

## THE COMPREHENSIVE STUDY OF JOB SATISFACTION OF EMPLOYEES

Ms. Deepti Iype\* Research Scholar, Periyar Management and Computer College, New Delhi  
Prof. Hariom Gurjar\*\* Assistant Professor, Periyar Management and Computer College, New Delhi

### *Abstract*

*Job satisfaction is very important because most of the people spend a major portion of their life at their working place. Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organization. The main or broad objective that was conducted is to find the satisfaction level of employees were (a) To find out the satisfaction level of employee. (b) To identify important factors of the employee satisfaction and organizational commitment of the employee. A random sampling method was used to collect the data and the results of the study conducted also analyze the opinion of employees towards the working life in the company.*

**Keywords:** Employee satisfaction, job satisfaction, internal survey, employee behaviour, employee engagement.

### INTRODUCTION

**Job satisfaction:** Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual.

**Importance of Job Satisfaction:** A satisfied employee is always important for an organization as he/she aims to deliver the best of their capability. Every employee wants a strong career growth and work life balance at workplace. If an employee feels happy with their company &

work, they look to give back to the company with all their efforts. Importance of job satisfaction can be seen from two perspectives i.e. from employee and employer perspective:

**For Employees:** Job satisfaction from an employee perspective is to earn a good gross salary, have job stability, have a steady career growth, get rewards & recognition and constantly have new opportunities.

**For Employers:** For an employer, job satisfaction for an employee is an important aspect to get the best out of them. A satisfied employee always contributes more to the company, helps control attrition & helps the company grow. Employers need to ensure a good job description to attract employees and constantly give opportunities to individuals to learn and grow.

The positive effects of job satisfaction include:

1. More efficiency of employees of workplace if they are satisfied with their job.
2. Higher employee loyalty leading to more commitment.
3. Job satisfaction of employees eventually results in higher profits for companies.
4. High employee retention is possible if employees are happy.

**Job Satisfaction Factors:** Job satisfaction is related to the psychology of an employee. A happy & content employee at a job is always motivated to contribute more. On the other hand, a dissatisfied employee is lethargic, makes mistakes & becomes a burden to the company. The elements & factors which contribute to job satisfaction are:

- 1) Compensation & Working conditions
- 2) Work life balance
- 3) Respect & Recognition
- 4) Job security
- 5) Challenges
- 6) Career Growth

## **HOW TO INCREASE JOB SATISFACTION –THE PRIDE SYSTEM**

The leaders of the organization have the responsibility for creating a high level of job satisfaction. Dr. Edwards Deming said, “The aim of leadership should be to improve the performance of man and machine, to improve quality, to increase output, and simultaneously to bring pride of workmanship to people.” A motivating environment is one that gives workers a sense of pride in what they do. To show supervisors and managers how to build a more productive work environment, I’ve created a five-step process called the PRIDE system. Leaders can improve motivation within their organizations by following this process:

- 1) Provide a positive working environment
- 2) Reward and recognition
- 3) Involve and increase employee engagement
- 4) Develop the skills and potential of your workforce
- 5) Evaluate and measure job satisfaction

## **OBJECTIVES OF THE STUDY**

The main or broad objective that was conducted is to find the satisfaction level of employees in that scenario of their working environment.

- To find out the satisfaction level of employee.
- To identify important factors of the employee satisfaction and organizational commitment of the employee.

## **REVIEW OF LITERATURE**

**Bakotic & Babic (2013)** found that for the workers who work under difficult working conditions, working condition is an important factor for job satisfaction, so workers under difficult working conditions are dissatisfied through this factor. To improve satisfaction of employees working under difficult working conditions, it is necessary for the management to improve the working conditions. This will make them equally satisfied with those who work under normal working condition and in return overall performance will increase.

**Edgar & Geare (2013)** “use job satisfaction and affective commitment to measure employee satisfaction. They look at job satisfaction as the attitude of workers towards the organization, their job, fellow workers and other psychological objects of the work environment”

**Baah and Amoako (2011)** described that the motivational factors (the nature of work, the sense of achievement from their work, the recognition, the responsibility that is granted to them, and opportunities for personal growth and advancement) helps employees to find their worth with respect to value given to them by organization. Further, this can increase motivational level of employees which will ultimately raise internal happiness of employees and that the internal happiness will cause satisfaction. **Singh (2009)** revealed a significant difference between high and low work culture groups which is related to their satisfaction with management. The possible reason for it being the obligation towards others produced a sense of responsibility within individuals which made them more satisfied in comparison to low scorers on this dimension.

