

# INTERNATIONAL JOURNAL OF ENGINEERING SCIENCES & MANAGEMENT

## STUDY OF EMPLOYEE JOB SATISFACTION: A CASE STUDY

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### ABSTRACT

The main objective of this manuscript is to find the crucial factors that affects the employees satisfaction working in any of the organization, so that it become easy for any of the managers of any organization to deal with these kinds of problems and to make the employees loyal to their organization and to get committed with its goal for maximum revenue earning. The main purpose of this paper is to elaborate most of the key factors like workplace environment, present working hours, responsibilities given to the employees, Rights given to put forward their options, Roles of the leaders, recognition & rewards, leave policies, insurance policies, maintaining healthy balance between work and family life etc. All these factors will help the organization to make the effective policies and through these effective policies efficiencies of the organization could be increased at its greatest. To conclude the study survey was conducted in 2016 over 80 respondents employees working in different-different fields ranging from hospitals to call centers employees, from private IT firms to Govt. employees mostly working in Indore region of India. The data collected was analyzed using SPSS( Statistical Package for Social Science) version 20. Principal Component Factor Analysis with Varimax rotation was applied which resulted in three factors of the study having a cumulative variance of 62.87 percent in the study.

**Keywords-** *Employees Satisfaction, Workplace Environment, Working Hours, Recognition & Rewards, Training & Development.*

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## I. INTRODUCTION

In this fast changing and developing era, working conditions for each and every employee engaged with any kind of the organization changes drastically. The reasons for this may be many it may be either growing competition among organizations or may be frequently changing technologies or it may be due to change in the look out of every employee about the organization and the treatment being provided to them by the organization. Because of these reasons it could be said that organizations are most difficult latest running trend .To deal with it properly or say precisely organizations are committed to do right things at right time. In this HRM plays a major role. In which satisfaction is an important concept. As employees satisfaction plays an important role in organizations success and its goal achievement. Job satisfaction or say more particularly employee satisfaction are the collection of thoughts of employees about their work. It has been defined as the degree to which employees have a positive affective orientation towards employment by the organizations (price, 1997). In all job satisfaction is all about how much it is satisfying ones need

Here are some of the important and marked factors that genuinely affect employees' satisfaction:-

1. Interesting work.
  2. Job security.
  3. Appreciation for work done.
  4. Salary.
  5. Promotion & Growth.
  6. Company loyalty.
  7. Working environment.
  8. Rewards & recognition.
  9. Team work.
  10. Conflict management.
- And many more....

The main objective of this paper is to analyze the extent to which the employees are satisfied working in different-different fields and to find the factors that are responsible for dissatisfaction, so that these factors may be overcome and maximum output could be taken out from the employees for the ultimate aim of organizations goal achievement.

## II. LITERATURE REVIEW

To study a vast topic like job satisfaction which is equally important for both personnel and the person who is studying it to gain knowledge. It has been mandatory to study what all shots of work has been done in past that is to review its literature. To cover it completely it is important to study all its various components that equally emphasize on the topic here they are motivation, performance, leadership, attitude, conflict, moral etc. To study job satisfaction it is also important to cover all its factors that affect it that is to find relationship between workplace environment and employee satisfaction, to find relationship between rewards & recognition and employee satisfaction & to find relationship between teamwork and employee satisfaction.

Spector (1997) refer job satisfaction in the term of how people feel about their jobs and different aspects of their jobs. Ellickson and logsdon (2002) supports this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) define job satisfaction as an affective or emotional response towards various aspects of an employee work. C.R.reilly (1991) defines job satisfaction as a feeling that a worker has about his job or a general attitude towards a work or a job and it is influence by perception of once job. J.P. wanous and E.E. lawer (1972) defines job satisfaction as the sum of jobs facet satisfaction across all facets of a job. Abraham maslow (1954) suggested that human need from a five level hierarchy which ranges from physiological needs ,safety, belongingness and love, esteem to self actualization. Based on maslow's theory, job satisfaction has been approach by some researchers from the perspective of need fulfillment (kuhlen, 1963; worf, 1970; Conrad et al.,1985).

