



Effect of Job Satisfaction on Employees across Demographic Variables in Indian Corporate Sector

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Abstract: The objective of present research is to examine the effect of job satisfaction on employees across demographic variables within corporate sector of India. A convenience random sampling technique used to ensure representation across demographic variables such as age, education level, professional experience, income, and sector of employment. The final sample size for the study is 200. For quantitative data, statistical methods like Descriptive statistics, factor analysis and ANOVA tests have been employed to examine relationships between variables. Autonomy, Promotion, Remuneration, Job security and Ability utilization were extracted with 24 items. From the findings it can be concluded that age group of above 41-50 years respondents are more satisfied with the promotions. Respondents from Income group above 75000 were more satisfied with the remuneration and ability utilization. The study also found that respondents from MNC sector are more satisfied with the remuneration, job security and promotion.

Keywords: Job Satisfaction, Autonomy, Promotion, Remuneration, Job security, Ability utilization.

1.0 Introduction

The term job satisfaction was propounded by Hoppock (1935). Hoppock defined job satisfaction as ‘any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfy with my job’. Further job satisfaction can be defined as an individual positive measurable judgement on his or her working conditions. Literally job satisfaction is an internal feeling with which the employees view his work. As such it cannot be seen, it can only infer and thus it is an emotional response to a job situation. Job satisfaction is the general attitude of an individual towards his work, a man with high level of job satisfaction showed a positive attitude towards the job whereas a man less satisfied with the job done, this indicates a negative attitude towards the job (Rachman, 2021). It may also be defined as an attitude which results from balancing and combination of many particular likes and dislikes experienced in connection with the job. Their evaluation may largely depend upon personal objectives. Another factor which affects the level of job satisfaction are salaries, promotion chances, company policies, working condition, job security, work group, role ambiguity and role conflicts etc. When workers are happy in their jobs, they will be more loyal to the company and have high levels of work involvement, which will encourage them to keep getting better at what they do. The most widely used meaning of job satisfaction is coined by Inuwa (2016) which claimed that an individual's feelings about their entire career that is, how much they like or dislike their jobs are what really drive job satisfaction.

The Indian business environment, known for its fast-paced economic expansion and intricate socio-cultural structure, provides a distinctive setting for this study. Saha & Kumar (2018) emphasize that the Indian workforce exhibits remarkable diversity, encompassing individuals from different age groups, genders, educational backgrounds, and levels of experience. The wide range of differences among individuals requires a careful and detailed approach to comprehending job satisfaction and its impact on the success of an organization and the engagement of its employees.

Furthermore, this study explores the practical consequences of our discoveries, namely how they might guide human resource policy and management practices. According to Faroque (2022), Indian organizations must increasingly implement inclusive and employee-centric strategies to improve job satisfaction and, as a result, boost organizational efficiency.

1.1 Objective of the study

- To examine the effect of job satisfaction on employees across demographic variables in Indian Corporate Sector.

2.0 Review of Literature

The relationship between job satisfaction and demographic characteristics in the Indian corporate sector is a complex topic that has received a lot of attention in recent years. This literature review summarizes major findings from a variety of studies, with a focus on how age, gender, educational background, and work experience influence job satisfaction. The Indian business environment, noted for its cultural variety and dynamic economic terrain, provides an interesting backdrop for this research.

Demographic characteristics based on the research conducted by Namasivayam & Zhao (2007) which revealed notable variations in job satisfaction levels among different age groups in Indian organizations. In addition, the study explores the impact of gender on job satisfaction, based on the research conducted by Peters et al (2010) emphasized the distinct difficulties and expectations that women face in the Indian corporate sector. Chordiya et al (2017) examines the influence of educational background and work experience on employment expectations and satisfaction.

The influence of age on job satisfaction is a critical area of study. According to the findings of Mahanta (2012) research in the Indian IT sector, job satisfaction tends to rise with age. This is attributed to the accumulation of experience and stability. On the contrary, Kavanagh et al (2006) posited that younger employees demonstrate distinct levels of satisfaction in comparison to their elder counterparts, as they are motivated by a desire for professional development and learning prospects. The divergent results indicate that there is a multifaceted correlation between age and job satisfaction, which may be impacted by variables such as life stage priorities and career advancement. Gender is an additional significant demographic factor. The investigation conducted by Brush et al (1987) in the Indian corporate sector reveals that women encounter distinct obstacles that have an impact on their level of job satisfaction. These obstacles encompass issues such as maintaining a healthy work-life balance and receiving adequate organizational support. These results are consistent with the findings of Tabatabaei et al (2013), who highlight the significance of implementing gender-inclusive policies to increase job satisfaction. The gender-based discrepancy in job satisfaction highlights the necessity for customized approaches that tackle distinct obstacles encountered by various gender cohorts within the professional environment.