## RESEARCH METHODOLOGY

Analysis and interpretation has been done by using the statistical tools and data presented through charts.

**Research design:** The study was based on random sampling method. The aim of the study is to find satisfaction level of employees.

**Sample Size:** Out of Sample 30 respondents were interviewed.

**Source of Data:** In this Study both Primary and secondary data were used.

- 1) **Primary Data** - Employees were interviewed with help of questionnaires.
- 2) **Secondary Data** - Various information's collected from researched reports and informal talks with employees.

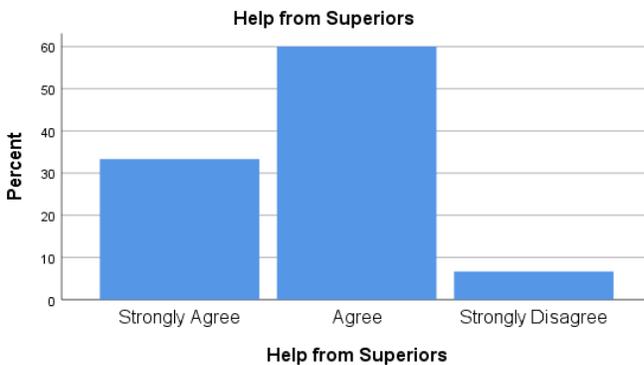
## DATA ANALYSIS AND INTERPRETATION

The valuable opinion of employees is displayed below through various statistical tables and graphs that show their responses on the topic about importance of work environment for employee job satisfaction.

Q.1) Do you get help from your superiors?

### Help from Superiors

		Frequency	Percent
Valid	Strongly Agree	10	33.3
	Agree	18	60.0
	Strongly Disagree	2	6.7
	Total	30	100.0



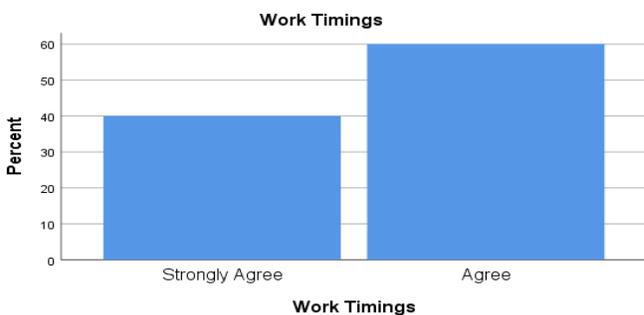
According to the interpretation almost 60% of the employees agree with the fact that they get help from there superiors' and proper guidance are provided by them. And 33% of the employees are getting great support from their higher authorities for there work in the organization

environment.

Q.2) Are you satisfied with your work timings?

### Work Timings

		Frequency	Percent
Valid	Strongly Agree	12	40.0
	Agree	18	60.0
	Total	30	100.0

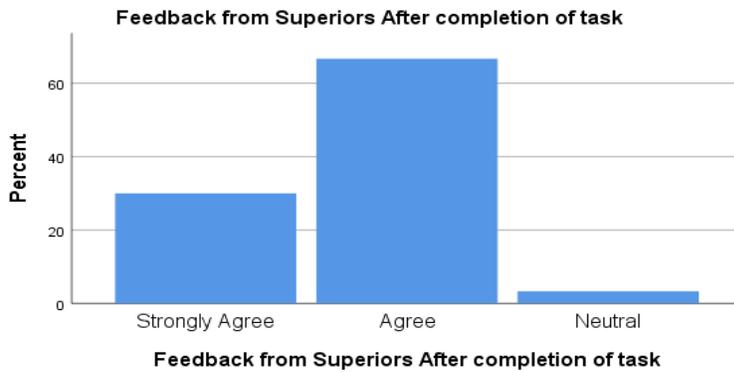


According to the interpretation most of the employees are satisfied by the work timings for which they are deployed for and that is basically 8 hours of work.

Q.3) Is there any feedback given to you by the superiors after completion of a particular task or work?

**Feedback from Superiors After completion of task**

		Frequency	Percent
Valid	Strongly Agree	9	30.0
	Agree	20	66.7
	Neutral	1	3.3
	Total	30	100.0



According to the interpretation 60% of the employees get feedback about the work/ task they perform from there superiors where 30% get proper feedback so that they could improve there quality of work and rest are neutral to the question.

Q.4) Have you been trained well by your organization?

