

## **A STUDY ON EMPLOYEE JOB SATISFACTION AND FULFILLMENT**

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### **Abstract**

*Our Environment which is existing today is highly mechanized due to various significant technological changes. It is deemed as a precious one new concept are emerging now a days and the importance of human resources increase over the years many theories relating to the development of human resources created the demand for the supply of efficient manpower. Many organizations today go in for the right person to choose and to make him as a part of organizations. Recent trends had evoked the need as well as their satisfaction the employees motivation increases there by the internal environment of the company is assured of real growth for the purpose many legislation have been charted in order to safe guard and also to provide various benefits to them. So it is a duty if organization to provide all these measure towards employees satisfaction level.*

### **INTRODUCTION**

No Industry can be rendered efficient so long as the basic fact remain unorganized that it is principality human. It is job of a mass of machines and technical processes but a body of men. It not a complex of humanity.

Job satisfaction has been linked with a large number of organizational outcome variables such as absenteeism, turnover, an accidents mental and physical health, motivational level, productivity and general life satisfaction. Since job satisfaction is viewed as the summation of the employee's feelings in different areas on and off the job, in a narrow sense, these feelings are related to various aspects of management, personal adjustment and social relation areas.

Job satisfaction is one of the most important factors which have down attention of managers in the organization as well as academicians. Various studies have been concluded to find out the factors which determine job satisfaction and the way it influence productivity in the organization. Though there is no conclusive evidence that job satisfaction affects productivity directly because productivity depends on so many variable, if is still a prime concern for managers.

### **NEED OF THE STUDY**

The study conducted in our country related to this aspect is limited most of the studies have been conducted only in top level management and lower level management and that too only on the workers job satisfaction inside the organization.

The importance is to study and to evaluate the various factors, which leads to the job satisfaction of sales executives. These studies also help to the management to take remedial measures to improve the level of job satisfaction of sales executives and to achieve goal of management.

### **SCOPE OF THE STUDY**

The study relates the job satisfaction among the workers. Who are serving at various locations? The study also analysis the various aspects which lead to job satisfaction. An attempt is also made also made to highlight job satisfaction among workers.

If involvement gets improved in the organization their effectiveness automatically will improve. To know about the individuals perception in the organization.

Satisfaction begin with communication between employees, sharing of ideas, organization specifying job responsibility, decision made along with employees, good infrastructure, good annual increment, good payment and benefits, through that the satisfaction level gets calculated.

### **OBJECTIVES OF THE STUDY**

- To find out the level of job satisfaction among the workers in the organization.
- To understand the problems faced by employees and analyze the working condition.
- To understand the relationship with supervisors and co-workers.
- To provide suggestions to improve the satisfaction level of the employees in the organization.

### **RESEARCH METHODOLOGY**

#### **RESEARCH DESIGN**

The researcher design indicates the type of research methodology under taken to collect the various information for the study. The research design selected for the research study is Descriptive research Design..

#### **DESCRIPTIVE RESEARCH**

This is one that simply describes something such as demographic characteristics of individuals, groups or events. In this study the opinion regarding causes of job satisfaction and its effects are received from the respondents.

#### **RESEARCH INSTRUMENT**

The research instrument used for the study is Structured Questionnaire.

#### **SAMPLING UNIT**

The sampling units are the employees of the company.

#### **SAMPLE SIZE**

Sample size of 100 employees is taken from the population of 1000 employees of various divisions of range engine

#### **SOURCES OF DATA COLLECTION**

##### **Primary Data**

The primary data is the new data or fresh data collected from the respondents through structured Questionnaire which is the main source of data collection.

**Secondary Data**

Secondary data is the data already available and it is not new. Secondary data for the research is collected from the company profile, Internet

**STATISTICAL TOOLS AND TECHNIQUES:****Chi-square****CHI-SQUARE ANALYSIS:**

The Chi – Square test, also known as non-parametric test or a distribution free test is used when it is impossible to make any assumptions about populations or when the researcher is unable to estimate the population's parameters. The main advantage of using non-parametric test is that, the researcher can analyze qualitative data. The name Chi-square is generally denoted by the symbol ( $\chi^2$ )

