# "A Comparative Study of Job Satisfaction on Employee"

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## ABSTRACT

**Job satisfaction represents the constellation of person's attitude towards or about the job. In general, job satisfaction is the attitude towards the job as a whole. Job satisfaction is a function of satisfaction with different aspects of job, i.e. supervision, pay, works itself, co-workers, promotion, etc. and of the particular weighting or importance one attaches to these respective components. Employee job Satisfaction was a much popularized subject during the 1980's and 1990's where much of the literature (Stoner & Wankel, 1986; Brewster, Dowling, Grobler, Holland &Warnich, 2000), focused on the link between Employee Satisfaction and Employee Performance. Subsequent research has, however, proven that this link is not particularly string. (Kreitner& Kinicki, 2005; Ivancevich & Matteson 2002). What recent research has confirmed is that there is a clear reciprocal relationship between Employee Satisfaction and Customer Satisfaction (Kraut, 1996). For example, one of the most detailed studies undertaken was that carried out by Heskett, Sasser and Schlesinger (1995). The authors point out that, "when companies put employees and customers first, their employees are satisfied, their customers are loyal, their profits increase, and their continued success is sustained" (as cited in Bailey & Dandrade, 1997). The concept of employee satisfaction can be traced back to Edward Thorndike, who in the early 1900's published an article in the Journal of Applied Psychology where he explored the relationship between work and satisfaction. The concept of Employee Satisfaction has certainly been researched very thoroughly over the years and has been linked to many other issues like employee loyalty, employee commitment, employee engagement and job satisfaction.**

## INTRODUCTION

"Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job. While researchers and practitioners, there is also interest in measuring different "facets" or dimensions" of satisfaction. Examination of these facet conditions is often useful for a more careful examination of employee satisfaction with critical job factors. Traditional job satisfaction facets include: co-workers, pay, job conditions, supervision, nature of the work and benefits."

Job Satisfaction, a worker's sense of achievement and success, is generally perceived to be directly linked to productivity as well as to personal wellbeing. Job satisfaction implies doing a job one enjoys, doing it well, and being suitably rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. The Harvard Professional Group (1998) sees job satisfaction as the keying radiant that leads to recognition, income, promotion, and the achievement of other goals that lead to a general feeling of fulfilment.

### Importance to Worker and Organization

Frequently, work underlies self-esteem and identify while unemployment lowers self-worth and produces anxiety. At the same time, monotonous jobs can erode a worker's initiative and enthusiasm and can lead to absenteeism and unnecessary, self-respect, self-esteem, and self-development. To the worker, job satisfaction brings a pleasurable emotional state that often leads to a positive work attitude. A satisfied worker is more likely to be creative, flexible, innovative, and loyal.

For the organization, job satisfaction of its workers means a work that is motivated and committed to high quality performance. Increased productivity "the quantity and quality of output per hour worked seems to be a by product of improved quality of working life. It is important to note that the literature on the relationship between job satisfaction and productivity is neither conclusive nor consistent. However, studies dating back to Herzberg's (1957) have shown at least low correlation between high morale and high productivity, and it does seem logical that more satisfied workers will tend to add more value to an organization. Unhappy employees, who are motivated by fear of job loss, will not give 100 percent of their effort for very long. Though fear is a

powerful motivator, it is also a temporary one, and as soon as the threat is lifted performance will decline. Tangible ways in which job satisfaction benefits the organization include reduction in complaints and grievances, absenteeism, turnover, and worker morale. Job satisfaction is also linked to a more healthy work force and has been found to be a good indicator of longevity. And although only little correlation has been found between job satisfaction and productivity, Brown (1996) notes that some employers have found that satisfying or delighting customers, thus protecting the "bottom line." No wonder Andrew Carnegie is quoted as saying: "take away my people, but leave my factories, and soon grass will grow on the factories, but leave my people, and soon we will have a new and better factory"
.

## LITERATURE SURVEY

Review of literature is the most important aspect in any research work. It is a measure, starting the recent output on a particular area of research and organised in a helpful sequence to strengthen the present research techniques. The main objective of the review of literature is to understand the research activities that have taken place in a particular discipline in general and the area of research in particular. All the relevant literature available was reviewed and presented. The contribution of academicians, information scientists, research scholars and library professionals on this topic in various dimensions has yielded invaluable set of research output.

**Roman (1970)** studied the relative importance of eighteen job characteristic in relation to job satisfaction and found that job security is not important to salaried workers but is important to both managerial and hourly workers.

