Research Article

Employee Job Satisfaction: Empirical Study of Indian Public and Private Industry

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ABSTRACT

The research aims to recognize the antecedents that enhance the job satisfaction of employees working in Indian public & private industries. The main factors influencing employee satisfaction were identified as salary, relationship with a co-worker, relationship with supervisor, training & development, working conditions. The influence of all these factors on job satisfaction is evaluated. Moderating effect of appreciation and motivation on job satisfaction is also examined. The workforce of the Indian public & private industry is the target population for the study. Quantitative techniques have been used for examining the relationship among the variables. The findings suggest that there is a positive & significant link between job satisfaction (dependent variable) and the independent variables like salary, relationship with a co-worker, relationship with supervisor, training & development, working conditions.

Keywords: *Job Satisfaction, Motivation, Employee, Public Industry, Private Industry*

1. INTRODUCTION

Job satisfaction among the employees plays a very crucial role in the overall firm's success or demise. The efficiency and effectiveness of employees in an organization is the main driving force that results in the achievement of organizational objectives. Now a day, organizations are focusing on maximizing productivity for gaining a competitive edge and to manage forthcoming changes and challenges. For maximizing productivity employees should be a positive attitude towards their work and must be motivated and appreciated by seniors. Motivation plays a key role in boosting employee's morale. Employees must be satisfied with their task environment.

For example, in the study conducted by Inuwa, the relationship between job satisfaction and performance is demonstrated. The result of the study revealed that an individual's motivation for maximizing productivity is going to augment provided that the individual is satisfied with the job, resulting in the accomplishment of the company objectives. Otherwise, the individual remains in the state of de-motivation, and sequentially, that will influence the overall attainment of the objectives set by the organization.

1.1. Research Questions

To conduct this research, researchers have developed few questions such as:

1. What is the satisfaction level of public and private industry workers?

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2. What is the role of motivation and appreciation on the relationship between pay, relationship with a coworker, relationship with supervisor, training, working environment as an independent variable, and job satisfaction as a dependent variable?
3. What is the employee perception of the industry?

2. SURVEY OF LITERATURE
2.1. Job Satisfaction

It is an important aspect of an employee's work life and even personal life. An employee spent the maximum time of his day at his workplace if he is happy about his work. He will work with optimum productivity and at the end of the day; it gives him a sense of achievement that makes him happy for the rest of the day.

Satisfaction comes from different factors like salary, relation with a co-worker, relationship with supervisor, working condition, training and development, motivation, appreciation, etc. Job satisfaction depends on these factors and most importantly it depends on the employee's needs.

Job satisfaction and dissatisfaction levels are dependent upon job characteristics as well as individual anticipation that whatever he wants or what is received (Hussami, 2008). Job satisfaction is stated in the form of "the amount of overall positive affect (or feeling) that individuals have towards their jobs" (Feldman & Arnold, 1983). It is a mixture of both negative as well as positive feelings about what an employee's expectations are and what an employee received from their organization (Davis et al., 1985). "Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives" (Lease, 1998). "Job satisfaction correlates with life satisfaction. It means that people who are satisfied with life will tend to be satisfied with the job and people who satisfied with the job will tend to satisfy with their life"(Rain et al., 1991). It is described as "a general attitude toward one's job; the difference between the amount of rewards workers receive and the amount they believe they should receive."

2.2. The factors that influence Job satisfaction

2.2.1. Salary: Salary is an important and primary factor for every employee. It's a basic need of life. If the employee is satisfied with his salary, it would so a positive attitude towards the job and on the other hand, if employee dissatisfied with his job it would negatively impact his job.

2.2.2. Relationship with a co-worker: To maintain a healthy and supportive work environment co-workers must maintain good relationships with each other. They should easily get to each other so that they could work frequently and well together. It would help them to work with their potential.

2.2.3. Relationship with supervisor: Relationship with the supervisor is an important factor of job satisfaction. An employee with substantial supervisor help feels appreciated, motivated, heard, and cared for. Many researchers, (e.g. Buckingham & Coffman, 1999) showed that skilled individuals might enter the company for numerous motives; however, the longevity of an individual's tenure along with an individual's productivity is affected by the association with the individual's supervisor.

