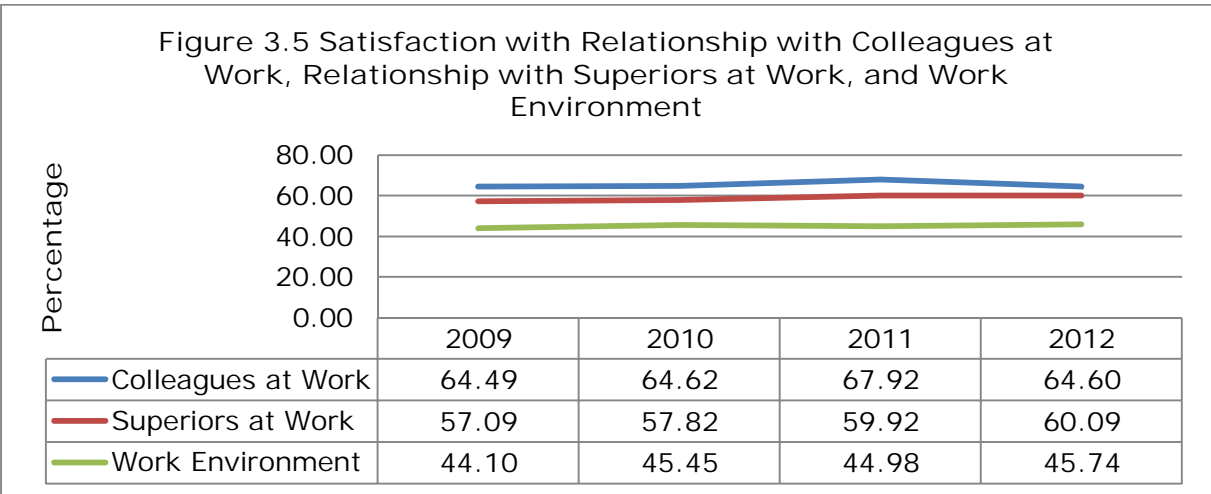
The percentage of employees satisfied with allowances has been more or less constant, though a slight increase was noticed from 23.82% in 2009

to 24.07% in 2012 (figure 3.3). The percentage of employees dissatisfied with allowances increased from 50.51% in 2009 to 52.92% in 2012 (figure 3.4). This reflects that more than half the respondents of the survey are dissatisfied with allowances. In fact, dissatisfaction with allowance overrides all other factors for an employee to feel dissatisfied with job.

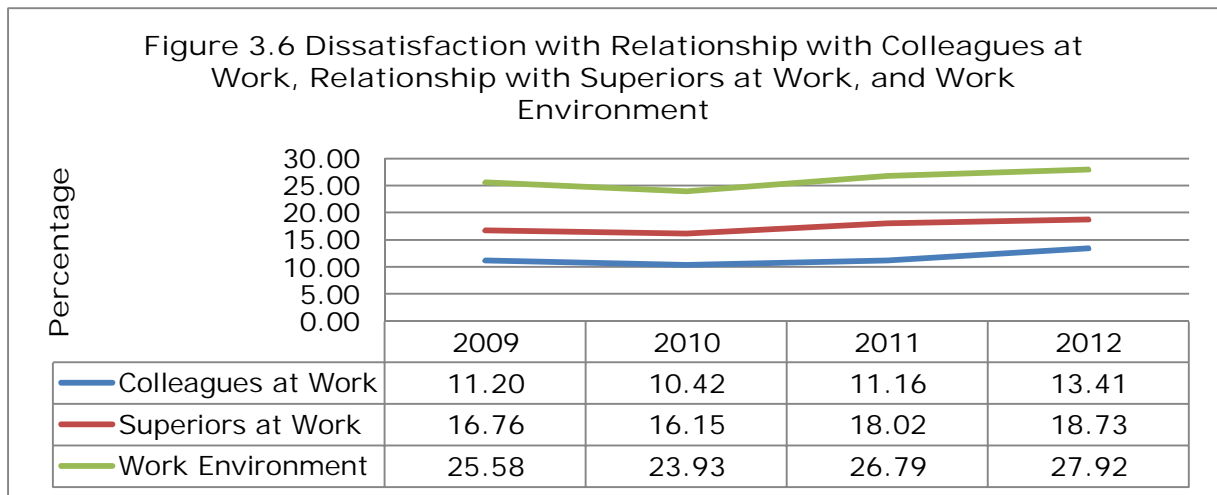
The percentage of employees satisfied with welfare provision has shown a cyclical trend. Their share was 31.64% in 2009, and it registered a fall in 2010 to 28.51%, but increased to 33.79% in 2011 and again decreased to 31.25% in 2012 (figure 3.3). However, the percentage of employees dissatisfied with welfare provision has increased during the same period from 30.07% to 34.91% (figure 3.4).

