A STUDY ON RELATIONSHIP BETWEEN JOB SATISFACTION AND SELF ESTEEM OF THE EMPLOYEES

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Abstract
Background: The study understands the relationship between employee satisfaction and self-esteem which are imperative to be productive to the organization.

Design: In the cross sectional design, level of job satisfaction and self-esteem, regression analysis and correlation were employed to test the relationship between employee satisfaction and self-esteem.

Sample: Thirty employees working in an NGO, named Indian community welfare organization (ICWO) were   selected for this study.

Measures: Job satisfaction and Self- esteem rating scales were administered to the employees and demographic variables such as age, marital status, etc. were collected from the employees.

Main Findings: Results showed that the employees had high level of job satisfaction and self-esteem. Self-esteem had positive correlation with job satisfaction. It was observed that there is significant relationship between self-esteem and job satisfaction. Conclusion: The employees had high level of self-esteem and job satisfaction. The job satisfaction had positive correlation with self-esteem. The study endorses that if the employees have high self-esteem; their job satisfaction is also high. This will increase their productivity in work environment of the NGO.

Keywords: Self-Esteem, Job Satisfaction, NGO Employees.

Introduction

This study was conducted among the employees working for an NGO, Indian Community Welfare Organisation (ICWO). It is a registered Non-Governmental Organisation functioning since the year 1994 in Tamil Nadu. It has track record of implementing large scale projects supported by National and International donors. It is a pioneer organisation which has reached the marginalized community with its package of health services. The organisation apart from implementing the health programs has also advocated for policy changes and protection of the marginalized community. The systematically selected staff members play their roles clearly and in consultative process. Each member plays his/her role as leader of his work area. The team connects very well with the stake holders of the projects. Some of the projects handled by the staff are : Intervention with marginalized and vulnerable groups like commercial sex workers and transgenders for disease prevention and their basic rights(Hariharan (1994), To develop the crematorium facilities in 5 main places in Chennai, To support the homeless senior citizens with shelter homes Educational support to the children of marginalized community (Hariharan (2006).

To ensure the quality of the project services, field monitoring and capacity building is laid immense stress. One of the key responsibilities of the senior staff is to monitor the staff performance in the field at their discretion. Apart from supervision periodic review meetings – weekly, monthly, quarterly and annual performance audit is conducted to ensure quality in the program to achieve the mile stones and targets defined in the individual projects. Technical training is also considered as one of the important ways to ensure quality. As soon as a staff is boarded inside the organisation induction program is conducted by the NGO and periodic skill building is also given. In addition the donors conduct capacity building trainings to the staff. The organisation believes in consultative approach to handle staff issues and performance. The projects executed reach to vulnerable marginalized specific group and the staff attitude towards their work is key for the success of the project (Hari Haran, 2008). Only if the staff have job satisfaction in such service sector their continuation in working for the organisation is guaranteed. It is assumed that if the staff have good self-esteem correspondingly their job satisfaction will be high. Therefore it was decided to conduct a study which can understand the level of job satisfaction and level of self-esteem of staff. The findings will help the organisation in their organizational development initiatives.

Some of the author's definition about job satisfaction is as follows: Sempane, Rieger & Roodt, (2002) states that it is a global feeling about one's work. Lu, While and Barriball (2005) define job satisfaction as employees' feeling; Spector, (1997) states that it is a likeness, Ellickson and Logsdon, (2002) states it as an affective or emotional response; Schermerhorn, (1993) says that it is a state of mind related with the work, Chughati & Perveen, (2013) states it as general attitude; Maslow (1954), states

that it is need based five hierarchy levels. Employee job satisfaction indicates positive and/or negative emotions towards their job. If the job satisfaction is positive it increases the satisfaction in career life. Price (2001) states that employee's job satisfaction is an effective orientation towards his work. Price (2001) states that employee's job satisfaction is an effective orientation towards his work. Organizational psychologists also(Spector, 1997 and Locke, 1976) often measure as an emotional state resulting from the job experiences. They measure the relative importance of job satisfaction and examine the effects on employees' self-esteem. Variety of factors such as working conditions, leadership and the job per se influences the level of job satisfaction which involves different conditions, tendencies of self-esteem and behavior. Lease (1998) states that highly satisfied employees are usually more productive, more committed, and more likely satisfied with the organization. Self-esteem refers to the orientation toward a positive or a negative self and one can evaluate his different roles and domains of his life (Rogers, 1981, Mann, 2004).Overall evaluation of individual's worth or value is an important component of psychological state (Rosenberg, 1989) and Self-esteem is also related to various psychosocial factors (Cynthia Furlong, 1995; Luft& Ingham, 1955)including life events (Miller et al, 1989;Brown et al, 1986). In other words, it implies a realistic assessment of employees' abilities and potentiality. Self-esteem has been found to be the most dominant and powerful predictor of happiness (Furnham and Cheng, 2000).This study attempts to measure the relationship between self-esteem and job satisfaction of the employees.

