

## EXPLORING THE RELATIONSHIP BETWEEN SALARY SATISFACTION AND JOB SATISFACTION: A COMPARISON OF PUBLIC AND PRIVATE SECTOR ORGANIZATIONS

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*cases. Furthermost, salary satisfaction proved as a facilitator designed for augmenting job satisfaction level of employees.*

**Key Words:** Salary satisfaction, Job satisfaction, public and private sector, Pakistan

### Abstract

*The purpose of presented study is to develop a model that measures the degree of difference in salary satisfaction and its impact on job satisfaction in public sector organizations and private sector organizations in Pakistani context. Salary satisfaction affects job involvement, work inspiration, employee performance and motivation. The posited hypothesis is if there exists a significant difference in the degree of salary satisfaction in public sector and private sector organization, and the positive influence of salary satisfaction on job satisfaction in both public and private sectors. Data was collated from 160 employees (total 320) from each sector organizations. Z-test was used to analyze the degree of difference between salary satisfactions in both sectors, although its relation with job satisfaction was measured by regression analysis. The findings indicate that employees in public sector organizations have little higher salary satisfaction as compared to private sector employees. Moreover, salary satisfaction is also positively related with job satisfaction in both*

### INTRODUCTION

Salary or pay is a form of episodic compensation from a firm to its worker, which is completely stated in an employment contract. It is weighed with piece wages, where each job, period of job (timings) or other unit is paid distinctly, rather than on a periodic basis. Pay is perhaps striking good to most individuals because it offers them a corresponding level of purchasing power. While running a business, salary can also be considered as the cost of gaining human resources for running systems and operations, and they are designated at different position and employer bear personnel disbursement or salary expense. Wage, salary or pay is considered a significant reward to motivate the workers and their behavior towards the goals of employer (Oshagbemi, 2000). All other social factors are important for enhancing and to make job satisfactory for employees are significant but satisfaction from pay is must. Pay gratification be liable to the adjustment between real pay and the amount of pay, a person received from his/her employer. Salary gratification is an abundant narrower construct than job satisfaction. The pleasure from pay satisfaction is also an important thing that is linked to some administrative outcomes and success. For example, some evidence proposes that dissatisfaction with pay can lead employee to decreased job satisfaction, decreased interest of working, and decreased the learning level of employees, motivation and performance, increased absenteeism and turnover, and more pay-related grievances. It is also extensively studied that pay satisfaction positively influence overall job contentment, motivation and enactment, performance, and lead to less absenteeism and turnover behaviors

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of employee (Judge, Cable, & Higgins, 2000). As studied by Sweet, Nelson, and Moberg (2006), there is positive influence of pay satisfaction on job satisfaction and it can obviously observe in every field of life. Sweet et al. (2006) critically examined that the employee satisfaction level has little relationship to income and is similar across most variables for example working environment, professional uniqueness, amount of scientific activity in work, whereas income gratification showed stronger association to real income, at least at the higher income ranks. They also originate that the association between job satisfaction and pay satisfaction is high, whereas job satisfaction is not connected with years as employed. The customary rationale of not relating monetary reward with the contentment is lessening. In fact, these days' acquisitiveness and materialism is becoming key factor of inspiring and motivating persons. Cummins (2002) has critically discussed that in spite of the conservative wisdom that "monetary rewards have little significance to happiness". Diener and Seligman (2004) studied the applicable literature and determined that as a culture gathers wealth, "differences and modifications in wellbeing are less often due to income, and are more often due to factors such as people's social relationships and pleasure at work place". It has been observed that constancy in pay in terms of getting monthly pay is much desired by the personnel as compared to enticement based salary packages which are adjustable in nature. Diener and Seligman (2004) specified that with the much inferior income, job contentment and income satisfaction are slightly higher. The sales people salaried through mostly fixed salary exhibit higher levels of job satisfaction and lesser turnover intentions than their colleagues who are paid through mostly enticement pay are at dissatisfactory behaviors about their job.

In the wider logic it might be possible that pay satisfaction and job satisfaction usually balancing to each other. Rice, Phillips, and McFarlin (1990) identified that several job satisfaction measures including pay satisfaction (typically pay level satisfaction) as a measurement, we control for job satisfaction

using a worldwide measure which blows the extent to which contributors like their job and the organization. Carraher, Carraher, and Whitely (2003) exemplarily proposed that job satisfaction highly influence pay satisfaction comprising actual salary satisfaction level and job satisfaction significantly augmented modification for each measurement of pay satisfaction.

