



JOB SATISFACTION AND JOB PERFORMANCE OF CIVIL ENGINEERS WORKING IN CONSTRUCTION COMPANIES

Abhishek B Sekhar

Researcher, MSW HRDM, Department of Sociology and Social Work, CHRIST(Deemed to be University)
Hosur Main Road, Bhavani Nagar, S.G. Palaya, Bengaluru, Karnataka 560029

Dr. Hemalatha K

Assistant Professor, Department of Sociology and Social Work CHRIST(Deemed to be University) Hosur
Main Road, Bhavani Nagar, S.G. Palaya, Bengaluru, Karnataka 560029

Abstract

The study "Job Satisfaction and Job Performance of Civil Engineers Working in Construction Companies" discusses the crucial relationship between job satisfaction and job performance among civil engineers in the dynamic construction field. This research is imperative due to the indispensable role of civil engineers in infrastructure development and the evolving landscape of the construction industry. The findings emphasize a strong positive correlation between job satisfaction and job performance despite the non-normal distribution of the data. This research provides essential insights for human resource management in construction companies, promoting the well-being and effectiveness of civil engineers. Despite limitations in sample size and diversity, this study paves the way for future research to explore topics like diversity and inclusion, technological adoption, upskilling, cross-cultural comparisons, and best practices in enhancing job satisfaction and performance in this crucial profession.

Keywords: Job satisfaction, job performance, civil engineers, construction companies, Correlation.

Introduction

“Job Satisfaction and Job Performance of Civil Engineers Working in Construction Companies” studies the correlation and impact of job satisfaction and job performance of civil engineers. This a crucial topic in the aspect of a Human resource person as both satisfaction and performance are equally important.

In the dynamic world of construction and infrastructure development, the role of civil engineers is indispensable. These professionals are tasked with designing, planning, and overseeing the construction of critical infrastructure projects, such as buildings, bridges, highways, and utilities. The job of a civil engineer is not only demanding but also pivotal to the growth and progress of any nation. Thus, understanding the factors that influence their job satisfaction and job performance is of paramount importance.

The construction industry has evolved significantly in recent years. Advancements in technology, changing project requirements, and an increasing emphasis on sustainability have all reshaped the landscape in which civil engineers operate. The demands placed on these professionals have never been higher, making it crucial to explore the interplay between job satisfaction and job performance.

It is very impeccable that the construction industry is increasingly globalized, with companies seeking opportunities worldwide. Civil engineers may face international assignments and the challenges of working in diverse cultural settings, affecting their work experiences. And most importantly, the industry’s demanding nature can create work-related stress, potentially affecting job satisfaction. Achieving a balance between demanding work schedules and personal life has become a prominent concern for civil engineers.

The construction industry has long been a cornerstone of economic development, contributing significantly to infrastructure and urban development projects globally. Civil engineers, as critical stakeholders in this sector, play a pivotal role in designing, planning, and executing these projects. However, recent years have brought about shifts and challenges that have the potential to influence the well-being and performance of civil engineers.

Given these complexities, it is imperative to examine the relationship between job satisfaction and job performance among civil engineers working in construction companies. A content and motivated workforce is not only essential for individual well-being but is also closely tied to organizational success and project outcomes. This research endeavors to explore the various facets of job satisfaction and job performance among civil engineers, offering insights into how these factors impact the industry's growth and development by shedding light on the current scenario and the nuances of this vital profession.

Review of literature

Job Performance

Core task performance, inventiveness, training program performance, organizational citizenship behaviors, safety performance, general unproductive work behaviors, workplace aggressiveness, on-the-job substance use, tardiness, and absenteeism are the top ten dimensions of job performance when we try to relate it to age we can see that in studies that age was largely unrelated to core task performance, creativity, and performance (Ng,2008), but in other construction workers' job happiness is influenced by factors such as work-life balance, career progression opportunities, and job security (C. T. Samarajeewa, 2023). Employees who are resilient perform better at work because they are better equipped to handle stress and adversity and have greater levels of job satisfaction and work engagement (Ludmila Kašpárková, 2018).