**FORMULA**

The chi-square test is given by the formula

$$\chi^2 = \sum (O_i - E_i)^2 / E$$

Where,  $O_i$  = Observed frequency,

$E_i$  = Expected frequency

**STEPS INVOLVED IN APPLYING CHI-SQUARE TEST:**

1. Calculate the expected frequencies on the basis of given hypothesis or on the basis of null hypothesis.
2. Obtain the difference between observed and expected frequencies and find out the squares of such differences i.e., calculate  $(O_{ij} - E_{ij})^2$ .
3. Divide the quantity  $(O_{ij} - E_{ij})^2$  obtained as stated above by the corresponding expected frequency to get  $(O_{ij} - E_{ij})^2 / E_{ij}$  and this should be done for all the cell frequencies.
4. Find out the summation of  $(O_{ij} - E_{ij})^2 / E_{ij}$  values of what we call

$$\sum [(O_{ij} - E_{ij})^2 / E_{ij}]$$

**LIMITATIONS OF THE STUDY**

- ❖ The findings of the study are applicable only to the employees working in Apollo tyre.

- ❖ The sample size is 100 and their opinions cannot be generalized for the entire universe.
- ❖ The study is conducted considering the prevailing conditions that are subjected to change in future

**DATA ANALYSIS AND INTERPRETATION**

**AGE OF THE RESPONDENTS:**

S.NO	Qualification	No. of Respondents	Percentage
1.	18-28	30	30%
2.	29-38 years	35	35%
3.	39-48 years	25	25%
4.	Above 49	10	10%
	Total	100	100%

**INTERPRETATION**

30% of the respondents belong to the age group of 18-28 years, 35% of the respondents belong to the age group of 29-38Years, 25% of the respondents belong to the age group of 39-48 years and 10% of the respondents belong to the age group of above 49 years.

Chart: 3.1.1

Age of the respondents

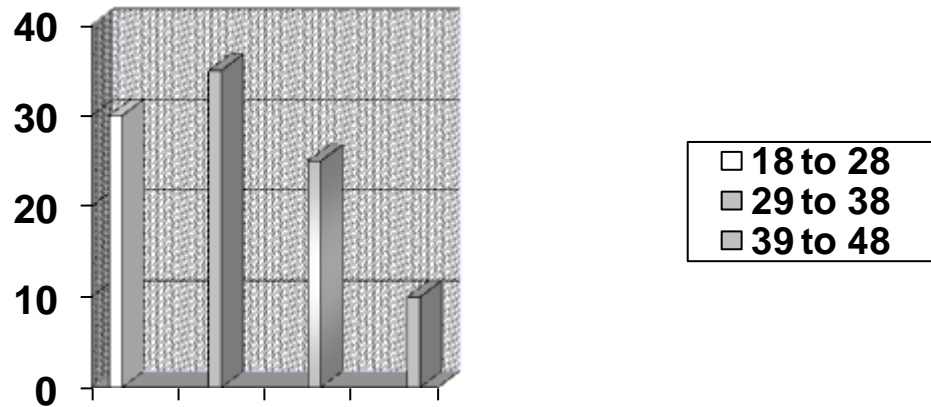


TABLE: 3.1.2

**GENDER OF THE RESPONDENTS**

S.NO	Gender	No. of Respondents	Percentage
1.	Male	75	75%
2.	Female	25	25%
	Total	100	100

**INTERPRETATION**

From the study it is clear that only 25% of the respondents are female and 75% of the respondents are male this becomes being a manufacturing industry. Female employees are less in number.

Chart: 3.1.2

Gender of the respondents

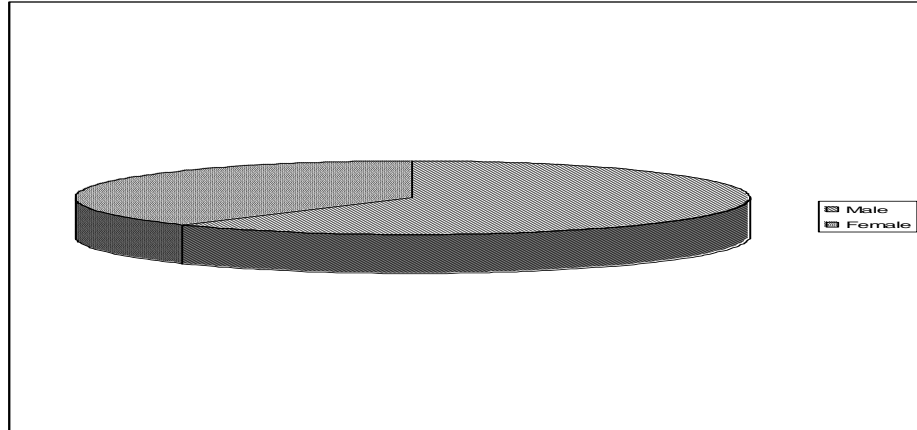


TABLE: 3.1.3

**JOB SUITS FOR EDUCATIONAL QUALIFICATION**

S.NO	Qualification	Suits for job	Percentage
1.	Yes	70	70%
2.	No	30	30%
	Total	100	100

