



## A STUDY ON LEVELS OF EMPLOYEES JOB SATISFACTION OF AN ORGANIZATION

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### ABSTRACT:

*Employee satisfaction is supremely important in an organization because it is what productivity depends on. Satisfied employees are more likely to be creative and innovative and come up with breakthroughs that allow a company to grow and change positively with time and changing market conditions. The objective of the paper is to measure the level of employee satisfaction of an organization. This research paper highlights some of these problems and presents a picture of level of job satisfaction among employees of organization. In order to gain competitive advantage and adapt to the dramatic changing environment, it is important for them to achieve management efficiency by increasing employee satisfaction in the organization. Hence this research was mainly undertaken to investigate on the significance of factors such as working conditions, pay and promotion, job security, fairness, relationship with co-workers and supervisors in affecting the job satisfaction.*

**Keywords:** Job Satisfaction, organization, employee growth, training, motivation, career, innovation.

### INTRODUCTION:

Job satisfaction or employee satisfaction is a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Job satisfaction can be measured in cognitive (evaluative), affective (or emotional), and behavioral components. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction) or cognitions about the job (cognitive job satisfaction). Employee satisfaction can be characterized by job involvement and organizational commitment. Job involvement measures the degree to which a person identifies psychologically with his or her job and considers his or her perceived performance level important to self-worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do. High levels of job involvement are related to fewer absences and lower resignation rates. Organizational commitment is a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization. So high job involvement means identifying with one's specific job, while high organizational commitment means identifying with one's employing organization.

### LITERATURE REVIEW:

**Kurt Matzler et al (2017)** states that employee satisfaction is considered as one of the most important drivers of quality, customer satisfaction and productivity. In this study we investigate an important driver of employee satisfaction. We argue that interpersonal trust (trust in management and trust in peers) strongly influences employee satisfaction and, as a consequence, employee loyalty. To test the relationships between these constructs we measured trust in

management and trust in peers, satisfaction and loyalty of employees of an Austrian company in the energy sector.

**Subhasish Chatterjee et al (2016)** Employee satisfaction is one of the critical criteria to improve the efficiency of any organizations. Here the researchers have picked the multispecialty hospital as a center to conduct the research. Researchers have taken an attempt to understand the level of satisfaction of the employee of selected multispecialty hospital. The entire shape has been given in this research article with the assistance of primary source followed by required analysis.

**Umar Fawad Sharif et al (2015)** The study aimed to examine the role of working environment, pay and promotion, job security, level of fairness, relationship with coworkers and relationship with supervisor on the job satisfaction of the employees. Survey based data was collected from 183 respondents working in the software sector. Regression analysis was used to test the impact of the independent variables of the study on the job satisfaction.

**Donald P. Schwab et al (1974)** examined many aspects of job satisfaction investigated in recent years; satisfaction with pay appears to be most deserving of additional study. Employee satisfaction with pay should be of particular importance to organizations if for no other reason than that pay constitutes a substantial --often the major--cost of doing business. Despite its importance, however, considerable controversy has surrounded discussions of satisfaction with pay, and only recently have we begun to learn something about the personal and organizational factors associated with pay satisfaction. This study examines six personal and organizational correlates of pay satisfaction of both male and female nonexempt employees in a large firm manufacturing durable consumer goods. In general, the results indicate that although satisfaction with pay is related to several of the observed variables, the vast majority of the variance in pay satisfaction is not explained with the variables used in this study.

**Paul E. Madlock (2008)** examined the influence of supervisor communicator competence and leadership style on employee job and communication satisfaction. Participants were 220 individuals (116 men and 104 women) working full-time for a variety of companies in the Midwest. The findings indicated a strong relationship between supervisors' communicator competence and their task and relational leadership styles, with supervisor communicator competence being a stronger predictor of employee job and communication satisfaction. More specifically, the findings indicated that supervisor communicator competence accounted for 68% of the variance in subordinate communication satisfaction and nearly 18% of the variance in subordinate job satisfaction. More important, these findings provide an association between communication, leadership, and employee job and communication satisfaction.