**Cranny, Smith, Stone (1992)** stated Employee satisfaction is defined as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she actually receives.

**Thomas & Sasikumar (2002)** to determine factors which are important in deciding job satisfaction of managers in co-operative sector, the following were found to be important- job security, opportunity to use knowledge and skill, opportunity to participate in decision making connected with job, variety in job and challenge in job.

**Yadav (2004)** states that nature of work or the job content also influence the level of job satisfaction of employees in the organization.

**Kelley (2005)** stated that, to investigate what the employees are satisfied by and measuring the employee satisfaction in the work place is critical to the success and increases the profitability of the organization for having competitive advantage.

**Moyes, Shao, & Newsome, (2008)** stated the employee satisfaction may be described as how pleased an employee is with his or her position of employment.

**Chopra and Khan (2010)** states that job satisfaction is a complex and multifaceted concept, which can mean different things to different people. The link between job satisfaction and performance may prove to be a spurious relationship; instead, both satisfaction and performance are the result of personality. Hence the behavioural aspect of HRM has to be kept in mind by the organization decision makers.

**Rown Frode, (2006)** In their study "changes in HRM and job satisfaction", 1998-2004 evidence from the work place employment relations survey examined that their significant increases in satisfaction with the sense of achievement from work between 1998 and 2004; a number of other measures of job quality are found to have increased over this period as will. It also finds a decline in the incidence of many formal human resource management practices the paper reports a week association between formal HRM practices and satisfaction with sense of achievement improvement in perception of job security, the climate of employment relation and managerial responsiveness are the most important factors in explaining the rise in satisfaction with sense of achievement between 1998-2004.

**Harter & Frank L, (2002)** form their study they analysis to examine the relationship at the business at the business-unit level between employee satisfaction-engagement and the business-unit outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents. Generalizable relationships large enough to have substantial practical value were found between unit-level employee satisfaction-engagement and these business-unit outcomes. One implication is that changes in management practices that increase employee satisfaction may increase business-unit outcomes, including profit.

**Hoppock (1935)** in his study defined job satisfaction as any combination of emotional, physical and ecological conditions that help a person to agree that he is satisfied with his job. According to Hoppock method although job satisfaction is influenced by many factors, it remains a bit internal that depends on the way how employee feels.

**Vroom (1964)** definition focused on the part of the employee in the workplace. He defined job satisfaction as tender guidelines on the part of individuals toward work roles which they presently inhabit.

## METHODOLOGY

In the broadest sense of the word the definition of the research includes any gathering of data, information and facts for advancement of knowledge. Research is a careful investigation of especially through search for new fact in any branch of knowledge. Methodology is a systematically to solve the research problem. It may be understand as a science of studying how research is done logically. The various steps that are generally adopted by a research in studying researcher problem in studying researcher problem are the main function of research methodology.

**RESEARCH DESIGN**
A research design is the arrangement of condition of collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

**In this I have used Descriptive Research Design**
**A)   DESCRIPTIVE RESEARCH DESIGN:**
Descriptive Research studies are those which are concerned with describing the characteristics of a particular individual, or for a group. The studies conversion whether with the specific prediction with narration of facts and characteristics concerning individuals, group or situation are all example of Descriptive Research Studies.

**B)  EXPLORATORY RESEARCH DESIGN:**
Exploratory Research Studies are also termed as formulate research studies. The main purpose of such studies that of formulating a problem for more precise investigation or of developing the working hypotheses from an operational point of view.

**The major emphasis in such studies is on the discovery of ideas and insights.**
Generally, the following three methods in the research design for such studies are talked about:
- ✓   The survey of concerning literature
- ✓   The experience survey and
- ✓   The analysis of insight- stimulating examples.

**2. NON PROBABILITY SAMPLING:**
In it, sample deliberately by researcher, by using his own judgment. In this, every item of universe does not have equal chance of inclusion in the sample

**It can be following types**:-
- **Convenience Sampling**
- **Judgment Sampling**
- **Quota Sampling**

In this report we are using non-probability sampling.

