



A STUDY ON JOB SATISFACTION OF EMPLOYEES

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Abstract

Job satisfaction is one of the important factors which have drawn attention of managers in the organization as well as academicians. Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organization. Though there is no conclusive evidence that job satisfaction affects productivity directly since productivity depends on so many variables, it is still a prime concern for managers. Job satisfaction is the mental feeling of favorableness which an individual has about his job. It is often said that “A happy employee is a productive employee.” Job satisfaction is very important because most of the people spend a major portion of their life at their working place. Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well-being. It assesses how far welfare and financial factors motivate the employees in the company. The study also attempts to analyze the opinion of employees towards the working life in the company.

Key words: *Job Satisfaction, Employee Turnover, Job Security, Job Rotation.*

INTRODUCTION

The world has open spun into the new millennium and along with; it has ushered a new era of intense competition and ever changing value equations. The fact that organization has been transformed from a structured assembly line production orientation to a focus a knowledge creation by each and every personnel of the organization. In a competitive global business scenario, no organization will survive unless it is able to match the duality and the cost of its competitors. Realities are focusing us to concentrate more upon changing the attitude of employees, enabling them to take up independent responsibilities and empowering to execute them by using their knowledge and skills in latest technologies and thus motivating them to use their capabilities in their respective areas of excellence.

Emerging business environment is forcing business houses to find new ways to remain competitive. Organizations face an environment characterized by a number of challenges and key issues that have increased the importance of Human Resource Management considerations in business decision-making. These include increased level of competition, human resources diversity, changing value systems and above all the rapid technological advances.

In the globally competitive and challenging business scenario, our success will be, to a great extent, influenced by how we manage our human resources – the people who make things happen. The traditional role of man managers has undergone drastic changes to meet the challenges of the next millennium and achieve excellence, responsible trade unionism, productivity – oriented work practices and aggressive professional management would be essential. Factors which determine job satisfaction and the way it influences productivity in the organization. Though there is no conclusive evidence that job satisfaction affects productivity directly because productivity depends on so many variables, it is still a prime concern for managers. Job satisfaction is the mental feeling of favorableness which an individual has about his job. In literature on Industrial Psychology, the term Job Satisfaction is quite frequently used for individual's attitude towards the specific aspects of the total work situation. The word job refers to a specific task whereas the term job satisfaction is of higher orders where it is essentially related to human needs and their fulfillment through work. It is generated by the individual's perception of how well his job satisfies his various needs.



Job satisfaction meaning and definition

1. Job satisfaction refers to a person's feeling of satisfaction on the job which act as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job. Satisfaction does mean the simple feeling state accompanying the attainment by an impulse of its objective. Research workers differently described the factors contributing the job satisfaction and the job dissatisfaction.

2. "Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal or one's job or job experience" - E.A.Locke

Literature Review:

Paul E. Spector (1997) summarizes the findings concerning how people feel towards work, including: cultural and gender differences in job satisfaction and personal and organizational causes; and potential consequences of job satisfaction and dissatisfaction. He provides with a pithy overview of the application, assessment, causes and consequences of job satisfaction.

Sophie Rowan (2008) reveals how to create a happier work life, without changing career. She provides practical and realistic guidance on how one can achieve optimal job satisfaction and overcome the obstacles that make so many of us unhappy at work.

Robert M. Hochheiser (1998) reassessed the meaning of the workplace and proposed a simple formula for success-Forget the idea that hard work alone leads to success and instead focus on building good relationships. He asserts that the best way to win at work is to understand what is needed to support the egos of bosses, peers, and subordinates. Accurate assessment of those needs can then be indirectly associated with one's own personal goals and exploited to make substantive workplace gains. Methods of determining needs are given for a variety of situations, and strategies are offered to help make some of the worst work situations at least marginally better through networking and personal development.

C. J. Cranny, Patricia Cain Smith, Eugène F. Stone (1992) reveals perceiving future opportunity can actually be more motivating than actually receiving a raise, getting promoted, or being given additional responsibilities. Jane Boucher (2004) offers practical advice for improving both your attitude about your job and the job itself. She shows workers how to cope with keeping their jobs in this difficult economy.

Objectives of the study

1. To evaluate how human resource factors (general factors) affect the satisfaction level of employees.
2. To assess how far welfare and financial factors motivate the employees.

Research methodology

Type and source of data

Primary data is used for the study. The primary data are collected by using questionnaire method.

Tools and techniques

1. Sampling technique is used for this study.
2. 100 employees were selected for this study.

Interpretation of data

The table 1: shows that 94 % of the employees are satisfied. 48 % have excellent opinion about job security. When Adequate job security is provided to the employees it will motivate them to do their work and increase productivity.



Table 1: Job Security

Satisfaction	Frequency	Percentage
Excellent	24	48
Good	23	46
Average	3	6
Total	50	100

Source: primary data through questionnaire

The table 2: presents that out of 98 % satisfied employees, 50 % has good opinion regarding family security. When there is family security the minds of employees are free from various tensions and they can devote more time for their work and hence productivity can be increased.

Table 2: Family Security

Satisfaction	Frequency	Percentage
Excellent	24	48
Good	25	50
Average	1	2
Total	50	100

Source: Primary data through questionnaire

Table 3 reflects that 60 % of the employees are satisfied of which 54 % have good opinion too. But rest 40% of them are dissatisfied with the training and development facilities provided.

Table 3: training and development

Satisfaction	Frequency	Percentage
Excellent	3	6
Good	27	54
Average	20	40
Total	50	100

Source: Primary data through questionnaire

The table 4: Depicts that 90 % of the employees are satisfied about communication with subordinates.98 % of the employees are satisfied with respect to peer group communication. Regarding communication with superiors, 88% of the employees are satisfied

Table 5: communication

Satisfaction	Frequency			Percentage		
	Subordinates	Peer groups	Superiors	Subordinates	Peer groups	Superiors
Excellent	13	9	6	26	18	12
Good	32	40	38	64	80	76
Average	5	1	6	10	2	12
Total	50	50	50	100	100	100

Source: primary data through questionnaire



Findings

1. The employees are free from various tensions regarding their family security and thus they devote more time for their work.
2. Inter personal relationships among employees existing in the organization needs more encouragement.
3. There is free flow of communication between subordinates, superiors and peer groups.
4. Majority of the employees are of the view that the promotion policies adopted by the company should be revised

Suggestions

1. Training programs has to be provided based on the job content. It should be job related and knowledge based.
2. More and more opportunities should be provided to employees to promote inter personal relationships.
3. Incentives may be provided to employees who successfully complete courses under company's education assistance scheme.
4. The company should re-introduce the transportation facility to its officers which will reduce cost over-run and savings in income.
5. Job rotation is to be made at least once in three years.
6. The promotion policy should be time bound and uniform in order to keep the morale of the employees high.

Conclusion

An employee's assessment of how satisfied or dissatisfied he or she is with his or her job is a complex summation of a number of discrete job elements. This job satisfaction study was a procedure by which employees report their feelings towards their job and work environment. It helped to a powerful diagnostic instrument for assessing employee problems. Improved communication is another benefit of the study. Particularly beneficial to the company is the upward communication when employees are encouraged to comment about what they really have in their minds.

This job satisfaction study revealed that grievance handling system

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