2.2.4. Training & Development: Training increases the skills of employees and built confidence to take responsibility. It develops and creates new ideas to do work and achieve the organization's goal. In training, organizations provide education, techniques, skills, and some innovative idea to achieving the goals.

2.2.5. Working condition: In an organization, the employee wants good working conditions like lighting, noise, ventilation, canteen facilities, temperature and working hours, etc. These all the facilities makes positive attitude towards the job. The employee will wish for working conditions that might lead to superior physical comfort. Due to deprived working conditions, a lot of individuals are not satisfied (George & Jones, 1999). The working conditions comprise office layout, tools, chairs, AC, lighting, etc. If working conditions are fine, subsequently productivity level escalates.

2.2.6. Motivation: Motivation is an essential factor of job satisfaction. The motivated employee works with enthusiasm and a confident manner. He/she never think about switch the job. It increases the productivity of work.

2.2.7. Appreciation: In any organization, the workforce needs to be appreciated for their work. Appreciation in financial form or non–financial form is desired by employees. Economic parameters like currency, gift, bonus, commission, award, and non-monetary terms like a fringe benefit, positive working environment. Appreciation gives a positive attitude towards the job.

2.2 Job Satisfaction in Public & Private Industry

Job satisfaction is an important thing of every employee whatever he works in the public sector or private sector. This is not easy to differentiate between any form of administration. The potential cause is that the sectors are known but each sector offers different scope in diverse manners. The private industry has a workload more than the public industry. In the current scenario both provide many scopes like salary, working conditions, effective training, promotion, etc. Private industry wants productivity, positive result, and good performance while in the public industry it also wants everything but due to job security employees can do anytime.

3. PUBLIC & PRIVATE INDUSTRY

3.1 Public Industry

The public industry encompasses a variety of business enterprises owned and controlled by the state. Public organizations are either completely or partially owned by the government and fall beneath the particular ministry. Its essential purpose is to provide services to the people of the nation. Public industry increases funding from public revenue such as duty, penalty, tax, etc.

Employee wants to work in the public sector because in this sector some benefits of working are there like perquisites, allowances, retirement benefits, job security, etc. Job stability is also there. In some public industries like insurance, banking, agriculture, transport, education, manufacturing, electricity,   etc., employees get promotions based on seniority.

3.2 Private Industry

The private industry encompasses businesses that are owned as well as controlled by individuals. Its essential purpose is to generate profits. Private industry increases funding by shares subscription by public or debentures or loans. Some private industries are there like IT, pharmaceuticals, finance, construction, transport, education, telecommunication, banking, mining, etc. Advantages of becoming an employee of private industry are superior pay packages, competition, commission, etc. In this industry, employees get promotions based on merit. In this sector job, security and job stability are not there. In private industry, performance is the decisive factor in job steadiness. Promotion is given based on performance and if your performance is not good then your termination is round the corner.

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4. CONCEPTUAL FRAMEWORK

Independent Variables   **Dependent Variables**

Salary

Training & Development

Relationship with coworker

Relationship with supervisor

Working environment

Motivation

(Moderating Variables)

