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JOB SATISFACTION OF EMPLOYEES – AN EMPIRICAL ANALYSIS**DR. U.JERINABI****DEAN, FACULTY OF BUSINESS ADMINISTRATION; &
PROFESSOR & HEAD****DEPARTMENT OF COMMERCE****AVINASHILINGAM INSTITUTE FOR HOME SCIENCE & HIGHER EDUCATION FOR WOMEN
COIMBATORE****S. KAVITHA****RESEARCH SCHOLAR****DEPARTMENT OF COMMERCE****AVINASHILINGAM INSTITUTE FOR HOME SCIENCE & HIGHER EDUCATION FOR WOMEN
COIMBATORE****ABSTRACT**

Job satisfaction is one of the crucial but controversial issues in Indian psychology and behavioral management in organization. In job satisfaction is the result of employee's perception of how well their job provides those things, which are viewed as important. It is generally recognized in the organizational behavior field that job satisfaction is the most important and frequent studied attitude. Many management experts have expressed it in their own way, but have hardly arrived at a conclusion. In this study is concerned with knowing the satisfaction level of the job workers of ITC limited. The objectives of the study are: (i) To measure the satisfaction levels of employees on various factors and give suggestions to improve them, (ii) To find out whether the experience have an effect on job factors, (iii) To find out significance difference among Age and Gender groups with respect to job factors. The sample size was 250 employees drawn from different departments based on Primary data with "Random Sampling" and "Convenience Sampling" method was adopted in the selection of sample respondents were the employees working in the ITC company limited located in Mettupalayam. After the collection of data through the questionnaire, while the data are analyzed with the helps of tools are Chi-square Analysis, Likert -Scaling Analysis, ANOVA. In this study the results of Hypothesis Testing is found that whether the significant difference among respondents of various experience groups, Age groups and Gender groups with respect to job factors.

KEYWORDS

Job satisfaction, employee perception, organizational behaviour.

INTRODUCTION

Job satisfaction is one of the crucial but controversial issues in Indian psychology and behavioral management in organization. It ultimately decides the extent of employee motivation through the development of organizational climate or environment. employee's attitudes are important to human resource management because they affect organizational behavior. The more widely recognized job satisfaction focuses on employee's attitudes towards the job.

Job satisfaction is the result of employee's perception of how well their Job provides those things, which are viewed as important. It is generally recognized in the organizational behavior field that job satisfaction is the most important and frequent studied attitude. It is important to mention that an individual may hold different attitudes towards various aspects of the job. There are three important dimensions to job satisfaction. They are:

First, Job satisfaction being an emotional response to a job cannot be seen. As such, it can only be inferred.

Second, Job satisfaction is often determined by how satisfactorily outcomes meet or exceed one's expectations.

Third, Job satisfaction represents an employee's attitudes towards five specific dimensions of the job: pay, the work itself, promotion opportunities, supervision and co-workers.

The study also helps the organization to gain knowledge about the extent of satisfaction of the employee respondents. From this study, the problems and expectations of the employees regarding their job can be known. Management needs Job satisfaction information in order to make sound decision; the management can gain from the methods available. A typical approach to a job satisfaction survey also known as morale, attitude or quality-of work life.

OBJECTIVES OF THE STUDY

(i) To measure the satisfaction levels of employees on various factors and give suggestions to improve them, (ii) To find out whether the experience have an effect on job factors, (iii) To find out significance difference among Age and Gender groups with respect to job factors.

RESEARCH METHODOLOGY

The sample size was 250 employees drawn from different departments based on Primary data with "Random Sampling" and "Convenience Sampling" method was adopted in the selection of sample respondents were the employees working in the ITC company limited located in Mettupalayam. After the collection of data through the questionnaire, while the data are analyzed with the help of tools are Simple percentage, Chi-square Analysis, Likert -Scaling Analysis, ANOVA.