Separately from affectivity either positive effect or negative effect satisfaction connected to pay can be well explained in the light of individual's thinking elegance. Method of rational salary structure seems to be a significant feature of employee connected to pay satisfaction. Pritchard (1969) originate that corporate worker who are involved in thinking themselves to different thought for the creation more money than others, more displeased with their wages than the workers who associated themselves to others creating the same or less money. Lawler (1985) originate that individuals who expect higher monetary rewards in the upcoming times are less satisfied with their current pay.

Frey and Feld (2002) emulated in their experiential indication which is reported by economists that pay satisfaction is more important factor of success in an organization success. For example, the study of McCausland, Pouliakas, and Theodossiou (2005) shows momentous positive effects of motivation pay on efficiency (in the range of a 44-percent gain) in his sole dataset of a firm (Safelite Glass Company) that experienced variations in its compensation plan. Yet, it may be that economists recognized the short run welfares of enticements, and any long run undesirable effects on motivation and job satisfaction postulated by psychologists. Judge et al. (2000) found if job usefulness be contingent on both the level of pay and on pay relative to some situation or objective level, it is strong that incentive pay could meaningfully emotional impact on job satisfaction through both of these courses of action. Attitudes around as well as about work remain formed the rewards produced by performance and enactment of

employees, which are valued consequences in themselves. The objective of presented study is to raise salary satisfaction in organizations. In relationship of job satisfaction, motivation, and to decrease the turnover and absenteeism rate among employees of both sectors

## **THEORETICAL BACKGROUND**

### **Salary satisfaction**

Pay is vital but the awareness of individual about salary is more vital. People with positive attention seem to be much satisfied with pay relative to people with negative affectivity. Organ (1994) claimed that both positive and negative affectivity stand as key factors of job satisfaction. But the individuals who have extraordinary on negative affectivity are nervous and worried (emotional state that may designate an anxious personality), but that does not suggest across-the-board displeasure. High-negative affectivity persons may be discontented with characteristics of their jobs, but that does not essentially mean that they would be more disappointed with their salary. Organization possession is also an imperative reason in determining of pay satisfaction and contentment of employees. Solomon (1986) suggested that public sector executives experience lower intensities of job and pay satisfaction. Low performance of employees may be a consequence of low levels of satisfaction with their salary. A pay motivation scheme is a different measurement of pay satisfaction. In modern ages, there remained a cumulative trend for public and private administrations to implement additional inspired and creative procedures of wage enticement such as group incentives, and profit distribution schemes. Carrell and Dittrich (1978) also stated that motivation plans that used many distribution rules would move towards different magnitudes of pay satisfaction. So it is anticipated that distributive justice will affect satisfaction with motivational incentive plans.

For making pay satisfaction and job satisfaction organizations have to encourage a strategy of perception of pay-for performance. Insight of

pay-for-performance is a positive stimulus on pay satisfaction. Omar and Ogenyi (2006) observed that perceived associations between pay and performance account for additional changes in pay increase satisfaction than entire demographic variables put together. Consequently, launching a pay-for-performance salary system may be the greatest effective technique to encourage salary level satisfaction. According to Clark and Oswald (2002), the receiving of performance-based rewards, including pay increases and bonuses, absolutely affected pay-system responses. So, they recommended that "founding a pay-for-performance salary scheme may be the most active way to encourage pay satisfaction". As it is also predicted by Lawler (1985) that regular salary Satisfaction and pay Pleasure co-vary in a positive course and help people to move their thinking towards positivity or positive thinking. The association between performance and pay satisfaction is also momentous. Apparent performance, acuties regarding management, developments of opportunity, and the corporation's benefit package, and both external and internal pay equity, were related to pay satisfaction in the direction prophesied by Lawler's model.

Professed distributive justice is confidently related to pleasure with incentive policies. Distributive integrity is one of the perceptual variables that have been found to be a robust interpreter of pay satisfaction (Fong, Shaffer, & Centre, 2001). Perceived procedural justice is a positive measurement of pay satisfaction. Distributive justice and procedural justice both are also originated to be factors of pay raise/management satisfaction. Over, this is similarly in streak with other exploration results (Munro & Sugden, 2003). McFarlin and Sweeney (1992) found that distributive justice remained a more vital analyst of pay level contentment than technical justice. Markova and Jones (2003) found that perceived impartiality of pay determination policies and procedures was the sturdiest analyst of pay contentment among four sets of pay processes (salary determination, performance assessment, communication and

appeal). Perceived interactional impartiality by personnel is an optimistic influence on pay pleasure and satisfaction with incentive plans.

