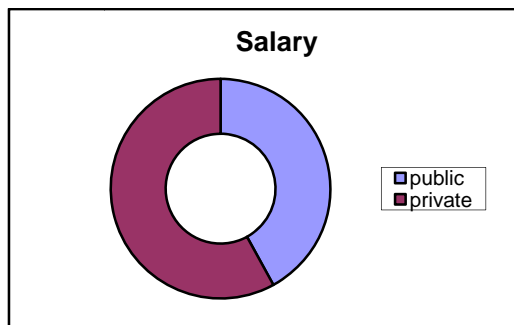


10. Detailed Description of the Above Mentioned Factors

1. Salary

Factor	Public	Private
Salary	2.44675	3.3769231

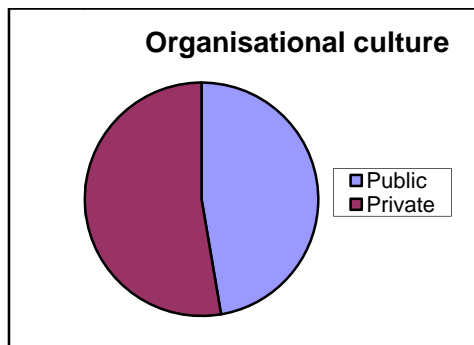
Employees of Private sector are more satisfied in terms of salary compared to public sector employees as both sector employees get salary on time and the reward or compensation received by them match with their responsibilities.



2. Organizational Culture

Factor	Public	Private
Organizational Culture	3.018681668	3.3589766

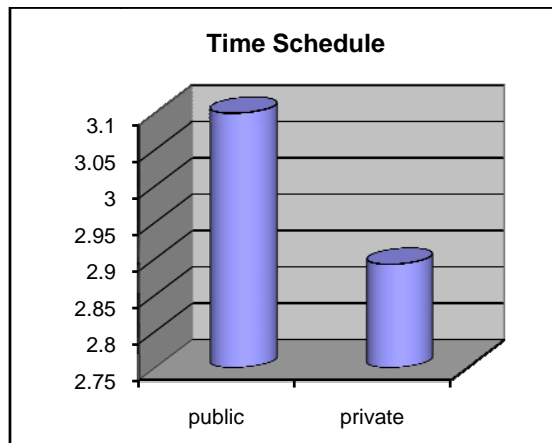
Organizational culture is found higher among Private employees compared to public employees as these employees are satisfied with their immediate bosses and there are no conflicts among the boss and employees.



3. Time Schedule

Employees of public sector are more comfortable with time schedule of their job as the reward receive by them on overtime basis are quiet fair than that of private sector.

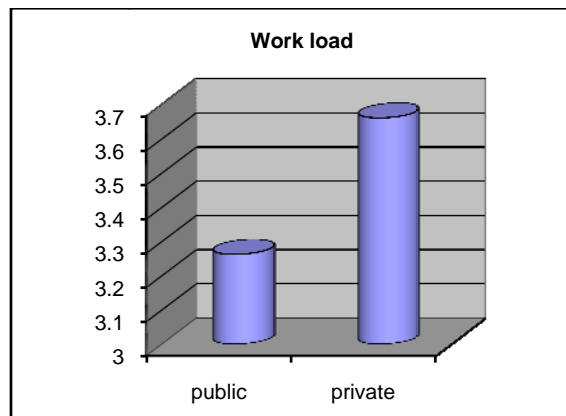
Factor	Public	Private
Time Schedule	3.1	2.8923078



4. Work Load

Work load is considered to be quiet fair in public sector compared to that of private sector as the schedule of their work is fair.

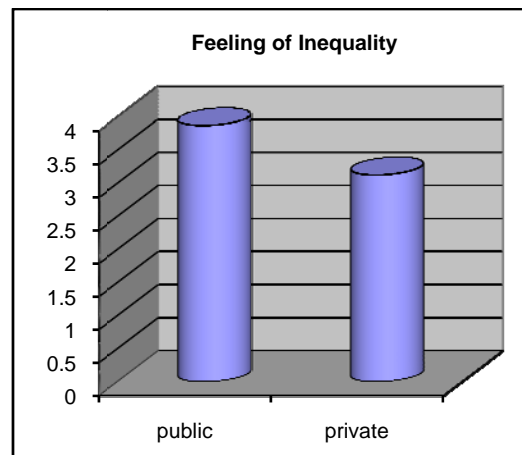
Factor	Public	Private
Work load	3.2624376	3.6615386



5. Feeling of Inequality

Feeling of inequality is more in Public sector as compared to Private sector. So private sectors are more comfortable with their job.