Job Satisfaction

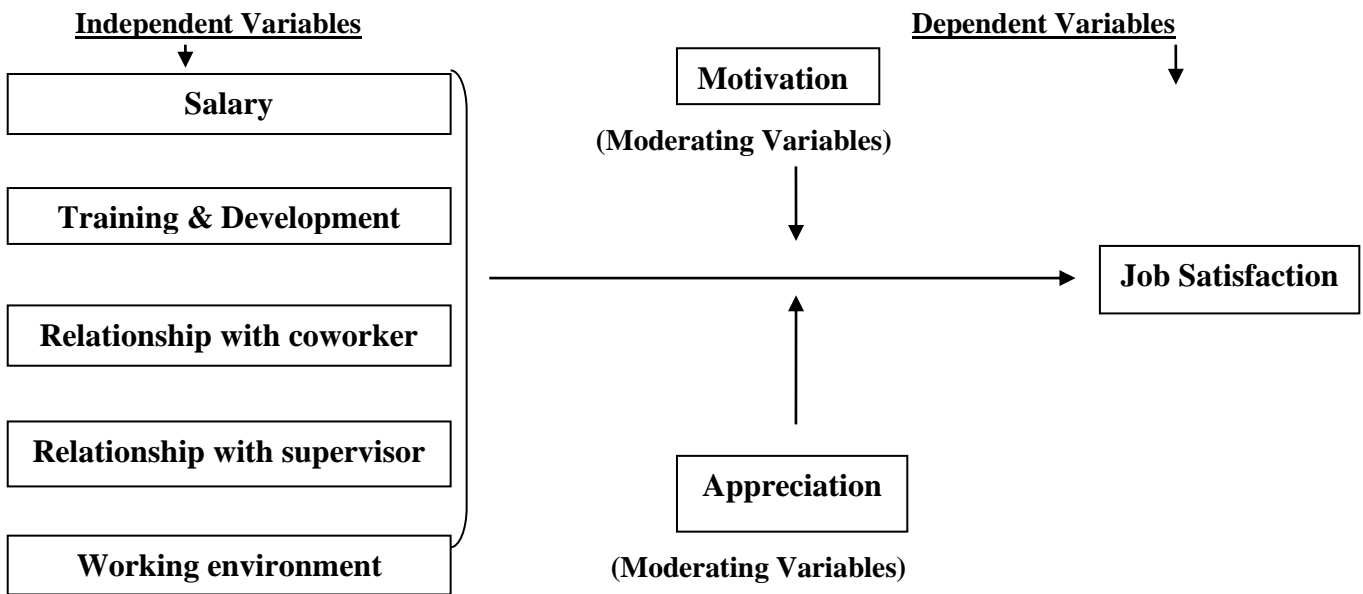| Appreciation |
|---|

(Moderating Variables)

Figure 1: Conceptual framework

5. RESEARCH METHODOLOGY

In this section, we present the research design and offer a thorough plan of the procedure employed, and emphasize the building blocks of the research. This research used a quantitative method, centered on two sources of knowledge: leanings from academic literature by assessing preceding studies and created novel results via surveying the public and private industry professionals.

5.1 Research Design

It is a structure or blueprints to guide the investigator for answering the research questions through different techniques of data collection and analysis for the research (Burns and Bush, 2006; Churchill, 2010; Zikmund, 1997). Exploratory research is used to establish the causal phenomenon in the relationship of specific variables (Churchill, 1996; Babbie, 2001: Burns and Bush, 1995; Neuman, 2003).

The research aims to explore the relationship between salary, relationship with a coworker, relationship with supervisor, training & development, working conditions, and job satisfaction. The author wants to determine whether salary, relationship with a coworker, relationship with supervisor, training & development, working condition variables had any effect on job satisfaction. An exploration of a different relationship, motivation, and appreciation are used as moderating the relationship. Therefore, to ascertain the research objectives, exploratory and descriptive design is best suited for the current research. Based on the objective, the variables of the study contained these hypotheses:

- **H**1: Salary is positively associated with job satisfaction.
- **H1a:** Motivation has a moderating influence on the association of employee's salary and job satisfaction.
- **H1b:** Appreciation has a moderating influence on the association of employee's salary and job satisfaction.
- **H2:** Relationship with a coworker is positively related to job satisfaction.

- **H2a:** Motivation has a moderating influence on the association of relationships with coworkers and job satisfaction.
- **H2b:** Appreciation has a significant moderating impact on the association of relationships with coworkers and job satisfaction.
- **H**3: Relationship with the supervisor is positively related to job satisfaction.
- **H3a:** Motivation has a moderating influence on the association of relationship with supervisor and job satisfaction.
- **H3b:** Appreciation has a moderating influence on the association of relationship with supervisor and job satisfaction.
- **H4:** Training & development is positively related to job satisfaction.
- **H4a:** Motivation has a moderating impact on the association of training & development and job satisfaction.
- **H4b:** Appreciation has a moderating impact on the association of training & development and job satisfaction.
- **H5:** Working Environment is positively related to job satisfaction.
- **H5a:** Motivation has a moderating impact on the association of working environment and job satisfaction.
- **H5b:** Appreciation has a moderating impact on the association of working environment and job satisfaction.

5.2 Sample Design

The sampling design describes all those methods which are used in the selection of samples. The sample is defined as the section of the population which is carefully chosen in a study demonstrating the characteristics and distribution of the whole population (Cooper & Schinder, 2003; Greener, 2008; Sekaran, 2003). In this research, the convenience sampling method seems appropriate for this current study.