Flaherty and Pappas (2002) critically explored that employee have lower satisfaction and higher turnover intentions when paid a fixed salary, while salespeople in higher satisfaction and lower turnover intentions when given incentives. Moreover, throughout the establishing stage, salespeople working in a firm following a prospector or analyzer policy designate greater satisfaction than lesser turnover objectives than persons working in a competitor firm. Flaherty and Pappas (2002) likewise described that throughout the consideration stage, salespersons salaried through mostly permanent income exhibiting greater ranks of job satisfaction in addition to lesser turnover objectives than their colleagues who are waged through mostly incentive or enticement pay.

Pay satisfaction too depends on employee's intention about job safety. Safety pursuers are more content from job than pay increase pursuers. Kathawala, Moore, and Elmuti (1990) presented an inclination for augmented salary satisfaction over increase in job security. Individuals who favored a salary satisfaction increase established a less satisfied approach with present salary satisfaction and overall satisfaction with the job. Persons favoring increased safety categorized safety greater than salary satisfaction as a satisfier, but not as a motivator. Those favoring a salary increase categorized compensation higher than job safety as a motivator and a satisfier.

A decent remuneration and compensation packages appears to exist worst if working circumstance are not clean and appropriate for employees. So, with salary an organization has to provide vigorous working conditions. Böckerman and Ilmakunnas (2006) originate that adversative working circumstances must have an actual slight character in the determination of individual income. In contrast, contrary employed conditions substantially reduction the level of job satisfaction and the sensitivity of justice of pay at the workplace. This indication

expresses against the existence of compensating salary differences, but is reliable with the opinion that the Finnish labor market purposes in a non-competitive fashion.

### **Salary Satisfaction as an Antecedent of Job Satisfaction**

Association of education with salary satisfaction was found in many academics writings. According to Ganguli (1957), the dynamics complicated in the association amid education and pay satisfaction are perhaps at exertion in many other fields of satisfaction. Satisfaction with salary may stand a legal relationship to demographic statistics and as such are foretold from, and perhaps determined by, organization strategy. Higher paid managers and advanced level executives seem to be well satisfied with pay received by them. Andrews and Henry (1963) for example, must originate that advanced education appears to be concomitant with inferior satisfaction with salary. Organization level and quantity of salary are connected with managers' satisfaction with their pay. Klein and Maher (1966) state "The first-level executives who had advanced education are a lesser amount of satisfaction with their salary. Klein and Maher (1966) analyzed that the institution cultured employee must designate more negative feelings about his pay satisfaction than the non-institution cultured employee. Their motivation is constructed on the idea that devouring an institution education improves one's self-evaluation and thus clues to complex prospects with affection to pay satisfaction chances. This, in turn, would lead to superior pay satisfaction displeasure".

McCausland et al. (2005) found that though the prophesied job satisfaction of workforces receiving performance related salary is lesser on typically likened to those on other pay arrangements, performance related pay employs a positive consequence on the mean job contentment of high-paid employees. A possible enlightenment for this configuration might be that for lower-paid wage earner performance related pay is apparent to be regulatory, whereas higher-paid employees originate a

utility benefit from what their estimation as sympathetic reward arrangements. Hölmstrom (1979) were among the major establish the theoretical supremacy of performance-related wage over other reward systems when monitoring strength is costly and flawed. Pouliakas and Theodossiou (2009) who showed that an important change in the job contentment of performance linked pay and non-performance linked pay employees are, once modifies for the instantaneous relationship between job satisfaction, enticements and salaries. Similarly, Job involvement is situation of appointment with one's job, classifying with one's work, and observing the job as dominant to one's uniqueness and self-esteem, unevenly opposite to the idea of isolation or insignificance (Fisher, 2010).