**INTERPRETATION**

From the study it is clear that only 72% of the job suits for education qualification and 28 % of not suits

Chart: 3.1.3

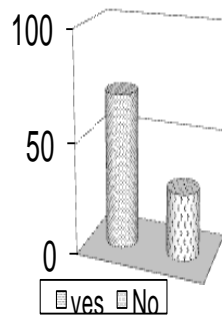


TABLE: 3.1.4

**FACE ANY STRESS IN YOUR JOB.**

S.NO	Stress in job	Member of stress	Percentage
1.	Yes	60	60%
2.	No	40	40%
	Total	100	100

**INTERPRETATION**

S.NO	Clearly Communicates the goals & strategy	Opinion of employee’s	Percentage
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From the study it is clear that only 60% of the employee’s getting stress in job and 40% of the employee’s are not getting stress in job.

Chart: 3.1. 4

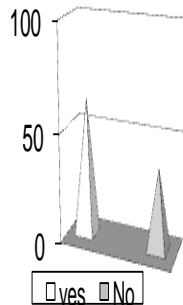


TABLE: 3.1.5

**COMPANY PROVIDE YOU FLEXIBLE WORKING HOURS**

S.NO	Any Flexible working hours	Member’s	Percentage
1.	Yes	87	87%
2.	No	13	13%
	Total	100	100

**INTERPRETATION**

From the study it is clear that only 87% of the employee’s getting Flexible working hours and 13% of the employee’s are not getting Flexible working hours.

Chart: 3.1.5

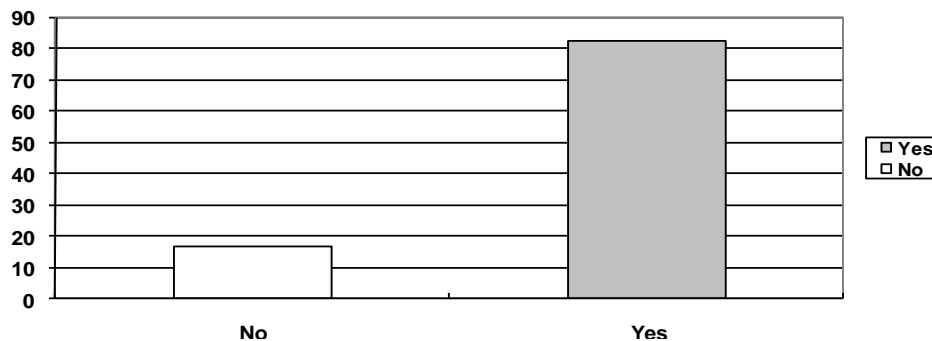


TABLE: 3.1.6

**IF COMPANY CLEARLY COMMUNICATES THE GOALS.**

**INTERPRETATION**

From the study it is clear that only 85% of the employee’s Clearly communicate the goals and 15% of the employee’s are not Clearly communicate the goals.

