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## STUDY ON EMPLOYEE JOB SATISFACTION

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**ABSTRACT**

*This project is undertaken A study on Employee Job satisfaction in EXCEL TECHNOLOGIES at Visakhapatnam region. Job satisfaction is an important indicator of how employees feel about their job and a predictor of work behavior such as organizational, citizenship, Absenteeism, Turnover. Job satisfaction can partially mediate the relationship of personality variables and deviant work behavior. Common research finding is that job satisfaction is correlated with life style. This main objective of this project is to define and show practically the importance for the level of employee job satisfaction. The basic introduction tells about the necessity of the study, objectives and the scope of study. The research methodology consists of data presentation and analysis of the study. Based on the research the conclusions were drawn by analyzing the impact of physical, psychological and environmental factors on job satisfactions of non- managerial employees of EXCEL TECHNOLOGIES.*

**KEYWORDS**

HRM, job satisfaction.

**INTRODUCTION****BACKGROUND OF THE STUDY**

HRM is a term used to refer the philosophy, policies, procedures and practices related to the management of people begin an organization. Today every organization has to face highly competition. Therefore, organizations try to do right thing at the right time. In that situation HRM plays major roll to achieve organizational goals. Satisfaction is the one of major concept in Human Resource Management.

Employee satisfaction is a measure of how happy workers are with their job and working environment. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the company. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement.

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, pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers.

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors.

The survey made regarding the job satisfaction in **EXCEL TECHNOLOGIES** will facilitate and enables the management to know the perceptions and inner feelings regarding the job they are performing on day-to-day basis. The term job satisfaction reveals and focuses on the likes and dislikes of the employees of **EXCEL TECHNOLOGIES**. In this particular study the researchers try to identify the causes for satisfaction and dissatisfaction among the employees. So this is the most effective and selective instrument for diagnosing and peeping into the employee's problems.

Job satisfaction survey can give the most valuable information the perceptions and causes. For satisfaction/dissatisfaction among the employee's attitude towards job satisfaction may be either positive or negative. This positive feeling can be re-in forced and negative feelings can be rectified. This survey can be treated as the most effective and efficient way, which makes the workers to express their inner and real feelings undoubtedly.

For any future course of action/ development, which involves employee's participation, is considered. The management will get a picture their employee's acceptance and readiness. This survey also enables to avoid misinterpretations and helps management in solving problems effectively. It is observed during study some of the employees accepted the proposal survey research.

A perfectly contentment and satisfaction motivates an employee to be confident with a high morale, it is an asset to organization as a whole.

Thus the high motivation and morale of an employee make him to remain in the organization and encourage him to face cut throat competition and gives him enough dynamism to face challenges.

Every human being possess him own unique resource, if properly channels it by supportive and supplement, ultimately for achieving organization goals.

As proper breathing and diet is necessary to healthy human being so as is contentment to the job satisfaction. This contentedness ultimately acts as a key factor to human resource development.

**DEFINITION**

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job.

Hoppock describes job satisfaction as "any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job.

Job satisfaction is defined as the, "pleasurable emotional state resulting from the appraisal of one's job as achieving of facilitating the achievement of one's job values.

**OBJECTIVES OF THE STUDY**

The main aim of the study is to analyze and examine level of job satisfaction among the **EXCEL TECHNOLOGIES** employees and to know the problems faced by the employees of the various categories. The specific objectives are as follows:

- To present a profile of **EXCEL TECHNOLOGIES** and organizational structure etc.,
- To observe the level of satisfaction among of employees relating to the nature of the job and other factors.
- To identify the extent of job satisfaction in the BSNL employees and its impact on the job performance of the employees.
- To evaluate the working environment in **EXCEL TECHNOLOGIES**.
- To examine satisfaction regarding the salary and other benefits of its employees.
- To suggest suitable measures to improve the overall satisfaction of the employees in the organization.

**SCOPE OF THE STUDY**

In the survey an attempt has been made to analyze the job satisfaction of employees of **EXCEL TECHNOLOGIES**, Visakhapatnam.