6. DATA INTERPRETATION

In this section, descriptive data is presented. For checking the reliability of the variables, Cronbach's **α** test was calculated. For testing research hypotheses, multiple regression analysis was used.

6.1. Reliability Analysis

The minimum value of alpha for scale reliability is. 60 (Klassen). Sekaran described that the Cronbach alpha near 1.0 is better for the reliability of the scale.

Table 1: Reliability Analysis

Code	Construct	Cronbach alpha
SAL	Salary	.883
RWC	Relationship with coworker	.732
RWS	Relationship with supervisor	.758
T&D	Training & development	.851
WC	Working condition	.793
MOT	Motivation	.752
APP	Appreciation	.821
JS	Job satisfaction	.829

In nutshell, from the above table 1, all the constructs were found to be reliable. The highest reliability value of salary is 0.883 and the lowest reliability value of the relationship with a coworker is 0.732. Hence, we can say that all the constructs are reliable for further analysis.

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6.2 Correlation Analysis

6.2.1 Descriptive statistics

The sample size of this study is 416. The survey was distributed to the employees operating in public and private industries in India.

Table 2: Descriptive Statistics

	Mean	Std. Deviation	N
AVG_JS	3.8245	.61446	416
AVG_SAL	3.9321	.66409	416
AVG_RWC	4.0697	.45844	416
AVG_RWS	3.9447	.51274	416
AVG_TD	4.0529	.52959	416
AVG_WC	3.6995	.54979	416
AVG_MOT	3.9724	.49681	416
AVG_APP	3.4916	.70812	416

From the above table, 2 described that the mean and standard deviation of all the variables are above the average value that is good for statistically analyze data. It indicates that the average relationship with coworkers obtained the highest mean 4.0697 and the lowest mean value was obtained 3.4916. Average appreciation indicates the highest standard deviation .70812 and average relationship with coworker indicates lowest standard deviation 0.45844.

Table 3: Correlations

		AVG_SAL	AVG_RWC	AVG_RWS	AVG_TD	AVG_WC	AVG_MOT	AVG_APP	AVG_JS
AVG_SAL	Pearson Correlation	1	.352**	.397**	.297**	.103*	.211**	.161**	.411**
	Sig. (2-tailed)		.000	.000	.000	.036	.000	.001	.000
	N	416	416	416	416	416	416	416	416
AVG_RWC	Pearson Correlation	.352**	1	.383**	.240**	.029	.190**	.142**	.320**
	Sig. (2-tailed)	.000		.000	.000	.551	.000	.004	.000
	N	416	416	416	416	416	416	416	416
AVG_RWS	Pearson Correlation	.397**	.383**	1	.273**	.134**	.190**	.196**	.406**
	Sig. (2-tailed)	.000	.000		.000	.006	.000	.000	.000
	N	416	416	416	416	416	416	416	416
AVG_TD	Pearson Correlation	.297**	.240**	.273**	1	.029	.347**	.109*	.260**
	Sig. (2-tailed)	.000	.000	.000		.562	.000	.026	.000
	N	416	416	416	416	416	416	416	416
AVG_WC	Pearson Correlation	.103*	.029	.134**	.029	1	.194**	.161**	.115*

	Sig. (2-tailed)	.036	.551	.006	.562		.000	.001	.019
	N	416	416	416	416	416	416	416	416
AVG_MOT	Pearson Correlation	.211**	.190**	.190**	.347**	.194**	1	.212**	.247**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	416	416	416	416	416	416	416	416
AVG_APP	Pearson Correlation	.161**	.142**	.196**	.109*	.161**	.212**	1	.320**
	Sig. (2-tailed)	.001	.004	.000	.026	.001	.000		.000
	N	416	416	416	416	416	416	416	416
AVG_JS	Pearson Correlation	.411**	.320**	.406**	.260**	.115*	.247**	.320**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.019	.000	.000	
	N	416	416	416	416	416	416	416	416

Above table 3 indicates that there is a positive correlation between the variables. Correlation is significant at the 0.05 and 0.01 levels.

6.3. Regression analysis

When running regression modeling or classification modeling this model summary is automatically created. R-square describes whether the data is fitting into the regression model or not. Results reveal that value of R-square =0.657 in this model, hence linear regression accounts for 65.7% of the variance **(Table 4)**.