Hussami (2008) stated that job satisfaction and dissatisfaction not only depends on the nature of the job but it also depends on the expectation what's the job supply to an employee. Mulinge and mullier, (1998); willem et al., (2007) suggested that job satisfaction increases with the increase in lower convenience costs, higher organizational and social and intrinsic rewards. Lane, Esser, Holte and Anne, (2010); Vidal, Valle and Aragon, 2007; Fisher and Locke, (1992); Xie and Johns,(2000) suggested that job satisfaction is greatly influenced by factors like salary, working environment, autonomy, communication and organizational commitment.

From above all experts view we can conclude that employee satisfaction mainly depends on following factors:-

1. **Motivation:-** Shartle defines motivation as a reported urge or tension to move in a given direction to achieve certain goal. Berelson and steiner defines motivation as an inner state that energies activities or move that directs or channels behavior towards goal. It is one of the major concern of a manager to motivate people so that we can takeout maximum contribution for the achievement of organizational goal.
2. **Attitude:-** R.D. Aggrawal states that attitude is a persistent tendency to feel or behave in a particular manner towards some object. Attitude are evaluating statements or judgments concerning only people or event.
3. **Leadership:-** Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent.
4. **Conflict:-** Dr. Kalyan ghadei suggests that conflict is an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from the other party in achieving their goals.
5. **Performance:-**Performance is the accomplishment of task measured against preset known standards of accuracy, completeness, cost and speed. In a contract, performance is deemed to be the fulfillment of the obligations, in a manner that releases the performer from all liabilities under the contract.

Also it is important to look upon various relationships that affects employee satisfaction:-

1. **Workplace environment and employee satisfaction:-** Both these factors are greatly linked with each other as environment that is being provided to the employments in the organization leads to his mental peace as a result he will perform in a better way. Ceylan,1998 suggested that well situated workplace,

airing, illuminating, and temperature prominent beneficial neater work places and office places are consider in physical working circumstance.

2. **Reward and recognition:-** Employees satisfaction comes when he/she was honored and acknowledgement was given for the performance given by the employee in completing any particular task. Maurer (2001) suggested that organizational success is fully associated with employee satisfaction, which greatly depends upon the honor and respect being provided to them in the organization for their excellent performance.
3. **Team work and employees job satisfaction:-** Team is a group of people together temporarily to achieve a purpose...”it is less me or more me “ team work helps in improving the result of the task being perform in a minimum cost .its helps in improving the quality, less conflicts were there and helps in enhancing the creativity and innovation in performing a job in this way in a team team members have better understanding as task are being distributed among them in this way team work helps in providing employees satisfaction or increasing engagement in tasks being performed by them.
4. **Training and development:-** Training provides chances to employee to enhance their knowledge and skills (Jun et al., 2006) saks (1996) proposed that trainees workers are more satisfied to their job as compared to untrained employees training programmes gives positive rise to employee in their respective field of works Martensen and Gronholdt(2001). Training programs make employees self assured evolution of career and positive thoughts for their organisation (Jun et al., 2006). Training program also helps in enhancing individual and mutual functioning. This concept of training and development helps in developing analytical thinking among employees though these programs require time and money investment but are equally profitable for achieving employee satisfaction.

### III. OBJECTIVES

The objectives of this research paper are as follow:-

1. To find whether the employees working in varieties of zones are satisfied to how much extent.
2. To analyze the factors that up to what extent they influence the employee satisfaction.
3. To check whether they are satisfied with the working hours of the company.

### IV. METHODOLOGY

The main purpose of this paper is to study the factors that put impacts on the employee’s satisfaction in performing their jobs. This study has been conducted in a short span 3 months from January to march 2016. A self-designed questionnaire used as tool for analysis. The study mainly focuses on people who are engaged in job whether with a private organization or with a govt. Institution and to study the factors that mostly dissatisfy and mostly satisfy employees in their job also to find an approach to minimize these dissatisfying factors. The responses for the questionnaires were taken on the mail, hard copy or from telephonic media. For the analysis of the survey conducted we used non probabilistic judgmental sampling. We have a sample size of 80 respondents the questionnaire we used consist of 15 statements with demographics for the study. It resulted with alpha coefficient of .915 which is greater than .05 in the study. The data was collected from 80 respondents working in IT firms, financial services providing firms, Banks, professors of university, manufacturing factories etc. Respondent’s willingness was the prime consideration during the course of study. The primary data for the study is collected from the self designed questionnaire where the respondents’ degree of satisfaction is recorded on a scale which marks from 1 to 5. The scale measured from 1 being hardest to implement and 5 being the easiest. The Kaiser- Meyer- Olkin measure of sampling adequacy resulted in 0.869. The collected data is tabulated & filtered using MS-Excel and further analyzed with the help of SPSS software using Principal Component Factor Analysis with Varimax rotation.

