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JOB SATISFACTION AMONG EMPLOYEES IN INDUSTRIES IN TAMIL NADU, INDIA

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ABSTRACT

Job satisfaction is crucial for organization's performance and productivity. In spite of the countless studies on job satisfaction made from different perspectives, there are still gaps and several questions left unanswered, which paves way for more such research. This study makes an attempt to add to the existing knowledge by finding out the degree of satisfaction among employees in 12 different industries in India. This is an analytical - descriptive study based on primary data. The main objectives of the study are to find out the degree of Job Satisfaction of the employees in different sectors and to examine the factors that influence the Job Satisfaction of the employees. The study used a scale developed by Dubey et al (1969) on Job Satisfaction to understand the level of employee job satisfaction in the selected companies. The findings make it clear that factors like high salary, being in senior level positions, getting promotions and attending training programmes need not necessarily lead to job satisfaction. Employees look for other things at work such as blending of personal values with work values, organizational culture, fair treatment, open communication, career growth and healthy work environment for having a positive attitude towards work.

KEYWORDS

Employees Perception, HRM, Job Satisfaction, Salary, Promotion.

INTRODUCTION

Job satisfaction is one area of study which has drawn academicians, researchers and experts in the management field to come up with various inputs and knowledge facets. Studies made into assessing the job satisfaction of employees across different industries or sectors is something which forever is intriguing and has never become outdated. There are thousands of studies on job satisfaction and the number is still growing stronger. This clearly shows the seriousness of the issue and the interest shown by organizations to analyze employee satisfaction. The reason is not too difficult to comprehend. Studies have revealed that job satisfaction is crucial for organization's performance and productivity. HR managers, psychologists and authorities would be only too happy if there is a single dose of solution for making employees satisfied at work. But, then a 'satisfied' employee is largely figurative and only too hard to define.

Employee satisfaction is essential to implementing high-performance or high-commitment work systems (Osterman P, 1987). Money alone in whatever terms – salary, bonus, benefits etc. cannot keep the employees satisfied. They look for much higher satisfiers such as safe and healthy working environment, sound culture, empathetic line managers, fair treatment at work, team spirit, fair policies, opportunities for career advancement and above all job security at work place.

"Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1997, p. 2). Source: Work & Family Researchers Network. "Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job" (Hoppock, 1935). "Job satisfaction is closely linked to that individual's behaviour in the work place" (Davis et al., 1985). Source - Aziri B (2011). Locke and Lathan (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. (Source – Tella A et al, 2007)

Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. (Source: Tella A et al, 2007). From the above definitions, it is clear that job satisfaction cannot be uniformly defined and it has several connotations to it. Generally, it refers to an employee's state of positive attitude or feelings towards the work that he is currently involved in.

LITERATURE REVIEW

The available research studies relating to job satisfaction are focused on such areas as these: Ali, N(2008) relating job satisfaction and employee turnover found that the highest correlation with turnover intention was of Pay, Promotion, Fringe benefits and contingent rewards. Edward SekKhin Wong & TeohNgeeHeng (2009) on studying the factors that affect satisfaction revealed that the major sources of job satisfaction for Malaysian faculty members are shown to be policy, administration, and salary. Chimanikire1 P. et al (2007) showed that a greater proportion of the academic staff was not satisfied with their jobs. Reasons for dissatisfaction include high volume of work, inadequate salaries, allowances, loans to facilities purchase of housing stands and cars.

Kaur S, et al, 2009 in their study of job satisfaction and work environment perception among doctors found that a significant proportion of doctors were found to be dissatisfied with the average number of their work-hours and salary. A study of the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees by Mosadeghrad AM, et al (2008) reported that Employees' job satisfaction and organizational commitment were closely inter-related and correlated with turnover intention. Muhammad Masroor Alam Mohammad & Jamilha Fakir Mohammad, (2009) found that the nursing staffs were moderately satisfied with their job in all the six facets of job satisfaction i.e. satisfaction with supervisor, job variety, closure, compensation, co-workers and HRM/management policies and therefore exhibits a perceived lower level of their intention to leave the hospital and the job.