### 3.4 Satisfaction with Relationship with Colleagues at Work, Relationship with Superiors at Work and Work Environment

The data shows that the percentage of employees satisfied with relationship with colleagues at work has hardly changed, i.e., 64.49% in 2009 and 64.60% in 2012 (figure 3.5). This implies that majority of the respondents of the survey were satisfied with relationships with colleagues at work. In 2009, 11.20% were dissatisfied with relationships with colleagues and this only marginally increased to 13.41% in 2012 (figure 3.6).





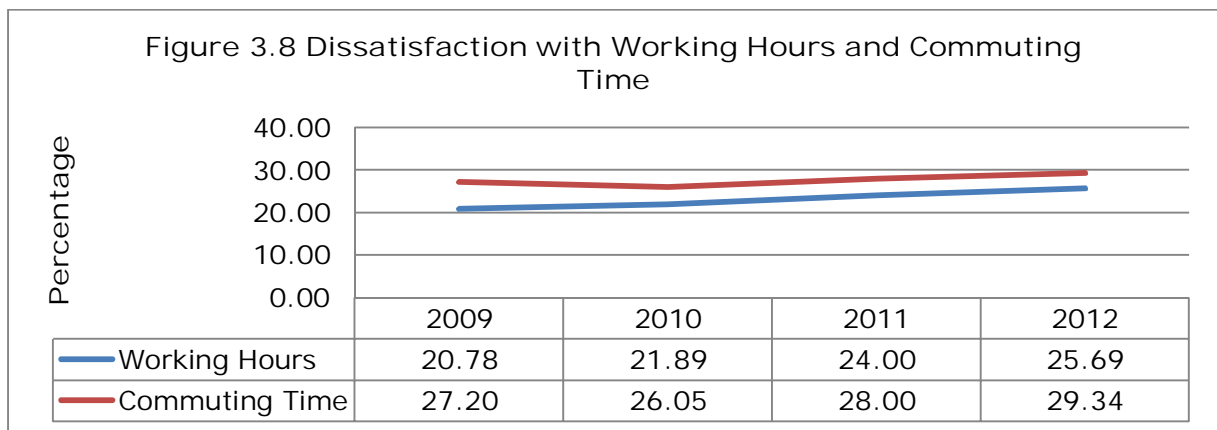
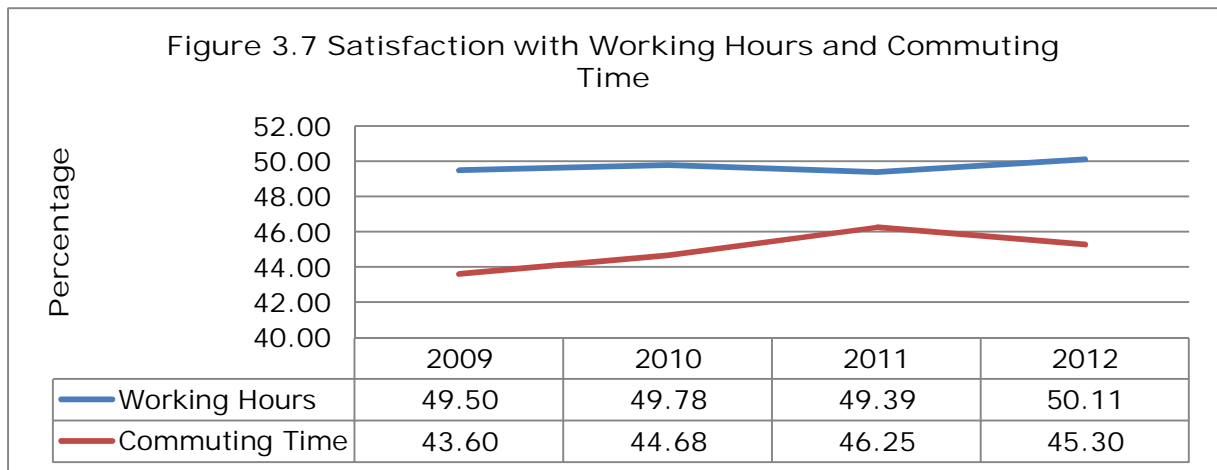