**Research Design used for the present study is summarized**

| RESEARCH DESIGN | Descriptive Research |
|---|---|
| SAMPLE SIZE | 100 Respondents (Employees & Managers) |
| SAMPLE UNIT | Individual |
| SAMPLE TECHNIQUE | Non probability sampling |
| DATA COLLECTION | Primary data is collected from questionnaire |
| QUESTIONNAIRE TYPE | Structured |
| DATA ANALYSIS | Quantitative Analysis through Pie charts and qualitative analysis |

## DATA ANALYSIS & INTERPRETATION

**Have you been trained well in your training program in the organization?**

| Workers opinion | No. Of Respondents | Scale | Aggregate values |
|---|---|---|---|
| Strongly Agree | 14 | 2 | 28 |
| Agree | 62 | 1 | 62 |

| | | | |
|---|---|---|---|
| Undecided | 11 | 0 | 0 |
| Disagree | 5 | -1 | -5 |
| Strongly Disagree | 8 | -2 | -16 |
| Total | 100 | | 69 |
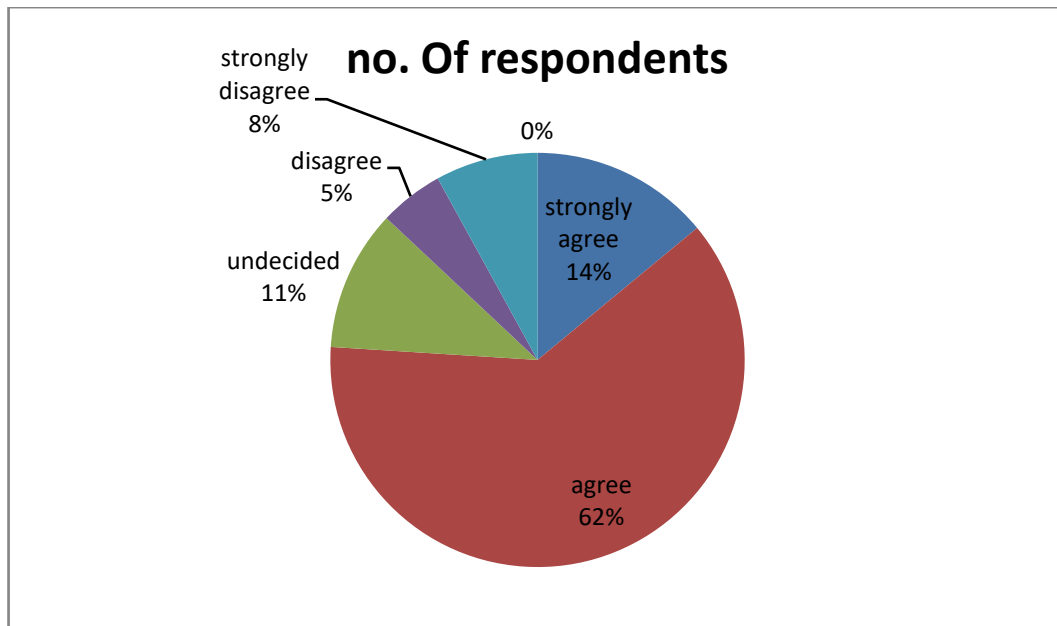


**Interpretation:**
➢ Most of the employees agreed that they have been trained well in training program.

**Are there any opportunities (like job rotation, employees' development) your organization?**

| Workers opinion | No. Of respondents | Scale | Aggregate values |
|---|---|---|---|
| **Strongly Agree** | **4** | **2** | **8** |
| **Agree** | **54** | **1** | **54** |
| **Undecided** | **16** | **0** | **0** |
| **Disagree** | **11** | **-1** | **-11** |
| **Strongly Disagree** | **15** | **-2** | **-30** |
| **Total** | **100** | | **21** |
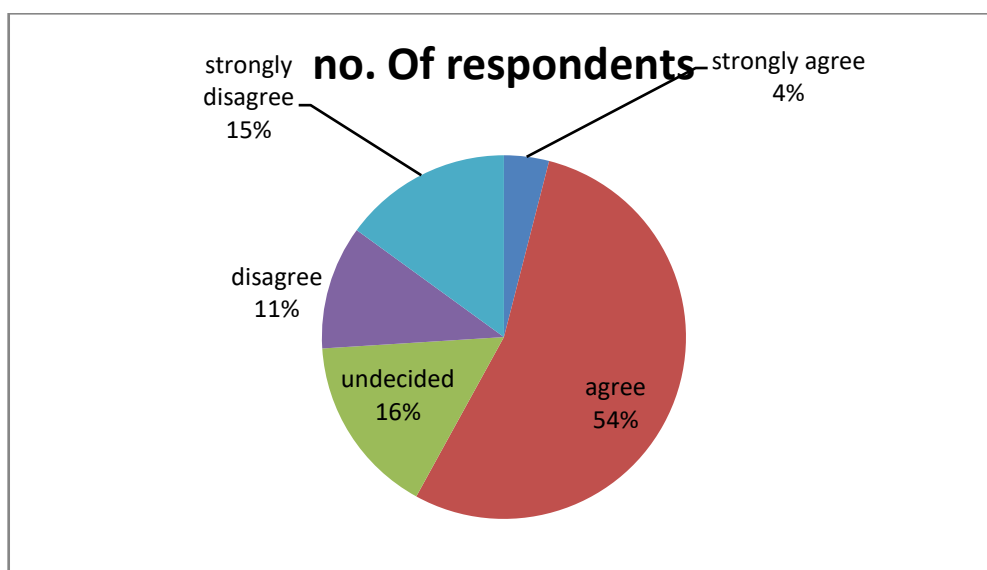