In this study the results of **Hypothesis Testing** is found that whether the significant difference among respondents of various experience groups, Age groups and Gender groups with respect to job factors.

I. LEVELS OF SATISFACTION

The level of satisfaction of the respondents deals with various job factors. They are discussed below. (i) Basis of working hours, (ii) Happy environment of work place, (iii) Lighting and other arrangements, (iv) Heavy work load, (v) Safety measure, (vi) Cordial relationship with the supervisor, (vii) supervisor not partial, (viii) consideration of ideas, (ix) co-workers support, (x) Relationship with the employees, (xi) Refreshment facilities, (xii) provision of amenities, (xiii) parking facilities, (xiv) first-aid facilities, (xv) welfare facilities, (xvi) Emolument paid, (xvii) promotion, good salary at par with other organization, (xviii) provision of allowances, (xix) motivational attitude of supervisors, (xx) motivation of supervisors to increase efficiency, (xxi) communication process, (xxii) work assignments, (xxiii) love towards their job and to work, (xxiv) meaning full work life, (xxv) attaining organizational goals, (xxvi) adequate opportunity, (xxvii) Overall Job satisfaction. These job factors are measured by percentage analysis and Likert scaling analysis.

PERCENTAGE ANALYSIS

The respondents were given the five option (SA- strongly agree, A- Agree, N- Neither agree nor disagree, DA-Disagree and SDA- Strongly Disagree). Totally there are Twenty Eight job factors are measured the results of the percentage analysis are:

- Majority of the respondent (64.8 percent) were strongly agree with their convenient working hours.
- Majority of the respondent (49.6 percent) were Agree that they are Happy environment of work place,
- Majority of the respondent (53.6 percent) were satisfied with Lighting and other arrangements,
- Majority of the respondent (86.4 percent) were agree that they have Heavy work load
- Majority of the respondent (100 percent) were satisfied with the Safety measure,
- Majority of the respondent (53.2 percent) were agree that the Cordial relationship with the supervisor.
- Majority of the respondent (44.8 percent) agreed that supervisor is not partial,
- Majority of the respondent (36.4 percent) neither agreed that supervisor considered their ideas while taking decisions.
- Majority of the respondent (49.6 percent) were satisfied with the refreshment facilities.
- Majority of the respondent (64.8 percent) were satisfied with the support from the co-workers support.
- Majority of the respondent (52 percent) strongly agrees that their lunch and rest room provided were good.
- Most of the respondent (58.4 percent) were parking facilities.
- 56 percent of the respondents were satisfied with first-aid facilities.
- Most of the respondent (59.6 percent) satisfied with the amount paid for the work.
- Majority of the respondent (35.6 percent) neither agreed nor disagreed with the changes of promotion.
- Majority of the respondent (50 percent) neither agreed nor disagreed with the allowances provided by the company.
- Majority of the respondent (58 percent) agreed that their boss motivate to achieve organizational goals.
- Most of the respondents (62 percent) agreed the communication is good with in this organization.
- Majority of the respondents (55.6 percent) agreed that they love their job and to work in this organization.
- Majority of the respondent (57.2 percent) agreed that they have adequate opportunity to use their ability.
- Most of the respondent (59.2 percent) was overall satisfied with their job.

LIKERT SCALING TECHNIQUE

Likert scaling technique has been applied to find out the extent relationship of job satisfaction with the following factors. (a) Working environment and nature of work, (b) Relationship with supervisors and colleagues, (c) Welfare facilities, (d) Pay and promotion, (e) Communication and motivation, (f) job factors.

(a) WORKING ENVIRONMENT AND NATURE OF WORK:

The Working environment and nature of work comprises of following sub factors namely (i) Working hours are convenient for me (ii) I'm happy with my work place (iii) the lighting and other arrangements in the office are satisfactory. (iv) I feel I have too much work to do (v) I'm satisfied with the safety measures provided by my company.