The Objectives of the study are as follows:
- To assess the level of self-esteem and job satisfaction of the employees working in the NGO.
- To predict using regression to understand the relation between dependent variable- job satisfaction and independent variable- self-esteem.
- To find out the correlation between self-esteem and job satisfaction of employees.

Method
Design: Cross sectional survey research methodology was used to collect data using two rating scales to assess the level of Job satisfaction and level of self-esteem.
Sample: Thirty employees working for the Non-Governmental Organisation, ICWO the employees were taken as sample for the study. The age of the participants was ranging from 18 to 55 years. The sampling technique used was convenience sample. Besides, demographic variables such as age, marital status, income, educational qualification, and work experience were also collected.

Measures
1. Job Satisfaction Scale (JSS): The 10 item scale used by Macdonald and MacIntyre, (2003) was used to evaluate the low and high job satisfaction of ICWO employees. Each items is rated either on a 1-5 spectrum (strongly agree-5, agree-4, don't know 3 disagre-2and strongly disagree-1). It measured three major dimensions of a) low, average and high. The total score of the job satisfaction was 50. The test-retest reliability value was 0.82.
2. Self-esteem scale: The 10 item scale developed by Rosenberg (1989) was a Likert type of rating scale and these items were rated on the spectrum of a 4-point scale (strongly agree-3, agree-2, disagre-1and strongly disagree-.0). The items numbers 2, 5, 6, 8, &9 were reversely scored. The score ranged from 0-40. The higher your total score, the better your self-esteem. The test-retest reliability value was 0.83.

Statistical analysis: Percentage, Mean, standard deviation, regression and correlation were used for analyzing and interpreting the scores obtained from the employees, during the period of June and July, 2017.

Results

Table 1: The demographic characteristics of the respondents

S. No	Demographic variables		Employees (N=30)	
			N	%
1	Age	< 25years	6	20
		26-35 years	8	26.7
		36-45 years	7	23.3
		46-55 years	9	30
2	Marital status	unmarried	7	23.3
		married	23	76.7
3	Education	<10th std	9	30

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		+2 level	7	23.33
		UG	7	23.33
		PG	7	23.33
5	Additional work experience	< 10 years	18	60
		>11years	12	40
6	Work experience in ICWO	< 10 years	13	43.3
		>11years	17	56.7

The table 1 shows that majority of the employees belonged to the age group of 26-35 years (52.78%) followed by the age group of 36-35 years. Most of them have married (76.7%) and the education 10th standard (30%) followed by more +2 educational level (23.3%), respectively. Majority of them had less than 10 year work experience in ICWO (43.3%) and more than 11 year work experience in ICWO (56.7%) respectively. Majority of them had additional work experience of less than 10 years (60%).

Table 2: The mean, standard deviation, and percentage of the self- esteem and job satisfaction

S. No	Scale	Groups		Statistics		
			N	Mean	SD	Percent
1	Job satisfaction	Very high	17	42.83	1.20	56.7
		High	8	39.71	0.49	26.7
		Average	5	38.40	0.55	16.6
	Total Score			41.37	2.11	100
2	Self esteem	Very high	16	31.83	1.048	53.3
		High	14	18.50	1.24	46.7
	Total Score			30.5	2.01	100

Mean and standard deviation, and percent were calculated for the group of the employees to know the level and percent of job satisfaction and self-esteem. Most of them had high job satisfaction (56.7%) and (26.7%) had very high job satisfaction. Most of them had high self-esteem (53.3%) and (46.7%) had very high self-esteem. It is interesting to observe that none of the employees had low job satisfaction as well as low self-esteem in the organisation.

