

Demographic Factors and Job Satisfaction of Civilian Personnel in Inter Service Organizations in India

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[Abstract] Inter Service Organizations, manned by Civilian and Military personnel, serve Defence forces in fields common to Army, Navy and Air Force. This research delved into the complex and unexplored area of job satisfaction of civilian personnel in Inter Service Organizations. The study was conducted in Military Engineer Services (MES), one of the Inter Service Organizations in India. Data analysis of 850 completed questionnaires has thrown light on job satisfaction and demographic factors such as Cadre/ group, Gender, Age, Length of service /experience and Nature of work. Findings would be greatly beneficial to improve job satisfaction and productivity of organizations.

[Keywords] civilians, demographic factors, Inter Service Organizations, job satisfaction, military

Introduction

Government organizations are generally manned by civilian personnel, except the military organizations, which are manned by military personnel. There are Government organizations manned by both military as well as civilian personnel and these organizations are referred in this research as “Inter Service Organizations”. Inter Service Organizations serve Defence forces in fields which are common to the Army, Navy and Air Force. They are responsible for development and maintenance of common resources in order to economize on costs and provide better services. They function directly under Ministry of Defence (CAG, 2009). Military Engineer Services (MES), Border Roads Organization, Naval Stores Depot, Naval Armament Depot, Directorate General of Quality Assurance are some of the Inter Service Organizations manned by both military and civilian personnel. The variations in job satisfaction of civilian personnel in Inter Service Organizations based on demographic factors such as Cadre/ Group, Gender, Age, Length of service /experience and Nature of work are explored in this research paper. The study was conducted in Military Engineer Services (MES), one of the Inter Service Organizations.

Job Satisfaction Challenges in Inter Service Organizations

Inter Service Organizations have unique characteristics and Human Resource Management issues due to its combined civilian- military manpower. Job satisfaction of civilians in Inter Service Organizations is an interesting subject due to the complex organizational structure involving civilian and military personnel. Some of the grievances of civilian personnel affecting job satisfaction are given here. Inter Service Organizations are always headed by a military officer and many of the top posts of these organizations are reserved for military personnel. Equivalence of different military and civilian ranks of the personnel in these organizations is a grey area resulting friction between civilians and military personnel. Senior civilian officers are posted under same rank or Junior military personnel. Civilian officers do not even have complete command and control over military officers posted under them. Military and civilian personnel have similar duties and responsibilities in the same post in the Inter Service Organizations. But similar benefits are not provided to the civilians due to the difference in Pay and allowance structure, Promotional opportunities and Leave rules of military and civilian cadres.

Significance and Scope of the Study

Job satisfaction is a widely researched topic. Many studies have been done on job satisfaction of different categories of personnel all over the world. However, no studies have been done on job satisfaction of

civilians in Inter Service Organizations in India. Thus, an important research gap was identified. This study on the effect of demographic factors on job satisfaction of civilian personnel in Inter Service Organizations is an attempt to fill the knowledge gap.

Literature Review

Job satisfaction describes how content an individual is with his or her Job. With the development of principles of Scientific Management by Taylor in 1911, the decisions based on traditions and rules of thumb were replaced by detailed procedures developed after careful study of people at work. With the application of Scientific Management principles, the workers were compelled to work at a faster pace and this greatly increased productivity. But at the same time, fatigue and dissatisfaction set in among the workers. Hence research was carried out to answer new questions regarding job satisfaction. The study of job satisfaction was started by Elton Mayo with the Hawthorne studies (1924–1933) in Hawthorne plant, Chicago. The Hawthorne studies showed that, social factors also influenced the working of an individual apart from the physical changes. From the findings, it was evident that people work for purposes other than pay and paved the way for researchers to investigate other factors affecting job satisfaction. The three major factors which influence job satisfaction are “factors related to workers”, “factors related to employers” and “factors related to work”. Age, sex, length of service, personality, dependents, ambitions, mental ability are some of the factors related to workers. Salary, promotions, security, supervisor are factors related to employers. Working conditions, factory location, skill, relationship with co-workers, job itself are factors related to work (Bisen, 2000).