**Training giving by organization**

		Frequency	Percent
Valid	Strongly Agree	5	16.7
	Agree	19	63.3
	Neutral	6	20.0
	Total	30	100.0

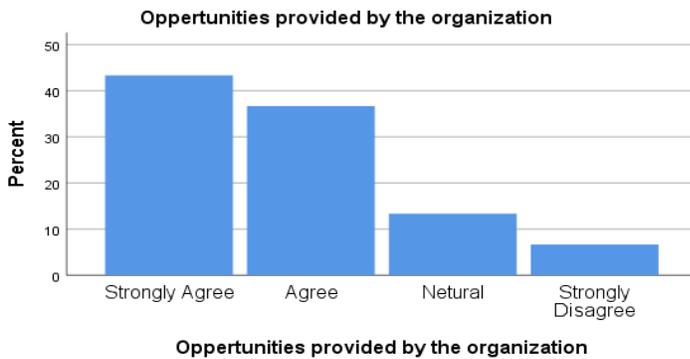


According to the interpretation trainings are provided to the employees when and where needed. As 60% response are agreeing this states that proper guidance and training programs are conducted as per the requirement of the work.

Q.5) Are there any opportunities provided by the organization?

**Opportunities provided by the organization**

		Frequency	Percent
Valid	Strongly Agree	13	43.3
	Agree	11	36.7
	Neutral	4	13.3
	Strongly Disagree	2	6.7
	Total	30	100.0



According to the statistics 43% Strongly agreed to the opportunities provided by the organization for the betterment of the employee performance and organization as a whole. These opportunities will help them to get career as well as overall development of an employee.

good performance in your organization?

Q.6) Do you get appraisals for your

**Appraisal for your good performance by organization**

		Frequency	Percent
Valid	Strongly Agree	5	16.7
	Agree	20	66.7
	Neutral	5	16.7
	Total	30	100.0

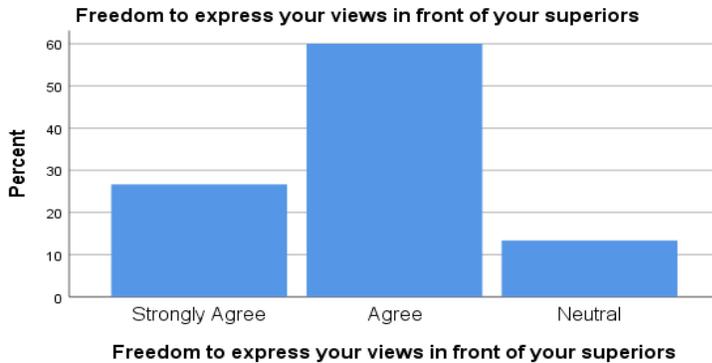


According to the statistics 66% of the employee agree to the fact that they are appreciated as well as appraisal and recognitions are provided by the organization for their good performance. This will keep the employees motivated to strive for better growth and development.

Q.7) Do you get freedom to express your views in front of your superiors in the Organization?

**Freedom to express your views in front of your superiors**

		Frequency	Percent
Valid	Strongly Agree	8	26.7
	Agree	18	60.0
	Neutral	4	13.3
	Total	30	100.0



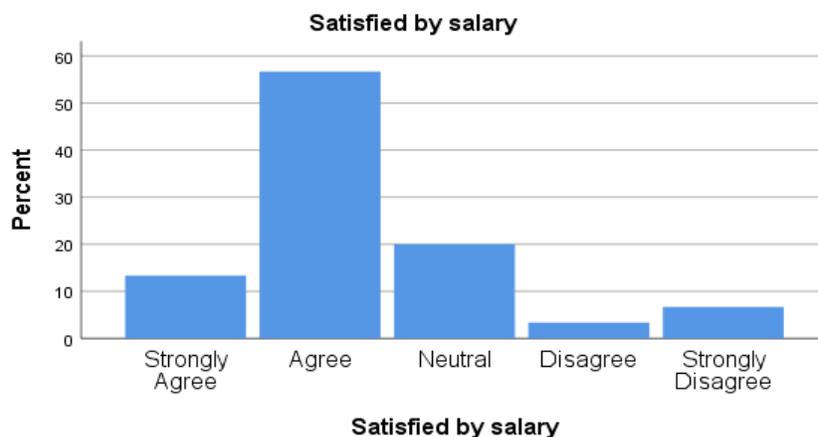
According to the statistics Freedom to express your viewpoints in front of your superior is an important part of the employees as they could also provide you with new ideas, creativity etc. which would help the organization in its now project as

well here 60% of the employees agreed that the organization provide them this opportunity that shows a positive impact for organization growth and plus employee freedom to express as well.

Q.8) Are you satisfied with your salary?