TABLE 1: ANALYSIS OF DATA RELATING TO THE JOB SATISFACTION DIMENSION OF THE RESPONDENTS IN RELATIONSHIP WITH WORKING ENVIRONMENT AND NATURE OF WORK

S.No	Particulars	Strongly Agree (5)			Agree (4)			Neither agree nor disagree (3)			Disagree (2)			Strongly Disagree (1)			Total			Rank
		NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	
1	Working hours are convenient for me	58	290	23.2	162	648	64.8	30	90	12.0	-	-	-	-	-	-	250	1028	100	5
2	I'm happy with my work place	87	435	34.8	124	496	49.6	39	117	15.6	-	-	-	-	-	-	250	1048	100	4
3	The lighting and other arrangements in the office are satisfactory	116	580	46.4	134	536	53.6	-	-	-	-	-	-	-	-	-	250	1116	100	2
4	I feel I have too much work to do	108	540	43.2	108	432	43.2	31	93	12.4	3	6	1.2	-	-	-	250	1071	100	3
5	I'm satisfied with the safety measures provided by my company	125	625	50.0	125	500	50.0	-	-	-	-	-	-	-	-	-	250	1125	100	1

Sources: Computed

Among the factors grouped above, the respondents ranked the factor safety measures as first as its score stood at 1125 followed by the lighting and other arrangements as second (1116) through the respondents satisfied with the convenience of working hours, but it ranked as a last one but not lease one (1028).

(b) RELATIONSHIP WITH SUPERVISORS AND COLLEAGUES

The Relationship with Supervisors and Colleagues comprises of following sub factors namely (i) My relationship with my supervisor is cordial (ii) My supervisor is not partial (iii) My supervisor considers my ideas too while making decision (iv) I'm satisfied with the support from my co-workers (v) People here have concern for one another and tend to help each other.

TABLE 2: ANALYSIS OF DATA RELATING TO THE JOB SATISFACTION DIMENSION OF THE RESPONDENTS IN RELATIONSHIP WITH SUPERVISORS AND COLLEAGUES

S.No	Particulars	Strongly Agree (5)			Agree (4)			Neither agree nor disagree (3)			Disagree (2)			Strongly Disagree (1)			Total			Rank
		NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	
1	My relationship with my supervisor is cordial	60	300	24.0	133	532	53.2	49	147	19.6	8	16	3.2	-	-	-	250	995	100	3
2	My supervisor is not partial	40	200	16	112	448	44.8	75	225	30.0	23	46	-	-	-	-	250	919	100	4
3	My supervisor considers my ideas too while making decision	7	35	2.8	73	292	29.2	91	273	36.4	42	84	-	37	37	-	250	721	100	5
4	I'm satisfied with the support from my co-workers	57	285	22.8	162	648	64.8	64.8	194.4	-	-	0	-	-	-	-	250	1127.4	100	2
5	People here have concern for one another and tend to help each other.	84	420	33.6	138	552	55.2	55.2	165.6	-	-	0	-	-	-	-	250	1137.6	100	1

Sources: computed

Among the factors grouped above, the respondents ranked the factor that employee have concern for one another and tend to help each other as first as it score stood at 1056 followed by satisfied support from the co-workers as second (1026). Though the respondents were satisfied with the consideration of ideas by the supervisor, but it ranked as a last one but not least (721)

(c) Welfare Facilities

The Welfare Facilities comprises of following sub factors namely (i) I'm satisfied with my welfare facilities (ii) We are provided with good rest room and lunch room (iii) The parking facilities provided for our vehicles are satisfactory (iv) I'm satisfied with the first aid facilities and (v) I'm satisfied with the loan facilities and other personal welfare benefits offered by the company.