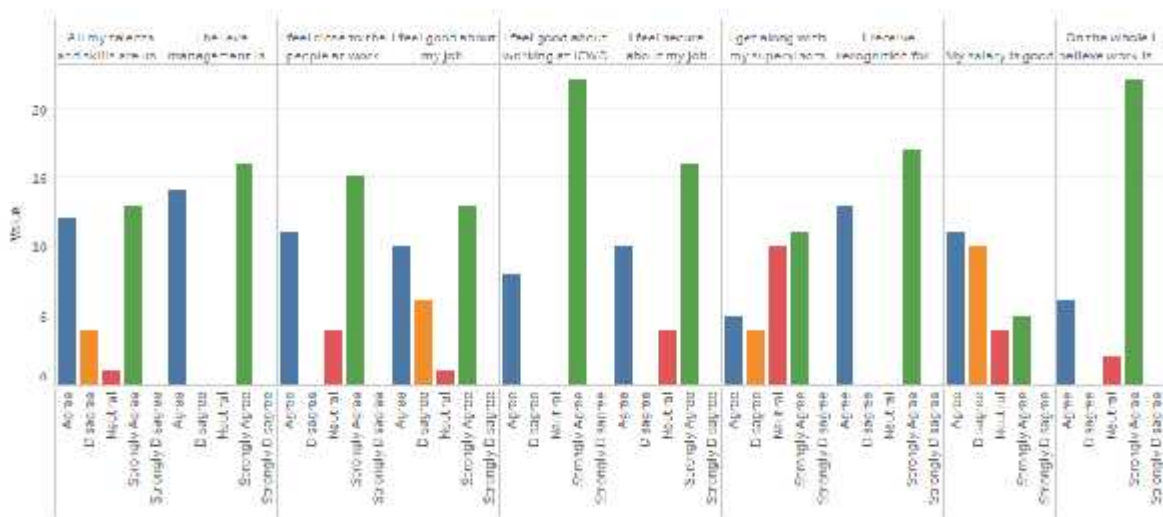**Tableau Graph 1**: Employees' Job satisfaction (Anon, 2017)

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Tableau Graph 2: Employees' Self Esteem

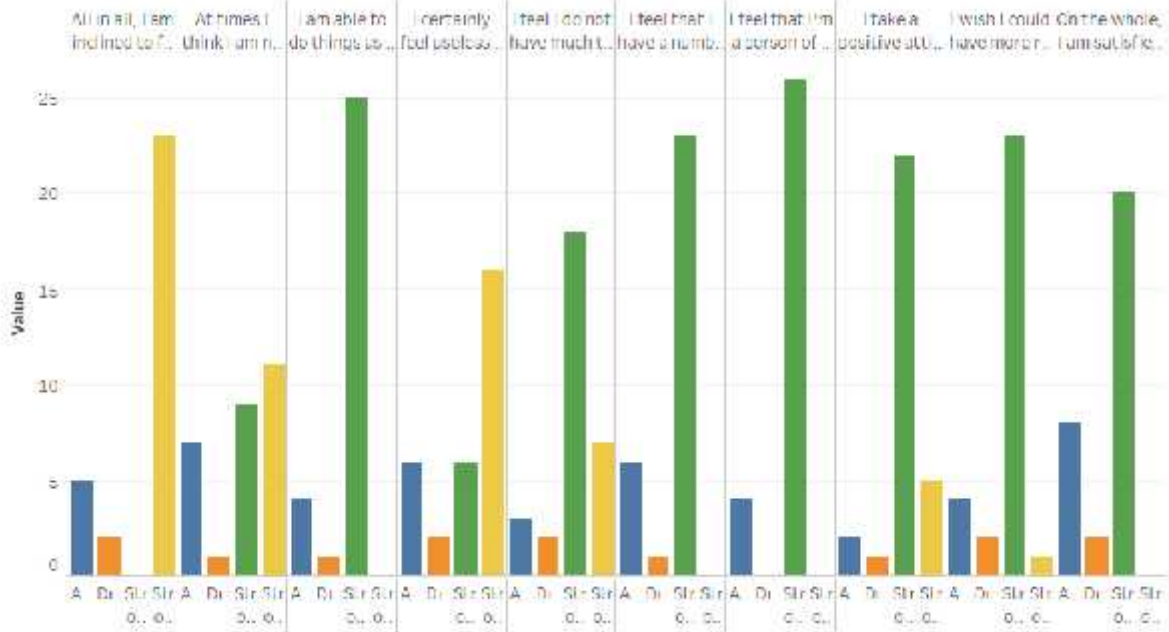**Table 3: The regression analysis of employees' satisfaction**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.571	.326	.302	1.73263

Independent variable - self esteem
The adjusted square is 0.302. Nearly 30 percent of job satisfaction depends on self-esteem.