The data also shows that percentage of employees satisfied with relationship with superiors at work increased from 57.09% in 2009 to 60.09% in 2012 (figure 3.5). But along with this, dissatisfaction with relationship with superiors at work also increased from 16.76% in 2009 to 18.37% in 2012 (figure 3.6).

The percentage of employees satisfied with work environment has been more or less constant, with 44.10% in 2009 and 45.74% in 2012. However the percentage of employees dissatisfied with the work environment has increased marginally in the span of four years from 25.58% in 2009 to 27.92% in 2012 (figure 3.6).

### 3.5 Satisfaction with Working Hours and Commuting Time

There has been a minor increase in the percentage of employees satisfied with working hours from 49.50% in 2009 to 50.11% in 2012 (figure 3.7). This implies that majority of the respondents of the survey are satisfied with their working hours. But the percentage of respondents of the survey dissatisfied with their working hours has increased more than 5%, from 20.78% in 2009 to 25.69% in 2012 (figure 3.8).



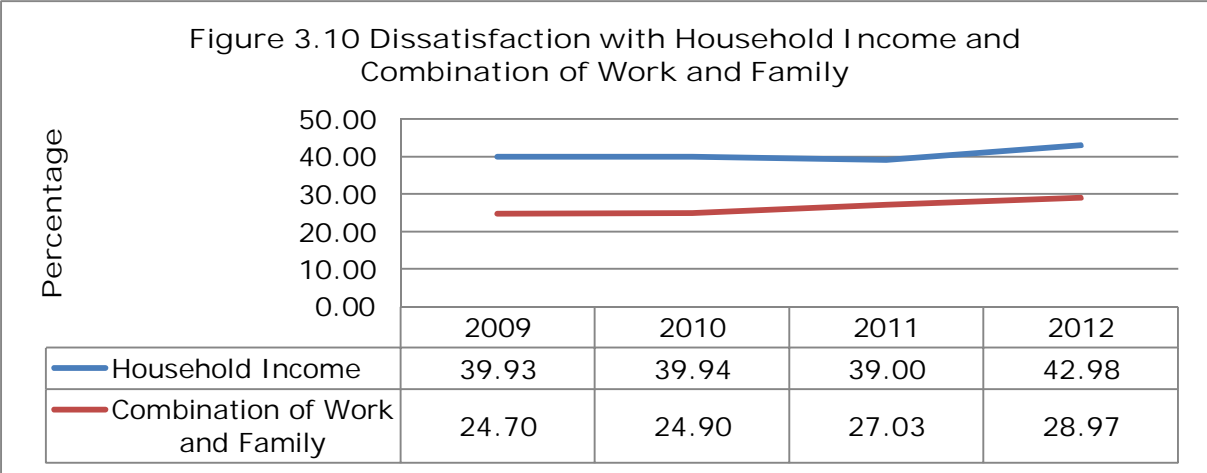
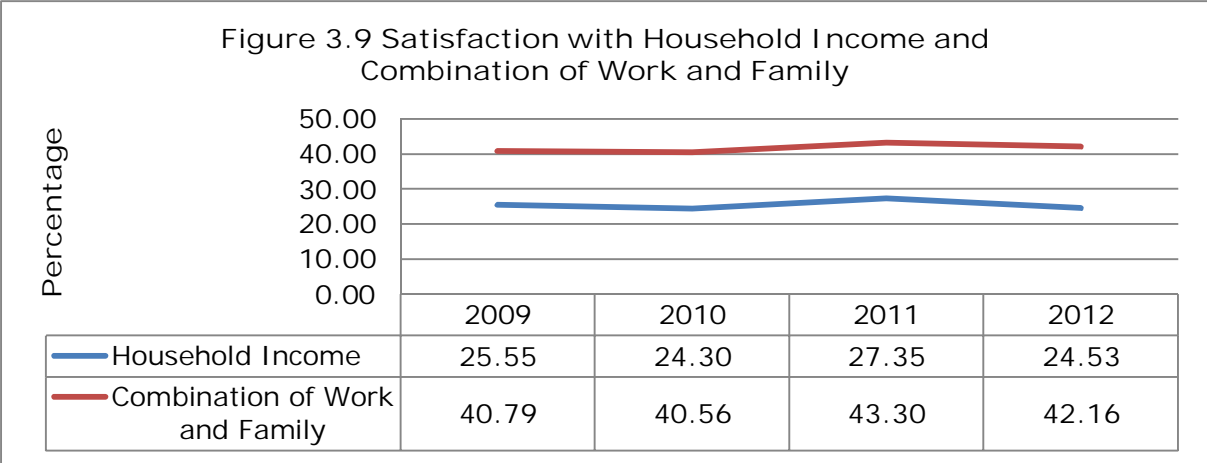
The percentage of employees satisfied with commuting time has increased by a margin of 2%, from 43.60% in 2009 to 45.30 in 2012 (figure 3.7). But at the same time, the percentage of employees dissatisfied with commuting time has also increased by 2%, from 27.20% in 2009 to 29.34% in 2012 (figure 3.8).

### 3.6 Satisfaction with Household Income and Combination of Work and Family<sup>9</sup>

The percentage of employees satisfied with household income has marginally decreased from 25.55% in 2009 to 24.53% in 2012 (figure 3.9). The percentage of employees dissatisfied with household income was however around 39% in 2009-2011, but increased to 42.98% in 2012 (figure 3.10).

<sup>9</sup> 'Satisfaction with Combination of Work and Family' implies Work Life Balance.

The percentage of employees satisfied with combination of work and family has shown an increase from 40.79% in 2009 to 42.16% in 2012 (figure 3.9). But at the same time, the percentage of employees dissatisfied with combination of work and family has also increased from 24.70% in 2009 to 28.97% in 2012 (figure 3.10).



## 4 Analysis of Satisfaction with Job: Multivariate

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### 4.1 Background

In this section, Paycheck attempted to analyse whether factors other than the ones that are directly related to one's professional life can also affect job satisfaction. These factors can be internal (not affected by employer's decisions) or external (affected by employer's decisions). For this purpose we have considered the following parameters:

1. Personal Factors:
  - a. Age of the employee.
  - b. Gender of the employee.
  - c. Marital status of the employee.
  - d. Whether the employee has children or expects to have children in future?
2. Work Place Factors:
  - a. Whether the employee works in private sector or public sector?
  - b. Does the employee's job level match educational level?
  - c. What is the position of the employee in occupational hierarchy?
3. Time-related Factors:
  - a. Amount of time spent by an employee to commute to the work-place.
  - b. Is the employee required to work regularly on Saturdays, Sundays and in the evenings?