Bauer TK (2004) in his study on High Performance Workplace Practices and Job Satisfaction: Evidence from Europe, shows that a higher involvement of workers in HPWOs is associated with higher job satisfaction. Ahsan N, et al (2009) associated Job Stress and Job satisfaction and found that there is significant negative relationship between job stress and job satisfaction; Mudor H & Tooksoon P (2011) in their study "Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover" found that HRM practice is positively and significantly correlated with job satisfaction. On the other hand HRM practice and job satisfaction are negatively and significantly correlated with turnover. Tella A et al (2007) in their study reported that a 'correlation exists between perceived motivation, job satisfaction, and commitment, although correlation between motivation and commitment was negative. Moreover, findings also show that differences exist in the job satisfaction of library personnel in academic and research libraries'.

The other areas of research include: Employee perceptions of job satisfaction: comparative study on Indian banks (Shrivastava A & Purang P, 2009); Linking Employee Satisfaction with Productivity, Performance, and Customer Satisfaction, (Corporate Leadership Council, 2003); Job Satisfaction of Professional and Paraprofessional Library Staff... (Murray RA, 1999); Job Satisfaction as Related to Organisational Climate and Occupational Stress: A Case Study of Indian Oil (K.K.Jain et al, 2007); Employee Attitudes and Job Satisfaction, (Saari LM & Judge TA, 2004); Factors influencing job satisfaction of banking sector employees in Chennai, India, (Sowmya1, K.R., & Panchanatham, N. 2011).

IMPORTANCE OF THE STUDY

In spite of the countless studies on job satisfaction made from different perspectives, there are still gaps and several questions left unanswered, which paves way for more such research. This study makes an attempt to add to the existing knowledge by finding out the degree of satisfaction among employees in 12 different industries in India. The focus is on how employee satisfaction varies in terms of HR vs. Line staff, different categories of industries such as IT &

Communication industry, Manufacturing industry and service industry and in terms of location, and other job related factors such as training, promotion, transfers, salary etc. These are important factors to be considered as they make an impact on job satisfaction.

OBJECTIVES OF THE STUDY

- 1) To find out the degree of Job Satisfaction of the employees in different sectors.
- 2) To examine the factors that influences the Job Satisfaction of the employees.
- 3) To study the level of satisfaction among employees based on HR vs. Line staff, location and type of organizational sector.

RESEARCH METHODOLOGY

This is an analytical - descriptive study based on primary data. It is descriptive in nature as it attempts to present the facts relating to different socio-economic characteristics and job satisfaction and analytical since important factors influencing the cause and effect relationship of job satisfaction are studied.

In this research, the target firms were first randomly selected from the NIPM listing. The companies were checked to see that they had more than 100 employees. Six companies from Madurai and six from Chennai were selected for data collection. Stratified random sampling method was adopted. The selected companies were categorized as companies with less than 300 employees, companies with 300 – 600 employees and those with more than 600 employees. The size of the sample varied depending on the total number of employees in each industry. A sample of employees from each organization was randomly selected, and the questionnaire was administered to them. In some organizations specific divisions/ departments were targeted. A total sample of 955 employees was selected.

The study used a scale developed by Dubey et al (1969) on Job Satisfaction to understand the level of employee job satisfaction in the selected companies. This scale was selected since it was simple and found to be relevant to the present study. The researcher had included appropriate questions for obtaining information on the socio-economic characteristics of the respondents such as age, experience, marital status, family and economic particulars. Information relating to certain organizational factors such as Number of promotions, Number of transfers in the last five years, Number of training programmes attended – internal, external and abroad etc was also included in the questionnaire.

Responses were obtained on a five point scale. The tool had 25 statements and hence the maximum score was 125 and the minimum score 25. The low, medium and high values were computed as Low – 25 – 65, Medium – 66 – 96 and High – 97 – 125.

Statistical presentation was made, using the Statistical Package for Social Sciences [SPSS] software. Quantitative techniques namely Chi-square, Mean, SD, ANOVA, ‘t’ test and Multiple Regression were used to draw conclusions. Textual discussions were made and the results of the study have been presented.

ANALYSIS & INTERPRETATIONS

Cross-tabulation results of the Socio-economic characteristics of the respondents have been presented in relation to the nature of primary business carried out by the organizations. The primary business have been classified as IT and Communication (n=115), Manufacturing and Production (n=600) and Service industries (n=240). In Table 1, results have been given for gender, Managerial levels and HR vs. Line departments.