The impact of one's educational background on their level of job satisfaction has been a subject of considerable attention. Choi (2013) discovered that employees who possess greater levels of education exhibit distinct expectations and beliefs about satisfaction at work. Yucel & Bektas (2012) have provided evidence supporting the idea that educational achievement effects both career goals and the criteria for work satisfaction. This suggests that employees' satisfaction levels and their expectations from their job responsibilities are highly influenced by their educational background. The impact of work experience, a crucial demographic variable, has been thoroughly examined. According to Parasuraman & Futrell (1983) study, employees with more experience tend to have a better grasp of their job responsibilities and the expectations of the organization, resulting in increased job satisfaction. Nevertheless, Mortimer et al (2019) warn that this principle does not apply universally, as the repetitive nature of a work and the absence of opportunities for professional growth might counteract the beneficial impact of experience on job satisfaction.

3.0 Research Methodology

3.1 Research Design

The research focuses on employees of corporate sector of India. A convenience random sampling technique has been used to ensure representation across demographic variables such as age, total work experience, working experience in present organization, monthly income, sector and educational level. Initially a self-structured questionnaire was distributed among 250 employees of Indian corporate sector. Out of which 220 respondents were agreed to participate in present study. Total 208 completely filled up responses were received. Out of these 8 were not considered due to poor responses or no deviation in responses. Finally, 200 responses were found fit for analysis. So final sample size for the study is 200.

3.2 Data Analysis

To analyze collected data statistical methods like Descriptive statistics, Exploratory Factor Analysis, and ANOVA test have been employed to examine relationships between variables.

4.0 Analysis and Discussion

Table 1: Demographic Profiles of the respondents

| Demographic Variables | Group | Frequency | Percent |
|-----------------------|----------------|-----------|---------|
| Age | Upto 30 | 111 | 55.5 |
| | 31-40 | 50 | 25.0 |
| | 41-50 | 23 | 11.5 |
| | Above 50 | 16 | 8.0 |
| | Total | 200 | 100.0 |
| Qualifications | Under Graduate | 12 | 6.0 |
| | Graduate | 77 | 38.5 |
| | Post Graduate | 99 | 49.5 |
| | Any Other | 12 | 6.0 |
| | Total | 200 | 100.0 |

| | | | |
|---|--------------------------|-----|-------|
| Total Work Experience | Upto 5 | 75 | 37.5 |
| | 5-10 | 70 | 35.0 |
| | 10-15 | 15 | 7.5 |
| | More than 15 | 40 | 20.0 |
| | Total | 200 | 100.0 |
| Work Experience in Present Organization | Upto 2 | 93 | 46.5 |
| | 2-5 | 27 | 13.5 |
| | 5-10 | 43 | 21.5 |
| | More than 10 | 37 | 18.5 |
| | Total | 200 | 100.0 |
| Monthly Income | Upto 25000 | 46 | 23.0 |
| | 25001-50000 | 47 | 23.5 |
| | 50001-75000 | 31 | 15.5 |
| | Above 75000 | 76 | 38.0 |
| Sector | Private | 138 | 69.0 |
| | Public | 40 | 20.0 |
| | MNC (Operating in India) | 22 | 11.0 |
| | Total | 200 | 100.0 |

Source: Survey Data

The table 1 displays the demographic characteristics of 200 participants, classified according to different demographic factors like age, education level, professional experience, income, and sector of employment. The participants are categorized into four age cohorts. The largest proportion 55.5% consists of individuals who are under the age of 30, while 25% falls within the age range of 31-40 years. Those aged 41-50 years make up 11.5% of the population, and individuals above the age of 50 account for 8%. The overall percentage, as anticipated, equals 100%. The respondents' educational history indicates that the majority of them 49.5% have completed postgraduate studies. The respondents consist of 38.5% graduates, 6% undergraduates, and the remaining 6% possess other qualifications. This category represents the collective professional experience of the participants. 37.5% of individuals possess a maximum of 5 years of experience, while a close second is the group with 5-10 years of experience, accounting for 35%. A minority, comprising 7.5% of the group, possess 10-15 years of expertise, whereas 20% possess above 15 years of experience. Regarding the duration of the respondents' employment in their current organization, 46.5% have been working there for a period of up to 2 years. The subsequent most significant category 21.5% consists of those who have been employed for a period of 5-10 years, followed by those with a tenure of more than 10 years are 18.5%, and individuals with a tenure of 2-5 years are 13.5%. The income range is divided into four distinct divisions. 38% of the respondents earn a monthly income exceeding 75000, which is the largest share. The remaining groups are very evenly distributed: 23% of individuals earn up to 25000, 23.5% earn between 25001 and 50000, and 15.5% earn between 50001 and 75000. Next section displays the respondents' employment sector. 69% of the workforce is worked in the private sector, while 20% works in the public sector, and the remaining 11% are employed by Multinational Corporations (MNCs) operating in India.