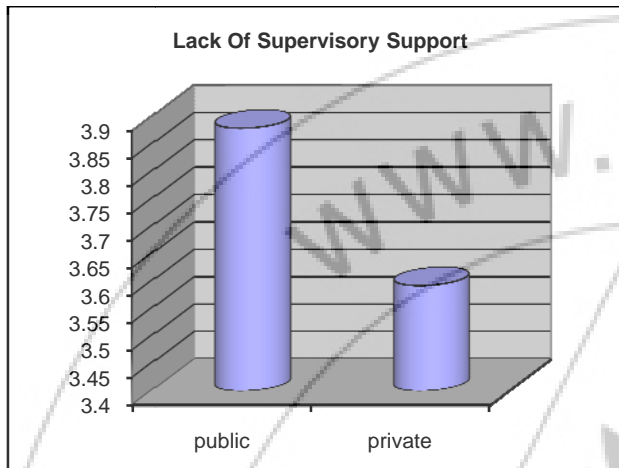
Factor	Public	Private
Feeling of inequality	3.8724275	3.1265



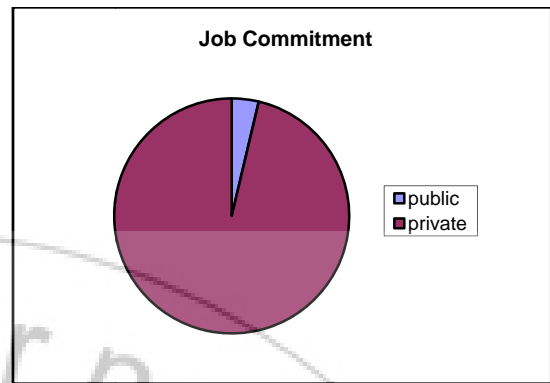
6. Lack of Supervisory Level

Supervisory support is comparatively low in public sector as their supervisor does not keep their subordinates well-informed about what is going on in company and supervisor’s support is more in private sector.

Factor	Public	Private
Lack of supervisory Support	3.8796675	3.5923076



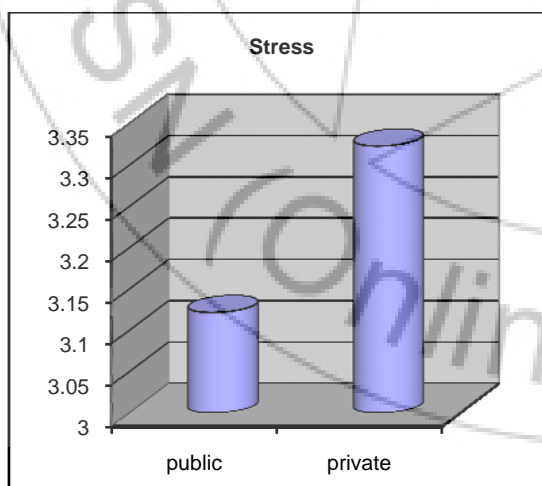
Factor	Public	Private
Job commitment	0.0038739	0.100721154



7. Job Stress

There is significant difference in the level of job stress between two sectors. As the private sector employees don’t get leave when they need it and face difficulty in maintaining a reasonable balance between their work life & family life, they often think about quitting of job, as they scan newspaper for better job opportunities and better organizational culture. These attributes are totally reverse in public sector.

Factor	Public	Private
Stress	3.1216	3.3230769



8. Job Commitment

Private sector employees are more committed to their job compared to public sector employees in terms of following variables: salary, organizational culture, overtime reward.

11. Major Findings

From the above we can find that if all the factors are considered separately then private sector employees are more satisfied than the public sector employees in some cases. But in general both sectors are satisfied from their jobs.