1.	Yes	85	85%
2.	No	15	15%
	Total	100	100

Chart: 3.1.6

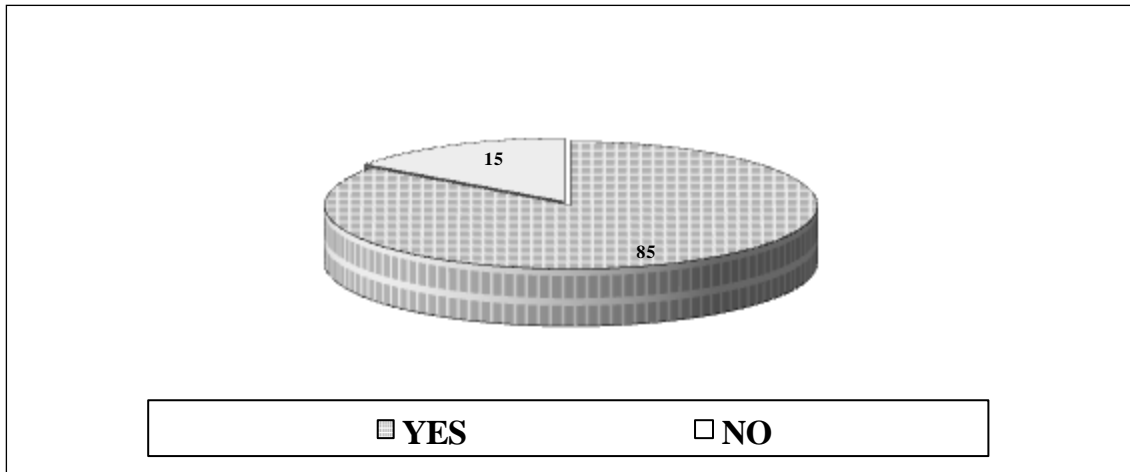


TABLE: 3.1.7

**ARE YOU SATISFACTION WITH YOUR PAY PACKAGE**

S.NO	ATTRIBUTES	RESPONDENTS	PERCENTAGE
1	Highly satisfied	20	20
2	Satisfied	70	70
3	Dis-satisfied	8	8
4	Highly dis- satisfied	2	2
	Total	100	100

**INTERPRETATION**

From the above table it was observed that 20% of the respondents were Highly satisfied, 70% respondents were satisfied 8% respondent were Dis-satisfied and 2% respondent was Highly Dissatisfied respectively

Chart :3.1.7

Satisfaction level of welfare measures provided

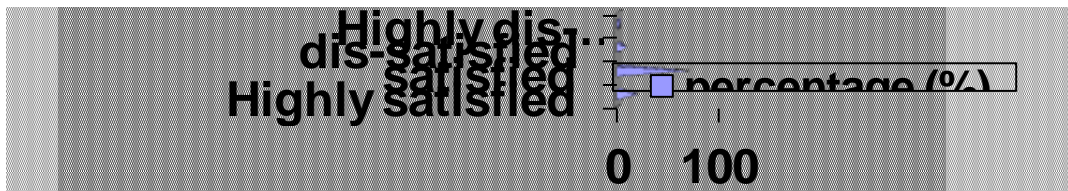


TABLE: 3.1.8

**RESPONDENTS REASONS FOR JOINING IN THIS ORGANIZATION**

S.NO	Reasons	Respondents	Percentage
1.	Opportunity for Growth	38	38
2.	Good Remuneration	31	31
3.	Job Security	20	20

4.	Job Suited for Specialization	11	11
	Total	100	100

**INTERPRETATION**

The above statistical analysis shows that majority (38%) of the respondents have responded that opportunity for Growth was the main reason for joining in this organization followed by the next majority (31%) of the respondents have responded that good remuneration was the main reason for joining the organization.

Chart:3.1.8

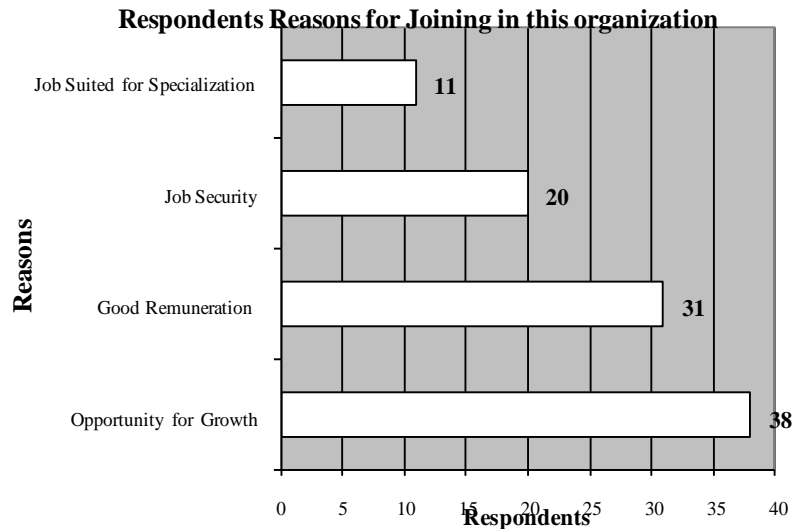


TABLE: 3.1.9

**IF YOUR LEVEL OF SATISFACTION REGARDING SUPERIOR – SUBORDINATE RELATIONSHIP...**

S.NO	ATTRIBUTES	RESPONDENTS	PERCENTAGE
1	Highly satisfied	25	25
2	satisfied	65	65
3	Dis-satisfied	10	10
4	Highly dis- satisfied	0	0
	Total	100	100

**INTERPRETATION**

From the above table it was observed that 25% of the respondents were Highly satisfied,65% respondents were satisfied, and 10% respondent was highly Dis-satisfied respectively.