Table 2: Reliability Analysis

| KMO and Bartlett's Test | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .856 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 1235.12 |
| | Df | 102 |
| | Sig. | .000 |

Source: Primary Data

Table 2 shows the findings of the KMO Test and the Bartlett Test, which are used to assess whether or not the sample size is acceptable, have been obtained. In comparison to the minimal amount that is acceptable, which is .70, the KMO value is .856,

which is much higher. According to the results of Bartlett's test, there was unquestionably a substantial difference between the two. Based on the findings of the tests conducted by KMO and Bartlett, it seems that the sample may be used for further analysis without providing any complications.

4.1 Factor Analysis of Job Satisfaction

Table 3: Factor analysis of Job Satisfaction

| Factors | Item Code | Items | Factor loading | Eigen Value | Variance Explained | Cronbach Alpha |
|--------------------------|-----------|--|----------------|-------------|--------------------|----------------|
| Autonomy | JS28 | I have full autonomy while performing my duties | .867 | 9.854 | 19.498 | .930 |
| | JS29 | My present job is as per my ability/qualification and experience | .828 | | | |
| | JS25 | I have been recognized for my accomplishments | .813 | | | |
| | JS27 | I have sufficient professional authority and autonomy at work | .772 | | | |
| | JS30 | I have freedom to take decision about how to accomplish my assigned job | .768 | | | |
| | JS26 | The job provides me feeling of personal accomplishment | .757 | | | |
| Remuneration | JS24 | I have been rewarded for my good performance | .847 | 2.865 | 18.044 | .918 |
| | JS20 | My salary is fair and sufficient | .835 | | | |
| | JS19 | The salary is enough for maintaining my standard of living | .820 | | | |
| | JS21 | Compared to the salary for similar jobs in other Organizations, my pay is better | .785 | | | |
| | JS22 | I am satisfied with fringe benefits provided by organization | .735 | | | |
| | JS18 | I get my salary on time | .541 | | | |
| Promotion | JS8 | The organization helps me to pursue my professional growth | .891 | 2.523 | 16.522 | .921 |
| | JS7 | Promotions are done on the basis of merit in this Organization | .891 | | | |
| | JS5 | Job promotion is based on job performance and achievement | .825 | | | |
| | JS4 | My present job provides good promotion opportunities | .781 | | | |
| | JS6 | Opportunities available for promotion are unlimited | .754 | | | |
| Ability Utilization | JS3 | I can do my work independently | .855 | 1.613 | 12.089 | .854 |
| | JS1 | My job utilizes my skills and qualification | .818 | | | |
| | JS50 | Usually, I feel fresh at the end of the day | .800 | | | |
| | JS2 | My job is always challenging and never boring | .769 | | | |
| Job Security | JS48 | My job is reasonably secure as long as I do good work | .745 | 1.329 | 9.614 | .778 |
| | JS42 | I am afraid of losing my job | .672 | | | |
| | JS23 | The job provides me with financial security | .625 | | | |
| Overall Job Satisfaction | | | | | 75.767 | .931 |

Source: Primary Data

Table 3 displays the results of the exploratory factor analysis. To reduce the amount of data, a rotated varimax component matrix was employed. An Eigenvalue of one or more was taken into account for each factor, and items with factor loadings more than or equal to .50 were retained. The total variance that can be ascribed to the four components is 75.767%. Autonomy, Remuneration, Promotion, Ability Utilization and Job Security are the five factors that were obtained with 24 variables.