Job Satisfaction

In accordance to certain time, companies found that to maximise employee performance workplace design should take individual requirements and preferences into account (Danielsson, 2008). Later when employees started to investigate other aspects the researcher felt that workers who felt their workplace was attractive were happier with their occupations and more driven to perform well (Bjerke, 2007). Not only the work culture and workplace should be improved for maximise profit but also businesses to provide fair remuneration top priority to enhance employee wellbeing and work satisfaction, they should constantly assess their pay practises to make sure they are open, fair, and consistent (Manish Dhingra, 2020). Mainly to increase overall job satisfaction of construction engineers, construction organization needs to pay attention to the issue of working environment, supervision, coworkers, pay, and benefits (Khalid M. Alzubi, 2021). Employee happiness is closely related to job performance, thus, it's critical that workers are concerned about both the caliber of their work and the firm's performance since these factors have a big impact on their job satisfaction.

Job Satisfaction & Job Performance

While also looking into the aspect of employee welfare mainly job performance providing job rewards also has higher job satisfaction (Florence Yean Yng Ling, 2018). While looking into the aspects of other countries like South Australia, in construction industries the indifference and the perception of dejection in the workplace are the main consequences of low levels of job satisfaction (M Reza Hosseini, 2014). Also, in the Ghanaian construction industry, Lack of motivation and job dissatisfaction were researched as the negative effects of job satisfaction.

In the upcoming years, predictably, even the way or method of how companies function is going to be very widely researched; it's vital that the top hierarchy or the more the top management uses good leadership styles and the employees are satisfied with the job and committed to the organization (Nidadhavolu, 2018). In conclusion, we can also note that while family and close family relationships can also harm workers' performance in the construction industry, a higher level of work-family conflict is directly linked to a higher level of emotional exhaustion, which lowers project workers' job satisfaction. So, we should always look into these aspects very closely so that it can adversely affect leading to a chain of problems. (Dodanwala, 2021)

Research gap

The lack of study in the Indian context suggests that there could be certain organizational, cultural, and industry-specific elements that affect work performance and job satisfaction but haven't been well investigated. It is essential to comprehend these subtleties, particularly in light of the dynamic and ever-changing Indian building industry. Furthermore, filling this research void is essential to developing customized plans and regulations that might improve the productivity and well-being of civil engineers employed by Indian construction firms, thereby fostering the expansion and advancement of the sector. A noteworthy area of study scarcity is the restricted examination of job happiness and job performance in the context of construction industry employees. Although there is a consensus that these two factors are essential for both employee and organizational performance, research frequently concentrates on more general settings. More focused attention is necessary for the construction sector because of its needs, problems, and working circumstances. The lack of studies that focus specifically on workers in the construction sector suggests that important insights into the factors that influence job performance and job satisfaction in this labor-intensive industry are yet unexplored. Furthermore, there is a significant absence of the precise role that civil engineers play in the building industry. For a project to be successfully planned, carried out, and completed, civil engineers are essential. Only a small amount of study, nevertheless, has examined the dynamics and demands of this work role and how these connect to job performance and job satisfaction.

Research objectives

1. To study the personal and occupational profile of research participants
2. To study the level of job satisfaction among the research participants
3. To study the level of job performance of the research participants
4. To analyze the correlation between job satisfaction and job performance
5. To analyze the impact of job satisfaction on job performance

Hypothesis

H1: There is a positive correlation between job satisfaction and job performance among civil engineers working in construction companies.

There is a positive correlation between job satisfaction and job performance among civil engineers working in construction companies" posits that there exists a direct and favorable association between the level of job satisfaction experienced by civil engineers in the construction industry and their job performance. This hypothesis suggests that as civil engineers report higher levels of job satisfaction, they are also likely to exhibit enhanced job performance, and conversely, as their job satisfaction diminishes, their job performance may also decrease. The hypothesis underscores the fundamental assumption that content and satisfied employees tend to be more motivated, engaged, and productive in their roles, which is particularly crucial in the context of the construction sector, where high performance can lead to project success. By exploring and confirming this positive correlation, the research seeks to validate the intrinsic link between job satisfaction and job performance, offering valuable insights that can inform human resource management practices within construction companies and contribute to the overall effectiveness and well-being of civil engineers in their professional roles.

