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JOB SATISFACTION AS A FACTOR FOR EMPLOYEE RETENTION: CIVIL ENGINEERS IN CHENNAI

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ABSTRACT

Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, eg, the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc. Construction sector is the most dynamic and developing sector. The turnover in the construction sector is very high in recent times compared to past decades. The main reason is job satisfaction. This study attempts to find the satisfiers and dissatisfiers in the construction sector that influences an employee's turnover.

KEYWORDS

job satisfaction, satisfiers, dissatisfiers, construction sector.

INTRODUCTION

Job satisfaction has been investigated in several disciplines such as psychology (Argyle 1989), sociology (Hodson,1985;Kalleberg and Loscocco ,1983), economics (Hamermesh 1977, 2001; Freeman, 1978), and management sciences (Hunt and Saul ,1975). Employers prefer that their employees be satisfied, since employees satisfaction is closely related to their labor market behavior such as productivity, quits and absenteeism. Several findings indicate that job satisfaction is as good predictor of quits as wages (Freeman, 1978; Akerlof et al., 1988; Clark et al. (1998). For this reason, it is important to study the determinants of job satisfaction. Different aspects of job satisfaction are studied in the literature. These include job satisfaction with gender (Clark ,1997), wage growth (Clark, 1999), age (Hunt and Saul (1975), Clark et al., 1996), comparison income and unemployment (Clark and Oswald, 1994,1996) work environment (Idson, 1990), work environment and relations with managers (Gazioglu and Tansel, 2002). Locke (1976) defines the job satisfaction as the individual's subjective valuation of different aspects of their job. This paper analyses four different measures of job satisfaction in construction Sector.

JOB SATISFACTION

Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, eg, the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance, methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers. Some questioners ask yes or no questions while others ask to rate satisfaction on 1-5 scale. There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert scale (named after Rensis Likert). Other less common methods of for gauging job satisfaction include: Yes/No questions, True/False questions, point systems, checklists, and forced choice answers. This data is typically collected using an Enterprise Feedback Management (EFM) system
 Job satisfaction for Civil Engineers has been extensively researched. It is recognised as a significant factor in motivation and professional development are needed for satisfaction.

OBJECTIVES OF THE STUDY

The Objectives of the Study are as Follows:

1. To identify the level of Satisfaction and dissatisfaction among Engineers in Construction sector.
2. To find out causes and reasons for Employee Turnover.
3. To suggest strategies to the organization for Employee Retention.

METHODOLOGY

A descriptive design is used for the Study. Primary and Secondary data were collected. Primary data was collected through the Questionnaire. Rating scale (Likert Scale) was used in the questionnaire. A Non-Probability convenient sampling was used for the Study. Responses were collected from samples of civil Engineers working from major 5 construction sector in Chennai. The Sample size is 125.

DISCUSSIONS

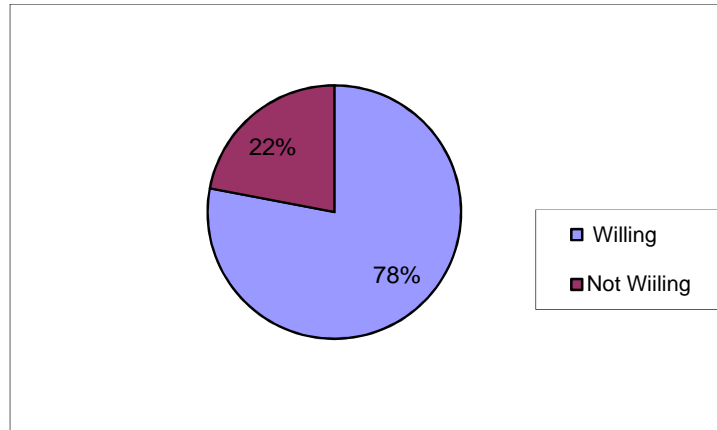
The survey represents opinion of 100 samples. In this study 8 eight factors were analysed for Satisfaction namely Wages & Salary, Job Security, Career Development Job Recognition, Sense of Achievement, Job Characteristics and Respect from Others.

TABLE 1: VARIOUS FACTORS OF JOB SATISFACTION

S.No	Parameter	Satisfaction	Neutral	Dissatisfaction	Total
1	Wages & Salary	34	56	10	100
2	Job Security	70	4	26	100
3	Career Development	45	5	50	100
4	Job Recognition	56	4	40	100
5	Sense of Achievement	61	29	10	100
6	Job Characteristics	43	3	54	100
7	Respect from Others	88	0	12	100
8	Work Relations	54	10	36	100

The study reveals that Engineers are highly satisfied with the parameters of job satisfaction. It is high for Respect from Others followed by Job Security and sense of achievement. Dissatisfaction is high for Job Characteristics followed by career development and Job Recognition. The study also analysed the attitude of Engineers towards Shifting their Job.

FIGURE 1: WILLINGNESS TO SHIFT THE JOB



The Figure reveals that 78% of the Engineers are willing to Shift from their present organisation.

TABLE 2: REASON FOR TURN OVER

S.No	Parameter	Satisfaction
1	Wages & Salary	46
2	Job Security	10
3	Career Development	1
4	Job Recognition	0
5	Sense of Achievement	1
6	Job Characteristics	12
7	Respect from Others	0
8	Monotony	13
9	Others	17
	Total	100

People shift from organization for higher compensation. They also shift for other reasons like accessibility of their work place, Facilities, 'just for a change', organization Politics etc. The Monotony of the job also makes people to shift from one Organisation to another.

FINDINGS

1. The study reveals that employees are overall satisfied with their current job.
2. 83% of employees reported that they are determined to accomplish their work goals and confident they can meet their goals.
3. Employers can build a bridge between employees and senior management by training their line managers regularly and involving them in strategy meetings and activities.
4. Employees rated opportunities to use their skills and abilities at work as the most important contributor to their job satisfaction, displacing job security for the number one spot.
5. Career advancement was a higher priority for employees in middle management than for those in non management positions.
6. It is important for the senior management team to communicate effectively about the organization's business goals, policies and vision.
7. More than half of employees reported they were satisfied with management's recognition of employee job performance.
8. Less experienced workers are least likely to believe any claims or offers of job security.

CONCLUSION

This paper provides empirical analysis of the determinants of job satisfaction in Construction Company considering a variety of job related characteristics. The study proves that Engineers are satisfied with their job. It was note-worthy that those in the construction are less satisfied with their pay but more satisfied with their sense of achievement. All in all, the results confirm the robustness of the findings in the literature on job satisfaction both over time and with different measures of job satisfaction. In spite of satisfaction there is tendency for them to leave the organization. To retain the Engineers for their long run, the Organization must identify the specific needs of the Employees and fulfill it.

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