4.1.1 First Factor: Autonomy

Autonomy is the first extracted factor which includes the six items, "*I have full autonomy while performing my duties, My present job is as per my ability/qualification and experience, I have been recognized for my accomplishments, I have sufficient professional authority and autonomy at work, I have freedom to take decision about how to accomplish my assigned job, and The job provides me feeling of personal accomplishment*". The overall factor loading for items with a value ranging from .757 to .867. Eigen value for this component is 9.854, and the total amount of variance that can be described is 19.498. The Cronbach Alpha statistic assesses the internal consistency and reliability of the data. With a Cronbach's alpha of .930, significantly greater than the minimum acceptable value of .70, the reported scale is deemed reliable. (Table 3)

4.1.2 Second Factor: Remuneration

Remuneration was the second factor that was recovered, and it had six variables., "*I have been rewarded for my good performance, My salary is fair and sufficient, the salary is enough for maintaining my standard of living, compared to the salary for similar jobs in other Organizations, my pay is better, I am satisfied with fringe benefits provided by organization and I get my salary on time*". The total factor loading for items with values ranging from .541 to .847. The variation that can be explained in total for this component is 18.044, with an Eigen value of 2.865. With a Cronbach's alpha of .918, far greater than the minimum acceptable value of .70, the reported scale is deemed reliable. (Table 3)

4.1.3 Third Factor: Promotion

The third factor that was retrieved named as promotion, and it included the following five items, "*The organization helps me to pursue my professional growth, Promotions are done on the basis of merit in this Organization, Job promotion is based on job performance and achievement, My present job provides good promotion opportunities and Opportunities available for promotion are unlimited*". The factor loading for all items whose values fall between .754 and .891. The total variation that can be explained by this factor is 16.522, with an Eigen value of 2.523. With a Cronbach's alpha of .921, far greater than the minimum acceptable value of .70, the reported scale is deemed reliable. (Table 3)

4.1.4 Fourth Factor: Ability Utilization

The next factor to be retrieved was ability utilization and it consisted of four variables: "*I can do my work independently, My job utilizes my skills and qualification, Usually, I feel fresh at the end of the day, My job is always challenging and never boring.*" The overall factor loading for items with values ranging from .608 to .843. The total variation that can be explained by this component is 12.089, with an Eigen value of 1.613. With a Cronbach's alpha of .854, over the minimum permissible value of .70, the reported scale is deemed reliable. (Table 3)

4.1.5 Fifth Factor: Job Security

The last factor to be retrieved was job security, which included the following three items: "*My job is reasonably secure as long as I do good work, I am afraid of losing my job and The job provides me with financial security*". The overall factor loading for items with values ranging from .608 to .843. The total variation that can be described by this component is 9.614, with an Eigen value of 1.329. With a Cronbach's alpha of .778, over the minimum permissible value of .70, the reported scale is deemed reliable. (Table 3)

Table 4: Effect of Job Satisfaction on Employees across Age

| Factors | Age | N | Mean | SD | F | Sig. |
|--------------|----------|-----|--------|---------|-------|------|
| Remuneration | up to 30 | 111 | 3.8769 | .92078 | 1.214 | .306 |
| | 31-40 | 50 | 3.6367 | .97223 | | |
| | 41-50 | 23 | 4.0000 | .81804 | | |
| | Above 50 | 16 | 3.9271 | .44708 | | |
| | Total | 200 | 3.8350 | .89729 | | |
| Job Security | up to 30 | 111 | 3.9489 | .87870 | 5.977 | .001 |
| | 31-40 | 50 | 3.3667 | 1.15323 | | |
| | 41-50 | 23 | 4.0145 | .67777 | | |
| | Above 50 | 16 | 4.1667 | .42164 | | |
| | Total | 200 | 3.8283 | .94516 | | |
| Promotion | up to 30 | 111 | 3.8198 | .93768 | 3.141 | .026 |

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|---------------------|----------|-----|--------|---------|-------|------|
| | 31-40 | 50 | 3.5160 | 1.06222 | | |
| | 41-50 | 23 | 4.2087 | .78504 | | |
| | Above 50 | 16 | 4.0125 | .97014 | | |
| | Total | 200 | 3.8040 | .97279 | | |
| Autonomy | up to 30 | 111 | 4.0661 | .84276 | 3.906 | .010 |
| | 31-40 | 50 | 3.6367 | 1.12521 | | |
| | 41-50 | 23 | 4.3406 | .80791 | | |
| | Above 50 | 16 | 3.9688 | .72321 | | |
| | Total | 200 | 3.9825 | .92990 | | |
| Ability Utilization | up to 30 | 111 | 3.9212 | .91452 | 2.220 | .087 |
| | 31-40 | 50 | 3.6500 | 1.09265 | | |
| | 41-50 | 23 | 3.8043 | 1.08961 | | |
| | Above 50 | 16 | 4.3281 | .56803 | | |
| | Total | 200 | 3.8725 | .97100 | | |

Source: Primary Data

Table 4 shows the results of ANOVA based on age. For the factor remuneration, the F value is 1.214 and found insignificant variance at 5 per cent of significance level which indicate that there is no significant variance across age for remuneration. Based on mean value, it is concluded that respondent from age group 41-50 years is slightly more satisfied with the remuneration than the other age groups.