CHART: 3.1. 9

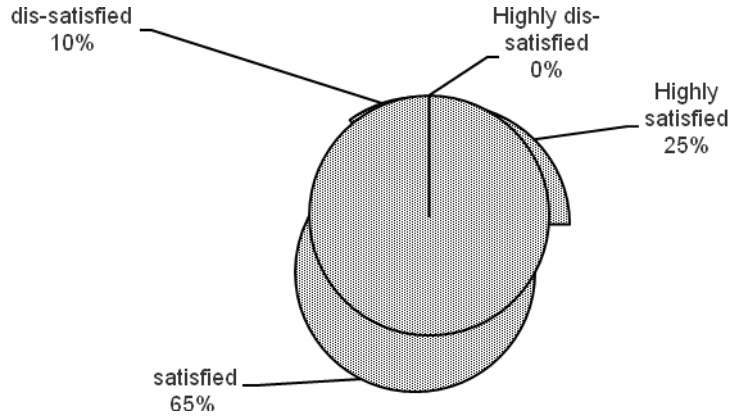


TABLE: 3.1.10  
**HOW DO YOU VIEW THIS JOB.**

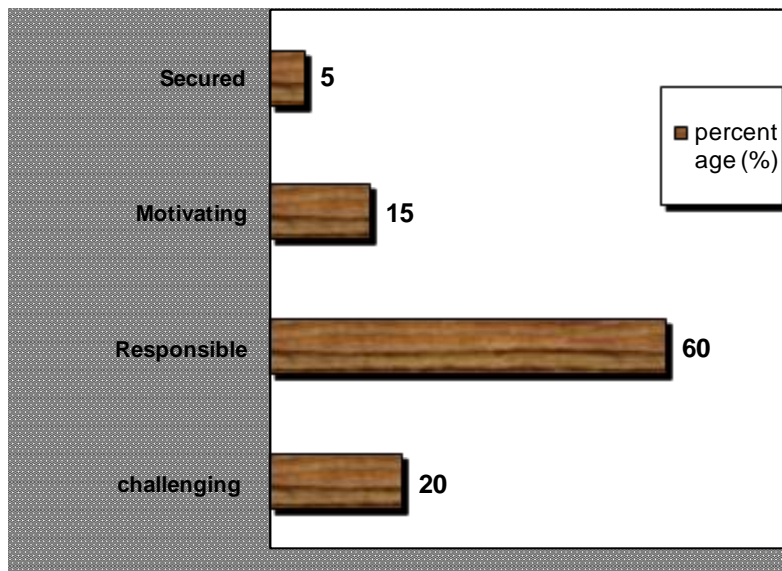
S.NO	ATTRIBUTES	RESPONDENTS	PERCENTAGE
1	Challenging	20	20
2	Responsible	60	60
3	Motivating	15	15
4	Secured	5	5
	Total	100	100

**INTERPRETATION**

From the above table it was observed that 20% of the respondents were Challenging, 60% respondents were Responsible, 15% of the respondents were Motivating 5% respondent Secured respectively

Chart: 3.1.10

How do you view this job



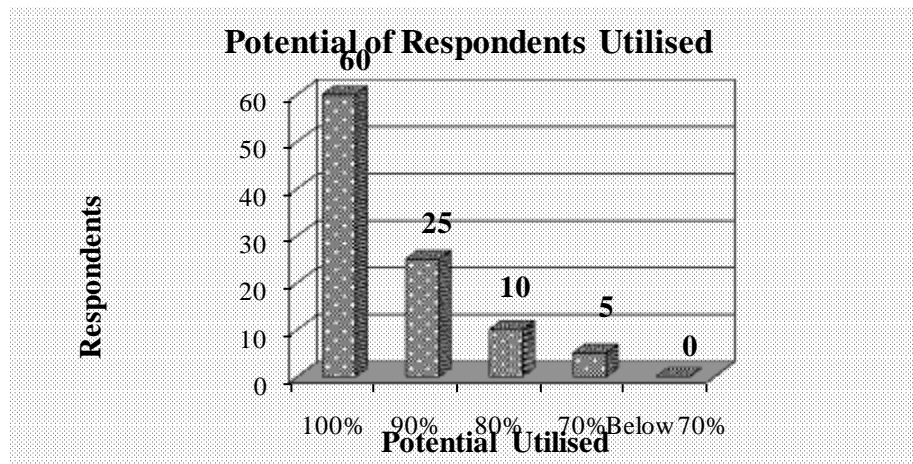
**TABLE: 3.1. 11  
POTENTIAL OF RESPONDENTS UTILIZED**