### 4.2 Satisfaction with Job and Age-group of the respondents

Analysis of Paycheck data shows that as the age of employee increases, satisfaction with job also increases. Table 4.1 shows that 39.34% of employees in the age group below 30 years were satisfied with their job. As we move to age group 30-40 years, it was seen that 46.67% of the

employees were satisfied with their jobs. For the age group of 40-50 years and above 50 years the percentage of employees satisfied with their jobs was highest; 51.82% and 53.17% respectively. Thus, majority of employees in the age group of 40-50 years and above 50 years are satisfied with their jobs. Similarly, it can be seen that the percentage of employees dissatisfied with their jobs has a negative trend with increasing age. For the age group below 30 years 24.95% of employees are dissatisfied with their jobs, whereas for the age group above 50 years only 21.95% employees are dissatisfied with their jobs.

Table 4.1 Satisfaction with Job and Age-group of the respondents

Satisfaction with Job	Age Group							
	Below 30years		30 to 40years		40 to 50years		Above 50years	
	Count	%	Count	%	Count	%	Count	%
Satisfied and Highly Satisfied	2802	39.34	2131	46.67	513	51.82	109	53.17
Neutral	2543	35.71	1515	33.18	295	29.80	51	24.88
Dissatisfied and Highly Dissatisfied	1777	24.95	920	20.15	182	18.38	45	21.95
Total	7122		4566		990		205	

### 4.3 Satisfaction with Job and Gender of the respondents

Satisfaction with job could also be impacted by gender differences. We found that Satisfaction with job is higher in males as compared to females. It can be seen from table 4.2 that 44.11% of male employees were satisfied with their jobs as compared to 38.34% of female employees. It can also be seen that dissatisfaction with job is lower in male employees than female employees, at 22.05% and 25.80% respectively.

Table 4.2 Satisfaction with Job and Gender of the respondents

Satisfaction with Job	Gender			
	Male		Female	
	Count	%	Count	%
Satisfied and Highly Satisfied	4703	44.11	850	38.34
Neutral	3607	33.83	795	35.86
Dissatisfied and Highly Dissatisfied	2351	22.05	572	25.80
Total	10661		2217	

#### 4.4 Satisfaction with Job and Marital Status of the respondents

Paycheck data analysis shows that the percentage of employees satisfied with their job is higher for married employees than unmarried employees. It can be seen from table 4.3 that 46.01% of married employees were satisfied with their jobs compared to 38.51% of employees who were never married. On the other hand, it can be seen that 20.91% of married employees were dissatisfied with their jobs compared to 25.56% employees who were never married.

Table 4.3 Satisfaction with Job and Marital Status of the respondents

Satisfaction with Job	Married		Never married	
	Count	%	Count	%
Satisfied and Highly Satisfied	3598	46.01	1883	38.51
Neutral	2587	33.08	1757	35.93
Dissatisfied and Highly Dissatisfied	1635	20.91	1250	25.56
Total	7820		4890	

#### 4.5 Satisfaction with Job of respondents who have Children and Expect to have Children in Future

Percentages of employees who have children and are satisfied with their jobs (48.68%) are higher than the percentage of employees who don't have children (39.60%) as seen in table 4.4. It is observed that the percentage of employees who have children and are dissatisfied with their jobs (19.65%) is lower than the percentage of employees who don't have children (24.68%).

Also, the percentage of employees who expect to have children in future are more satisfied with their jobs (40.16%) than the percentage of employees who don't expect to have children in future (37.55%). At the same time, the percentage of employees who expect to have children in future and are dissatisfied with their jobs (27.56%) is higher than the percentage of employees who don't expect to have children in future (22.78%).