The Head Office of the **EXCEL TECHNOLOGIES** is situated at New Delhi with as Circle Office in the Capital of Andhra Pradesh and a Divisional Office at Warangal District. The study tries to understand the level of satisfaction among the employees of BSNL. It further explains the area on which employees are mostly dissatisfied.

Job satisfaction of the employees has been analyzed on the basis of the following seventeen job related factors.

- Salary and monetary benefits
- Job security
- Promotion policy
- Working environment
- Employees participation in management
- Freedom of expressions
- Nature of job
- Interest taken by superiors
- Superiors and sub-ordinate relationship
- Medicare
- Loans
- Conveyance
- L.T.C.

## METHODOLOGY

In the preparation of this report, the researcher the data from different sources. The sources of data as follows:

- **Primary data:** This data is gathered from firsthand information sources by the researcher, this data collection from employees, managers, clerks etc., by administrating the questionnaire having face to face interaction with employees.
- **Secondary data:** This will give the theoretical basis required for the report presentation which can be available from various sources such as magazines, office files, inter office manual and web site.

## DEFINITION OF JOB SATISFACTION

Different authors give various definitions of job satisfaction. Some of them are taken from the book of D.M. Pestonjee "Motivation and Job Satisfaction" which are given below: Job satisfaction is defined as a pleasurable, emotional, state resulting from appraisal of one's job. An effective reaction to one's job.

### Weiss

Job satisfaction is general attitude, which is the result of many specific attitudes in three areas namely:

- Specific job factors
- Individual characteristics
- Group relationship outside the job

### Blum and Naylor

Job satisfaction is defined, as it is result of various attitudes the person holds towards the job, towards the related factors and towards the life in general.

### Glimmer

Job satisfaction is defined as "any contribution, psychological, physical, and environmental circumstances that cause a person truthfully say, 'I am satisfied with my job.'"

Job satisfaction is defined, as employee's judgment of how well his job on a whole is satisfying his various needs.

### Mr. Smith

Job satisfaction is defined as a pleasurable or positive state of mind resulting from appraisal of one's job or job experiences.

## RESEARCH METHODOLOGY

### INTRODUCTION

This chapter covers the data presentation and analysis of the study. This study covers a sample of 50 employees selected at randomly out of employees of the **EXCEL TECHNOLOGIES**. All employees selected randomly and all of them represented the department of the factory which is sewing, cutting and printing. As well as all of employees were non managerial level.

Data analysis part will be divided in to two sections. First part will deploy to analyze and present general and demographic information. Second part will deploy to analyze employee response with respect to each factor. It clarifies each factor's relative importance and position among all factors.

## PART-A: PRESENTATION AND ANALYSIS OF DEMOGRAPHIC VARIABLES

### GENDER DISTRIBUTION

TABLE 1: GENDER DISTRIBUTION DATA GRID

Sex	No of Employees	%
Male	14	28%
Female	36	72%
<b>Total</b>	<b>50</b>	<b>100%</b>

The sample consists with 50 of non-managerial level employees. Out of the sample 14 of them were male, and they represented 28% of the sample. Rests of 36 employees were female and they represented 72% of the total sample. According that, female population is the dominated fraction of the sample.

### AGE DISTRIBUTION

TABLE 2: AGE DISTRIBUTION DATA GRID

Age (Years)	No of Employees	%
16-20	2	4%
21-30	38	76%
31-40	9	18%
Above 40	1	2%
<b>Total</b>	<b>50</b>	<b>100%</b>

At the beginning of the study, all employees are categorized age wise. Thereby total sample divided in to four categories. First category is 16-20 age range. 02 of employees were belonging to that category and represent 4% of total sample. Second category is 21-30 age range. There were 38 employees in that category and they represented 76% of total sample. Third category is 31-40 age range. 9 of employees were there and represented 18% of total sample. Even though there is a one employee in above 40 age range and it represent 2%. According that 21-30 range is the largest of the sample.

**CIVIL STATUS**

**TABLE 3: CIVIL STATUS DATA GRID**

Civil Status	No of Employees	%
Married	20	40%
Unmarried	29	58%
Divorced	01	02%
<b>Total</b>	<b>50</b>	<b>100%</b>

There were 20 married employees, 29 unmarried employees and 01 divorced employee. Married employees represent 40% of the total sample. Unmarried employees represented 58% and divorced employee represent as 02% of total sample.