Table 4: Regression Model summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.810ᵃ	.657	.641	.792	.657	42.055	7	408	.000

a. Predictors: (Constant), AVG_APP, AVG_TD, AVG_WC, AVG_RWC, AVG_MOT, AVG_SAL, AVG_RWS

6.3.1 ANOVA

Table 5: ANOVAᵃ

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	48.540	7	6.934	26.160	.000ᵇ
1	Residual	108.150	408	.265		
	Total	156.690	415			

a. Dependent Variable: AVG_JS
b. Predictors: (Constant), AVG_APP, AVG_TD, AVG_WC, AVG_RWC, AVG_MOT, AVG_SAL, AVG_RWS

The above table 5 shows that F=26.160 and degree of freedom=415 are significant. It can be said that there is a linear relationship among all the variables applied in the model.

6.3.2 Coefficient analysis

Table 6: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.144	.334		.431	.667
	AVG_SAL	.208	.044	.225	4.772	.000
	AVG_RWC	.140	.062	.105	2.261	.024
	AVG_RWS	.243	.057	.203	4.252	.000
	AVG_TD	.164	.072	.160	2.272	.025
	AVG_WC	.014	.048	.212	4.293	.002
	AVG_MOT	.241	.063	.201	3.806	.004
	AVG_APP	.177	.037	.204	4.749	.000

a. Dependent Variable: AVG_JS

As depicted in the table-6, the findings of regression analysis indicate that salary (β=.225, p=0.000), relationship with coworkers (β=0.105, p=0.024), relationship with supervisor (β=0.203, p=0.000), training & development (β=0.160, p=0.025), and working condition (β=0.212, p=0.002) impacts job satisfaction positively and significantly respectively. Hence, we accept hypotheses 1, 2, 3, 4, 5.

6.4 Regression analysis with moderators

To check the moderating influence, two things are required: (i) we have to directly see interaction effect (salary * motivation) is significant that means here moderation effect is significant between the variables. (ii) Next, when the confidence interval does not lie between confident and confidence interval that means the moderation effect is significant. Further, in the conditional effects table, we need to see the conditional effect of X on Y at the values of the moderator; it is giving us three values. Then we need to check that when the variable is increasing more than (than the previous value) the effect of the independent variable on the dependent variable is decreasing/increasing.

6.4.1 Moderation test with salary, motivation, and job satisfaction

Hypothesis 1a: *Motivation has a moderating influence on the association of employee's salary and job satisfaction.*

(i) Model

	coeff	se	t	p	LLCI	ULCI
constant	-4.5986	1.2391	-3.7114	.0002	-7.0343	-2.1629
AVG_SAL	1.2467	.3312	3.7643	.0002	.5957	1.8977
AVG_MOT	2.2207	.3372	6.5851	.0000	1.5578	2.8836
Int_1	-.3270	.0857	-3.8177	.0002	-.4954	-.1586

Product terms key:
Int_1   :   AVG_SAL x   AVG_MOT

(ii) Conditional effects of the X on Y at values of the moderator(s):

AVG_MOT	Effect	se	t	p	LLCI	ULCI
3.5305	.0923	.0603	1.5310	.1265	-.0262	.2107
3.8358	-.0076	.0552	-.1372	.8909	-.1162	.1010
4.1477	-.1096	.0622	-1.7610	.0790	-.2318	.0127

As we see in table (i) low-level confidence interval (LLCI) (-0.4954) and upper-level confidence interval (ULCI) (-0.1586) and zero does not lie in between these confidence intervals which reveals that the effect is significant. From table (ii), we can say that with the increase in motivation for salary, salary has a weaker relationship with job satisfaction. t value is also decreasing. P-value is not significant. All of them LLCI & ULCI are not significant here because it lies zero between these confidence intervals. Hence, the moderation effect of the moderator (motivation) on the relationship of the dependent variable (job satisfaction) with the independent variable (salary) is not significant. The moderation effect does not exist.