The factors related to workers are considered as the demographic factors. There have been numerous studies on the effect of demographic factors on job satisfaction. The effect of demographic factors on job satisfaction differs from organizations to organizations, depending on the characteristics of the organizations.

Results of the study on the influence of demographic factors on job satisfaction of university faculties in Nepal revealed that monthly income had significant influence on job satisfaction. Designation was found to be the second important demographic variable which had significant influence on job satisfaction of faculty members (Shrestha, 2019).

In a study to examine the relationship between demographic characteristics and job satisfaction among academic staff of universities in Pakistan, it was found that male academic staffs were more satisfied. The permanent academic staffs were more satisfied than contractual academic staff. The academic staffs with PhD degree were more satisfied with job than academic staff with MPhil, Master and Bachelor (Hons) degree. The academic staffs with high net monthly salary were found more satisfied than those who were earning less monthly salary. The experienced faculty members were more satisfied than less experienced staff. It was also found age and job satisfaction was not positively correlated. The academic staffs from private sector universities were more satisfied than that of public sector universities (Ghafoor, 2012).

In a study on the demographic factors and job satisfaction of employees of Life Insurance Corporation in India, it was observed that there was no significant variation in job satisfaction of the staff across different cadres. Age also did not cause significant impact on the level of job satisfaction. However, there was a significant association between gender and job satisfaction. There was also a perceptible variation in the level of job satisfaction across the various experience groups (Kumar, 2012).

Study conducted on the effect of demographic factors on job satisfaction of non-academic staff in universities of Sri Lanka revealed that age was an important factor affecting the job satisfaction. Gender had no significant effect on job satisfaction. The younger staff members (age group 20-40) were more satisfied than older staff members (Age group 41-60). Older technical staff members had the least job satisfaction (Yapa, 2014).

In a study of Segen Construction Company on the influence of employee demographic factors on job satisfaction, it was found that there was no significant relationship between gender and job satisfaction, but there was significant relationship between age and job satisfaction as well as working experience and job

satisfaction (Gituma, 2017).

The study on the relationship of job satisfaction and demographic variables in Pars Ceram factory employees in Iran showed that there was a correlation between job satisfaction and demographic variables like gender, age (Shahnaz Tabatabaei, 2013).

A study on demographic factors of textile mill workers, showed that there were significant relationships between gender, age, years of experience and job satisfaction. There was no significant relation between occupation and job satisfaction (L.Ranjit, 2012).

Investigating job satisfaction and demographic variables among library staff in federal and state university libraries in South East Nigeria, it was found that there was no difference in the mean ratings on job satisfaction in relation to professional status, age and work experience. However, difference was found on job satisfaction in relation to gender (Ibegbulam, 2015).

Study conducted on measuring job satisfaction level of employees of HDFC bank, using demographics, revealed that personnel with higher age groups are more satisfied than lower age groups personnel (Khan, 2015).

Objectives of the Study

The main objective of the study was to investigate the effect of demographic factors on job satisfaction of civilian personnel of Inter Service Organizations in India. Demographic factors considered were “Cadre/ Group”, “Gender”, “Age”, “Length of service/Experience” and “Nature of work”. The specific objectives were,

1. Examine effect of Cadre/ Group on job satisfaction of civilian personnel.
2. Examine effect of Gender on job satisfaction of civilian personnel.
3. Examine effect of Age on job satisfaction of civilian personnel.
4. Examine effect of Length of service /Experience on job satisfaction of civilian personnel.
5. Examine effect of Nature of work on job satisfaction.

Research Questions

The following research questions were addressed in the research:

1. Is there a significant effect of Cadre/group differences on job satisfaction?
2. Is there a significant effect of Gender differences on job satisfaction?
3. Is there a significant effect of Age differences on job satisfaction?
4. Is there a significant effect of Length of service/experience on job satisfaction?
5. Is there a significant effect of Nature of work on job satisfaction?