Table 4.4 Satisfaction with Job of Employees who have Children and Expect to have Children in Future

Satisfaction with Job	Has Children				Expects to have Children in Future			
	No		Yes		No		Yes	
	Count	%	Count	%	Count	%	Count	%
Satisfied and Highly Satisfied	3025	39.60	2572	48.68	89	37.55	255	40.16
Neutral	2728	35.72	1673	31.67	94	39.66	205	32.28
Dissatisfied and Highly Dissatisfied	1885	24.68	1038	19.65	54	22.78	175	27.56
Total	7638		5283		237		635	

#### 4.6 Satisfaction with Job and Sector - Public Sector or Private Sector

It can be seen from table 4.5 that the percentage of employees satisfied with their job is more in the public sector (46.78%) as compared to the private sector (42.16). But the percentage of employees dissatisfied with their jobs is marginally more in the public sector (24.91%) than in the private sector (23.55%).

Table 4.5 Satisfaction with Job and Sector - Public Sector or Private Sector

Satisfaction with Job	Sector					
	Private		Public		Other	
	Count	%	Count	%	Count	%
Satisfied and Highly Satisfied	3228	42.16	385	46.78	182	47.77
Neutral	2625	34.29	256	31.11	97	25.46
Dissatisfied and Highly Dissatisfied	1803	23.55	205	24.91	102	26.77
Total	7656		823		381	

#### 4.7 Satisfaction with Job and Job Level matching with Education Level

The Paycheck data (table 4.6) shows that 46.85% of employees who feel that their education level matches their education level, are satisfied with their job. 45.58% employees who consider themselves under qualified were satisfied with their jobs and 25.38% employees who considered themselves overqualified were also satisfied with their job.

On the other hand, 19.39% employees are dissatisfied with their jobs since they feel their education level doesn't match the job level at which they are currently working. 24.88% of employees feel that they are under qualified with their jobs, and thus increase the level of dissatisfaction. Also, 39.34% of employees are dissatisfied with their jobs, since they feel that they are over-qualified for the job.

This implies that the satisfaction with job is highest when employees feel that their job level (role) matches their education level. But if the employees feel that they are over-qualified for their job, it results in dissatisfaction with job.



Table 4.6 Satisfaction with Job and Job Level matching with Education Level

Satisfaction with Job	Job level matches education level					
	Yes		No, I am under qualified for my job		No, I am overqualified for my job	
	Count	%	Count	%	Count	%
Satisfied and Highly Satisfied	4591	46.85	196	45.58	413	25.38
Neutral	3309	33.77	127	29.53	574	35.28
Dissatisfied and Highly Dissatisfied	1900	19.39	107	24.88	640	39.34
Total	9800		430		1627	

4.8 Satisfaction with Job and Position in Occupational Hierarchy

Paycheck data reveals that the percentage of employees satisfied with job increases as they progress in the occupational hierarchy. It can be seen from table 4.8 that, 33.5% of Assistants, 35.14% of Junior level employees, 42.32% of Senior level employees, 44.36% of Team leaders, 42.60% of Supervisors, 42.99% of Other Supervisors and 54.98% of Heads are satisfied with their jobs.

4.9 Satisfaction with Job and Commuting Time to Work Place

The Paycheck data shows, as the commuting time to work place increases the percentage of employees satisfied with their job decreases. It can be seen from table 4.8 that for commuting time of 0-15 minutes 49.16% of employees are satisfied with their jobs, compared to commuting time of 120 minutes or more only 38.88% are satisfied with their jobs. When commuting time is of 0-15 minutes, 21.78% of employees indicated that they were dissatisfied with their jobs, and for commuting time of 120 minutes or more 28.46% indicated that they are dissatisfied with their jobs.

#### 4.10 Satisfaction with Job and Working Regularly on Saturdays, Sundays and in the Evenings

The Paycheck data shows that (table 4.9) the percentage of employees who don't work regularly on Saturdays, Sundays and in the Evenings are satisfied with their jobs is slightly higher (45.05%, 43.74% and 45.07% respectively) than the percentage of employees who work regularly on Saturdays, Sundays and in the evenings and are satisfied with their jobs (41.49%, 40.26% and 42.65% respectively).