12. Implications

1. Due to this satisfaction in job Physical problems and health problems like heart diseases, ulcers, arthritis, and increased frequency of drinking and smoking, cardiovascular, gastrointestinal, endocrine and other stress related disorders occurs.
2. Psychological and behavioral problems like change of moods, inferiority complex, widespread resentment, reduced aspirations and self esteem, reduced motivation and job skills.
3. Organizational: job dissatisfaction, behavioral problems, production turn over, increased absenteeism, increased accidents, lower productivity.

13. Conclusion

The productivity of the work force is the most important factor as far as the success of an organization is concerned. The productivity in turn is dependent on the well being of the employees. In an age of highly dynamic and competitive world, to be a satisfied person is a difficult task that can affect him on all realms of life. The growing importance of interventional strategies is felt more at organizational level. This particular research was intended to study the impact of occupational stress on all the employees of private and public sector .Although certain limitations were met with the study, every effort has been made to make it much comprehensive. It is expected to draw attention from policy makers and men of eminence in the related fields to resume further research.

14. Recommendations

Employees are the assets of an organization and to retain them in organization some Effective measures should be taken into concern. Factors like Salary, Organizational Culture, Job Stress and job commitment should be the

prime area for a manager and To alleviate the negative consequences of these factors, more effort on the part of policy makers, practitioners, and organizational management has to envisage which are as follows:

- Salary should be according to job profile and stress level of employees.
- Certain modern techniques like Yoga, Instrumental activities should be included in organization to reduce the job stress.
- There must be brain storming between employees and employers relating to their job profile, job stress, and salary from time to time in order to increase their job-commitment.
- Proper award should be given for overtime.

Reference

- [1] Avtgis T, 2000. "Unwillingness to communicate and satisfaction in organizational relationships" *Psychological Reports*, 87(1), 82-84
- [2] Feldman D and H Arnold, 1985. "Personality types and career patterns: Some empirical evidence on Holland's model". *Canadian Journal of Administrative Science*, 192-210
- [3] Foels R, J Driskell, B Mullen, and E Salas, 2000. "The effect of democratic leadership on group member satisfaction: An Interaction. *Small Group Research*, 31(6), 676-701
- [4] Holland J, 1985. *Making Vocational Choices: A Theory of Vocational Personality and Work Environments* (2nd ed). Englewood Cliffs, NJ Prentice Hall
- [5] Johnson G and W Johnson, 2000. "Perceived over qualification and dimensions of job satisfaction: A longitudinal analysis". *Journal of Psychology*, 134(5), 537-555
- [6] Jonge J, F Dollord, C Dormann, and P Le Blance, 2000. "The demand-control model: specific demands, specific control and well-defined groups". *International Journal of Stress Management*, 7(4), 269-287.
- [7] Kallenberg I and A Mastekaasa, 2001. "Satisfied movers, committed stayers: The impact of job mobility on work attitudes in Norway". *Work and Occupations*, 28(2), 183-209.
- [8] Katzell R, D Thompson, and R Guzzo, 1992. "How job satisfaction and job performance are and are not linked", in CJ Cranny, PC Smith, and EF Stone (eds), *Job Satisfaction*. New York: Lexington Books, 1992, 195-217.
- [9] Lall Madhurima, 2008. "A comparative evaluation of job-satisfaction in private-sector and public sector bank employees", *Samadhan: a peer reviewed journal*, Vol. 11, Jan-June 2008, pp 3 – 24
- [10] Locke E, 1976. "The nature and causes of job satisfaction" in *Handbook of Industrial and Organizational Psychology*, M Dunnette, ed, Chicago: Rand McNally, 1297-1350.
- [11] Luthans F, 1989. *Organizational Behavior*, New York, McGraw-Hill, 5th edition, pp 176-185, 264-283.
- [12] Noer D, 1993. *Healing the Wounds*. San Francisco, Jossey-Bass.
- [13] Parnes H, G Nestel, and P Andrisani, 1973. *The Pre-retirement Years: A Longitudinal Study of the Labour Market Experience of Men*. US Government printing office, Washington, DC, 1973, 3, 37.
- [14] Perrewe L, A Hochwarker, and C Kiewitz, 1999. "Value attainment: An explanation for the negative effects of work-family conflict on the job and life satisfaction". *Journal of Occupational Health Psychology*, 4 (4), 318-326.
- [15] Saleh S, 1981. "A structural view of job involvement and its differentiation from satisfaction and motivation". *International Review of Applied Psychology*, 30(1) pp 17-29.
- [16] Sinacore G, 1998. "Employed mothers: Job satisfaction and self-esteem". *Canadian Journal of Counseling*, 32 (3), 242-258.
- [17] Sinha D, 1958. "Job satisfaction in the office and manual workers". *Indian Journal of Social Work*, 19, 39- 46.
- [18] Sinha D & Shukla K.S. "Comparative study of Job satisfaction of the employees of Private & Public Sector Banks", V3 *Journal of Management (e-journal)*, Vol 1, Issue 1, June 2012.
- [19] Sprigg A, R Jackson, and K Parker, 2000. "Production team-working: The importance of interdependence and autonomy for employee strain and satisfaction". *Human Relations*, 53 (11), 1519-1543.
- [20] Taylor H, 2000. "The difference between exercisers and non-exercisers on work-related variables". *International Journal of Stress Management*, 7 (94), 307-309.
- [21] Vander G, M Emans, and E VanDe, 2001. "Patterns of interdependence in work teams: A two level investigation of the relation with job and team satisfaction". *Personnel Psychology*, 54 (1), 51-69.
- [22] Vigoda E, 2000. "Organizational politics, job attitude and work outcomes: Exploration and implications for the public sector". *Journal of Vocational Behavior*, 57 (3), 326-347.
- [23] Weiss H and R Cropanzano, 1996. "Affective events theory: A theoretical discussion of the structure causes and consequences of affective events at work". *Research in Organizational Behavior*, 18, 191-214.
- [24] Witt L and L Nye, 1992. "Gender and the relationship between perceived fairness of pay or promotion and job satisfaction". *Journal of Applied Psychology*, Dec, 910-17.
- [25] Wright M and L Cordery, 1999. "Production uncertainty as a contextual moderator of employee reactions to job design". *Journal of Applied Psychology*, 84 (3), 456-463.
- [26] Locke cited in Brief, AP, Weiss HM. *Organizational behavior: affect in the workplace*. *Annual Review of Psychology*, 2001, 53, 279-307
- [27] Cranny, Smith & Stone, cited in Weiss, HM. *Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences*. *Human Resource Management Review*, 2002, 12, 173-194
- [28] Brief, cited in Weiss, H. M. *Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences*. *Human Resource Management Review*, 2002, 12, 173-194