Research Hypotheses

The following null hypotheses were tested in this study:

1. Null hypothesis1- There is no effect of Cadre/Group on job satisfaction of civilian personnel.
2. Null hypothesis 2- There is no effect of Gender on job satisfaction of civilian personnel.
3. Null hypothesis3- There is no effect of Age difference on job satisfaction of civilian personnel.
4. Null hypothesis 4- There is no effect of Length of service/experience on job satisfaction of civilian personnel.
5. Null hypothesis5- There is no effect of Nature of work on job satisfaction of civilian personnel.

Methodology

In this study, effect of demographic factors on job satisfaction of civilian personnel in Inter Service Organizations was found out through sampling, questionnaire design and hypotheses testing. Target population was the civilian personnel of Inter Service Organizations in India. Data collection was done from the civilian personnel of Military Engineer Services, one of the Inter Service organizations. Military

Engineer Services comprised of approximately and 67000 civilian personnel and 8000 military personnel. The civilian personnel in all Inter Service Organizations are subjected to the same rules and regulations of Government of India. The role of military is common in all Inter Service Organizations. Hence study on job satisfaction of civilian personnel in Military Engineer Services would give a fair idea on the Job Satisfaction of civilian personnel in the Inter Service Organizations.

Stratified Random sampling was employed. 850 Responses to questionnaires were collected for better representation of the population even though the minimum requirement of sample size was 382 as per Cochran's formula for a population size 67000 with confidence level 95 and margin of error 5 per cent. Responses were collected from different categories of personnel, covering multiple segments based on cadre/ group, gender, age, length of service/ experience and job profile. Sampling design is given in Table 1.

Table 1
Sampling Design

Category of personnel		Total employees	Number of responses to questionnaire collected
Group A	Directly recruited officers	1200	210
Group B	Departmentally promoted officers and Junior Engineers	9800	307
Group C	Clerical and Industrial cadre	56000	333
Total		67000	850

Questionnaires consisted of questions related to demographic variables and also questions related to job satisfaction. The questionnaire was framed by the researcher in such a way that it covered all the aspects related to demographic factors and job satisfaction. It included three sets of questions, each seeking to elicit specific type of information. First set of questions were on demographic information about "Cadre/ Group", "Gender", "Age", "Length of service/Experience" and "Nature of work". Then there was a set of questions on different aspects of the job with responses to be indicated on Likert scale options. Third was a question relating to overall job satisfaction.

Reliability of questionnaire was established through the internal consistency method. The questionnaire was administered to 20 personnel and the data was analysed using Cronbach's Alpha to establish the reliability of the questionnaire. The value of Cronbach's Alpha was found to be 0.96 for the questionnaire used in this study. The validity of questionnaire was established through face validity and content validity.

Data Analysis

The collected data was analysed using descriptive and inferential statistics for arriving at conclusions of study (Tables 2,3 and 4). Statistical method of Chi-square test of independence was applied for hypotheses testing. Chi square test of independence was used for hypotheses testing since the variables involved in the study were categorical variables. After calculating the expected frequency and the observed frequency table, p values were calculated (Table 5).

Overall Job Satisfaction

From Table 2, the percentage analysis of the overall job satisfaction showed that 62 per cent of the personnel were either "satisfied" or "extremely satisfied". About 38 per cent of the civilian personnel were either "extremely dissatisfied" or "dissatisfied" or "Neutral". The overall mean job satisfaction level was 3.53 on a scale 1 to 5. The mean value was found to be between 3 (neutral) and 4 (satisfied). So, it could be concluded that the overall satisfaction level of civilian personnel in the inter service organizations was "moderate".

Table 2*Descriptive Statistics of Overall Job Satisfaction*

Job satisfaction on a scale 1 to 5 (extremely dissatisfied=1, dissatisfied= 2, neutral= 3, satisfied=4 and extremely satisfied=5)								
	Responses						MEAN	SD
	Extremely dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Extremely satisfied (5)	Total		
Overall Job Satisfaction (in numbers)	28	99	193	454	76	850	3.53	0.93
Overall Job Satisfaction (in percent)	3	12	23	53	9%	100		

Effects of Demographic Variables on Job Satisfaction

Table 3 and 4 give the descriptive statistics of various demographic factors and job satisfaction. Percentage analysis, Mean and Standard Deviations were calculated for each category separately.