**EDUCATION LEVEL**

**TABLE 4: EDUCATION DATA GRID**

Educational level	No of Employees	%
Up to year 8	2	04%
Up to year 10	8	16%
O/L Passed	27	54%
A/L passed	13	26%
<b>Total</b>	<b>50</b>	<b>100%</b>

At the beginning of the study, educational level is also categorized in to four categories. Firstly, employees who are educated up to year 8 (2 employees) which represented 4% of the total sample. Secondly, employees who are educated up to year 10 (08 of employees) represented 16% of the total sample. Thirdly, 27 of employees had passed ordinary level and represented 57% of the total sample. Advanced level passed employees were 26% of the total sample and 13 of employees belong to that category. Even though I inserted a category for high education, none were included.

**SERVICE**

**TABLE 5: SERVICE DISTRIBUTION DATA GRID**

Period of Service	No of Employees	%
Below 01 year	8	16%
Year 01-03	13	26%
Year 04-07	18	36%
Above 07 years	11	22%
<b>Total</b>	<b>50</b>	<b>100%</b>

This component represents the number of years of employee service with the company. 08 of employees have worked less than one year and they represented 16% of the sample. The employees, who are employing greater than one year and less than three years, were 13 of the sample and represented 26% of the total sample. 18 of employees, who worked greater than four years and less than seven years, were represented 36% of the sample. 11 of employees belong to higher service category. That is the category beyond seven years. They represented 22% of the total sample.

**SALARY DISTRIBUTION**

**TABLE 6: SALARY DISTRIBUTION DATA GRID**

Salary	No of Employees	%
6500-7500	10	20%
7501-8500	14	28%
8501-9500	13	26%
More than 9500	13	26%

According to collected data, 10 employees belong to Rs. 6500-7500 range which is 20% of the sample. 14 employees earned beyond Rs. 7500 - 8500 range which represented 28% of the total sample. 13 employees belong to Rs. 8501-9500 range were they represented 26% of the sample. Also 13 of employees have earned more than Rs. 9500 which represented the 26% of the total sample.

**PART B**

**PSYCHOLOGICAL FACTORS**

**EMPLOYEE ATTITUDES TOWARDS HEALTH & SAFETY**

**TABLE 7: HEALTH & SAFETY DATA GRID**

Level	No of Employees	%
High	48	96%
Moderate	2	4%
Low	0	0%
<b>Total</b>	<b>50</b>	<b>100%</b>

According to the collected data, 48 employees had high attitudes towards health and safety and they represented 96% of the total sample. There are two employees who had moderate attitudes and represented 4% of the total sample. No employees seem to have low attitude on health & safety of the organization.

**EMPLOYEE ATTITUDES TOWARDS THE WORKING RESPONSIBILITY**

**TABLE 8: WORKING RESPONSIBILITY DATA GRID**

Level	No of Employees	%
High	42	84%
Moderate	3	6%
Low	5	10%
<b>Total</b>	<b>50</b>	<b>100%</b>

Work responsibility denotes employee attitude towards work performed. According to summarized data, 42 employees had high level attitudes with work responsibility and they represent 84% of the total sample. There are 3 employees were moderate level and 5 employees were low level attitudes towards the working responsibility. They were representing 6% and 10% accordingly of the total sample.

**EMPLOYEE ATTITUDES TOWARDS THE JOB SECURITY**

**TABLE 9: JOB SECURITY DATA GRID**

Level	No of Employees	%
High	31	62%
Moderate	7	14%
Low	12	24%
<b>Total</b>	<b>50</b>	<b>100%</b>

According to collected data, 31 employees had high attitudes with the job security and they represented 62% of the total sample. 7 employees were moderate and it represents 14% of the total sample. Out of the sample, 12 employees had low attitude with job security and they represented 24% of the total sample.

#### EMPLOYEE ATTITUDES TOWARD THE PROMOTION

TABLE 10: PROMOTION DATA GRID

Level	No of Employees	%
High	30	60%
Moderate	6	12%
Low	14	28%
Total	50	100%

According to collected data, 30 employees had high attitudes towards promotions and they represented 60% of the total sample. There are 6 moderate employee attitudes about promotion and where they represent 12% of the sample. 14 employees had low attitudes about promotions and representing 28% of the total sample.