S.NO	Potential Utilized	Respondents	Percentage
1.	100%	60	60
2.	90%	25	25
3.	80%	10	10
4.	70%	5	5
5.	Below 70%	0	0
	Total	100	100

**INTERPRETATION**

It is clear from the above statistical analysis that most (60%) of the respondents have responded that their potentials are fully and other (25%) utilized by the organization..

Chart: 3.1.11



**TABLE: 3.1.12  
OPINION OF RESPONDENTS TOWARDS JOB IMPORTANCE IN THE ORGANIZATION**

S.NO	Job Importance	Respondents	Percentage
1.	Great Extent	10	10
2.	Considerable Extent	70	70
3.	Some Extent	20	20
4.	Not at all	0	0
	Total	100	100

**INTERPRETATION**

From the above statistical analysis it was inferred that most (10%) of the respondents opined that job is important in the organization to great extent followed by (70%) of the respondents have responded that job is important for considerable extent only.

Chart

:3.1.12

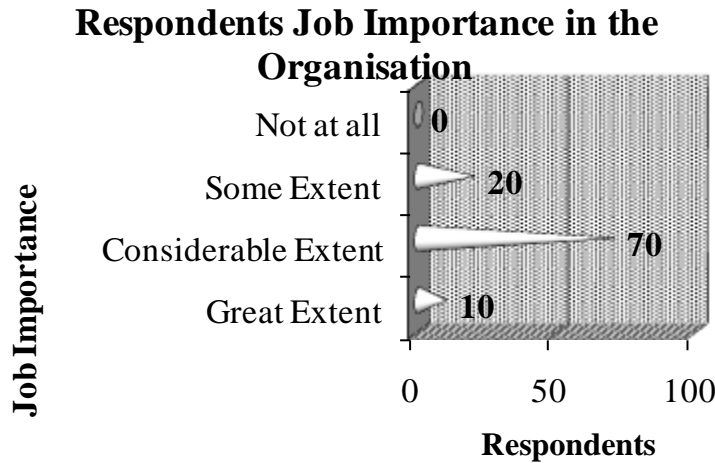


TABLE: 3.1.13

“RANK THE FOLLOWING ATTRIBUTES OF JOB SATISFACTION..

S.NO	ATTRIBUTES	Rank	percentage
1	Work Enviroment	3	11
2	Job Security	1	55
3	Salary	2	25
4	Superior – Subordinate	4	9
	Total		100

**INTERPRETATION**

From the above table it was observed that 11% of the respondents were Work Enviroment, 55% respondents were Job Security, 25% of the respondents were Salary and 9% respondent was Superior – Subordinate respectively.

Chart: 3.1.13



“Rank the Following Attributes of Job Satisfaction

TABLE: 3.1.14

**FACTORS INFLUENCING RESPONDENTS PERFORMANCE LEVEL**

S.NO	Influencing factors	Respondents	Percentage
1.	Perks	10	10
2.	Work burden	22	25
3.	Peer Relationship	48	48
4.	Work environment	20	20
	Total	100	100

**INTERPRETATION**

From the above statistical analysis it is inferred that that most (48%) of the respondents have Peer Relationship is the most influencing factor for their performance followed by , (25%) of the respondents have responded that Work burden is the next most influencing factor.