TABLE 3: ANALYSIS OF DATA RELATING TO THE JOB SATISFACTION DIMENSION OF THE RESPONDENTS IN RELATIONSHIP WITH REGARD WELFARE FACILITIES

S.No	Particulars	Strongly Agree (5)			Agree (4)			Neither agree nor disagree (3)			Disagree (2)			Strongly Disagree (1)			Total			Rank
		NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	
1	I'm satisfied with my welfare facilities	112	560	44.8	124	496	49.6	14	42	5.6	-	0	-	-	-	-	250	1098	100	3
2	We are provided with good rest room and lunch room	130	650	52	120	480	48	-	0	-	-	0	-	-	-	-	250	1130	100	1
3	The parking facilities provided for our vehicles are satisfactory	93	465	37.2	146	584	58.4	11	33	4.4	-	0	-	-	-	-	250	1082	100	4
4	I'm satisfied with the first aid facilities	110	550	44	140	560	56	-	0	-	-	0	-	-	-	-	250	1110	100	2
5	I'm satisfied with the loan facilities and other personal welfare benefits offered by the company	25	125	-	90	360	36	84	252	33.6	36	72	14.4	15	15	6.0	250	824	100	5

Source: Computed

Among the factors grouped above, the respondents ranked the factor good rest and lunch room facilities as first as it score stood at 1130 followed by first aid facilities as second (1110). The respondents ranked the loan facilities and other personal welfare benefits offered by the company as last one (824).

(d) PAY AND PROMOTION

The pay and promotion which comprises of various sub factors namely (i) I feel I'm being paid a fair amount for the work I do. (ii) I'm satisfied with the chances of promotion (iii) the salaries we receive are good as other organizations pay to their employees (iv) I'm satisfied with the allowances provided by the organization.

TABLE 4: ANALYSIS OF DATA RELATING TO THE JOB SATISFACTION DIMENSION OF THE RESPONDENTS IN RELATIONSHIP WITH PAY AND PROMOTION

S.No	Particulars	Strongly Agree (5)			Agree (4)			Neither agree nor disagree (3)			Disagree (2)			Strongly Disagree (1)			Total			Rank
		NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	
1	I feel I'm being paid a fair amount for the work I do.	12	60	-	149	596	59.6	75	225	30	14	28	5.6	-	-	-	250	909	100	1
2	I'm satisfied with the chances of promotion	19	95	-	64	256	25.6	89	267	35.6	66	132	26.4	12	12	4.8	250	762	100	4
3	the salaries we receive are good as other organizations pay to their employees	28	140	-	700	2800	280	117	351	46.8	24	48	9.6	11	11	4.4	250	830	100	3
4	I'm satisfied with the allowances provided by the organization	43	215	-	78	312	31.2	119	357	47.6	10	20	4	-	-	-	250	904	100	2

Source: compute

Among the factors grouped above, the factor I feel I'm being paid a fair amount for the work I do as ranked first as it score stood at 909 followed by allowances provided by the organization as second (904). though the employees were satisfied with the chances of promotion. but it ranked as last one and not lease (762).

(e) COMMUNICATION AND MOTIVATION

Communication and motivation comprises of various sub factors namely (i) I feel that my boss motivate them to achieve the organizational goal (ii) My supervisor motivates me to increase my efficiency at times when I'm not productive (iii) Communication seems good with in this organization (iv) Work assignments are explained clearly.

TABLE 5: ANALYSIS OF DATA RELATING TO THE JOB SATISFACTION DIMENSION OF THE RESPONDENTS IN RELATIONSHIP WITH REGARD COMMUNICATION AND MOTIVATION

S.No	Particulars	Strongly Agree (5)			Agree (4)			Neither agree nor disagree (3)			Disagree (2)			Strongly Disagree (1)			Total			Rank
		NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	
1	I feel that my boss motivate them to achieve the organizational goal	49	245	19.6	145	580	58	48	144	19.2	8	16	3.2	-	-	-	250	985	100	4
2	My supervisor motivates me to increase my efficiency at times when I'm not productive	49	245	19.6	156	624	62.4	45	135	18.0	-	-	-	-	-	-	250	1004	100	3
3	Communication seems good with in this organization	61	305	24.4	155	620	62	34	102	13.6	-	-	-	-	-	-	250	1027	100	1
4	Work assignments are explained clearly	58	290	23.2	148	592	59.2	36	108	14.4	8	16	3.2	-	-	-	250	1006	100	2
Total																	250		100	