#### **OBJECTIVES:**

1. To assess the satisfaction level of employees in an Organization
2. To identify the factors which influence the job satisfaction of employees
3. To identify the factor which improves the satisfaction level of employees

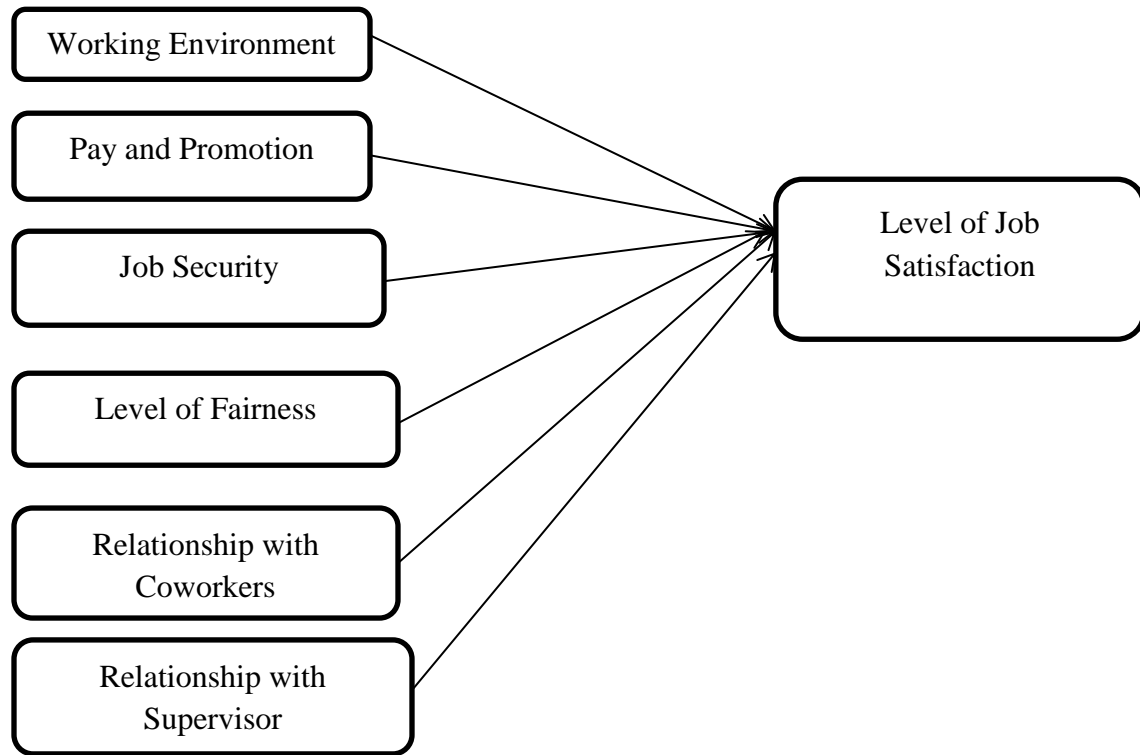
**EMPLOYEE SATISFACTION:**

Employee satisfaction and retention have always been important issues for organizations. High levels of absenteeism and staff turnover can affect the bottom line of the organization, as temps, recruitment and retraining take their toll. The term Employee Satisfaction refers to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job tend to be more productive, creative and committed to their employers while a person who is dissatisfied with his or her job holds negative attitudes about the job. Organizations that can create work environments that attract, motivate and retain hard-working individuals will be better positioned to succeed in a competitive environment that demands quality and cost-efficiency. By creating a positive workplace for their employees, they can increase their employees' job satisfaction. Employee contributes willingly to the profits of the company. He feels responsible towards the return to the company. He delivers his best and his performance level rises. He shows commitment towards work. He works with full honesty and loyalty. He reduces absenteeism to the minimum as the work he does is of his interest and he willingly does it. So there is no attendance problem.