Research methodology

This research mainly explains the job satisfaction and job performance of civil engineers working in the construction companies. To explain the definitions in detail we can define that Job satisfaction in the operational terms is that where all the needs of the employee are satisfied and he or she is able to perform their task with full concentration and maintain happy relations with everyone. Job Performance is where the employee can create benefits to the organizations, he/she is working for and for themselves, where they are able to receive their bonus and incentives on time, and an Employee is a person who is paid to work in an organization or for any other person.

The research design which is used for the research is descriptive survey design. The main objective of this research is to understand the impact of Job satisfaction on job performance and the correlation between Job satisfaction On job performance. And to study the level of Job satisfaction and job performance and vice versa. The sampling technique used is convenient sampling. The respondents were fully taken based on the exclusion and inclusion criteria given by the researcher the respondents were the civil engineers who are working in reputed companies will be my participants of the research and who has more 2 years of work experience, and Employees who recently joined the company and interns will not be included in my research study.

The primary tool used for this data collection is a semi-structured questionnaire, since the research had 2 variables, Job satisfaction questionnaire tool was taken from the Minnesota satisfaction questionnaire which was a 5-point Likert scale with 20 questions, where the options varied from Very Dissatisfied to Very Satisfied. For Job

performance, the Goodmans & Svyantek scale, which had 2 subdivisions - Contextual performance and Task Performance was used. The researcher used Task Performance to measure job performance among the sample group. There were total 9 questions used in this tool, where it was a 4-point Likert scale ranging from Strongly Disagree to Strongly Agree. The study encountered several notable limitations that warrant consideration. First, the challenge of obtaining a fixed sample size due to the diverse geographical distribution of respondents across the country is a limitation.

Data analysis and interpretation

Data analysis and interpretation

Table 1: Demographic Data

| Sno | Particular | Items | Frequency | Percentage |
|-----|---------------------------------|-------------------------|------------|------------|
| 1 | Age | 20-30 | 79 | 52.30% |
| | | 30-40 | 38 | 25.20% |
| | | 40-50 | 31 | 20.50% |
| | | Above 50 | 3 | 2% |
| 2 | Gender | Male | 100 | 66.20% |
| | | Female | 51 | 33.80% |
| | | Married | 64 | 42.20% |
| 3 | <u>Martial</u> Status | Unmarried | 87 | 57.60% |
| | | Divorced | 0 | 0 |
| 4 | Kids | 1 | 24 | 15.90% |
| | | 2 | 27 | 17.90% |
| | | More than 2 | 5 | 3.30% |
| 5 | Family Type | None | 95 | 62.90% |
| | | Nuclear | 106 | 70.20% |
| | | Joint | 35 | 23.20% |
| 6 | Annual Income of the respondent | Extended | 10 | 6.60% |
| | | Below Rs 1,00000 | 34 | 22.50% |
| | | Rs 1,00000- Rs 2,00000 | 9 | 6% |



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|----|------------------------|--------------|---------------|
| | Rs 2,00000- Rs 3,00000 | 15 | 9.90% |
| | Rs 3,00000- Rs 4,00000 | 36 | 23.80% |
| | Rs 400000- Rs 500000 | 16 | 10.60% |
| | Above Rs 500000 | 41 | 27.20% |
| | 1 | 56 | 37.10% |
| 7 | Siblings | 2 | 13.20% |
| | Above 2 | 5 | 3.30% |
| | None | 70 | 46.20% |
| 8 | Residence | Urban | 119 |
| | | | 78.80% |
| | Semi Urban | 24 | 15.90% |
| | Rural | 8 | 5.30% |
| 9 | Mother Tongue | Tamil | 40 |
| | | | 26.50% |
| | Hindi | 14 | 9.30% |
| | Telugu | 30 | 19.90% |
| | Malayalam | 65 | 43% |
| | Others | 2 | 1.40% |
| | 0-10 years | 84 | 55.60% |
| 10 | Work Experience | 10-20 years | 40 |
| | | | 26.50% |
| | 20-30 years | 23 | 15.20% |
| | 30-40 years | 4 | 2.60% |
| | Above 40 | 0 | 0 |