For Job security, F value is 5.977 and found significant variance at 5 per cent of significance level which indicate that there is a significant variance across age for job security. Based on mean value, it is reported that respondents from age group above 50 years are more satisfied with the job security than the other age group. (Table 4)

In case of promotion, F value is 3.141 and found significant variance at 5 per cent of significance level which indicate that there is a significant variance across age for promotion. Based on mean value, it is reported that respondents from age group 41-50 years is more satisfied with the promotions than the other age group. (Table 4)

For autonomy, the F value is 3.906 and found insignificant variance at 5 per cent of significance level which indicate that there is no significant variance across age for autonomy. Based on mean value, it is reported that respondents from age group 41-50 years are slightly more influenced with the autonomy than the other age group. (Table 4)

In case of ability utilization, F value is 2.220 and found insignificant variance at 5 per cent of significance level which indicate that there is no significant variance across age for ability utilization. Based on mean value, it is reported that respondents from age group above 50 years are slightly more satisfied with the ability utilization than the other age group. (Table 4)

Table 5: Effect of Job Satisfaction on Employees across Total Experience

| Factors | Total Experience | N | Mean | SD | F | Sig. |
|--------------|------------------|-----|--------|---------|-------|------|
| Remuneration | up to 5 | 75 | 3.7800 | .93568 | .921 | .432 |
| | 5-10 | 70 | 3.8357 | 1.00542 | | |
| | 10-15 | 15 | 3.6222 | .71677 | | |
| | More than 15 | 40 | 4.0167 | .64583 | | |
| | Total | 200 | 3.8350 | .89729 | | |
| Job Security | up to 5 | 75 | 3.9467 | .82753 | 6.833 | .000 |
| | 5-10 | 70 | 3.7190 | 1.08812 | | |
| | 10-15 | 15 | 2.9556 | 1.15378 | | |
| | More than 15 | 40 | 4.1250 | .50461 | | |

| | | | | | | |
|---------------------|--------------|-----|--------|---------|-------|------|
| | Total | 200 | 3.8283 | .94516 | | |
| Promotion | up to 5 | 75 | 3.7733 | .87570 | 3.747 | .012 |
| | 5-10 | 70 | 3.7457 | 1.03835 | | |
| | 10-15 | 15 | 3.2533 | 1.20823 | | |
| | More than 15 | 40 | 4.1700 | .82468 | | |
| | Total | 200 | 3.8040 | .97279 | | |
| Autonomy | Up to 5 | 75 | 3.8622 | .90518 | 1.526 | .209 |
| | 5-10 | 70 | 4.0143 | 1.01508 | | |
| | 10-15 | 15 | 3.8000 | 1.07127 | | |
| | More than 15 | 40 | 4.2208 | .72244 | | |
| | Total | 200 | 3.9825 | .92990 | | |
| Ability Utilization | Up to 5 | 75 | 3.8533 | .93007 | .020 | .996 |
| | 5-10 | 70 | 3.8929 | 1.03697 | | |
| | 10-15 | 15 | 3.8667 | .68051 | | |
| | More than 15 | 40 | 3.8750 | 1.04850 | | |
| | Total | 200 | 3.8725 | .97100 | | |

Source: Primary Data

Table 5 depicts the results ANOVA based on total experience. For the factor remuneration, the F value is .921 and found insignificant variance at 5 per cent of significance level which indicate that there is no significant variance across total experience for remuneration. Based on mean value, it is concluded that respondents from up to 5 years of experience are slightly more satisfied with the remuneration than the other groups.