Some social researchers sightseen the link of age and seniority with salary satisfaction. It has been experiential that age and seniority are meaningfully related with salary satisfaction. Lawler III and Porter (1967) devised that streak or Line/staff type of position, seniority, period in position, business or organization extent, and age bore little but statistically important relationships to salary. Age and seniority are also virtuous predictors of genuine salary. Age and seniority fix main things to better job enactment, and thus the associations originate between age and salary and seniority and salary must be imitating the fact that administrations are paying for excellence. Genuine salary was the only demographic variable that is initiated to be equally linked to satisfaction with salary.

Forthcoming expected incomes as a possibly positive referent that simplifies to an assessment of their existing salaries. Andrews and Henry (1963) created that persons who observe better chances to make additional money in the future on their present occupation are also comparatively satisfied with their present salaries structure point both with internal assessments and external assessments. It seems that, with our people, contentment with salaries is incompletely determined by future forecasts on the same job however the pay satisfaction

substances are expressed to blow existing satisfactions.

Employees enjoying high salaries are more likely to observe enticement recompenses as supportive. According to Maslow's (1943) hierarchy of needs, additional income may assistance in the contentment of esteem needs for the reason that high salary suggests high capability and overall individual value. So, even after satisfaction of basic physiological and security needs are not issue, a number of people drive value high salary as an indicator of proficiency and individual value (Malka & Chatman, 2003). Performance salary is assessed because it is problematic to measure quantitatively, that it can encourage individuals to emphasis too barely, that it can weaken intrinsic interest, which monetary rewards only work for selected people, that it is harmful to team-work and co-operation and that general pay costs can upsurge earlier if not strongly measured (Armstrong & Murlis, 2005). Boselie, Paauwe, and Jansen (2001) stated that performance pay must be a crucial instrument by administration for improving performance, but they stress certain circumstances must happen for success. These are the requirement to encourage the trust that performance creates a modification and the must to modify the pay structure to the condition in all organization. Divergent to general endorsements they also advise that pay and performance must be joined slackly, arguing that the tighter the linkage, the more problems are exaggerated. It's an effort determine the different degree of salary satisfaction in public and private sector organization of Pakistan and how much Salary satisfaction enhances the job satisfaction level in both public and private sector in Pakistani organizations. It also reveals the level of happiness among people who are employed by the government or in private sector.

A model of salary or pay satisfaction and Job satisfaction is established for the present research. In explorations of research it is actually vital to hypothesize the understandings. On the foundation of wide literature survey scholars recognized 10 corporate dimensions (variables)

which are partaking conventional influence on salary satisfaction.

#### **INSERT FIGURE 1 HERE**

Ten dimensions or variables to measure salary satisfaction are adopted from Sharma and Bajpai (2011). The model of Cammann, Fichman, Jenkins and Klesh (1979) was used to measure job satisfaction which is composed of three items.

With the help of brief overview of literature the subsequent objective of research is to determine the diverse amount of salary satisfaction in public and private sector organization and how much Salary satisfaction enhances the job satisfaction level in both public and private sector organizations. The study also helps to determine satisfaction level of people in public and private sector as well as their contentment with their salary system.

Difference in salary or pay satisfaction can be measured through assessing the summated difference between public and private sector organization. To assess the statistical substantial difference, main hypothesis is created. Furthermore a hypothesis is created to quantify the linear impact of salary satisfaction on job satisfaction level of public sector employees

**H1:** There exist significant difference in the degree of salary satisfaction of employees in public sector and private sector organization.

**H2:** Salary satisfaction has significant linear influence on job satisfaction of employees in public sector.

**H3:** Salary satisfaction has significant linear influence on job satisfaction of employees in private sector.

## **METHODOLOGY**

### **Data Collection and Sample**

Data were collected from managerial and non-managerial employees of two public sector and two private sector organizations. A total of four hundred questionnaires were

distributed to get data: one hundred questionnaires to each organization. A total three hundred and forty six responses were received: one hundred and sixty responses from public sector and one hundred and seventy six from private sector organizations. However, we excluded sixteen responses received extra from private sector to balance the number of responses.

In public sector 69% (111) male 31% (49) respondent were female, among those 65% (104) having post graduate 30%(49) graduates and 5% (7) were under graduate and there were 41%(66) employees having experience more than 15 years, 22% (35) having experience more than 10 years and 20% (32) have more than 5 years of experience 17% (27) employees have experience of 2 years.