Source: compute

Among the factors grouped above, the respondents ranked the factor good communication flow as the first as its score stood at 1027 followed by clear explanation of work assignments as second (1006). though the respondents were satisfied that their bosses motivate to achieve their organizational goal, but it is ranked as a last one (985).

(F) JOB FACTORS

The job factors consist of various sub factors namely (i) I love my job and to work in this organization (ii) My work life is meaningful (iii) I consider that my work is valuable in attaining my organization goals (iv) I have adequate opportunity to use my ability (v) Overall, I'm satisfied with my job.

TABLE 6: ANALYSIS OF DATA RELATING TO THE JOB SATISFACTION DIMENSION OF THE RESPONDENTS WITH RESECT TO JOB FACTOR

S.No	Particulars	Strongly Agree (5)			Agree (4)			Neither agree nor disagree (3)			Disagree (2)			Strongly Disagree (1)			Total			Rank
		NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	NOR	S.V	%	
1	I love my job and to work in this organization	65	325	26	139	556	55.6	46	138	18.4	-	-	-	-	-	-	250	1019	100	2
2	My work life is meaningful	43	215	17.2	122	488	48.8	77	231	30.8	8	16	3.2	-	-	-	250	950	100	4
3	I consider that my work is valuable in attaining my organization goals	35	175	14.0	119	476	47.6	96	288	38.4	-	-	-	-	-	-	250	939	100	5
4	I have adequate opportunity to use my ability	60	300	24	143	572	57.2	47	141	18.8	-	-	-	-	-	-	250	1013	100	3
5	Overall, I'm satisfied with my job	78	390	31.2	148	592	59.2	14	42	5.6	10	20	-	-	-	-	250	1044	100	1

Source: compute

Among the factors grouped above, the respondents ranked the factor overall satisfaction in the job as first as its score stood at 1044 followed by factor love towards their job and work as second (1019). though the respondents were somewhat satisfied that their work is valuable in attaining my organizational goal but it is ranked as a last one (939).

II. RELATIONSHIP BETWEEN THE EXPERIENCES OF EMPLOYEES WITH VARIOUS JOB FACTORS

ANOVA test has been applied to find out the relationship between the experiences of employees with the following job factors, are (i) Environment and nature of work (ii) Relationship with supervisors and colleagues (iii) Welfare facilities (iv) Pay and promotion (v) Communication and motivation (vi) Job factors.

TEST OF HYPOTHESIS

H0 : There is no significant difference among respondents worked experience of employees with the various job factors

H1 : There is significant difference among respondents worked experience of employees with the various job factors.

TABLE 7: RESULT OF ANOVA TESTING

Job Factors		Sum of Squares	df	Mean Square	F	Sig.
Environment and nature of work	Between Groups	92	3	30.667	110.324	.000
	Within Groups	365.16	246	1.484		
	Total	457.16	249			
Relationship with supervisors and colleagues	Between Groups	117.602	3	39.2	73.635	.000
	Within Groups	622.71	246	2.531		
	Total	740.312	249			
Welfare facilities	Between Groups	76.983	3	25.662	70.253	.000
	Within Groups	475.801	246	1.934		
	Total	552.784	249			
Pay and promotion	Between Groups	221.963	3	73.988	145.142	.000
	Within Groups	464.637	246	1.888		
	Total	686.6	249			
Communication and motivation	Between Groups	117.37	3	39.122	120.263	.000
	Within Groups	322.609	246	1.311		
	Total	439.976	249			
Job factors	Between Groups	150.952	3	50.318	142.186	.000
	Within Groups	447.3	246	1.819		
	Total	598.252	249			

Source: compute

The above table shows the details about the Environment and nature of work, Shows that the calculated 'f' value is 110.324. Since the significant difference is less than 0.01, the null hypothesis rejected at 1 percent age. Hence there is significant difference among respondents of work experience with respect to environment and nature of work.