For job security, F value is 6.833 and found significant variance at 5 per cent of significance level which indicate that there is a significant variance across total experience for job security. Based on mean value, it is reported that respondents from more than 15 years of experience are more satisfied with the job security than the other group. (Table 5)

In case of promotion, the F value is 3.747 and found significant variance at 5 per cent of significance level which indicate that there is a significant variance across total experience for promotion. Based on mean value, it is reported that respondents from more than 15 years of experience are more satisfied with the promotions than the other group. (Table 5)

The F value for the factor autonomy is 1.526 that is found insignificant variance at 5 per cent of significance level which indicate that there is no significant variance across total experience for autonomy. Based on mean value, it is reported that respondents from more than 15 years of experience are slightly more influenced with the autonomy than the other group. (Table 5)

In case of ability utilization, the F value is .020 and found insignificant variance at 5 per cent of significance level which indicate that there is no significant variance across total experience for ability utilization. Based on mean value, it is reported that respondents from 5-10 years of experience are more satisfied with the ability utilization than the other group. (Table 5)

Table 6: Effect of Job Satisfaction on Employees across Income

| Factors | Income | N | Mean | SD | F | Sig. |
|--------------|-------------|----|--------|---------|-------|------|
| Remuneration | up to 25000 | 46 | 3.6558 | .90089 | 3.660 | .013 |
| | 25001-50000 | 47 | 3.8085 | 1.03267 | | |
| | 50001-75000 | 31 | 3.5484 | .99647 | | |
| | Above 75000 | 76 | 4.0768 | .69625 | | |

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|---------------------|-------------|-----|--------|---------|-------|------|
| | Total | 200 | 3.8350 | .89729 | | |
| Job Security | up to 25000 | 46 | 3.8478 | .99804 | 1.679 | .173 |
| | 25001-50000 | 47 | 3.6950 | 1.00441 | | |
| | 50001-75000 | 31 | 3.6022 | 1.10359 | | |
| | Above 75000 | 76 | 3.9912 | .77931 | | |
| | Total | 200 | 3.8283 | .94516 | | |
| Promotion | up to 25000 | 46 | 3.5348 | 1.04482 | 3.719 | .012 |
| | 25001-50000 | 47 | 3.5915 | .86674 | | |
| | 50001-75000 | 31 | 4.0258 | .85126 | | |
| | Above 75000 | 76 | 4.0079 | .98492 | | |
| | Total | 200 | 3.8040 | .97279 | | |
| Autonomy | up to 25000 | 46 | 3.8696 | 1.04817 | 3.178 | .025 |
| | 25001-50000 | 47 | 3.8262 | .93053 | | |
| | 50001-75000 | 31 | 3.7688 | .98477 | | |
| | Above 75000 | 76 | 4.2346 | .78087 | | |
| | Total | 200 | 3.9825 | .92990 | | |
| Ability Utilization | up to 25000 | 46 | 3.8967 | .98401 | .222 | .881 |
| | 25001-50000 | 47 | 3.7926 | .98124 | | |
| | 50001-75000 | 31 | 3.8226 | .91786 | | |
| | Above 75000 | 76 | 3.9276 | .99232 | | |
| | Total | 200 | 3.8725 | .97100 | | |

Source: Primary Data

Table 6 depicts the results of ANOVA based on income. For the factor remuneration, the F value is 3.660 and found significant variance at 5 per cent of significance level which indicate that there is a significant variance across income for remuneration. Based on mean value, it is concluded that respondents from income group above 75000 are more satisfied with the remuneration than the other income groups.

For job security, the F value is 1.679 and found insignificant variance at 5 per cent of significance level which indicate that there is no significant variance across income for job security. Based on mean value, it is reported that respondents from income group above 75000 are slightly more satisfied with the job security than the other income group. (Table 6)

In case of promotion, the F value is 3.719 and found significant variance at 5 per cent of significance level which indicate that there is a significant variance across income for promotion. Based on mean value, it is reported that respondents from income group 50001-75000 are more satisfied with the promotions than the other income group. (Table 6)

For the factor autonomy, the F value is 3.178 that is found significant variance at 5 per cent of significance level which indicate that there is a significant variance across income for autonomy. Based on mean value, it is reported that respondents from income group above 75000 are more influenced with the autonomy than the other income group. (Table 6)

In case of ability utilization, the F value is .222 and found insignificant variance at 5 per cent of significance level which indicate that there is no significant variance across income for ability utilization. Based on mean value, it is reported that respondents from income group above 75000 are slightly more satisfied with the utilization ability than the other income group. (Table 6)