In private sector 82.5% (132) male 17.5% (28) respondent were female, among those 77.5% (124) having post graduate, 22.5% (36) graduates and 6% (11) employees having experience more than 15 years, 18.7% (30) having experience more than 10 years and 56.6% (89) have more than 5 years of experience 18.7% (30) employees have experience of 2 years.

### **Construct Measurement**

A questionnaire having ten dimensions of salary satisfaction and three dimensions of job satisfaction was used to collect data. The present study stands on the various dimensions for difference in salary satisfaction of public sector organizations in addition to private sector organizations.

*Salary satisfaction* it was measured through ten independent dimensions (variables). Ten measurements are adopted from the model of Sharma and Bajpai (2011) that are foundations of salary satisfaction. Each variable is measured by means of five point rating scale ranging from 'strongly disagree' to 'strongly agree' with 'neutral' as the central point. Internal consistency of the scale is measured by Cronbach's alpha whose value found as 0.79.

*Job satisfaction* the questionnaire developed by Cammann, Fichman, Jenkins and Klesh (1979) was used for the assessment of job satisfaction and its construct is composed of three items. Each variable is measured by means of five point rating scale ranging from 'strongly disagree' to 'strongly agree' with 'neutral' as the central point. Internal consistency of the scale is measured by Cronbach's alpha whose value found as 0.82.

## FINDINGS

For the testing of the hypotheses MS Excel and SPSS software are used. Z-test (using MS Excel) is used for comparing means as it is used for the analysis of comparing means of two populations. It requires a simple random sample from a population with a Normal distribution and where the mean is known. Regression analysis (through SPSS) is used for the measurement of linear influence of salary satisfaction on job satisfaction for public sector organization and measuring linear influence of salary satisfaction on job satisfaction for private sector organization.

### INSERT TABLE 1 HERE

Table-1 shows the results of "Z-Test: Two Sample for Means" for Salary Satisfaction. For the testing of *H1* means of salary satisfaction are compared in public sector and private sector organizations through z-test is. The z-value is 2.745 which fall in the rejection region (as it is greater than the value of z-critical at 5% level of significance). Hence, null hypothesis of no difference is rejected and alternative hypothesis of significant difference is accepted. So it is concluded that there is a significant difference between salary satisfaction of employees in public sector and private sector organizations. Public sector organization employees are more satisfied and from their salary (mean=28.317) as compared to private sector organizations (mean=26.25), see table 1.

In order to test *H2* and *H3*, regression analysis was run: job satisfaction was taken as dependent variable and salary satisfaction taken as

independent variables. The outcomes from the analysis exhibited the coefficients for paths from independent variables to dependent variables. Subsequent headings for public and private sector were generated from regression analysis using "Enter" method.

Table 2 (a) shows regression analysis designed for job satisfaction level and salary satisfaction in public sector organizations.  $R^2$  value was as 57.8% which showed of strong predictor model because  $R^2$  is a statistical term used how good one term (Salary Satisfaction) is at predicting another (Job satisfaction). The value of  $R^2$  ranges from 0 to 1, a higher value signifies strong linear relationship, but here in public sector the value is moderating. Hence, consequences of the present study offered a moderate linear relationship between dependent variable (salary satisfaction-Public Sector) and independent variable (job satisfaction- Public Sector). The t-stat, joined with its p-value, designates the implication of the relationship between the independent and dependent variable. The t-statistics and its linked two-tailed p-values are used in testing that the coefficient is meaningfully diverse from zero. By an alpha ( $\alpha$ ) of 0.05, the beta value for job satisfaction is significantly different from 0, since its p-value is 0.000, that is lesser than 0.05. So, we discard the null hypothesis (Kalyar, 2011).

### INSERT TABLE 2 (a, b & c) HERE

Table 2 (b) illustrate that F-value is significant which reveals overall significance of regression model. Table 2 (c) displays t-value and p-value for testing the slope of the regression model. Significant p-value and value t-value is an indication of linear relationship between job satisfaction and salary satisfaction.

### INSERT TABLE 3 (a, b & c) HERE

Table 3 (a) displays regression statistics for job satisfaction level and Salary Satisfaction in private sector organizations.  $R^2$  value was as 23.4% which is an indication of less strong predictor model because  $R^2$  is a statistical term used how good one term (Salary Satisfaction) is

at predicting another (Job satisfaction). Co-efficient measure is similarly presenting t-statistics. The t-statistic exists as ratio of the variable of an estimated limit from its speculative assessment and its standard error and used to examine hypotheses about the regression coefficients that the slope of a regression line diverges considerably from 0 or not. Table 3 (b) shows that F-value is significant which showed overall significance of regression model. Table 3 (c) described t-value and p-value for testing the slope of the regression model. Significant p-value and t-value is an indication of linear relationship between job satisfaction and salary satisfaction.