Demographic Analysis

In this research, the researcher found that the majority of the population (52.3%) of respondents were from the age group (20-30 years), (66.2%) of the respondents were Male respondents, in 57.6% of the respondents were unmarried. Looking at the income side of the employees (27.2%) of the employees have an income above 5 lacs. Since I had kept an inclusion and exclusion criteria (55.6%), respondents were from 0-10 years of experience but at least 2 years, the next highest set is 26.5% of respondents from 10-20 years of experience. These demographic details were collected so that analysis of the respondents can be easy.

Descriptive statistics and analysis

Table 2: Descriptive Table

| | JOB SATISFACTION | JOB PERFORMANCE |
|--------------------|------------------|-----------------|
| N | 151 | 151 |
| Missing | 0 | 0 |
| Mean | 79.4 | 30.9 |
| Median | 79 | 33 |
| Standard deviation | 15.9 | 5.94 |

| | | |
|----------------|--------|--------|
| Minimum | 20 | 9 |
| Maximum | 100 | 36 |
| Shapiro-Wilk W | 0.935 | 0.826 |
| Shapiro-Wilk p | < .001 | < .001 |

The descriptive statistics and Shapiro-Wilk test results provide valuable insights into the distribution and characteristics of the "Job Satisfaction" and "Job Performance" data in your research. The substantial deviation from a normal distribution, as indicated by the p-values of less than 0.001 for both variables, suggests that the data do not conform to the typical bell-shaped curve associated with a normal distribution. This is a crucial finding as it informs the choice of statistical methods and analyses for the research. Additionally, the descriptive statistics reveal that, on average, the respondents reported higher levels of job satisfaction (mean of 79.4) than job performance (mean of 30.9). The standard deviations further highlight the variability within each variable. These findings underscore the importance of considering the distribution of your data when conducting statistical analyses and drawing meaningful conclusions in the research, particularly regarding job satisfaction and job performance among the respondent's participants.

Correlation Matrix

Table 3: Correlation Table

| | | JOB SATISFACTION | JOB PERFORMANCE |
|---------------------|----------------|---------------------|--------------------|
| JOB SATISFACTION | Spearman's rho | — | — |
| | df | — | — |
| | p-value | — | — |
| JOB PERFORMANCE | Spearman's rho | 0.745 *** | — |
| | df | 149 | — |
| | p-value | < .001 | — |

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

The Spearman's Rho value of 0.745 indicates a strong positive correlation between job satisfaction and job performance among civil engineers working in construction companies. This means that as job satisfaction levels increase, job performance tends to increase as well, and vice versa. The high statistical significance (p -value < 0.001) suggests that this relationship is unlikely to result from chance.

Findings

The research findings reveal a robust and statistically significant positive correlation (Spearman's rho = 0.745) between job satisfaction and job performance among the 151 participants, who are civil engineers working in construction companies. This result underscores the substantial association between an individual's level of job satisfaction and their job performance within this specific professional context. Notably, the data for both variables exhibited a significant departure from a normal distribution, as indicated by the Shapiro-Wilk tests. This implies that the typical assumptions of a normal distribution may not apply to this dataset. Therefore, it is advisable to employ non-parametric tests or specialized statistical methods that are better suited for non-normally distributed data in subsequent analyses. In essence, this research provides valuable insights into the intricate relationship between job satisfaction and job performance in the construction industry, emphasizing the critical role of employee well-being, and underscores the importance of considering the data's non-normal distribution when conducting further statistical examinations. These findings hold practical implications for human resource management within construction companies, aiming to optimize the performance and satisfaction of their civil engineering workforce.