Table 4: The regression – beta coefficients of the employees

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
Constant	B	Std. Error	Beta		
	24.032	4.640		5.180	0.00
self-esteem	.570	.152	.571	3.742	.001

From the above table it is observed that there is significant relationship between self-esteem and job satisfaction.Job satisfaction= 24.032+0.570*self esteem

Table 5: Shows the F-test values of thee employees

	Model	Sum of Squares	df	Mean Square	F	Sig.
	ANOVA[b]					
1	Regression	42.038	1	42.038	14.003	.001[a]
	Residual	87.058	29	3.002		
	Total	129.097	30			
a. Predictors: (Constant), VAR 1- self esteem						
b. Dependent Variable: VAR 2-job satisfaction						

With reference to job satisfaction, the calculated F-value is 14.003 and the significance is below 0.05 so it is a fit model.

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Table 6: Correlation between self-esteem and job satisfaction

Correlations			VAR-1	VAR-2
VAR-1	Pearson Correlation		1	.571**
	Sig. (2-tailed)			.001
	N		30	30
VAR-2	Pearson Correlation		.571**	1
	Sig. (2-tailed)		.001	
	N		30	30
**. Correlation is significant at the 0.01 level (2-tailed).				

The above table indicates a significant positive correlation between job satisfaction and self- esteem.

Discussion
The study has helped to predict the level of self-esteem influencing the job satisfaction of the employees. Statistical evaluation is often used to describe relationships between two or more variables. The variable (job satisfaction) is called the dependent variable, or, alternatively, the response variable; the variable (self-esteem) that explains is independent variable or predictor variable. Measures of association provide an initial impression of the extent of statistical dependence between variables. The purpose of this study was to establish the relationship between employee job satisfaction level in Non-Governmental organisation which reaches stake holders through its service and their level of self-esteem. The study used two rating scales which were administered to employees. Using a combination of correlation and regression analyses, positive and significant relationships were observed between organizational performance and employee satisfaction factor namely self-esteem. It was observed in the study that none of the staff had low self-esteem, 53.3 percent had very high self-esteem and 46.7 percent had high self-esteem. 56.7 percent of the employees had very high job satisfaction, 26.7 percent high job satisfaction and 16.6 percent had average job satisfaction. The regression analysis predicts that 30 percent of the job satisfaction is depending on self-esteem and the remaining may be on other factors or in other words the amount of variance between the independent variable and dependent variable is 30%. Organisation can focus on increasing the self-esteem of the employees in their organizational development program. The other factors which influence their job satisfaction can be strengthened since 16.6 percent of the staff fall under the category of average job satisfaction. Job satisfaction also results when the employees have good orientation on the task which he / she are assigned. Organisation can focus on in house training and capacity building programs on the specific task and skill sets. The limitation of the study is not able to identify the other variables or factors which influence the job satisfaction. Some more exploratory study can be done by the organisation which can be addressed. Introspection of one's work and what motivates oneself could be done to improve productivity in professional life. Online motivation tests are available. They are preferable to give feedback to the organization frequently to enhance the work environment. Criticism from management could be handled positively rather than developing low self-respect. Learning to respect oneself could reduce the stress related to work (Mann, 2004). The present findings are in agreement with the findings of Abraham (1999), Capser and Fishbein (2002), Alavi & Askaripur (2003) and Lopaz (1982) who also found positive correlation between job satisfaction and self-esteem Job satisfaction represents a complex area that managers faces for managing their employees (Kumar Singh. & Jain, 2013).

Conclusion
The employees had high level of job satisfaction and self-esteem. The level of self-esteem had positive correlation with job satisfaction. However the study predicts that 30 percent of self-esteem influences in the job satisfaction level of the employees in the organisation. Other factors which influence job satisfaction has to be identified
The present findings could help the organisation to develop strategy for their organizational development program and orientation to the staff on specific tasks.

Acknowledgment

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