6.4.2. Moderation test with salary, appreciation, and job satisfaction
Hypothesis 1b: *Appreciation has a moderating influence on the association of employee's salary and job satisfaction.*
(i) Model

	coeff	se	t	p	LLCI	ULCI
constant	1.5001	.2743	5.4686	.0000	.9609	2.0394
AVG_SAL	-.0191	.1238	-.1540	.8777	-.2625	.2243
AVG_APP	.0282	.1068	.2640	.7919	-.1818	.2382
Int_1	.1089	.0466	2.3371	.0199	.0173	.2006

Product terms key:
Int_1   :   AVG_SAL   x   AVG_APP

(ii) Conditional effects of X on Y at values of the moderator(s):

AVG_APP	Effect	se	t	p	LLCI	ULCI
1.7500	.1716	.0507	3.3838	.0008	.0719	.2712
2.5000	.2533	.0343	7.3878	.0000	.1859	.3206
3.2500	.3349	.0472	7.1028	.0000	.2423	.4276

As we see in table (i) LLCI=0.173 and ULCI= 0.2006 and zero do not lie in between these confidence intervals which reveals the effect is significant. From table (ii), we can say that with the increase in appreciation for salary, salary has a stronger relationship with job satisfaction. t value is also increasing. P-value is significant. All of them LLCI & ULCI is significant here because it does not lie zero between these confidence intervals. Hence, the moderation effect of the moderator (appreciation) on the relationship of and dependent variable (job satisfaction) with the independent variable (salary) is significant. The moderation effect exists.

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6.4.3. Moderation test with Relationship with coworker, motivation & job satisfaction

Hypothesis 2a: Motivation has a moderating influence on the association of relationships with coworkers and job satisfaction.

(i) Model

	coeff	se	t	p	LLCI	ULCI
constant	1.9661	.4091	4.8054	.0000	1.1618	2.7704
AVG_RWC	-.1463	.2064	-.7088	.4788	-.5521	.2595
AVG_MOT	-.2351	.1963	-1.1978	.2317	-.6209	.1507
Int_1	.2279	.0968	2.3549	.0190	.0377	.4181

Product terms key:

Int_1 : AVG_RWC x AVG_MOT

Conditional effects of the X on Y at values of the moderator(s):

AVG_MOT	Effect	se	t	p	LLCI	ULCI
1.6800	.2365	.0647	3.6543	.0003	.1093	.3637
2.0000	.3094	.0535	5.7847	.0000	.2043	.4145
2.5000	.4233	.0680	6.2242	.0000	.2896	.5570

Level of confidence for all confidence intervals in the output: 95.000

As we see in table (i), LLCI=0.377 and ULCI=0.4181 and zero do not lie in between these confidence intervals which reveals that the effect is significant. From table (ii), we can say that with the increase in motivation for the relationship with a coworker, the relationship with a coworker has a stronger relationship with job satisfaction. t value is also increasing. P-value is significant. All of them LLCI & ULCI is significant here because it does not lie zero between these confidence intervals. Hence, the moderation effect of the moderator (motivation) on the relationship of the dependent variable (job satisfaction) with the independent variable (relationship with a coworker) is significant. The moderation effect exists.

6.4.4. Moderation test with Relationship with coworker, appreciation & job satisfaction

Hypothesis 2b: Appreciation has a significant moderating impact on the association of relationships with coworkers and job satisfaction.

(i) Model

	coeff	se	t	p	LLCI	ULCI
constant	1.6941	.3524	4.8070	.0000	1.0013	2.3868
AVG_RWC	-.1406	.1772	-.7934	.4280	-.4889	.2077
AVG_APP	-.0556	.1360	-.4089	.6828	-.3229	.2117
Int_1	.1677	.0665	2.5205	.0121	.0369	.2985

Product terms key:

Int_1 : AVG_RWC x AVG_APP

(ii)Conditional effects of the X on Y at values of the moderator(s):

AVG_APP	Effect	se	t	p	LLCI	ULCI
1.7500	.1529	.0736	2.0771	.0384	.0082	.2976
2.5000	.2787	.0508	5.4833	.0000	.1788	.3786
3.2500	.4044	.0688	5.8818	.0000	.2693	.5396

As we see in the table (i), LLCI=0.0369 and ULCI=0.2985 and zero do not lie in between these confidence intervals which reveals that the effect is significant. From table (ii), we can say that with the increase in appreciation for the relationship with coworkers. Relationship with a coworker has a stronger relationship with job satisfaction. t value is also increasing. P-value is significant. All of them LLCI & ULCI is significant here because it does not lie zero between these confidence intervals. Hence, the moderation impact of the moderator (appreciation) on the relationship of job satisfaction with the relationship with a coworker is significant. The moderation effect exists.