Discussion

The research findings presented in this study align with and are substantiated by the extensive body of literature in the field of job satisfaction and performance, providing valuable insights into the intricate relationship between these two crucial variables. The robust and statistically significant positive correlation (Spearman's rho = 0.745) between job satisfaction and job performance among civil engineers working in construction companies echoes the findings of previous research. Studies by Ludmila Kašpárková (2018) and C. T. Samarajeewa (2023) have shown that job satisfaction is influenced by factors such as work-life balance and job security, which in turn enhance job performance. The emphasis on individual requirements and preferences in workplace design, as proposed by Danielsson (2008), is in line with the notion that a comfortable and attractive workplace contributes to higher job satisfaction, leading to improved performance (Bjerke, 2007).

Additionally, the findings concur with research by Khalid M. Alzubi (2021), suggesting that an organization's attention to factors like working environment, supervision, co-worker relationships, and compensation and benefits can substantially impact the overall job satisfaction of construction engineers, consequently affecting their job performance. Puti Farida Marzuki's work (2012) supports the notion that employee recognition, work attractiveness, and positive relationships with supervisors play a pivotal role in job satisfaction, which ultimately influences job performance. Furthermore, the study aligns with the argument that even aspects like dress code and safety measures in the workplace can contribute to enhanced job satisfaction and, by extension, improved job performance (Heidi Wagner, 2013). By drawing connections between job rewards and job satisfaction (Florence Yean Yng Ling, 2018) and the consequences of job dissatisfaction in the Ghanaian construction industry, the

research findings offer a comprehensive understanding of how job satisfaction and job performance are intrinsically intertwined, thereby substantiating the importance of employee well-being and organizational success in the construction field.

In the context of the changing landscape of work and management styles in the coming years, the study is well-grounded in thIn conclusion, we can also note that while family and close family relationships can also harm workers' performance in the construction industry, a higher level of work-family conflict is directly linked to a higher level of emotional exhaustion, which lowers project workers' job satisfaction.8e argument put forth by Nidadhavolu (2018) that effective leadership styles and employee satisfaction are critical to organizational success. The potential negative impact of work-family conflict on employee well-being and job satisfaction, as discussed by Dodanwala (2021), is also aligned with the study's findings. In summary, these results contribute to the understanding of this complex relationship and its practical implications for human resource management in the construction industry. They also enrich the existing literature by offering empirical evidence of the strong correlation between job satisfaction and job performance among civil engineers in construction companies.

Conclusion

As the construction industry continues to evolve and face dynamic challenges, the strong positive correlation between job satisfaction and job performance underscores the importance of prioritizing employee well-being for achieving optimal project outcomes. To bridge the existing research gap, future studies should delve deeper into the cultural and industry-specific factors that influence job satisfaction and performance, particularly in the context of the Indian construction sector. Understanding these nuances will aid in the development of tailored strategies and policies to enhance the productivity and job satisfaction of civil engineers, thus driving the growth and advancement of the industry. Moreover, with the ever-increasing globalization and diversification of the construction workforce, research should explore the impact of international assignments and cultural diversity on the job satisfaction and performance of civil engineers. This research serves as a stepping stone for further investigations that can illuminate the path toward a more motivated, satisfied, and productive workforce in the ever-evolving construction sector.

Scope for future research

As discussed above there is a scope that this research can be conducted later as to Analyse how diversity and inclusion initiatives within construction companies influence job satisfaction and job performance, especially among underrepresented groups of civil engineers. And mainly Investigate how the adoption of emerging technologies, such as Building Information Modelling (BIM), artificial intelligence, and automation, affects the job satisfaction and performance of civil engineers. Secondly assess the need for upskilling and reskilling to adapt to technological advancements and their impact on career development and satisfaction. Since this research was focussed on India as a whole researcher can Conduct comparative research to analyse job satisfaction and job performance among civil engineers in different regions, countries, or cultural contexts and identify cross-cultural factors that influence the experiences of civil engineers in the construction industry. Mainly they can Identify and disseminate best practices and interventions that construction companies can implement to enhance job satisfaction and job performance among civil engineers.