## **DISCUSSIONS AND CONCLUSION**

Findings of the study show that salary satisfaction score is little high for public sector organizations as linked to private sector organizations. There are certain pay systems usually would be favored by job holders, that these pay schemes would affect employee attraction to organizations and different types of job holders would be involved to different types of pay systems. The best system for equity and justice in pay system is likewise Equal pay for work of equal value. Now it comes in almost inseparably associated with the application of job assessment (Rubery, 1995). Present developments to performance-related pay systems are important for each and every kind of organization. When the organizations project compensation packages, they often option to implementing an off the- shelf or "flavor of the month" design rather than adapting their programs to fit their organizations' précised needs as it is possible by proper reward system for employees working (Lavy, 2007). General Job satisfaction of manufacturing employees appears to be influenced by the satisfaction with job features and individual life, and the degree of satisfaction seems to depend on the satisfaction with the number of job features as well as their professed importance (Khaleque & Rahman, 1987). Griffin, Hogan, Lambert, Tucker-Gail, and Baker (2010) in an age in which increasing costs, decrease budgets, and employee's scarcities are common, it is

progressively significant to deliver a positive work condition to safeguard worker constancy. Job involvement similarly affects expressive exhaustion and affects job satisfaction. It appears that personnel unknowingly relate their salary satisfaction with job safety. If the worker is specified extra autonomy to do his/her job, can appreciate its nature of work very well, which progresses, expectation with their association and that will make them to act in learning conditions and they will be extremely involved in job (Sudha, 2011). Employees those are acting in advance will show more commitment than those who are waiting for the instructions of their directors.

The motive of it might be again can be described by the conventional thinking of Pakistani employees that they feel more safety (like termination) in public sector. In Pakistani context job satisfaction reflect the chief foundation of happiness. Similar outcomes are experienced in the presented study. However salary structure and system is comparatively feel good and higher in private sector administrations but it was supposed lower due to the issues like un-stability and insecurity as well as anxiety of job pressure of job. The job satisfaction in private sector employees is not very less because the private sector is initiator of learning environment in Pakistani context. Comparatively safe position of job usually perceived by employee has provided much 'salary satisfaction' to employees of public sector organizations regardless of that fact their wage is lesser than the wage of private sector organizations personnel. Also the study of Cacioppe and Mock (1984) showed that private sector managers have greater value on monetary and non-monetary rewards than public sector executives, though public sector executives are more job safety. Correspondingly, Schuster (1974) concluded in their research that executives in public organizations value job safety more than their counterparts employed by the private businesses and administrations. Both the studies clearly designate that public sector employees give ample value to job safety. So, higher score for public sector personnel is not a role indication of satisfaction from salary



rather this exposes a psychological feeling of employees which is directly connected to job safety feeling of employees. There might several other reasons behind it in Pakistani context, such as inflation in the country, economic conditions and foreign investment in the country.

## LIMITATIONS OF THE STUDY

Although the findings of this study confirmed the research hypotheses and these findings have both theoretical and practical implications in field of research, but there are also some methodological limitations. Although present study opens new horizons of research but this study is limited in its scope, variables of study and the nature of relationship among them. First, the study was cross sectional and conceptual model does not allow for conclusions to be drawn on causal inference Firstly, the present research is limited in two public and two private sector organizations, however departments (Strategic Business Unit) wise comparison can also be carried out for further researches. Second, though the outcomes have numerous implications but the sample size was too small for drawing some generalized implications. The salary difference among the same industry in public and private sector such as transportation, manufacturing & productions etc. can be discussed and will provide useful results for the economy of a country. The salary satisfaction can be measured by longitudinal research between public and private sector which help to reveal the financial and non-financial aspects of job satisfaction.

