



## A STUDY ON JOB SATISFACTION IN APSPDCL

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### Abstract

Today's work force is predominantly dynamic that has enormous opportunities and challenges from the market and customers. Understanding such dynamism is very crucial to the achieve organisation's objectives. A well-defined and executed organization culture is the core to job satisfaction. More than compensation and many things, what matters today is job satisfaction. It is the final output every organization desires. Employees tend to stay longer in the organization if they have job satisfaction. There are many successful organizations known for higher levels of job satisfaction among their employees. If compared with other sectors, power sector employees are generally considered to have a direct linkage with all over sectoral developments from different areas as power is the basic need of the hour. In such an environment Andhra Pradesh Power Distribution Corporation Limited (APSPDCL) with a large network of employees is responsible for proper power distribution and management. In a work environment with real time demands the organisation's workforce should be highly committed which is supported by key factors like job satisfaction. It motivates the employee to render his best service to the organisation. The present paper examines the impact of several factors on job satisfaction in the employees of APSPDCL. Correlation, Z test and ANOVA were used to analyse the data. The study found that overall job satisfaction of employees is good in APSPDCL and future research is required to assess the actual effects of human resource practices on individual's job satisfaction and other key features.

**Key Words:** APSPDCL, Job Satisfaction, Power Sector, Work Environment.

### 1. Introduction

Job satisfaction refers to the extent to which hopes and expectations of employees about the employment are fulfilled in the organization. Some workers may be satisfied with one aspects of their organisation and others may be dissatisfied with the same aspect. Various people have defined job satisfaction in their terms. According to Locke and Lathan (1990), job satisfaction is pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is the result of sound HR policies built on democratic values. According to Mitchell and Lasan (1987), it is generally recognized in the organizational behaviour field that job satisfaction is the most important and frequently studied attitude.

### 2. Review of Literature

Appelbaum, (2002) concluded that human resource practices adopted as part of a high performance work system may or may not increase job satisfaction depending on different work environments. It might be the case that impact of human resource practices is like job satisfaction with sense of achievement or satisfaction with salary.

Green (2006) studied that the implementation of human resources practices has been related with higher levels of job intensity resultantly lowered the levels of job satisfaction.

Jain, et al., (2007) in their study on Job Satisfaction as Related to Organisation Climate and occupational Stress: A case Study of Indian Oil found the results of the study also confirmed the assumption that high age group managers as well as high age group engineers were equally satisfied with their jobs and the study also found low age group managers and low age group engineers had same job satisfaction level.

Neelakandan and Rajendran (2007) in their study entitled, "Job Satisfaction of Public Sector Employees" have concluded that job satisfaction of industrial employees is influenced by their marital status and years of service in the organisation.

Thamarai Kannan et al. (2008) in their study entitled "Job Satisfaction of Employees of Sakthi Sugar Mills" have found that the job satisfaction is influenced by the factors related to the job and by the various facilities given to the employees.

Shrivastava and Purang (2009) in their study on job satisfaction between private and public sector banks found that while public sector bank employees are highly satisfied with job security, fringe benefits and the work environment, employees in private sector banks are dissatisfied with the same variables.



Himani et.al.(2013) found that Job satisfaction is a result of job security, salary and benefits and training Management has to create an environment of job security among employees. There should be a challenging environment. The job should provide enough scope for the employees in terms of promotion and transfer.

Sell and Cleal (2011) developed a model on job satisfaction with economic variables and work environment variables to study the reaction of employees in hazardous work environment with high monetary benefits and non-hazardous work environment and low monetary benefits. The study found that different psychosocial and work environment variables like work place, social support has direct impact on job satisfaction and that increase in rewards does not improve the dissatisfaction level among employees.

Chandrasekar (2011) concluded that an organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive in order to increase profits for organization. He also argued that Human to human interactions and relations are playing more dominant role in the overall job satisfaction rather than money whereas management skills, time and energy, all are needed for improving the overall performance of the organization in current era.

Bakotic & Babic (2013) found that for the workers who work under difficult working conditions, working condition is an important factor for job satisfaction, so workers under difficult working conditions are dissatisfied through this factor. To improve satisfaction of employees working under difficult working conditions, it is necessary for the management to improve the working conditions. This will make them equally satisfied with those who work under normal working condition and in return overall performance will increase.

Gopinath & Shibu (2014) in their research explored that the Human Resource Development Practices influencing Job Satisfaction in BSNL are a transparent, quick widely accepted Promotion and Transfer policy. The employee satisfaction is also due to a clear, fair and well appraisal and Reward policy.

### 3. Objectives

- a. To study the job satisfaction in employees of APSPDCL.
- b. To find out the inter-relationship between the job satisfaction factors and overall job satisfaction in APSPDCL.

### 4. Research Methodology

#### 4.1. Sample Size

A sample size of 120 from different divisions of APSPDCL in Guntur was taken for the study.