**Satisfied by salary**

		Frequency	Percent
Valid	Strongly Agree	4	13.3
	Agree	17	56.7
	Neutral	6	20.0
	Disagree	1	3.3
	Strongly Disagree	2	6.7
	Total	30	100.0



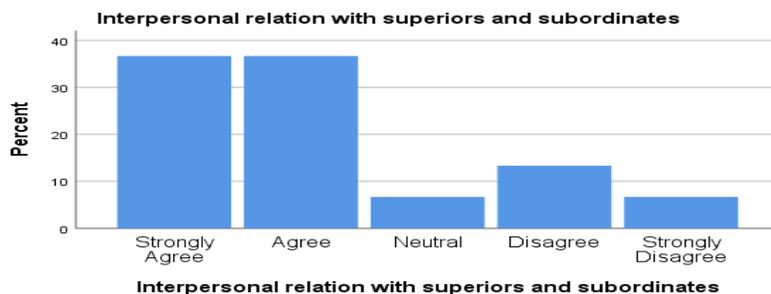
According to the statistics 56% of the employees are satisfied with the salary they are paid by the organization

as monetary reward based on the their position, post or performance. Salary should be properly given to the employees on time and this organization does the same as proper date is fixed with salaries to be provided to its employees through NEFT transfers.

Q.9) Do you have inter personal relations with your superiors and subordinates?

**Interpersonal relation with superiors and subordinates**

		Frequency	Percent
Valid	Strongly Agree	11	36.7
	Agree	11	36.7
	Neutral	2	6.7
	Disagree	4	13.3
	Strongly Disagree	2	6.7
	Total	30	100.0



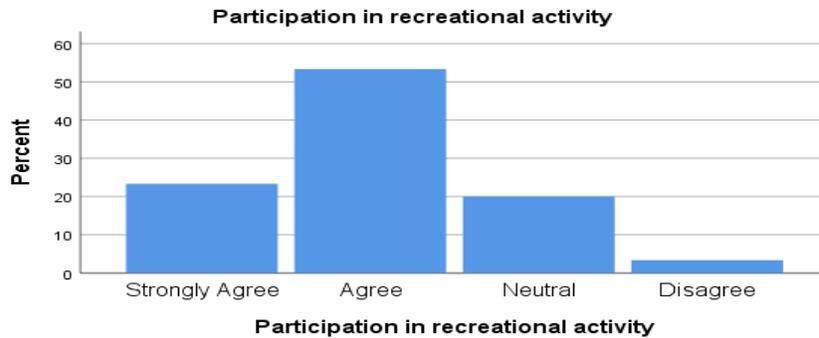
The statistics shows that when it comes to interpersonal relation with superior and subordinates the % lacks in no. As the employer and employees dose

not show a good relation in the organization maybe because everybody is in competitor to get recognition and want to win this race. But in an organization good interpersonal relation should be their to avoid conflicts an chaos when unity is required within department or as an individual.

Q.10) Apart from the work you do, are you participating in the recreational activities?

**Participation in recreational activity**

		Frequency	Percent
Valid	Strongly Agree	7	23.3
	Agree	16	53.3
	Neutral	6	20.0
	Disagree	1	3.3
	Total	30	100.0



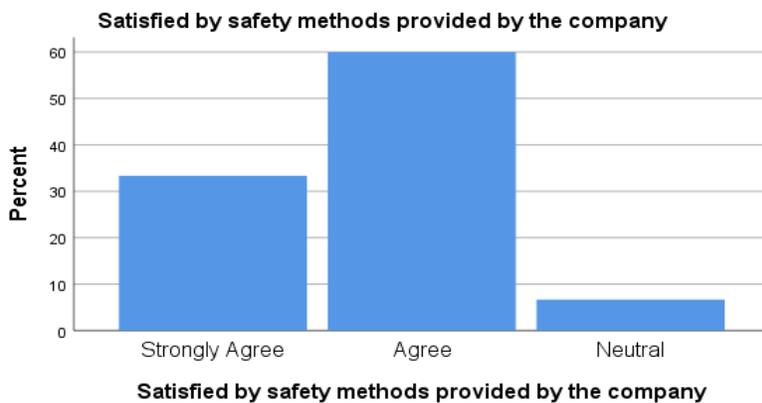
According to the Statistics the employees of the organization gives a good participation when it comes to recreational activities. This would help the employees from mental

stress of work and will reduce strain for a few time keep in them mentally fit to start fresh.

Q.11) Are you satisfied with safety methods that are provided by the company?