This implies that employees don't mind working in the evenings and a possible explanation can be because of less supervision. They experience more freedom to work. Over and above employees receive additional incentives for working late (over time allowance and other benefits, including being in good books of supervisors). However, employees on the whole are not very satisfied working on Sundays.

Table 4.7 Satisfaction with Job and Position in Occupational Hierarchy

Satisfaction with Job	Position in occupational hierarchy															
	Not Mentioned		Assistant		Junior		Senior		Team leader		Supervisor		Other supervisory position		Head	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Satisfied and Highly Satisfied	1310	43.67	406	33.5	338	35.14	1210	42.32	892	44.36	337	42.6	190	42.99	812	54.98
Neutral	1037	34.57	419	34.57	349	36.28	1017	35.57	683	33.96	292	36.92	141	31.9	427	28.91
Dissatisfied and Highly Dissatisfied	653	21.77	387	31.93	275	28.59	632	22.11	436	21.68	162	20.48	111	25.11	238	16.11
Total	3000		1212		962		2859		2011		791		442		1477	

Table 4.8 Satisfaction with Job and Commuting Time to Work Place

Satisfaction with Job	Commuting time in Minutes: One Way															
	0 - 15 min		15 - 30 min		30 - 45 min		45 - 60 min		60 – 75 min		75 – 90 min		90 – 120 min		120 min or more	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Satisfied and Highly Satisfied	966	49.16	1287	42.87	1063	43.66	839	41.68	496	40.89	331	40.02	249	38.37	194	38.88
Neutral	571	29.06	1033	34.41	891	36.59	700	34.77	428	35.28	299	36.15	237	36.52	163	32.67
Dissatisfied and Highly Dissatisfied	428	21.78	682	22.72	481	19.75	474	23.55	289	23.83	197	23.82	163	25.12	142	28.46
Total	1965		3002		2435		2013		1213		827		649		499	

Table 4.9 Satisfaction with Job and Working regularly on Saturdays, Sundays and Evenings

Satisfaction with Job	Works regularly on Sundays				Works regularly on Saturdays				Works regularly in the Evenings			
	No		Yes		No		Yes		No		Yes	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Satisfied and Highly Satisfied	2718	43.74	347	40.26	1588	45.05	2003	41.49	1472	45.07	2034	42.65
Neutral	2171	34.94	254	29.47	1244	35.29	1637	33.91	1103	33.77	1658	34.77
Dissatisfied and Highly Dissatisfied	1325	21.32	261	30.28	693	19.66	1188	24.61	691	21.16	1077	22.58
Total	6214		862		3525		4828		3266		4769	

## 5 Conclusion

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The analysis of satisfaction with job<sup>10</sup> levels using Paycheck India data has produced new insights. Although this topic has been often discussed informally and formally (Gill, Flaschner, Shah, & Bhutani, 2010) (Sowmya & Panchanatham, 2011) (Swarnalatha & Sureshkrishna, 2012) (Kumari, Bahuguna, & Pandey, 2012), due to lack of availability of data (Guzi & Pedraza, 2013) these studies have often been restricted to sectoral or regional analysis. Responses of 13,205 employees (collected between 2009 and 2012) from all over India has helped us to arrive at some interesting statistics and patterns. We expect that this paper will not only be a one-time study, but a stepping stone for further research. The results will also provide broad direction to employers/managers who wish to increase job satisfaction for their employees and thus, increase performance and retention rates.

The share of employee population<sup>11</sup> group, according to the degree of satisfaction with pay, contract and job security has remained more or less constant over the period of four years (2009-12), but dissatisfaction group with job, pay, contract and job security has increased on an average of 5% during the same period. Satisfaction with approach to pay, allowances and welfare provisions has not changed much, but dissatisfaction with approach to pay, allowances and welfare provisions has marginally increased. Again satisfaction with relationship with colleagues at work, relationship with superiors at work and work environment has increased on an average of 2% over the years. Again there has not been much change with job satisfaction with working hours for employees, but the increase in job dissatisfaction has increased almost up to 5%. Satisfaction in relation to commuting time has increased marginally, but again the job dissatisfaction has increased little more than 2%. Whereas, satisfaction with household income and combination of work and family has changed

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<sup>10</sup> Refer to foot note no. 1.