Chart :3.1.14

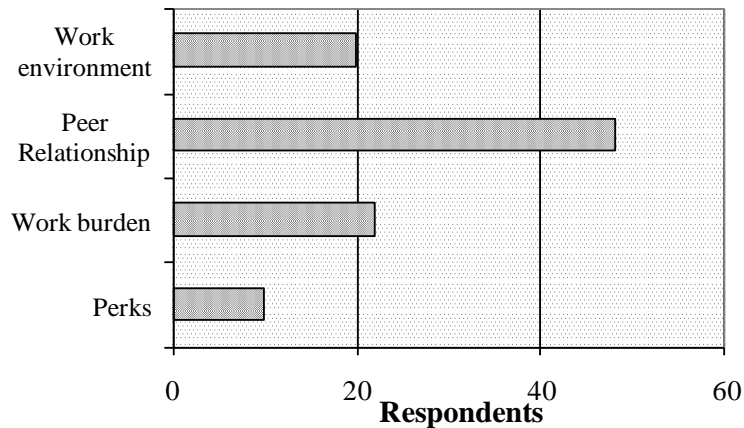


Table: 3.1.15

**IF TRAINING PROGRAM IMPROVE BOTH JOB SATISFACTION AND SELF-DEVELOPMENT....**

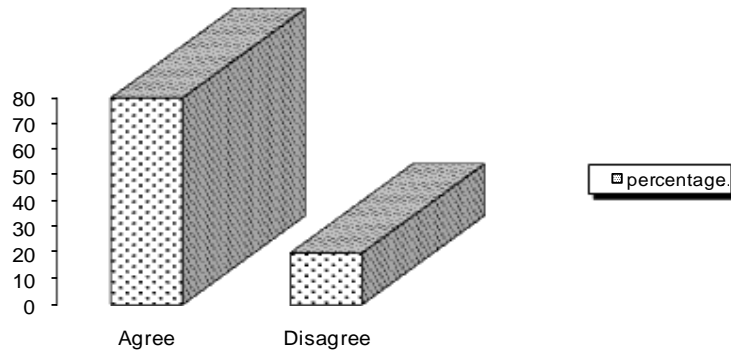
S.NO	ATTRIBUTES	RESPONDENTS	PERCENTAGE
1	Agree	80	80
2	Disagree	20	20
	Total	100	100

**INTERPRETATION**

From the above table, it is observed that 82% of the respondents was said Agree, 18% of the respondents was said Disagree respectively.

Chart: 3.1.15

Organizations annual increment



**STATISTICAL TOOLS**

**CHI-SQUARE ANALYSIS**

➤ Satisfaction regarding Superior – Subordinate relationship

Vs Gender

Hypothesis

Null Hypothesis-  $H_0$  – There is no significant relationship between Superior – Subordinate in Gender..

Alternative Hypothesis-  $H_A$  – There is significant relationship Superior – Subordinate in Gender..

Gender	Satisfaction regarding Superior – Subordinate relationship				
	HIGHLY SATISFIED	SATISFIED	DIS SATISFIED	HIGHLY DISSATISFIED	Total
Male	14	45	7	0	66
Female	11	20	3	0	34
Total	25	65	10	0	100

Table of Observed Frequency – O

Gender	Satisfaction regarding Superior – Subordinate relationship				
	HIGHLY SATISFIED	SATISFIED	DIS SATISFIED	HIGHLY DISSATISFIED	Total
Male	14	45	7	0	66
Female	11	20	3	0	34
Total	25	65	10	0	100

Table of Expected Frequency – E  
 Expected Frequency = (Row Total x Column Total) / Grand Total

Gender	Satisfaction regarding Superior – Subordinate relationship				Total
	HIGHLY SATISFIED	SATISFIED	DIS SATISFIED	HIGHLY DISSATISFIED	
Male	16.5	42.9	6.6	0	66
Female	8.5	22.1	3.4	0	34
Total	25	65	10	0	100

Estimation of Chi- Square

Observed Value(O)	Expected Value(E)	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> E
14	16.5	-2.5	6.25	0.735
11	8.5	2.5	6.25	0.735
45	42.9	2.1	4.41	0.102
20	22.1	-2.1	4.41	0.102
7	6.6	0.4	0.16	0.024
3	3.4	-0.4	0.16	0.024
0	0	0	0	0
0	0	0	0	0

Calculated Value = 1.722  
 Degree Of Freedom = (r-1) (c -1)  
 = (4- 1) (2-1)  
 = 3  
 Tabulated Chi-Square value at 5%  
 Significant Level = 2.36

Inference

Since the calculated value is less than the Tabulated Value therefore Null Hypothesis is accepted. There is no significant relationship between Superior – Subordinate in Gender.