**The importance of job satisfaction:** Job satisfaction is so important to organizations because it reduces employee turnover, laziness, absenteeism, tardiness, and health setbacks due to stress and increases organizational commitment. Workers who are satisfied at their workplaces show positive attitudes in their homes and make a psychologically healthy society. On the other hand, dissatisfied employees are more likely to quit their jobs or be absent than satisfied employees. There is a positive relationship between labour turnover and job dissatisfaction in existing literature. Lack of job satisfaction is an indicator of quitting a job. Sometimes workers may quit from public to the private sector and vice versa. At the other times the movement is from one profession to another one and people tend to migrate to better jobs. Job satisfaction is critical to retaining and attracting well-qualified workers, and more satisfied employees have more innovative activities in continuous quality improvement. It is obvious that organizations loose productivity, social capital and suffer customer defection when a productive worker quits.

**Factors affecting Job Satisfaction level of Employees**

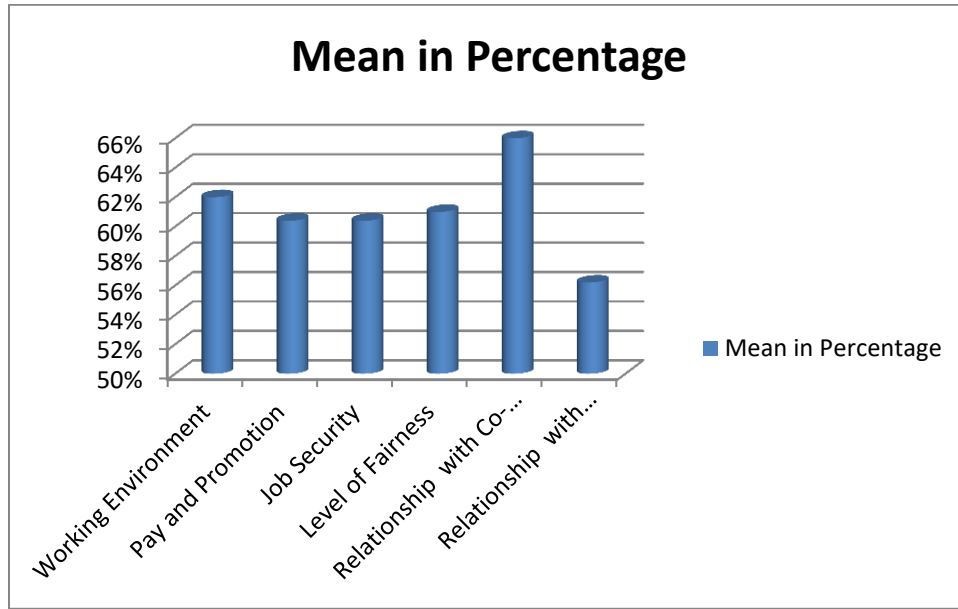
Extrinsic Factors that Influence the Level of Employee Job Satisfaction in an Organization. The job influenced satisfactory elements can be the motivation and the hygiene. The motivation factors may include the achievements, advancement, responsibility etc. The hygiene factors include the interpersonal skills at the work, security of jobs in perspective of the policy of the company etc.



**Findings:** This section will try to highlight and discuss the results and the findings based on the analysis done on the data collected from 60 respondents. This research focuses on the factors affecting employee job satisfaction of an organization. The discussion then will try to accomplish all the objectives of the study. In this instance, for simplicity of analysis and findings, this part focuses on the levels of employee job satisfaction in an organization. The descriptive statistics will present the feel of the data that gives preliminary ideas how good the scales are, how well the coding and entering of data has been done, and the central tendency of the research variables.

**Table 1: Overall level of employee satisfaction of an Organization**

Variables	happy	unhappy	Neutral	neither happy nor unhappy	Mean in Percentage
Working Environment	32(53.3%)	15(25%)	9(15%)	4(7%)	62%
Pay and Promotion	46(76%)	6(10%)	4(7%)	4(7%)	60.4%
Job Security	40(67%)	10(16%)	7(12%)	3(5%)	60.4%
Level of Fairness	35(58%)	10(16%)	12(21%)	3(5%)	61%
Relationship with Co-workers	44(73%)	8(14%)	6(10%)	2(3%)	66%
Relationship with Supervisor	42(70%)	10(16%)	5(9%)	3(5%)	56.2%



In terms of working conditions, pay and promotion, job security and relationship with co-workers the study found that the level of employee job satisfaction is “neither happy nor unhappy” and in terms of relationship with immediate supervisor the level of employee job satisfaction is “somewhat unhappy”. Overall level of employee satisfaction in organization, the study found that the average mean is 61%, so the overall level of employee job satisfaction is “neither happy nor unhappy”.