Table 1 - DISTRIBUTION OF RESPONDENTS BY GENDER, MANAGERIAL LEVELS, HR DEPARTMENT vs. LINE DEPARTMENT

S. No.	Gender	IT & Communication		Manufacturing & Production		Service		Total	
		n	%	n	%	n	%	n	%
1.	Male	99	86.1	496	82.7	179	74.6	774	81.0
2.	Female	16	13.9	104	17.3	61	25.4	181	19.0
	Total	115	100	600	100	240	100	955	100
Chi – Square = 9.454 df = 2 P < 0.05 Significant									
S. No.	Managerial Levels	IT & Communication		Manufacturing & Production		Service		Total	
		n	%	n	%	n	%	n	%
1.	Bottom	69	60.0	472	78.7	114	47.5	655	68.6
2.	Middle	37	32.2	96	16.0	94	39.2	227	23.8
3.	Top	9	7.8	32	5.3	32	13.3	73	7.6
	Total	115	100	600	100	240	100	955	100
Chi-square = 82.634 df = 4 P < 0.05 Significant									
S. No.	Department	IT & Communication		Manufacturing & Production		Service		Total	
		n	%	n	%	n	%	n	%
1.	HR	8	7.0	44	7.3	14	5.8	66	6.9
2.	Line	107	93.0	556	92.7	226	94.2	889	93.1
	Total	115	100	600	100	240	100	955	100
Chi-square = 0.599 df = 2 P > 0.05 Not. Significant									

Table 1 presents the distribution of respondents by gender, managerial levels and HR vs. Line departments drawn from three types of organizations namely IT and communications, manufacturing and production and service sectors. Of 774 male respondents selected for the purpose of the study, a high proportion of them (82.7%) were employed in manufacturing and production units. As it is evident, of 181 female respondents, 25.4% of them were employed in the service sectors. A high proportion of females were found in service sectors than in the other two groups, probably because females were preferred in service sectors to occupy positions such as front office executives, customer relationship executives, customer care officers etc. The chi-square test (9.454) shows a statistically significant difference between males and females.

The table also presents the distribution of respondents by their level of employment in the organizations. It is noted that 68.6% were at the bottom layer of the organizations, 23.8% were at the middle level and 7.6% were at the top layer of the organizations.

The table brings to light the distribution of respondents based on the categorization of employees namely HR personnel and Line personnel. It is noted that a majority of them (93.1%) were line personnel, whereas only 6.9% were from the Human Resources Departments in the organizations.

It is observed that 7%, 7.3% and 5.8% from IT and communication, manufacturing and production and service organizations respectively were HR personnel. The remainder 93%, 92.7% and 94.2% from IT and communication, manufacturing and production and service organizations respectively were line personnel. The result from chi-square (P>0.05) test shows that there existed no significant difference between the two groups, namely HR personnel and line personnel.

TABLE 2 - ONE WAY ANOVA RESULTS OF TOTAL JOB SATISFACTION BY DIFFERENT ORGANIZATIONS

S No	Name of Organization	N	Mean	SD	F Ratio	Result	Scheffe Result
1	Firm 1	35	76.06	9.85	43.22	P<0.05Sig	
2	Firm 2	270	83.26	11.41			
3	Firm 3	100	83.26	11.34			GP7vs 4,9,8,10
4	Firm 4	100	66.78	13.46			1,5,6,3,2
5	Firm 5	80	76.49	15.38			GP12vs8,10,5, 6, 3, 2
6	Firm 6	30	77.20	15.29			
7	Firm 7	80	56.19	16.44			GP4vs5,3,2
8	Firm 8	80	74.61	9.44			GP11vs3,2
9	Firm 9	50	72.72	9.21			GP8vs3,2
10	Firm 10	50	75.94	9.80			GP9vs3,2
11	Firm 11	25	67.60	6.68			
12	Firm 12	55	64.73	6.65			
	Total	955	75.11	14.60			

In Table 2, the One Way Anova results of Job Satisfaction based on different organizations have been portrayed. A careful analysis of the data reveals that the total mean value was 75.11 (SD=14.60) and that Firm 2 (Mean=83.26; SD=11.41) and Firm 3 (Mean= 83.26; SD=11.34) had the highest mean value indicating a high degree of satisfaction among the employees at work. It is very essential to note that in both these organizations, especially in Firm 2 quality circles have been established and successfully functioning in dealing with all employees and work related problems. The effective functioning of quality circles, where employees' suggestions were listened to could itself be a contributing factor for job satisfaction.