The second table shows the details about the Relationship with supervisors and colleagues, shows that the calculated 'f' value is 73.635. Since the significant difference is less than 0.01, the null hypothesis rejected at 1 percent age. Hence there is significant difference among respondents of work experience with respect to Relationship with supervisors and colleagues.

The third table shows the details about the Welfare facilities, shows that the calculated 'f' value is 70.253. Since the significant difference is less than 0.01, the null hypothesis rejected at 1 percent age. Hence there is significant difference among respondents of work experience with respect to Welfare facilities.

The Forth table shows the details about the Pay and promotion shows that the calculated 'f' value is 145.142. Since the significant difference is less than 0.01, the null hypothesis rejected at 1 percent age. Hence there is significant difference among respondents of work experience with respect to Pay and promotion

The Fifth table shows the details about the Communication and motivation shows that the calculated 'f' value is 120.263. Since the significant difference is less than 0.01, the null hypothesis rejected at 1 percent age. Hence there is significant difference among respondents of work experience with respect to Communication and motivation

The Sixth table shows the details about the Job factors shows that the calculated 'f' value is 142.186. Since the significant difference is less than 0.01, the null hypothesis rejected at 1 percent age. Hence there is significant difference among respondents of work experience with respect to Job factors.

III. RELATIONSHIP BETWEEN THE AGE AND GENDER OF EMPLOYEES WITH VARIOUS JOB FACTORS

H0 : There is no significant difference among respondents Age and Gender with the overall factors.

H1 : There is significant difference among respondents Age and Gender with the overall factors.

TABLE: 8 RESULT OF ANOVA TESTING

Job Factors		Sum of Squares	df	Mean Square	F	Sig.
AGE	Between Groups	138.792	3	46.263	130.739	.000
	Within Groups	459.46	246	1.868		
	Total	598.252	249			
GENDER	Between Groups	22.298	1	22.298	53.164	.601
	Within Groups	575.954	248	2.322		
	Total	598.252	249			

Source: compute

The above table shows the details about the Age, Shows that the calculated 'f' value is 130.739. Since the significant difference is less than 0.01, the null hypothesis rejected at 1 percent age. Hence there is significant difference among Age respondents with respect of job factors.

The second table shows the details about the Gender with the overall factors, shows that the calculated 'f' value is 5.3.164. Since the significant difference is greater than 0.01, the null hypothesis is accepted at 1 percent age. Hence there is no significant difference among Gender respondents with respect of job factors.

SUGGESTION

- The company has to provide more number of adequate opportunities in order to further increase the ability of the employees which results in job satisfaction.
- The company has to provide more personal welfare facilities and loan facilities in order to increase job satisfaction of the employees.
- The parking facilities, first-aid facilities and rest and lunch room facilities should be improved to make the employees to get higher job satisfaction.
- The company should improve its monetary benefits provided to its employees.
- Promotion chances for the talented employees should be increased.

CONCLUSION

Machines might replace man that cannot do so entirely. This applies generally to all area of work, but mainly so in connection with job satisfaction. The head shall work at best, if only the heart is happy and satisfied.

In the present scenario, the existences of an organization maintain its profitability is a rare one. Such an organization is put to the best use by the effective utilization of human factor. Job satisfaction is a related factor. Nothing can increase efficiency and productivity of humans like job satisfaction. This is the strong influence, made based on the analysis made with the group of employees at ITC Limited.

I am sure this would apply to general employees at all cadres and all levels. Hence I conclude saying job satisfaction is vital factor.

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