➤ Factors Influencing Response Performance Level

Vs Gender

Hypothesis

Null Hypothesis-  $H_0$  – there is no significant difference between the factors influencing response performance level in Gender.

Alternative Hypothesis-  $H_A$  – there is significant difference between the factors influencing response performance level in Gender..

Gender	Factors influencing response performance level				
	PERKS	WORK BURDEN	PEER RELATIONSHIP	WORK ENVIRONMENT	TOTAL
Male	6	14	28	12	60
Female	4	8	20	8	40
Total	10	22	48	20	100

Table of Observed Frequency – O

Gender	Factors influencing response performance level				
	PERKS	WORK BURDEN	PEER RELATIONSHIP	WORK ENVIRONMENT	TOTAL
Male	6	14	28	12	60
Female	4	8	20	8	40
Total	10	22	48	20	100

Table of Expected Frequency – E

Expected Frequency = (Row Total x Column Total) / Grand Total

Gender	Factors influencing response performance level				
	PERKS	WORK BURDEN	PEER RELATIONSHIP	WORK ENVIRONMENT	TOTAL
Male	6	13.2	28.8	12	60
Female	4	8.8	19.2	8	40
Total	10	22	48	20	100

Estimation of Chi- Square

Observed Value (O)	Expected Value (E)	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> / E
6	6	0	0	0
4	4	0	0	0
14	13.2	0.8	0.64	0.048

8	8.8	-0.8	0.64	0.073
28	28.8	-0.8	0.64	0.022
20	19.2	0.8	0.64	0.033
12	12	0	0	0
8	8	0	0	0

Calculated Value = 0.176  
Degree Of Freedom =  $(r-1)(c-1)$   
=  $(4-1)(2-1)$   
= 3  
Tabulated Chi-Square value at 5%  
Significant Level = 2.36

### Inference

Since the calculated value is less than the Tabulated Value therefore Null Hypothesis is accepted. There is no significant difference between the factor influencing response performance level in Gender.

## CHAPTER-V FINDINGS, SUGGESTIONS AND CONCLUSION

### FINDINGS

- It is inferred from the study, 73% of the sample belong to the salary of Rs. 4000-6000, 18 % are between Rs. 6001-8000 ,26.7% are between Rs.8001-10000 remaining 6.6% are above Rs.10000.
- It is inferred from the study 57% of the sample belongs to > 5 yrs of experience, 41% have 6-10 yrs of experience, 2% have 11 – 25% of experience.
- It is inferred from the study 22% of the sample suggested very good for working environment, 49% respondents said good, 27 % respondents said average and 2 % said poor.
- It is inferred from the study 30% of the sample highly satisfied with welfare measures provided, 50% of the samples are satisfied, 12 % are neutral, 7% are Dis-satisfied, and 1 % is highly Dis-satisfied.
- It is inferred from the study 12% of the sample are highly satisfied on job security, 40% of the sample are satisfied, 38 % are neutral, 8% are Dis-satisfied, and 2% are highly Dis-satisfied.
- It is inferred from the study 33% of the sample Highly satisfied about the relationship and co-operation among the co-workers, 43% of the sample are satisfied, 23 % are neutral, and 1 % are Highly Dis-satisfied.
- It is inferred from the study,11% of the sample are strongly agree for opinion taken while decision making, 36% of the sample are agreed, 37 % are neutral, 11% are Dis-agreed and 5% are strongly Disagreed.
- It is inferred from the study 73% sample said Yes for annual increment provided fairly from the Organisation, 27% said No for it.



- It is inferred from the study 7% of the sample are strongly agree for skills and abilities utilized by the Organisation, 32% of the sample are agreed, 51 % are neutral, 4% are Dis-agreed and 6% are strongly Disagreed.

## **SUGGESTIONS**

- Cleanliness should be maintained properly so that they can able to work without any health problems.
- Employees decision should be taken while decision making so that they can able to come out with their views and ideas from this they can able to maintain cordial relationship with the supervisor.
- Employees should be treated without Discrimination and equal importance should be given to all the employees and to their job.
- Management should be open with the decision making so that fear of job security will be minimized.

## **CONCLUSION**

Are any organization growth is the basic need for development of quality resources. Most of employees are satisfied when they are working with personal goals. To complete with the competitors the organization need to develop new techniques and procedures to improve the quality standards. Most of the employees are satisfy according the quality standards to share feelings and emotions.

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