### V. ANALYSIS

For the analysis of the survey data principal component Factor is implemented using SPSS (statistical package for social science, version 20.0)

**Case Processing Summary**

		N	%
Cases	Valid	80	100.0
	Excluded <sup>a</sup>	0	.0
	Total	80	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.914	15

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.869
Bartlett's Test of Sphericity	Approx. Chi-Square	624.401
	df	105
	Sig.	.000

- a. Kaiser-Meyer-Olkin measure of sampling adequacy is 0.869 which is closer to 1 and so is better one.
- b. Bartlett's Test of Sphericity is used here to check for the null hypotheses.

Both of these test provides us the minimum standards that must be passed before the principal components analysis is conducted.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.050	46.999	46.999	7.050	46.999	46.999	3.499	23.324	23.324
2	1.344	8.957	55.956	1.344	8.957	55.956	2.996	19.971	43.295
3	1.038	6.921	62.877	1.038	6.921	62.877	2.937	19.581	62.877
4	.843	5.618	68.495						
5	.833	5.552	74.047						
6	.629	4.194	78.241						
7	.597	3.979	82.219						
8	.556	3.708	85.928						
9	.513	3.423	89.350						
10	.401	2.675	92.026						
11	.326	2.172	94.197						
12	.281	1.872	96.069						
13	.239	1.590	97.659						
14	.197	1.313	98.972						
15	.154	1.028	100.000						

Extraction Method: Principal Component Analysis.

- a. **Factor:** - In this column the initial number of factors are same as the number of variables used for the factor analysis. However complete 15 factors didn't get retained. Only first three factors are retained.
- b. **Initial Eigen values:**– Eigen values are the variances of the factors. As we have conducted our factor analysis on the correlation matrix, the variables are here, standardized, that is each variable has a variance 1 and the total variance is equal to the number of variables used in the analysis, in this case, 15.

Statements.	Factor Loadings	Factor
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Happy with the recognition and rewards.	.781	Motivated Eigen Value of 3.44, Variance of 23.324%
Happy with my work responsibilities.	.719	
Satisfied with the various activities in the firm.	.716	
Satisfied with the leaders in my work place.	.577	
Satisfied with the given rights.	.543	
Satisfied with working environment.	.530	
Satisfied with the leave policy of the company.	.811	Hygiene 1 Eigen Value of 2.99, Variance of 19.97%
Able to maintain a healthy balance between work and family.	.690	
Satisfied with employee assistance policy.	.656	
Satisfied with long term insurance policies.	.608	
Satisfied with present working hours.	.573	
Fulfilling my responsibilities gives me a feeling of personal achievement.	.753	Hygiene 2 Eigen Value of 2.93, Variance of 19.58%
Have tools and resources to do job well.	.686	
My managers demonstrate a commitment of quality.	.549	

## VI. LIMITATION OF THE STUDY

The present study has been conducted within a short span of time.

- a. Only limited aspects were covered for the analysis.
- b. Respondents are limited.

The study was purely exploratory in nature and further studies and research are required for adequate and accurate development of Employee satisfaction domain across the globe.

## VII. CONCLUSION

As we know employee satisfaction is one of the major concern in today's world for all organization. It is one of the most complex area that the managers are facing. In this research we concluded that most of the employee facing problems with long working hours, leave policies of the companies mostly for the employees who are working for the private organization, benefits and insurance policies of the companies also for those who are engaged with private institutes, limited tools and resources to do the job well generally with those who are working for the govt. Organization and Difficult to maintain a healthy balance between work and family life. These all factors badly affects the organization and are needed to overcome for achieving the full extent performance of the organization.

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