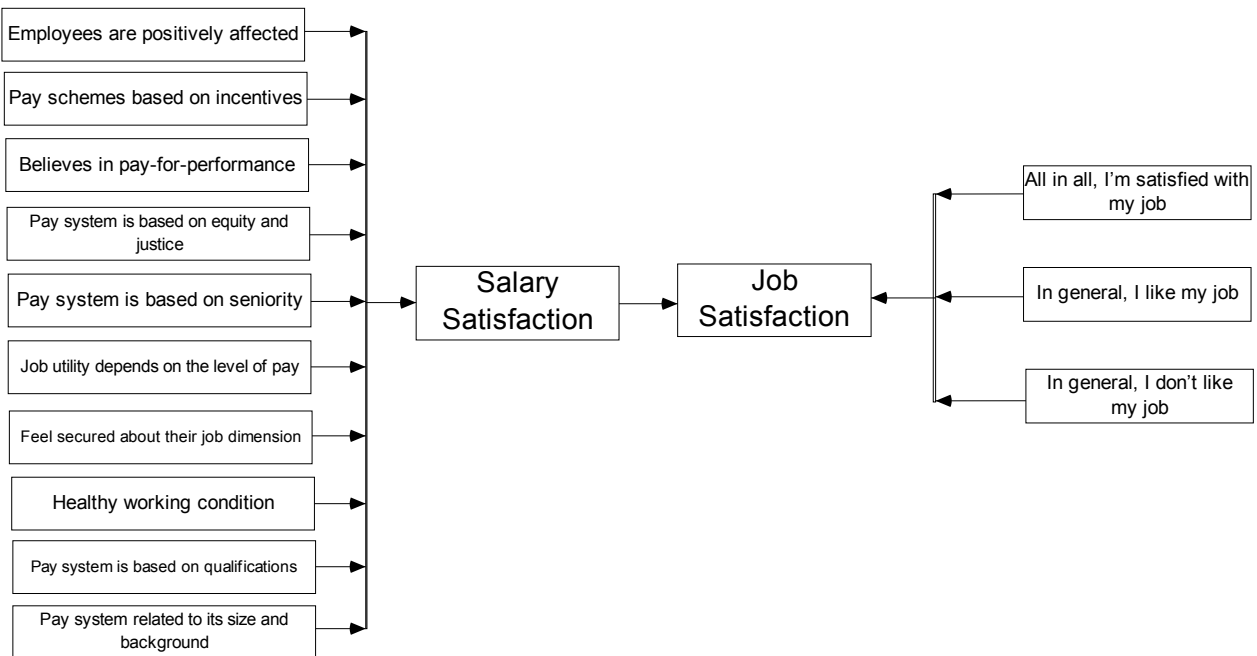
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**Figure 1:** Hypothesized model of Salary Satisfaction and Job Satisfaction



**Table-1** Z-Test: Two Sample for Means (Salary Satisfaction)

	<i>Salary Satisfaction- public</i>	<i>Salary satisfaction- private</i>
Mean	28.317	26.25
Known Variance	15.346	19.063
Observations	160	160
Hypothesized Mean Difference	0	
Z	2.745	
P(Z<=z) two-tail	0.006	
z Critical two-tail	1.959	

**Table 2 (a, b & c) Regression Results for Public Sector Organizations**

Table-2(a)

**Regression Statistics**

R	R Square	Adjusted Square	R	Std. Error of the Estimate
.761 <sup>a</sup>	.578	.576		.47198

a. Predictors: (Constant), SS-Public

**Regression Statistics**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.761 <sup>a</sup>	.578	.576	.47198

Table-2(b)

**Coefficients**

	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	1.048	.185	
SS-Public	.698	.047	.761

a. Dependent Variable: JS-Public

Table-2(c)

**Significance**

	Sum of Squares	Df	Mean Square
Regression	48.287	1	48.287
Residual	35.197	158	.223
Total	83.484	159	

a. Predictors: (Constant), SS-Public

b. Dependent Variable: JS-Public

**Table 3 (a, b & c) Regression Results for Private Sector Organizations**

Table -3(a)

**Regression Statistics**

	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.483 <sup>a</sup>	.234	.229	.59617

a. Predictors: (Constant), SS-Private

Table-3(b)

**Coefficients**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.438	.234		10.426	.000
SS-Private	.416	.060	.483	6.942	.000

a. Dependent Variable: JS-Private

Table-3(c)

**Significance**

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	17.130	1	17.130	48.197	.000 <sup>a</sup>
Residual	56.156	158	.355		
Total	73.286	159			

a. Predictors: (Constant), SS-Private

b. Dependent Variable: JS-Private