6.4.5 Moderation with Relationship with supervisor, motivation & job satisfaction

Hypothesis 3a: Motivation has a moderating influence on the association of relationship with supervisor and job satisfaction.

(i) Model

	coeff	se	t	p	LLCI	ULCI
constant	1.7075	.3731	4.5765	.0000	.9741	2.4409
AVG_RWS	.0072	.1756	.0408	.9675	.3380	.3523
AVG_MOT	.1724	.1773	.9719	.3317	.5210	.1763
Int_1	.1748	.0813	2.1512	.0320	.0151	.3346

Product terms key:

Int_1 : AVG_RWS x AVG_MOT

(ii) Conditional effects of the X on Y at values of the moderator(s):

AVG_MOT	Effect	se	t	p	LLCI	ULCI
1.6800	.3009	.0569	5.2885	.0000	.1890	.4127
2.0000	.3568	.0470	7.5952	.0000	.2645	.4492
2.5000	.4442	.0575	7.7258	.0000	.3312	.5573

As we see in table (i), LLCI=0.151 and ULCI=0.3346 and zero do not lie in between these confidence intervals which reveals that the effect is significant. From table (ii), we can say that with the increase in motivation for the relationship with the supervisor. Relationship with the supervisor has a stronger relationship with job satisfaction. t value is also increasing. P-value is significant. All of them LLCI & ULCI is significant here because it does not lie zero between these confidence intervals. Hence, the moderation effect of the moderator (motivation) on the relationship of job satisfaction with the relationship with the supervisor is significant. The moderation effect exists.

6.4.6 Moderation with the relationship with supervisor, appreciation & job satisfaction

Hypothesis 3b: Appreciation has a moderating influence on the association of relationship with supervisor and job satisfaction.

(i) Model

	coeff	se	t	p	LLCI	ULCI
constant	2.0567	.3131	6.5697	.0000	1.4413	2.6721
AVG_RWS	-.2718	.1458	-1.8644	.0330	-.5585	.0148
AVG_APP	-.2279	.1167	-1.9527	.0115	-.4574	.0015
Int_1	.2254	.0522	4.3220	.0000	.1229	.3280

Product terms key:
 Int_1   :   AVG_RWS x   AVG_APP

(ii) Conditional effects of the focal predictor at values of the moderator(s):

AVG_APP	Effect	se	t	p	LLCI	ULCI
1.7500	.1227	.0650	1.8866	.0399	.0051	.2505
2.5000	.2918	.0451	6.4724	.0000	.2032	.3804
3.2500	.4609	.0538	8.5635	.0000	.3551	.5666

As we see in table (i), LLCI=0.1229 and ULCI=0.3280 and zero do not lie in between these confidence intervals which reveals that the effect is significant. From table (ii), we can say that with the increase in appreciation for the relationship with the supervisor. Relationship with the supervisor has a stronger relationship with job satisfaction. t value is also increasing. P-value is significant. All of them LLCI & ULCI is significant here because it does not lie zero between these confidence intervals. Hence, the moderation impact of the moderator (appreciation) on the relationship of job satisfaction with the relationship with the supervisor is significant. The moderation effect exists.

6.4.7. Moderation with training & development, motivation & job satisfaction
Hypothesis 4a: *Motivation has a moderating influence on the association of training & development and job satisfaction.*
Model

	coeff	se	t	p	LLCI	ULCI
constant	1.7842	.3433	5.1966	.0000	1.1093	2.4591
AVG_TD	-.0213	.1711	-.1247	.9008	-.3578	.3151
AVG_MOT	-.0563	.1708	-.3297	.7418	-.3919	.2794
Int_1	.1189	.0805	1.4765	.1406	-.0394	.2772

Product terms key:
 Int_1   :   AVG_TD x   AVG_MOT

As we see in table (i), LLCI= -0.394 and ULCI=0.2772 and zero lie in between these confidence intervals which reveals that the effect is not significant. Hence, the moderation impact of the moderator (motivation) on the relationship of training & development and job satisfaction is not significant. The moderation effect does not exist.