Table 3*Descriptive Statistics of Cadre/Group, Gender and Age and Job Satisfaction*

Job satisfaction on a scale 1 to 5 (extremely dissatisfied=1, dissatisfied= 2, neutral= 3, satisfied=4 & extremely satisfied=5)								
	Responses in numbers (Per cent)						Mean	SD
	Extremely dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Extremely satisfied (5)	Total responses (850)		
Cadre/Group								
Group A	6 (3)	20 (9)	38 (18)	127 (60)	20 (10)	210 (100)	3.64	0.89
Group B	10 (3)	39 (13)	87 (28)	148 (48)	22 (7)	307 (100)	3.43	0.92
Group C	12 (4)	40 (12)	68 (20)	179 (54)	34 (10)	333 (100)	3.54	0.95
Gender								
Men	27(4)	92(13)	147(20)	402(55)	66(9)	734(100)	3.53	0.94
Women	1(1)	9 (8)	43 (37)	53 (45)	10 (9)	116 (100)	3.51	0.81
Age								
18 to 40 years	3 (2)	45 (19)	73 (30)	100 (43)	14 (6)	235 (100)	3.31	0.90
41 to 50 years	8 (5)	22 (13)	40 (24)	92 (56)	3 (2)	165 (100)	3.36	0.91
Above 51 years	17 (4)	32 (7)	79 (18)	263 (58)	59 (13)	450 (100)	3.70	0.92

Cadre/Group and Job satisfaction

To study the job satisfaction variation due to Cadre/Group differences, the civilian personnel were categorized into “Group A”, “Group B” and “Group C” cadres. Group A cadre consisted of directly recruited officers through Indian Engineering Services Exams. Group B cadre consisted of departmentally promoted officers from the supervisory cadre and Junior Engineers. Group C cadre consisted of the clerical cadre and Industrial cadre. Industrial cadre consisted of technical labor force of various categories. From Table 3, the percentage analysis indicated that 70 per cent of Group A and 64 per cent of Group C cadres were “satisfied”

or “extremely satisfied” in comparison to the 55 per cent of Group B cadre. The mean values of job satisfaction also indicated that the satisfaction level of group B cadre was 3.43, less than that of Group A at 3.64 and that of Group C at 3.54.

Hence it could be concluded that Group B cadre was less satisfied in the job compared to Group A and Group C cadres. The result of the hypotheses testing in Table 5 showed that there was no significant relation between different Groups/cadres and Job Satisfaction.

Table 4

Descriptive Statistics of Length of Service and Nature of Work on Job Satisfaction

Job satisfaction on a scale 1 to 5 (Extremely dissatisfied=1, dissatisfied= 2, neutral= 3, satisfied=4 and extremely satisfied=5)								
	Responses in numbers (Per cent)					Total Responses (850)	Mean	SD
	Extremely dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Extremely satisfied (5)			
Length of service								
1 to 10 years	2 (1)	35 (23)	36 (23)	74 (47)	9 (6)	156 (100)	3.32	0.95
11 to 17 years	4 (3)	21 (14)	52 (34)	67 (44)	7 (5)	151 (100)	3.34	0.87
18 to 30 years	14 (8)	14 (8)	41 (24)	96 (55)	9 (5)	174 (100)	3.42	0.99
Above 30 years	8 (2)	29 (8)	63 (17)	218 (59)	51 (14)	369 (100)	3.75	0.87
Nature of work								
Staff duty/ office work	10 (7)	13 (9)	34 (24)	79 (55)	7 (5)	143 (100)	3.46	0.95
Executive /site work	1 (1)	10 (14)	24 (33)	31 (42)	7 (10)	73 (100)	3.43	0.89
Both the staff and executive	7 (2)	34 (11)	83 (26)	163 (52)	27 (9)	314 (100)	3.53	0.88
Clerical work	9 (5)	26 (15)	45 (26)	78 (44)	18 (10)	176 (100)	3.42	1.01
Repair/ maint/ operation/ Misc duties (Industrial)	4 (3)	16 (11)	8 (5)	103 (70)	16 (11)	147 (100)	3.75	0.88