<sup>11</sup> As discussed earlier, we do not establish any causality through this study. To an extent, this study is limited in generalization.

marginally, dissatisfaction with household income and combination of work and family has increased by an average of 4%.

The results shows a general trend of satisfaction with job and related parameters remaining more or less constant, but at the same time an increase in dissatisfaction with job and related satisfaction factors over the same period. A summary of this discussion is presented in table 5.1.

Table 5.1 A Summary of Analysis of Satisfaction with Job: Single Variable

Factor	Description	Satisfied Employees			Dissatisfied Employees		
		2009	2012	Change	2009	2012	Change
	Year	2009	2012	Change	2009	2012	Change
Job-related	Job	43.67%	42.82%	-0.85%	21.12%	24.64%	3.52%
	Pay	21.64%	21.44%	-0.20%	42.41%	47.13%	4.72%
	Contract	40.82%	45.00%	4.18%	27.81%	32.22%	4.41%
	Job Security	42.60%	42.38%	-0.22%	29.39%	33.89%	4.50%
Payment	Approach to Pay	41.68%	39.98%	-1.70%	34.43%	36.77%	2.34%
	Allowances	23.82%	24.07%	0.25%	50.51%	52.92%	2.41%
	Welfare	31.64%	31.25%	-0.39%	30.07%	34.91%	4.84%
Relationship	Relationship with Colleagues	64.49%	64.60%	0.11%	11.20%	13.41%	2.21%
	Relationship with Supervisor	57.09%	60.09%	3.00%	16.76%	18.73%	1.97%
	Work Environment	44.10%	45.75%	1.65%	25.58%	27.92%	2.34%
Time	Working Hours	49.50%	50.11%	0.61%	20.78%	25.69%	4.91%
	Commuting Time	43.60%	45.30%	1.70%	27.20%	29.34%	2.14%
Family	Family Income	25.55%	24.53%	-1.02%	39.93%	42.98%	3.05%
	Combination of Work and Family	40.79%	42.16%	1.37%	24.70%	28.97%	4.27%

We have used the results of multi-variable analysis of satisfaction with job levels to build a profile of an Indian employee, who is satisfied with job and who is dissatisfied with job (table 5.2).

Table 5.2 A Profile of an Indian Employee

Factor	Satisfied Employee	Dissatisfied Employee
Age	Above 50 years	Below 30 years
Gender	Male	Female
Marital Status	Married	Never Married
Children	Has children	Does not have children
Sector	Public	Private
Education	Job matches education level	Over-qualified for the job
Position in the occupational hierarchy	Head	Assistant
Commuting time to work place	0-15 minutes	120 minutes or more
Working regularly on Sundays, Saturdays and in the evenings	Not working regularly on Sundays, Saturdays and in the evenings	Working regularly on Sundays, Saturdays and in the evenings

Cursory analysis of the table above shows that in the Indian context the profile of satisfied employee confirms to the traditional Indian understanding about contentment in different facets of life. They come in the higher age bracket and hold secure jobs, and has attained positions of responsibility in their workplace as well as able to look at work, family and life balance. On the contrary, the young Indian employee who is facing pressures of competition, performance pressures and insecurity at multiple fronts tend to be more dissatisfied. This can naturally be the cause of high attrition and burnout experienced by the young Indian working professionals.

### 5.1 Implications:

As evident from the literature survey, study of satisfaction with job levels at the aggregate level has more or less been absent. Our report contributes to literature and thought leadership in that area. At the same time, this study opens up more questions than the answers it provides. Further deep diving into the data set is expected to uncover more patterns and insights about the experiences of Indian workforce.



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