**Satisfied by safety methods provided by the company**

		Frequency	Percent
Valid	Strongly Agree	10	33.3
	Agree	18	60.0
	Neutral	2	6.7
	Total	30	100.0



According to the statistics 60% of the employees are satisfied with the safety measure given by the organization like one of the measure can be insurance given to the employees the medical facilities provided etc. In this way the organization is providing

a sense of safety to its employees that eventually builds trust of the employee towards organization.

Q.12) Are you satisfied with the organization as a place of work?

**Satisfied with the organization**

		Frequency	Percent
Valid	Strongly Agree	14	46.7
	Agree	16	53.3
	Total	30	100.0



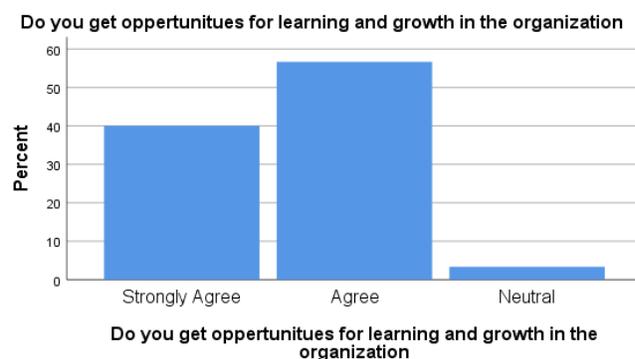
According to the statistics employees of blue star ltd. are very much satisfied with the work place. If the working environment

of the employees are well pleasing to them they will feel connected that would also create good environmental climate within the organization.

Q.13) Do you get opportunities for learning and growth in the organization?

**Opportunities for learning and growth in the organization**

		Frequency	Percent
Valid	Strongly Agree	12	40.0
	Agree	17	56.7
	Neutral	1	3.3
	Total	30	100.0



According to the statistics this organization provides its employees a good opportunity platform to grow in their career and personality as a whole. More than 50% of the employees are satisfied with the growth opportunities that they get from the organization that gives them experience to

learn, grow and even reach higher positions on the organization.

## RESULTS

- Most of the employees are satisfied with the motivational programs provided by the company.
- Higher percentage of employees are satisfied with the growth opportunities provided by the company.
- Most of the employees get a chance in decision making.
- Employees are provided training by the organization.
- Majority of the employees are satisfied with interpersonal relation with super of management while other are neutral.
- Majority of employees are satisfied with their job.
- Few of the employees are satisfied with recreational activities while others are neutral.

## REFERENCES

1. Zhang, S. (2020). Workplace spirituality and unethical pro-organizational behavior: the mediating effect of job satisfaction. *Journal of Business Ethics*, 161(3), 687-705.
2. Kollmann, T., Stöckmann, C., Kensbock, J. M., & Peschl, A. (2020). What satisfies younger versus older employees, and why? An aging perspective on equity theory to explain interactive effects of employee age, monetary rewards, and task contributions on job satisfaction. *Human Resource Management*, 59(1), 101-115.
3. Jiang, Z., Di Milia, L., Jiang, Y., & Jiang, X. (2020). Thriving at work: A mentoring-moderated process linking task identity and autonomy to job satisfaction. *Journal of Vocational Behavior*, 103373.
4. Parvin, M. M., & Kabir, M. N. (2011). Factors affecting employee job satisfaction of pharmaceutical sector. *Australian journal of business and management research*, 1(9), 113.
5. Saeed, R., Lodhi, R. N., Iqbal, A., Nayyab, H. H., Mussawar, S., & Yaseen, S. (2013). Factors influencing job satisfaction of employees in telecom sector of Pakistan. *Middle-East Journal of Scientific Research*, 16(11), 1476-1482.

6. Rahman, M. M., & Iqbal, F. (2013). A comprehensive relationship between job satisfaction and turnover intention of private commercial bank employees' in Bangladesh. *International Journal of Science and Research*, 2(6), 17-23.
7. Hunjra, A. I., Chani, D., Irfan, M., Aslam, S., Azam, M., & Rehman, K. U. (2010). Factors effecting job satisfaction of employees in Pakistani banking sector. *African Journal of Business Management*, 4(10), 2157-2163.
8. Roberts, J. A., & David, M. E. (2020). Boss phubbing, trust, job satisfaction and employee performance. *Personality and Individual Differences*, 155, 109702.
9. Thakur, M. B., Lakhani, M., & Maniar, R. (2020). Relationship between Emotional Intelligence and Job Satisfaction. *Our Heritage*, 68(1), 1082-1093.