This was followed by Firm 6 with a mean value of 77.20 (SD=15.29), followed by Firm 5 with a mean value of 76.49 (SD=15.38). On the contrary, Firm 7 had secured the lowest mean value of 56.19 (SD=16.44). This clearly shows that the employees were not that satisfied with their work. This was followed by Firm 12 with a mean value of 64.73 (SD=6.65). Firm 4, Firm 11, Firm 9 and Firm 8 also had mean values, which were lower than the total mean value, which has revealed that they had low level of job satisfaction when compared to the firms with mean values higher than the total mean value. The observed f-ratio value was 43.22 which proved a statistically significant difference among the groups (P<0.05).

The Scheffe result further reveals that Firm 7 differed significantly with Firm 1, Firm 2, Firm 3, Firm 4, Firm 5, Firm 6, Firm 8, Firm 9 and Firm 10. Similar differences can be found from the table, which indicates that employees in the organizations covered in the study differed in their level of job satisfaction.

It is interesting to note that firms with employees who have had high level of job satisfaction were manufacturing and production industries, whereas firms with employees having low level of job satisfaction were IT and communication and service organizations. Presumably this might be due to the fact that more demands and pressure were put on employees in IT and communication and service sectors, to meet the growing competition which might have contributed to low level of job satisfaction. Moreover, in most of these organizations, the organizations structure is tall and it takes employees a long time to reach the top of the hierarchy. Because of the size of the organizations, knowing each employee individually becomes quite impossible, and hence recognition and word of praise and personal support by superiors come quite rarely. These reasons may have led to lower satisfaction of employees at work.

TABLE 3-'t' TEST RESULTS OF TOTAL JOB SATISFACTION BY SELECTED SOCIO-ECONOMIC VARIABLES

S.No	Factors	N	Mean	SD	't' Value	Result
1.	1.Male	774	74.92	14.79	0.86	P>0.05 Not.Sig
	2.Female	181	75.92	13.78		
2.	1.Married	619	76.96	14.09	5.30	P<0.05 Sig
	2.Single	336	71.70	14.93		
3.	HR vs. Line				0.55	P>0.05 Not.Sig
	1.HR	66	74.06	16.13		
	2.Line	889	75.19	14.49		
4.	Training abroad				0.92	P>0.05 Sig
	1.Nil	910	75.01	14.62		
	2.Yes	45	77.02	14.62		
5.	Spouse employed				4.92	P<0.05 Sig
	1.Yes	275	78.65	13.94		
	2.No	680	73.68	14.63		

Table 3 highlights the 't' test results of job satisfaction based on selected socio-economic variables such as gender, marital status, HR & line personnel, training programmes attended abroad and employment status of spouse.

The study found that the mean value for male employees was 74.92 (SD = 14.79), whereas for female employees it was 75.92 (SD = 13.78). The observed mean difference did not differ statistically since the 't' value (0.86) was not significant at 0.05 level. However, it is seen that both the groups had quite a high degree of job satisfaction, since the mean percentage value was high. The 't' test results of job satisfaction with regard to the marital status had revealed that the mean value for married employees was 76.96 (SD = 14.09) and the mean value for unmarried employees was 71.70 (SD = 14.93). This difference in mean values was found to be statistically significant, since the 't' value (5.30) was significant at 0.05 level (P < 0.05). Since the mean value for married employees was higher than the unmarried employees, it can be inferred that married people had high level of satisfaction in their jobs, than the unmarried. Overall, the job satisfaction of both the groups was high, since the mean percentage value was quite high.