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APPENDIX

1. Age
 - A. 20-30
 - B. 30-40
 - C. 40-50
 - D. Above 50
2. Gender
 - A. Male
 - B. Female
 - C. Transgender
 - D. Prefer not to say
3. Marital Status *
 - A. Married
 - B. Unmarried
 - C. Divorced
4. Family Type *
 - A. Nuclear
 - B. Joint
 - C. Extended
5. Annual Income of the respondent
 - A. Below 1,00000
 - B. 1,00000-2,00000
 - C. 2,00000-3,00000
 - D. 3,00000-4,00000
 - E. 400000-500000
 - F. Above500000
6. Where do you stay *
 - A. Urban
 - B. Semi
 - C. Urban
 - D. Slum



7. What's your Mother tongue ?

- A. Tamil
- B. Hindi
- C. Telugu
- D. Malayalam
- E. Other

8. Work experience

- A. 0-10
- B. 10-20
- C. 20-30
- D. 30-40
- C. 40 above

SATISFACTION QUESTIONNAIRE

Ask yourself: How satisfied am I with this aspect of my job?

Very Sat. means I am very satisfied with this aspect of my job.

Sat. means I am satisfied with this aspect of my job.

N means I can't decide whether I am satisfied or not with this aspect of my job.

Dissat. means I am dissatisfied with this aspect of my job.

Very Dissat. means I am very dissatisfied with this aspect of my job.

On my present job, this is how I feel about . . .

| | Very Dissat. | Dissat. | N | Sat. | Very Sat. |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. Being able to keep busy all the time | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. The chance to work alone on the job | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. The chance to do different things from time to time | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. The chance to be "somebody" in the community | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. The way my boss handles his/her workers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. The competence of my supervisor in making decisions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Being able to do things that don't go against my conscience | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. The way my job provides for steady employment | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. The chance to do things for other people | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. The chance to tell people what to do | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. The chance to do something that makes use of my abilities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. The way company policies are put into practice | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. My pay and the amount of work I do | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. The chances for advancement on this job | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. The freedom to use my own judgment | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. The chance to try my own methods of doing the job | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. The working conditions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. The way my co-workers get along with each other | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19. The praise I get for doing a good job | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20. The feeling of accomplishment I get from the job | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | Very Dissat. | Dissat. | N | Sat. | Very Sat. |

JOB PERFORMANCE QUESTIONNAIRE

| STATEMENT | 0 | 1 | 2 | 3 | 4 |
|--|---|---|---|---|---|
| 1. I managed to plan my work so that I finished it on time | | | | | |
| 2. I kept in mind the work result I needed to achieve | | | | | |
| 3. I was able to set priorities | | | | | |
| 4. I was able to carry out my work efficiently | | | | | |
| 5. I managed my time well | | | | | |
| 6. On my own initiative, I started new task when my old tasks were completed | | | | | |
| 7. I took on challenging tasks when they were available | | | | | |
| 8. I worked on keeping my job-related knowledge up-to-date | | | | | |
| 9. I worked on keeping my work skills up-to-date 10. I came up with creative solutions for new problems | | | | | |
| 11. I took on extra responsibilities | | | | | |
| 12. I continually sought new challenges in my work | | | | | |
| 13. I actively participated in meetings and/or consultations | | | | | |
| 14. I complained about minor work-related issues at work | | | | | |
| 15. I made problems at work bigger than they were | | | | | |
| 16. I focused on the negative aspects of situation at work instead of the positive aspects | | | | | |
| 17. I talked to colleagues about the negative aspects of my work | | | | | |
| 18. I talked to people outside the organization about the negative aspects of my work | | | | | |