**Table 01: Sample Description**

Sample Description	Frequency	Percentage
Engineers	73	61
Administrative staff	47	39
total	120	100
Age	Frequency	Percent
25-30	5	3.3
31-40	48	32.0
41-50	41	27.3
50+	26	16.7
Tenure	Frequency	Percent
<5	20	16.7
5-10	22	18.3
10-15	32	26.7
15+	46	38.3
Total	120	100.0

#### 4.2. Sampling Technique

The sampling technique is simple random sampling.

#### 4.3. Data Collection Procedure

##### Measuring Instruments

A standard questionnaire with facets of job satisfaction like pay, fringe benefits, contingent rewards, operating conditions, co-workers, nature of the work and communication as well as overall job satisfaction. The questionnaire consisted of a set of



33 items, all of which were considered to be of equal value and to which subjects responded in terms of how true the statement was. The scale was a summated rating in the form of a six-point Likert-type scale. The purpose of this questionnaire was to stimulate the respondents' thoughts about their own areas of job satisfaction in relation to its facets .

**Table 02: Reliability of the Instrument**

Cronbach's Alpha	No. of Items
0.714	33

#### 4.4. Data Analysis Techniques

For the analysis of data, software of SPSS (version 21) has been used. Correlation, z test and ANOVA were applied for evaluation of data.

#### 5. Results, Analysis and Discussion

##### Objective1

1. To study the job satisfaction in APSPDCL
2. To measure the overall job satisfaction of the employees i.e. whether they fall under Low job satisfaction or high job satisfaction. The scores lie between 33 -165.

**Table 03: Job Satisfaction Score**

Sample Size	Job satisfaction score
120	112

The overall score for the sample of study is 112 which is found to be high among the employees.

**Table 04: Distribution of Total Sample on High & Low Satisfaction**

Job Satisfaction	LOW ( 33-99 Points)	HIGH (100-165 Points)	Total
Sample Size	13	107	120
Percentage	11%	89%	100

**Table 05: Correlation between Age, Income and Satisfaction**

		Age	Income	Job satisfaction
<b>Age</b>	Pearson Correlation	1	0.100	0.561**
	Sig. (2-tailed)		.279	.000
	N	120	120	120
<b>Income</b>	Pearson Correlation	0.100	1	0.022
	Sig. (2-tailed)	.279		.813
	N	120	120	120
<b>Job satisfaction</b>	Pearson Correlation	0.561**	0.022	1
	Sig. (2-tailed)	.000	.813	
	N	120	120	120

From the above table it is clear that there is a significant correlation between job satisfaction and age is significantly positive while the correlation between the income and job satisfaction is positive.

##### z test Results for Job Satisfaction and Designation

H<sub>02</sub>: There is no difference between the levels of job satisfaction in engineers and administrative staff.

H<sub>12</sub>: There is difference between the levels of job satisfaction in engineers and administrative staff.

**Table 06: z test Results for Job Satisfaction and Designation**

Designation	Mean	N	Std. Deviation
1	3.00	74	1.060
2	2.65	46	1.016
Total	2.87	120	1.053



The z value returned 0.85 which is less than critical value 1.96 .Hence we accept the null hypothesis that there is no significant difference in satisfaction levels of engineers and administrative staff.

### Anova for Length of Service and Job Satisfaction

H<sub>02</sub>: There is no difference between the levels of job satisfaction in the employees with different years of service.

H<sub>12</sub>: There is difference between the levels of job satisfaction in the employees with different years of service.

**Table 07: Anova for Length of Service and Job Satisfaction**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	13.585	3	4.528	10.022	.000
Within Groups	52.415	116	.452		
Total	66.000	119			

The ANOVA results in a significant difference between the employees who have different years of service in the organisation.

### Findings

- The study adopted a comparative approach to study job satisfaction .There is a positive significant relationship between was supported by the analysis. This finding implies that employees who are given the necessary resources by their organizations to perform their tasks effectively tend to respond favourably to the organizations as they are satisfied with the organizations.
- The study result reveals that employees had a higher level of satisfaction in APSPDCL. These findings are consistent with Acheampong's (2003) findings which conclude that organizations offer several incentives and packages to keep their employees performance higher.
- The study results clearly indicate that the number of years an employee has been working (long or short) with his/her current organization influence his/her job satisfaction in the organization.
- There is a significant positive relationship between job satisfaction and age as well as income and job satisfaction.
- Employees are satisfied by the training programmes, fringe benefits, work culture and other facets.
- The APSPDCL has well a Compensation Management system, which is at par with industrial standards. This paves for high job satisfaction in employees.

### Conclusion

The task of acquiring sound and credible employees belongs to effective management of Human Resources which strongly influence Job satisfaction. Since, the modern day Practices in HRM are essential to retain the work force several theories, models and tools have been developed to promote its manifestations. In an increasingly competitive environment organizations are largely dependent on their employees for success. Good working environments where employees are made a part of the overall decision making process a team work approach and a supportive top management have positive impact on the performance of employees. This leads to high level of employee job satisfaction thus making the employees more committed towards their business, more motivated to work hard and more inclined to get high productivity for their firms benefiting their respective businesses in the long run.

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