The 't' test results of job satisfaction based on HR personnel vs. line personnel had revealed that the mean percentage value for HR staff was 74.06 (SD = 16.13), whereas the mean value for line personnel was 75.19 (SD = 14.49). This shows that the two groups had high level of job satisfaction. This observed difference in mean value did not differ statistically, since the 't' value (0.55) was not significant. Looking at the mean percentage value, it can be inferred that both the groups had relatively higher level of job satisfaction. Similar results have been found in the study conducted by Business Today through Gallup MBA India (1995) which reported that 78% of Human Resources Managers and other managers were satisfied in their organizations.

Considering the factor 'Training – Abroad', it is noted that the mean percentage value for those who had not attended any training programme overseas was 75.01 (SD = 14.62), whereas the mean value for those who had attended at least one overseas training programme was 77.02 (SD = 14.20). This difference in mean value did not differ statistically, since the 't' value (0.92) was not significant at 0.05 level (P > 0.05). However, the mean percentage value implies that whether or not employees had attended overseas training programme, they had quite a high level of job satisfaction.

Considering the factor 'Spouse – employed', it is noted that the mean value for those who had working spouse was 78.65 (SD = 13.94) and the mean value for those whose spouse were not working was 73.68 (SD = 14.63). This difference in mean value differed statistically, since the 't' value (4.92) was significant at 0.05 level. From this, it can be inferred that the employment status of the spouse had a bearing on the job satisfaction among employees at work, this is to say, employees with the working spouses had high level of job satisfaction than those with spouses who were unemployed. However, the level of job satisfaction among both the groups was quite high, as the observed mean percentage value was high.

TABLE 4 - ONE WAY ANOVA RESULTS FOR TOTAL JOB SATISFACTION BASED ON SELECTED SOCIO-ECONOMIC VARIABLES

S. No	FACTORS	N	Mean	SD	F-Ratio	Results	Scheffe Results
1.	Age				2.84	P<0.05 Sig	--
	1.Below 20yrs	26	71.15	13.69			
	2.21-30yrs	469	73.99	14.64			
	3.31-40yrs	290	77.20	14.34			
	4.41-50yrs	123	75.79	14.62			
	5.51yrs& Above	47	73.77	15.14			
	Total	955	75.11	14.60			
2.	Experience in org				3.43	P<0.05 Sig	GP3vs1
	1.Below 5yrs	559	74.39	14.54			
	2.6-10yrs	163	75.70	14.80			
	3.11-15yrs	126	78.71	13.50			
	4.16yrs & above	107	73.74	15.36			
	Total	955	75.11	14.60			
3.	Salary				11.78	P<0.05 Sig	GP3vs2,5 GP4vs2
	1.Below Rs25000	186	78.62	12.65			
	2.Rs250001-Rs50000	289	78.19	12.98			
	3.Rs50001-Rs75000	266	70.23	15.85			
	4.Rs75001-Rs100000	99	70.46	14.22			
	5.Rs100001-Rs200000	48	78.50	16.71			
	6.Rs200001-300000	55	75.91	18.20			
	7.Rs300001 & Above	12	75.91	18.20			
	Total	955	75.11	14.60			
4.	Primary Business				55.08	P<0.05 Sig	GP2vs1,3
	1.IT &Comm	115	68.80	9.15			
	2.Manu &Prod	600	78.72	13.27			
	3.Service	240	69.10	16.77			
	Total	955	75.11	14.60			
5.	Levels of Mgt				0.31	P>0.05 Not. Sig	
	1.Bottom	655	75.34	14.35			
	2.Middle	227	74.46	15.96			
	3.Top	73	75.05	12.37			
	Total	955	75.11	14.60			
6.	Type of Company				66.70	P<0.05 Sig	GP1vs2,3
	1.MNC&FC	300	82.66	11.97			
	2.Public	180	71.09	15.10			
	3.Private	475	71.86	14.14			
	Total	955	75.11	14.60			
7.	No.of. Promotions				0.65	P>0.05 Not Sig	--
	1.Nil	647	74.78	14.74			
	2.1&2	272	75.65	14.74			
	3.3&Above	36	76.97	10.51			
	Total	955	75.11	14.60			
8.	Training-External				21.04	P<0.05 Sig	GP1vs2,3
	1.Nil	521	72.43	14.94			
	2.1-2	379	77.97	13.61			
	3.3&Above	55	80.78	12.73			
	Total	955	75.11	14.60			

Table 4 highlights the mean percentage value and SD values for job satisfaction taking into consideration selected socio-economic variables, such as 'Age', 'Total Experience', 'Salary', 'Primary Business', 'Level of Management', 'Number of Promotions', 'Number of Transfers' and 'Training programmes attended'. The data reveals that the total mean value was 75.11 (SD = 14.60).