#### PART-C

#### PHYSICAL FACTORS

#### EMPLOYEE ATTITUDES TOWARDS THE PAYMENTS

TABLE 11: PAYMENTS DATA GRID

Level	No of Employees	%
High	35	70%
Moderate	4	8%
Low	11	22%
Total	50	100%

This component indicates employee attitude towards the payments scheme. According to collected data, 35 employees had high attitudes and they represent 70% of the total sample. Out of the sample, 4 employees were moderate and representing 8% of the sample. 11 employees had low attitudes and they represent 22% of the total sample.

#### EMPLOYEE ATTITUDES TOWARD THE CO-WORKERS

TABLE 12: CO-WORKERS DATA GRID

Level	No of Employees	%
High	47	94%
Moderate	01	2%
Low	02	4%
Total	50	100%

According to collected data, 47 employees had high attitudes towards their co-workers and they represented 94% of the total sample. There is one moderate employee and who represents 2% of the total sample. In the third category, two employees had low attitudes where they represent 4% of the total sample.

#### EMPLOYEE ATTITUDES TOWARDS THE WELFARE SERVICE

TABLE 13: WELFARE SERVICES DATA GRID

Level	No of Employees	%
High	36	72%
Moderate	06	12%
Low	08	16%
Total	50	100%

This component indicates that employee attitudes towards the welfare service provided by the company. According to the collected data 3 employees were high attitudes and they represent 72% of the total sample. Out of the sample 6 employees were moderate attitudes and they represent 12% of the sample. 8 employees were low attitudes and they represent 16% of the total sample.

#### EMPLOYEE ATTITUDES TOWARDS USING EMPLOYEE SKILLS AND ABILITIES

TABLE 14: USING EMPLOYEE SKILLS & ABILITIES DATA GRID

Level	No of Employees	%
High	33	66%
Moderate	06	12%
Low	11	22%
Total	50	100%

According to collected data, 33 employees had high attitudes towards using employee skills and abilities where they represent 66% of the total sample. 6 employees were moderate and represent 12% of the total sample. Out of the sample, 11 employees had low attitudes and they represent 22% of the total sample.

#### CONCLUSION

Above is a research done based upon analyzing the impact of physical, psychological and environmental factors on job satisfactions of non-managerial employees of EXCEL TECHNOLOGIES. A sample of 50 employees was randomly selected from five strata's which were selected through stratified sampling technique. Questionnaires were distributed among these employees in gathering data with based on physical, psychological and environmental factors affecting their job satisfaction. Questionnaire consisted of two sections where section A consisted of gathering data on demographic factors and section B involved gathering data on three independent factors.

- Almost all the employees are satisfied with the wages paid to them.
- 70% of the employees feel that there should be an incentive wages scheme for efficient work in the organization.
- Employees are satisfied with the present working conditions and feel secure about their job.
- 70% of the employees feel that the management is sympathetic to some extent in their problems faced at workstation,
- Management shares a very good relation with the workers.
- Employees are satisfied with the facilities provided to them and are free to express their views freely to the management.
- Supervisors are ready to clear the doubts and help in improving their performance.
- 70% of the employees feel that the company policies really protect their interests.
- 50% of the employees are satisfied with the present management setup.
- 60% of the employees feel that the company policies should be changed.
- Employees are satisfied with the training provided to them in improving their performance.
- Medical, educational and housing loans are the financial benefits provided to the employees by the organization.

- Expenses for the injured workers are borne by the organization.
- Medical compensation is also provided to the injured workers.

Overall the employees of **EXCEL TECHNOLOGIES** are having a very high job satisfaction and hence they are working with great enthusiasm and zeal to achieve their organizations goal.

### SUGGESTIONS

1. 50% of the employees feel that the present management should be changed.
2. 40% of the employees feel that the company policies should be changed.
3. 30% of the employees feel that the company policies are not able to protect their interests and hence they should be changed.
4. Majority of the employees feel that there should be an incentive wage scheme for efficient work in the organization.
5. The management should be more helpful and sympathetic towards the problems faced by the workers at the workstation.

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