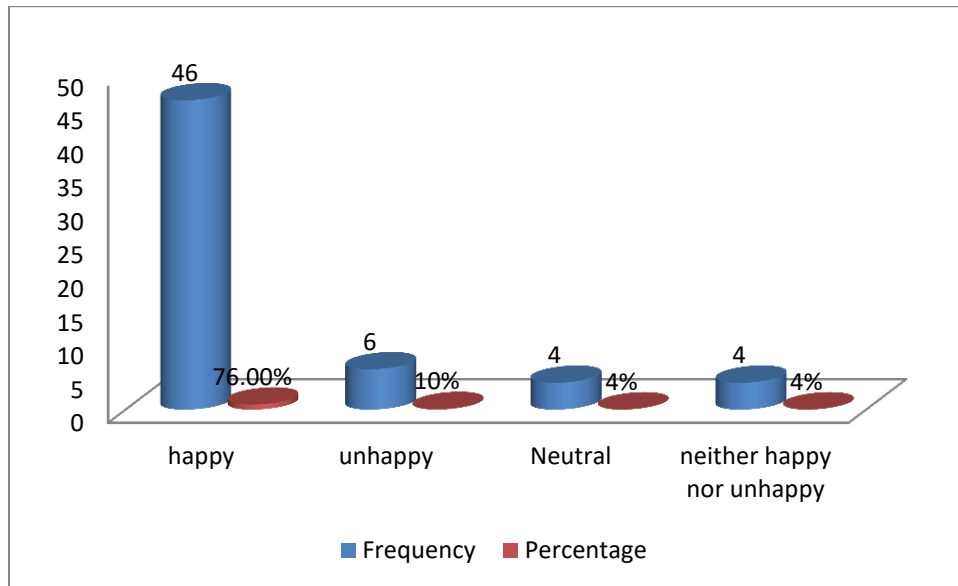


Figure: Working Environment

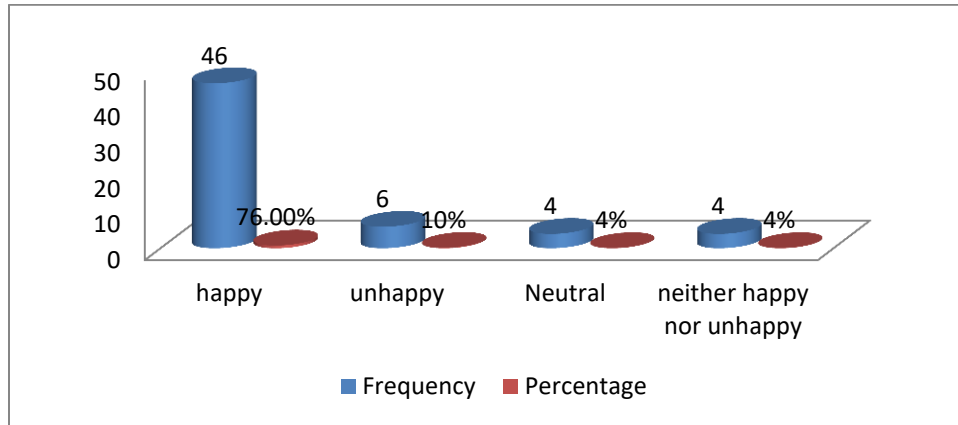


Figure: Pay and Promotion

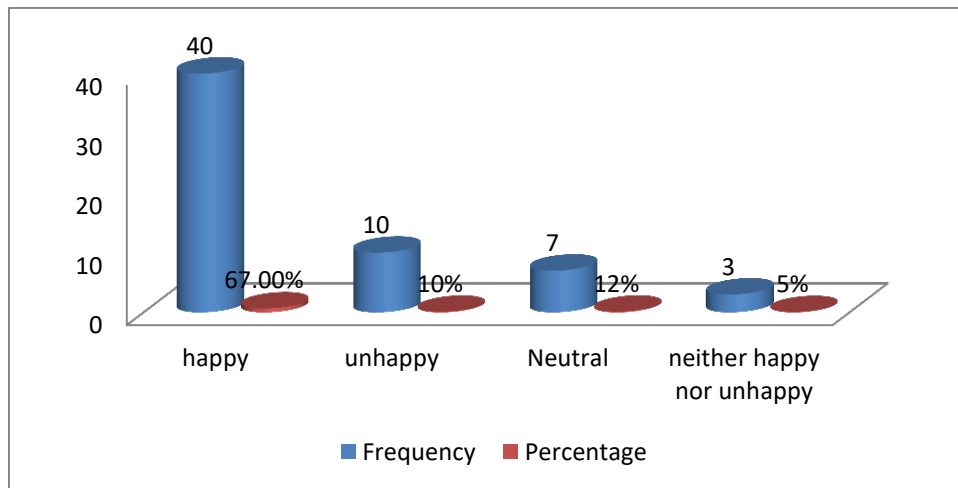


Figure: Job Security

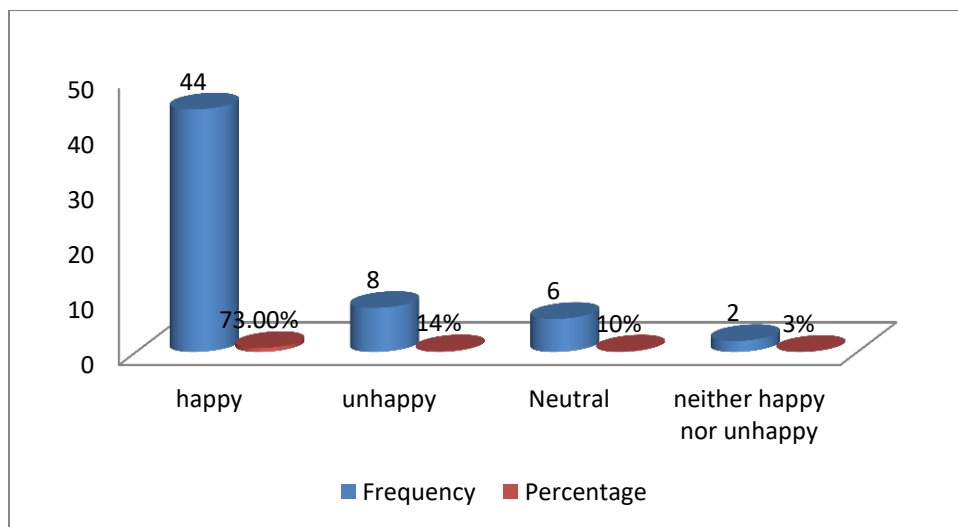


Figure: Relationship with co-workers

**CONCLUSION:**

Employee job satisfaction can improve service quality and increase employee satisfaction. In this circumstance, policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees. This study tested factors affecting job satisfaction of an employee. The results suggest that the factors had satisfactorily explained job satisfaction and that the policy makers and managers should focus on the factors that affect employee job satisfaction, if they want to enhance their businesses. Based on the results for the standardized values, we are able to see that work conditions, fairness, promotion, and pay, are key factors affecting employees' job satisfaction. Money is a good motivator, actually all employees' work for money, employees need the money, a good salary and good compensations are key factors in satisfying the employee. We can increase the employee salary and compensation to motivate the employee, the good pay back can be one of the key factors affecting job satisfaction, also in this way one can increase the service quality and organizational performance. Employees from medium- and large-staff-sized organizations, compared with those from small staff-sized organizations, were more likely to cite job security as a very important contributor to their job satisfaction.

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