6.4.8. Moderation with training & development, appreciation & job satisfaction
Hypothesis 4b: *Appreciation has a moderating influence on the association of training & development and job satisfaction.*
Model

	coeff	se	t	p	LLCI	ULCI
constant	.9580	.3089	3.1014	.0021	.3508	1.5652
AVG_TD	.2199	.1532	1.4350	.1521	-.0813	.5210
AVG_APP	.2816	.1180	2.3873	.0174	.0497	.5135
Int_1	.0027	.0571	.0465	.9629	-.1095	.1148

As we see in table (i) LLCI= -0.1095) and ULCI=0.1148 and zero lie in between these confidence intervals which reveals that the effect is not significant. Hence, the moderation effect of the moderator (appreciation) on the relationship of job satisfaction with training & development is not significant. The moderation effect does not exist.

6.4.9 Moderation with working conditions, motivation & job satisfaction

Hypothesis 5a: *Motivation has a moderating influence on the association of working environment and job satisfaction.*

(i) Model

	coeff	se	t	p	LLCI	ULCI
constant	3.0042	.4319	6.9566	.0000	2.1553	3.8531
AVG_WC	.5878	.1772	3.3172	.0010	.9362	.2395
AVG_MOT	.5269	.2139	2.4636	.0142	.9473	.1065
Int_1	.3236	.0858	3.7713	.0002	.1549	.4923

Product terms key:

 Int_1   :   AVG_WC x   AVG_MOT

(ii) Conditional effects of the X on Y at values of the moderator(s):

AVG_MOT	Effect	se	t	p	LLCI	ULCI
1.6800	.0442	.0537	.8228	.0011	.1497	.2114
2.0000	.0594	.0465	1.2773	.0022	.0320	.1508
2.5000	.2212	.0637	3.4733	.0006	.0960	.3464

As we see in the table (i) LLCI= 0.1549 and ULCI=0.4923 and zero does not lie in between these confidence intervals. From table (ii), we can say that with the increase in motivation for working conditions. Working condition has a stronger relationship with job satisfaction. t value is also increasing. P-value is significant. All of them LLCI & ULCI is significant here because it does not lie zero between these confidence intervals. Hence, the moderation impact of the moderator (motivation) on the relationship of job satisfaction with working conditions is significant. The moderation effect exists.

6.4.10. Moderation with working conditions, appreciation & job satisfaction

Hypothesis 5b: *Appreciation has a moderating influence on the association of working environment and job satisfaction.*

(i) Model

	coeff	se	t	p	LLCI	ULCI
constant	1.9362	.3962	4.8876	.0000	1.1575	2.7150
AVG_WC	.2630	.1687	1.5591	.1197	.5947	.0686

AVG_APP	.0398	.1535	.2594	.7955	.2620	.3416
Int_1	.1156	.0639	1.8093	.0711	.0100	.2413

Product terms key:
 Int_1   :   AVG_WC   x   AVG_APP

(ii) Conditional effects of the X on Y at values of the moderator(s):

AVG_APP	Effect	se	t	p	LLCI	ULCI
1.7500	.0607	.0677	.8968	.0004	.1937	.0723
2.5000	.0261	.0447	.9825	.0105	.0619	.1140
3.2500	.1128	.0634	1.7792	.0359	.0118	.2374

As we see in table (i) LLCI=0.118 and ULCI=0.2413 and zero do not lie in between these confidence intervals which reveals that the effect is significant. From table (ii), we can say that with the increase in appreciation for working conditions. Working condition has a stronger relationship with job satisfaction. t value is also increasing. P-value is significant. Hence, the moderation impact of the moderator (appreciation) on the relationship of job satisfaction with the working condition is significant. The moderation effect exists.

7. CONCLUSION
In this study, a positive and significant association of independent variables (salary, relationship with coworker, relationship with supervisor, training & development & working condition) with the dependent variable (job satisfaction) was established in public and private industry. Moderation effect of moderator, appreciation for salary, motivation for the relationship with a coworker, appreciation for the relationship with a coworker, motivation for the relationship with supervisor, appreciation for the relationship with supervisor, motivation for working condition and appreciation for the working condition are strong relationship on job satisfaction but motivation for salary, motivation for training and development and appreciation for training & development are weaker relationship on job satisfaction.

8. LIMITATION
The study is limited to middle-level management in public & private industry. Therefore the findings can't be extended to another level of management. This research emphasizes the job satisfaction issues encountered by professionals in public & private industries.

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