For the factor 'Age', respondents who were between 31-40 years (Mean= 77.20; SD = 14.34) and those in the 41-50 years range (Mean= 75.79; SD = 14.62) had mean values which were higher than the total mean value. The f-ratio value being 2.84, it was found that significant differences existed among the groups. This result indicates that these respondents had higher level of job satisfaction than those in other age ranges.

This may be because as the individual matures and settles down in an organization, his expectations were moderated, he becomes more practical or objective towards his organization and he was more likely to make certain compromises with the prevailing situation, which means that he was indeed satisfied at work.

It is seen that for the factor 'Experience in present organization', the respondents with 11-15 years of experience (Mean= 78.71; SD = 13.50) and those with 6-10 years of experience (Mean= 75.70; SD = 14.80) had mean values which were higher than the total mean value. It is intriguing to note that respondents who had low level of job satisfaction have had 16 or more years of experience. The f-ratio value was 3.43 which proved that there was significant difference among the groups. The Scheffe result shows that respondents with 11-15 years of experience differed significantly with those having less than 5 years of experience.

As regards 'Salary', it is seen that except for those drawing Rs.50,001 – Rs.75,000 per annum (Mean= 70.23; SD =15.85) and those earning Rs. 75,001 – Rs.1,00,000 (Mean= 70.46; SD = 14.22) all others had mean values which were higher than the total mean value. It is noticed that respondents who earned less than Rs.25,000 per annum (Mean= 78.62; SD = 12.65) felt quite satisfied with their work than the other respondents. It is quite right to point out here the study by Indian Management (1998) which reported that salary and security were not important for satisfied workers but was important for the dissatisfied workers.

The f-ratio value being 11.78, the groups differed significantly. The Scheffe result suggests that those earning Rs.50,001-Rs.75,000 were statistically significant from those drawing Rs.25,001 – Rs.50,000 and Rs.1,00,001 – Rs. 2,00,000. The results indicate that the employees were satisfied with their salary structure. While discussing the factor ‘Primary Business’, it is seen that respondents employed in manufacturing and production industries had mean value (Mean=78.72; SD=13.27), which was higher than the total mean value. The f-ratio being 55.08, the groups differed significantly. It needs to be stressed that those respondents employed in manufacturing and production industries had greater satisfaction at work than respondents employed in the other sectors. It is further noticed that employees at IT and communication were the least satisfied at work.

As regards, ‘Levels of Management’ it is seen that only the respondents at the lower range of the job hierarchy had mean value (Mean=75.34; SD=14.35) which was higher than the total mean value. It is quite interesting that employees at the bottom level were more satisfied with their work than those in the middle management cadre, who were not very much satisfied with their work, as observed by their mean value.

This result is intriguing because most investigators seemed to have suggested that the position relationship between the job level or status and satisfaction was due to the fact that positions at high levels provided more rewards to their occupants than those at lower levels (Amarchand D &Jeyaraj DJ, 1992). The obtained result could be because there was no shoulder rubbing at this level or they felt their potentials were under-utilized or may be because the organization did not provide career growth opportunities.

Considering the factor ‘Type of Company’ it is noticed that those respondents employed in MNC & FC had mean value (Mean=82.66; SD=11.97) which was higher than the total mean value. The other two groups had mean values which was lesser than the total mean value. This indicates that respondents working in MNC & FC were more satisfied at work than their counterparts working in public limited and private companies.

Perhaps, good working conditions, attractive benefits, foreign trips, overseas training programmes, attractive pay package and facilities offered in MNC &FC, surpassing local companies, could be the reasons for higher job satisfaction among these employees. The f-ratio being 66.70, the groups differed significantly.

As regards, ‘Number of Promotions’ it is seen that those who had been offered 1-2 promotions (Mean =75.65; SD=14.74) and those who have had three or more number of promotions (Mean=76.97; SD=10.51) had mean values which were higher than the total mean value, which indicated that they were highly satisfied with their jobs than those who have had no promotion. The f-ratio value was 0.65 and the groups did not differ significantly.