Table 7: Effect of Job Satisfaction on Employees across Sector

| Factor | Sector | N | Mean | SD | F | Sig. |
|---------------------|--------------------------|----------|-------------|-----------|----------|-------------|
| Remuneration | Private | 138 | 3.8744 | .75208 | 11.168 | .000 |
| | Public | 40 | 3.3750 | 1.07666 | | |
| | MNC (Operating in India) | 22 | 4.4242 | 1.00492 | | |
| | Total | 200 | 3.8350 | .89729 | | |
| Job Security | Private | 138 | 3.8647 | .87001 | 8.977 | .000 |
| | Public | 40 | 3.3917 | 1.14451 | | |
| | MNC (Operating in India) | 22 | 4.3939 | .62264 | | |
| | Total | 200 | 3.8283 | .94516 | | |
| Promotion | Private | 138 | 3.8551 | .91149 | 4.339 | .014 |
| | Public | 40 | 3.4450 | 1.13091 | | |
| | MNC (Operating in India) | 22 | 4.1364 | .89098 | | |
| | Total | 200 | 3.8040 | .97279 | | |
| Autonomy | Private | 138 | 4.0652 | .79624 | 11.556 | .000 |
| | Public | 40 | 3.4333 | 1.00696 | | |
| | MNC (Operating in India) | 22 | 4.4621 | 1.14658 | | |
| | Total | 200 | 3.9825 | .92990 | | |
| Ability Utilization | Private | 138 | 3.9420 | .96673 | 1.901 | .152 |
| | Public | 40 | 3.6063 | .88775 | | |
| | MNC (Operating in India) | 22 | 3.9205 | 1.09758 | | |
| | Total | 200 | 3.8725 | .97100 | | |

Source: Primary Data

Table 7 depicts the results of ANOVA based on sector. For the factor remuneration, the F value is 11.168 and found significant variance at 5 per cent of significance level which indicate that there is a significant variance across sector for remuneration. Based on mean value, it is concluded that respondents from MNC are more satisfied with the remuneration than the other groups.

For job security, the F value is 8.977 and found significant variance at 5 per cent of significance level which indicate that there is a significant variance across sector for job security. Based on mean value, it is reported that respondents from MNC are more satisfied with the job security than the other group. (Table 7)

In case of promotion, the F value is 4.339 which found significant variance at 5 per cent of significance level which indicates that there is a significant variance across sector for promotion. Based on mean value, it is reported that respondents from MNC are more satisfied with the promotions than the other group. (Table 7)

The F value for the factor autonomy is 11.556 that is found insignificant variance at 5 per cent of significance level which indicate that there is no significant variance across sector for autonomy. Based on mean value, it is reported that respondents from MNC are more influenced with the autonomy than the other group. (Table 7)

In case of ability utilization, the F value is 1.901 and found insignificant variance at 5 per cent of significance level which indicate that there is no significant variance across sector for ability utilization. Based on mean value, it is reported that respondents from private sector are slightly more satisfied with the utilization ability than the other group. (Table 7)

Table 8: Effect of Job Satisfaction on Employees across Number of Total Promotions

| Factors | No. of total promotions | N | Mean | SD | F | Sig. |
|---------------------|-------------------------|-----|--------|---------|-------|------|
| Remuneration | up to 2 | 138 | 3.7597 | .98055 | 2.765 | .043 |
| | 3-4 | 31 | 4.2366 | .54395 | | |
| | 5-6 | 16 | 3.6354 | .72577 | | |
| | more than 6 | 15 | 3.9111 | .61032 | | |
| | Total | 200 | 3.8350 | .89729 | | |
| Job Security | up to 2 | 138 | 3.7222 | .99844 | 2.962 | .033 |
| | 3-4 | 31 | 4.0968 | .93172 | | |
| | 5-6 | 16 | 3.7500 | .50918 | | |
| | more than 6 | 15 | 4.3333 | .50395 | | |
| | Total | 200 | 3.8283 | .94516 | | |
| Promotion | up to 2 | 138 | 3.5986 | .98943 | 8.478 | .000 |
| | 3-4 | 31 | 4.4645 | .62905 | | |
| | 5-6 | 16 | 4.1500 | .67132 | | |
| | more than 6 | 15 | 3.9600 | .99771 | | |
| | Total | 200 | 3.8040 | .97279 | | |
| Autonomy | up to 2 | 138 | 3.8671 | .98677 | 2.589 | .054 |
| | 3-4 | 31 | 4.3172 | .72821 | | |
| | 5-6 | 16 | 4.0729 | .64397 | | |
| | more than 6 | 15 | 4.2556 | .84484 | | |
| | Total | 200 | 3.9825 | .92990 | | |
| Ability Utilization | up to 2 | 138 | 3.8261 | .95740 | .416 | .742 |
| | 3-4 | 31 | 3.9194 | 1.14816 | | |
| | 5-6 | 16 | 4.0625 | .94648 | | |
| | more than 6 | 15 | 4.0000 | .75000 | | |
| | Total | 200 | 3.8725 | .97100 | | |

Source: Primary Data

Table 8 depicts the results of ANOVA based on no. of total promotions. For the factor remuneration, the F value is 2.765 that is found significant variance at 5 per cent of significance level which indicate that there is a significant variance across no. of total promotions for remuneration. Based on mean value, it is concluded that respondents from 3-4 promotions are more satisfied with the remuneration than the other groups.