Gender and Job Satisfaction

The personnel were grouped into “men” and “women” in order to analyze the variation job satisfaction due to gender differences. From Table 3, the percentage analysis showed that 64 per cent men and 54 per cent women personnel were either “satisfied” or “extremely satisfied” in the job. The mean value of the job satisfaction of men was at 3.53 in comparison to women personnel at 3.51.

Hence from the above, it could be concluded that the job satisfaction level of women personnel was less than that of men. The result of the hypothesis testing in Table 5, showed that there was significant relation between Gender and job satisfaction.

Table 5
Hypotheses Testing of Demographic Factors

Hypothesis testing	P value in chi square test of independence	Inference
Null hypothesis1- There is no effect of Cadre/group on job satisfaction	P= 0.104184308	Since $p > 0.05$ null hypothesis 1 is accepted.
Null hypothesis2- There is no effect of Gender on job satisfaction	P=0.00082	Since $p < 0.05$, null hypothesis 2 is rejected, in respect of Gender.
Null hypothesis3- There is no effect of Age and job satisfaction	P=5.31692E-11	Since $p < 0.05$, null hypothesis 3 is rejected, in respect of Age.
Null hypothesis4- There is no effect of Length of service and job satisfaction	P= 2.62492E-11	Since $p < 0.05$, null hypothesis 4 is rejected, in respect of Length of service.
Null hypothesis5- There is no effect of Nature of work. and job satisfaction	P= 1.09963E-05	Since $p < 0.05$, null hypothesis 5 is rejected, in respect of Nature of work.

Age and Job Satisfaction

The age of the personnel in Government service varies from 18 to 60years. In order to gauge the variations in job satisfaction between age groups, civilian personnel were grouped into different age categories such as, "18 to 40 years", "41 to 50 years" and "above 51 years". The age groups were formed to categorize the personnel broadly into three categories: juniors, seniors and a category in between juniors and seniors. The Age group "18 to 40 years", was considered as junior personnel. The age group "41 to 50 years" was considered as personnel in between Juniors and seniors. The age group "above 51 years" was considered as Senior personnel. The percentage, mean and standard deviation of Job satisfaction were calculated separately for each age categories. From the Table 3, it can be seen that percentage of "satisfied" or "extremely satisfied" employees of age groups "18 to 40 years", "41 to 50 years" and "above 51 years" were 49 per cent, 58 per cent and 71 per cent respectively. The mean values of job satisfaction were also increased as 3.31, 3.36 and 3.70 respectively.

Hence it can be concluded that the job satisfaction increased with age of personnel. The younger lot was less satisfied in the job compared to the older group. The younger staff members of age group "18-40 years" and "41 to 50 years" were found to be less satisfied than older staff members of age group "above 51 years". The results of the hypothesis testing in Table 5 showed that there was significant relation between Age and job satisfaction.

Length of Service/Experience and Job Satisfaction

The length of service/ experience of the personnel was found to vary from 1 to 35 years. On the basis of the length of service/ experience, the personnel were divided into four categories such as "1 to 10 years", "11 to 17 years", "18 to 30 years" and "above 30 years". The categorization based on length of service/ experience was done with a view to separate personnel into four broad categories. The percentage, mean and standard deviation of Job satisfaction were calculated for each group separately. From the Table 4, it can be seen that percentage of "satisfied" or "extremely satisfied" personnel of groups with length of service "1 to 10 years", "11 to 17 years", "18 to 30 years" and "above 31 years" were 53 per cent, 49 per cent, 60 per cent and 73 per cent respectively. The percentage level was increasing steadily barring a slight dip in the per cent of satisfaction level in the length of service group "11 to 17 years". The mean scores of job

satisfaction also increased steadily with the values of 3.32, 3.34, 3.42 and 3.75 respectively.