As regards the factor ‘Training – External’, it is noticed that those who had attended 3 or more number of training programmes outside their organizations, (Mean= 80.78; SD = 12.73) and those who had attended 1-2 training programmes (Mean=77.97; SD=13.61) had mean values, which were higher than the total mean value, indicating their higher level of satisfaction at work than those who had not attended any training programme at all. It is quite natural that those who were not exposed to training programmes outside their organizations might not be fully satisfied at their work. The f-ratio value being 21.04, the groups differed significantly.

Studies have revealed that “‘Co-operation between business units’, ‘leadership’, and ‘Salary’ revealed strong significant correlation with employee satisfaction. It is also found that older employees are more satisfied than younger employees, females are more satisfied than males, and employees with children at home are more satisfied than employees without. It has also been shown that a satisfied employee has less intention to leave the organization and change employer.” (Douglas Renwick; 2000)

TABLE 5 - ‘t’ TEST RESULTS OF JOB SATISFACTION PERCEIVED BY RESPONDENTS BY LOCATION OF COMPANIES

S. No.	Factors	Madurai n = 665	Chennai n = 290	‘t’ Value	Result
1.	Total Job Satisfaction	78.55 13.37	67.22 14.27	11.50	P<0.05 Sig

The ‘t’ test analysis was used to find out the association between employees’ job satisfaction in relation to the ‘Location of the organizations’. The study was conducted in 12 industries in Tamilnadu, taking 6 industries in Madurai and 6 industries in Chennai. The study covered 655 respondents from Madurai and 290 respondents from Chennai.

Table 5 reveals that for ‘Job Satisfaction’, the mean value obtained by respondents of industries in Madurai was 78.55 (SD=13.37) whereas, it was only 67.22 (SD=14.27) for those respondents of industries in Chennai. The ‘t’ value was 11.50, which proved that there was a significant difference between the two groups. The most surprising result in the study is that, respondents of industries / organizations in Madurai have had high level of job satisfaction compared with their counterparts in Chennai. This is surprising because Madurai is a much smaller town than Chennai, which is a metropolitan city, with many corporate headquarters, wider career options, better compensation and fringe benefits, different work styles etc. Madurai on the other hand is still trying to catch up with the fast trends of the cities and is limited in its scope.

TABLE 6 - MULTIPLE REGRESSION RESULTS OF JOB SATISFACTION IN COMPARISON WITH SOCIO – ECONOMIC VARIABLES

S. No.	Independent Variables	Corre-lation	RSQ	RSQ Change	B	Beta	‘t’ value	Sig of ‘t’
1.	V17 – Training External	0.206	.2641	4.64	2.497	0.199	6.828	P <0.05
2.	V14 – No. of Promotions	- 0.015	.2721	0.80	-1.065	-0.079	-2.718	P <0.05
3.	V19 –No of Children	0.135	.2785	0.65	1.359	0.100	3.397	P <0.05
4.	V21 – Employed -Spouse	-0.037	.2877	0.91	-1.573	-0.105	-3.646	P <0.05
5.	V16 – Training -Internal	0.088	.2931	0.54	-0.298	-0.068	-2.234	P <0.05
6.	V22 – Type of Family	0.118	.2973	0.42	1.848	0.074	2.542	P <0.05
7.	V7 – Salary	-0.092	.3014	0.41	-1.018	-0.067	-2.345	P <0.05

Constant = 24.914 P<0.05 sig F-ratio = 51.01 Df = 8,946 P <0.05

Multiple regression analysis was used to find out an association between independent variables namely socio-economic variables of the respondents and dependent variable - job satisfaction. Further, it was examined to identify the most important socio-economic variables which affected job satisfaction and the percentage of contribution of such selected socio-economic variables.

What is rather more significant is that among the different socio-economic variables, only 7 variables were identified as the important contributing factors affecting job satisfaction. All these variables could totally contribute 30.14 percent of the study population (Rsq=30.14%).