For job security, the F value is 2.962 and found significant variance at 5 per cent of significance level which indicate that there is a significant variance across no. of total promotions for job security. Based on mean value, it is reported that respondents from more than 6 promotions are more satisfied with the job security than the other group. (Table 8)

In case of promotion, the F value is 8.478 that is found significant variance at 5 per cent of significance level which indicate that there is a significant variance across no. of total promotions for promotion. Based on mean value, it is reported that respondents from 3-4 promotions are more satisfied with the promotions than the other group. (Table 8)

The F value for the factor autonomy is 2.589 which was found insignificant variance at 5 per cent of significance level which indicate that there is no significant variance across no. of total promotions for autonomy. Based on mean value, it is reported that respondents from 3-4 promotions are slightly more influenced with the autonomy than the other group. (Table 8)

In case of ability utilization, the F value is .416 and found insignificant variance at 5 per cent of significance level which indicate that there is no significant variance across no. of total promotions for ability utilization. Based on mean value, it is reported that respondents from 5-6 promotions are slightly more satisfied with the utilization ability than the other group. (Table 8)

5.0 Conclusion

In conclusion, this study's analytical findings on the effect of job satisfaction on employees in the Indian corporate sector across a range of demographic characteristics have been published. The thorough analysis of the study showed that age, qualifications, total work experience, tenure in the current organization, monthly salary, and sector of employment are just a few of the demographic parameters that have a substantial impact on the multifaceted phenomena of job satisfaction. The younger generation of employees, those under thirty, made up the bulk of the workforce, and they showed different degrees of job satisfaction than older workers. The study found a strong relationship between job satisfaction and educational background. Nearly half of the respondents were postgraduates, and they tended to be less satisfied than graduates or undergraduates, demonstrating the effect of educational attainment on job satisfaction. The amount of work experience as well as the length of time spent in the present company were found to be important variables. Diverse job satisfaction levels were displayed by employees with different tenure in their current firms as well as different lengths of service, highlighting the significance of career development and stability in job satisfaction. There was a discernible relationship between monthly income and job satisfaction. Higher earners typically showed lower levels of satisfaction than lower earners, highlighting the importance of money in determining an employee's level of satisfaction. The survey also discovered differences in job satisfaction amongst employees in the public, private, and multinational corporations. This demonstrates the various company cultures and practices that exist in each industry and how they affect employee satisfaction.

Overall, the study highlights that job satisfaction in the Indian corporate sector is a dynamic experience that is influenced by a range of demographic factors rather than being a constant. Corporate executives and HR specialists may use these insights to better understand the varied demands of their workforce and develop strategies that will increase job satisfaction, which is essential for retaining employees and achieving overall organizational success. The study promotes a more individualized approach to human resource management, accounting for the wide range of employee demographics in order to cultivate a more contented and engaged workforce.

6.0 Managerial Implications

The study on job satisfaction across demographic characteristics in the Indian corporate sector has managerial implications that might shape human resource strategies and policies. Managers should create age-specific engagement techniques to address job satisfaction differences. Younger employees may seek professional advancement and workplace flexibility, while older workers may value employment stability and acknowledgment for their expertise. Since educational background affects job satisfaction, managers must give professional development opportunities that match employees' educational backgrounds and career goals. This might include postgraduate advanced training and graduate or undergraduate skill-based training. Employees with diverse work experience and tenure have variable expectations and job satisfaction. Managers can recognize this by giving long-term staff career routes, development chances, and incentives, and younger employees assistance and integration programs. The research found an association between salary and job satisfaction, suggesting managers rethink their remuneration practices. Employees of various income levels can anticipate competitive salaries, performance incentives, and other financial perks. Managers should create sector-specific policies to reflect the particular environment and culture of private, public, and multinational sectors, which have varying work satisfaction levels. Private sector flexible work options, public sector stability and security measures, and MNC global exposure chances are examples.

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