- [29] Weiss, HM. Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences. *Human Resource Management Review*, 2002, 12, 173-194.
- [30] Hickman JR, Oldham GR. Motivation through design of work. *Organizational behaviour and human performance*, 1976, 16, 250-279
- [31] Hickman JR, Oldham GR. Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 1976, 16, 250-279
- [32] Fried Y, Ferris GR. The validity of the Job Characteristics Model: A review and meta-analysis. *Personnel Psychology*, 1987, 40, 287-322
- [33] Rafaeli A, Sutton RI. The expression of emotion in organizational life. *Research in Organizational Behavior*, 1989, 11, 1-42
- [34] Abraham R. The impact of emotional dissonance on organizational commitment and intention to turnover. *Journal of Psychology*, 1999, 133, 441-455
- [35] Morris JA, Feldman DC. Managing emotions in the workplace. *Journal of Managerial Issues*, 1997, 9, 257-274
- [36] Organ DW, Ryan KA. Meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 1995, 48, 775-802

Author Profile



Kshama Bhardwaj is working as Senior Executive Development Officer in ICFAI Hyderabad. She has completed her MBA from Maharishi Dayanand University Rohtak Haryana India. She has also completed her MA in Political Science from Maharishi Dayanand University Rohtak Haryana India. Now She is pursuing her Bachelors in Law from Rajasthan University Jaipur India. She has participated in National and International Conferences and also got prizes. She has published papers in reputed journal and also chapters in books.

Richa Bhardwaj is Assistant Professor in Department of management studies in WCTM Gurgaon Haryana India. She has completed her MBA from Maharishi Dayanand University Rohtak Haryana India and has teaching experience of 8 years at postgraduate level. She has to her credit a number of research papers published on International and National journals of repute and in national and international proceedings.