Among the seven socio-economic variables, ‘V17 – Training – External’ to the organization, contributed 4.64%, followed by ‘V21- Employment of Spouse’- 0.91%, ‘V14-No of Promotions’ - 0.80%, ‘V19 - No of Children’ – 0.65%, ‘V16- Training-Internal’ - 0.54%, ‘V22 - Type of Family’ - 0.42%, and ‘V9 – Salary’ – 0.41%.

The study has revealed the fact that the socio-economic variables, namely ‘V1-Age’, ‘V5-Total years of Experience’, ‘V6 - Experience in present organization’, ‘V13- No of Employees’, ‘V15- No of Transfers’ and ‘V20 – No of Dependents’ did not affect job satisfaction significantly.

A Multiple regression equation for future prediction could be derived as follows;-

$$Y = a + b_1 x_1 + b_2 x_2 + b_3 x_3 + \dots + b_n x_n$$

Job Satisfaction = 24.914 + (2.497) Training- External +(-1.065) No. of Promotions + (1.359) No of Children +(-1.573) Employment of Spouse + (-0.068) Training-Internal +(2.542) Type of Family + (-2.345) Salary.

This is the best predictable equation since f-ratio=51.01, df=8,946 is significant at 0.05 level.

MAJOR FINDINGS

The study has brought forth interesting findings. Married employees were more satisfied with their work than the unmarried employees. Employees with working spouses had high level of job satisfaction than those with spouses who were unemployed. It is noticed that respondents who earned less than Rs.25,000 per annum felt quite satisfied with their work than the other respondents. Surprisingly, employees with 16 or more years of experience had low level of job satisfaction than others. Employees working in organizations with more than 600 employees were more satisfied with their work

The respondents working in MNC & FC were more satisfied at work than employees working in public limited and private companies. Oddly enough, only the employees in Manufacturing and Production units were more satisfied with their work. Employees in Firm 2 and Firm 3 which were Manufacturing and Production industries were highly satisfied with their jobs whereas employees who have had low level of job satisfaction belonged to IT and Communication and Service industries. The employees who have had between 1 and 3 promotions in their career were more satisfied with their work than those who have not had any promotion.

Looking at the mean percentage value, it can be inferred that both the HR personnel and the line staff had relatively higher level of job satisfaction. Interestingly, only those in the lower rung of the management were more satisfied with their jobs than the other groups (Middle management & Top management). Those employees who have had transfers in their work were more satisfied at work than those who have not had any transfer. Employees who had attended different training programmes had higher level of job satisfaction than those who had not attended any training programme. Interestingly, employees working in industries located in Madurai were more satisfied with their work than those employed in industries located in Chennai.

The study reveals that certain socio-economic characteristics such as training programmes attended by respondents within and outside their organizations, salary, employment status of spouse, promotions that they had in their jobs and the type of family they lived in, all contributed to job satisfaction. However, it is no longer acceptable by the workforce to merely make a wage. Salary is a significant element pertinent to job satisfaction, but it is not by itself enough to decrease or increase job satisfaction. This study has also found that it is not reliable to conclude that years of experience, transfers at work, age, or gender can be used as an accurate predictor of job satisfaction.

CONCLUSIONS

The findings make it clear that factors like high salary, being in senior level positions, getting promotions and attending training programmes need not necessarily lead to job satisfaction. For example, in the present study, employees from a smaller location are more satisfied with their jobs than those working in a metropolitan city. So is the case of promotions. Receiving a desired promotion might lead to higher job satisfaction, but at the same time failure to receive it might lead to job dissatisfaction and sometimes even frustration. Perhaps the absence of these factors, may lead to job dissatisfaction, but then their presence may not lead to job satisfaction (in line with Herzberg's theory). Employees look for other things at work such as blending of personal values with work values, organizational culture, fair treatment, open communication, career growth and healthy work environment for having a positive attitude towards work.

Job satisfaction is situational; it depends on many organisational and personal factors and is also attitudinal. How employees perceive the system in which they are working is a deciding factor for job satisfaction. Organisations, therefore need to make conscious efforts for enhancing the job satisfaction of employees. They need to understand that in the competitive job market, most employees are not too worried about finding new jobs. They are prepared to take new risks and challenges and are only motivated by factors that give them job and life satisfaction. Higher level of quality of work and job life might enhance employee job satisfaction.

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Co-ordinator

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