Hence from the above results of percentages and mean, it can be concluded that the job satisfaction increased with length of service/experience of personnel. The staff members with less service (length of service group “1-10 years” and “11 to 17 years”) were found to be less satisfied compared to more experienced staff members (length of service group “18 to 30 years” and “above 31 years”). The result of the hypothesis testing in Table 5 showed that there was significant relation between Length of service and job satisfaction.

Nature of Work and Job Satisfaction

Personnel were grouped into five categories based on Nature of work such as “Staff duty/ office work”, “Executive / site work”, “Both the staff and executive”, “Clerical work” and “Repair/ maintenance/ operation/ Miscellaneous duties”. From the survey results from Table 4, it could be seen that the percentage of “satisfied” or “extremely satisfied” were increasing in the order executive (52 per cent), clerical (54 per cent), staff duty (60 per cent), both staff and executive (61 per cent) and Industrial cadre (81 per cent). Job satisfaction was lowest for the executive cadre. The job satisfaction level was highest for the Industrial cadre. Industrial cadre consisted of technicians who does the repair/maintenance and miscellaneous works. Personnel on executive and clerical duties were found to be least satisfied. The mean value of job satisfaction indicated low values 3.42 and 3.43 for clerical cadre and executive cadre respectively, while the industrial category scored the highest value of 3.75. The mean value for “both staff and executive” was 3.53, while that of “Staff duty/ office work” was 3.46.

It could be concluded that the Industrial category personnel had the highest level of job satisfaction, while executive and clerical personnel had the lowest level of job satisfaction. The result of the hypotheses testing in Table 5 showed that there was significant relation between Nature of work and job satisfaction.

Conclusion

The research identified the overall job satisfaction and also the job satisfaction level of various categories of personnel based on demographic factors. The study also highlighted categories of satisfied and dissatisfied personnel and their satisfaction levels. About 62 percent personnel were satisfied or extremely satisfied. The overall mean job satisfaction was 3.53 on a scale 1 to 5. The result is in between 3 (neutral) and 4 (satisfied). Hence the overall job satisfaction of civilian personnel in the Inter Service Organizations was at a *moderate level*.

Based on demographics, survey results showed several interesting trends in the areas of job satisfaction as well as dissatisfaction. Group B cadre had less job satisfaction compared to Group A and Group C cadres. Women personnel were less satisfied in the job than Men. Job satisfaction increased with Age of personnel. Younger personnel were found to be less satisfied in the job. Job satisfaction increased with Length of service/ experience in the organizations. Job satisfaction of junior personnel were found to be less than seniors. Executive and Clerical cadres had least job satisfaction level, while industrial cadre had the highest job satisfaction level.

Hypothesis testing showed that the demographic factor of cadre/groups had *no* significant effect on job satisfaction. However, Gender, Age, Length of service and Nature of work had significant effect on job satisfaction of defence civilian personnel.

Practical Implications of the Study

The present study provided several important information on the effect of demographic variables on job satisfaction of civilian personnel in Inter Service Organizations. Job satisfaction was found to be less among Group B cadre, women personnel, junior personnel and also among the less experienced personnel. The findings of this research would be helpful for the management in policy formulation regarding human assets and taking corrective actions to improve job satisfaction in weak areas. Improvement in job satisfaction would increase the productivity and effectiveness of the Organizations.

Limitations of the study and recommendations

The first limitation is that the study was conducted only in Military Engineer Services, one of the Inter Service Organizations. The study could be broadened by collecting data from other Inter Service Organizations. Secondly the present study was conducted only on the civilian personnel. The job satisfaction of the military personnel in the Inter Service Organizations has not been studied. The future researchers may expand the study to civilian personnel of other Inter Service Organizations as well as to military personnel of the Inter Service Organizations.

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