**Interpretation:**
➢ Majority of people are neutral towards their opportunities (like job rotation, employee development) in the organization.

**Will you get appraisals for your good performance in your organization?**

| S.No. | Responses | Respondents |
|-------|-----------|-------------|
| 1 | Yes | 71% |
| 2 | No | 29% |



## respondents
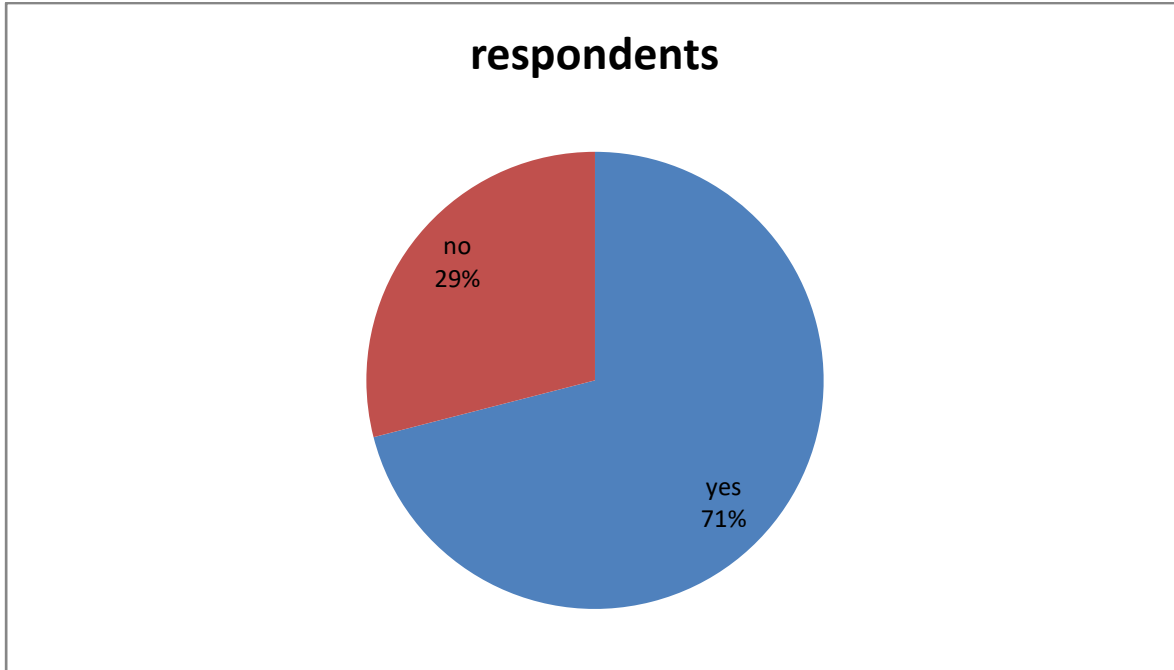
**Interpretation:**

➤ 71% of the employees agree that they are getting appraisals for their performance the organization.

### CONCLUSION

Probably the  most important point to bear in mind when considering job satisfaction is that there are many factors that affect job satisfaction and that what makes workers happy with their jobs varies from one workers to another and from day to day. Apart from the factors mentioned above, job satisfaction is also influenced by the employee's personal characteristics, the manager's personal characteristics and management style, and the nature of the work itself. Managers who want to maintain a high level of job satisfaction is the work force must try to understand the needs of each member of the work force. For example, when creating work team, managers can enhance worker satisfaction by placing people with similar backgrounds, experiences, or needs in the same workgroup. Also managers can enhance job satisfaction by carefully matching workers with the type of work. For example, a person who does not pay attention to detail would hardly make a good inspector, and shy worker is unlikely to be good salesperson. As much as possible, managers should match job tasks to employee's personalities.

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