



A Study on level of Job Satisfaction attained by the employees of corporate sectors in Chennai City

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ABSTRACT

In Globalization, where the competition is severe, the contribution of people is the most important factor, which decides the achievement of competitive advantages and also for sustaining competitive advantage.ⁱ Every company formulates its policy and practices to improve the employee productivity. Besides framing effective policy and practices the management could able to attain their objectives only when they confirm the maximum job satisfaction for their employees as mutual regard. Every organization should examine how attitudes and behavioral intentions of their employees are influenced by various factors towards their assignments. Therefore confirmation of Job satisfaction is considered as an end by itself to extract the effective productive from the employees. Keeping in view of all the above aspects “A Study on level of Job Satisfaction attained by the employees of corporate sectors in Chennai City” is being carried out.

INTRODUCTION

The importance of job satisfaction is fairly evident from description of the importance of maintaining morale in the industry. If a worker is not satisfied with his work, then both the quantity and quality of his output will suffer.ⁱⁱ If his job satisfaction increases then there is an improvement in both the quality and quantity of production. Organizations in which the workers are satisfied with their work are also characterized by a high morale. The following things are generally important of creating job satisfaction.

It is desirable that complaints of the workers are heard patiently and the problems be solved as far as possible

demands are not heeded suffer because the workers lose confidence in the management and become frustrated.

Every worker is definitely concerned about his future prospects. In the organization rules clearly lay down the condition of promotion and advancement, and if the worker gets the expected promotion and improvement in pay scale at the right time. He feels satisfied and becomes confident of his future.ⁱⁱⁱ With this organizations, in which the worker's



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STATEMENT OF THE PROBLEM



The more important elements that contribute to job satisfaction are the nature of work, equitable reward system, promotion, quality supervision, supportive colleagues and conducive conditions. Most employees desire intellectual challenges on their jobs.

Therefore, they prefer to jobs that offer them challenges and an opportunity to use their skill and abilities. However, while too much challenge in job creates frustration and feelings of failure, too little challenges cause boredom. In fact, it is the conditions of moderate challenge in which employees experience pleasure and satisfaction. Employees want their pay systems and promotion policies as unambiguous, and in line with their expectations. Accordingly, if they see any as fair, based on job demands and employees skill and as per community pay standards, it results in job satisfaction.

Not surprisingly, employees consider promotions as their ultimate achievements in their careers. When they achieve it they feel satisfied with their jobs. Besides, promotions made on a fair and just manner are also likely to create job satisfaction for the employees.

OBJECTIVE OF THE STUDY

- ✓ To assess the perception of the personnel towards the Job Satisfaction that they attain.
- ✓ To check the effectiveness of welfare measures taken to improve level performance of employees on the jobs.

✓ To ascertain how far the HR policies is useful to improve career prospects of individual employee in the organization.

✓ To identify the deficiencies of HR policies for the purpose it is intended, in order to incorporate addition to the Job Satisfaction

ELUCIDATION OF JOB SATISFACTION

In every organization the manager or the supervisor has to offer criticism of the work performed by the worker because he must point out the worker's mistakes and try to eliminate them, if this criticism is offered in a cordial and friendly way more as suggestion than to it. His job satisfaction is also hereby maintained.^{iv} But if the worker is abused or bitterly criticized for his mistakes, he loses his peace of mind morale and self-confidence.

Rules governing increases in salary should be clear and explicit and should be acted upon impartially and regularly. If the worker gets the anticipated increases in salary at the right time, he feels satisfied with his job.^v If this does not happen, dissatisfaction is the result. Increase in salary is, in fact, the most important factor in job satisfaction.

If workers are not praised for exceptional performance in their work they lose interest in it and as a result, the organization suffers.^{vi} Even if they do good work, they still, remain dissatisfied. Generally the worker prefers to work well and remain occupied than merely to pass the



time allotted to him. If he is also



encouraged in his work by an occasional work of praise and respect, he is further motivated to maintain a high level of efficiency and in fact to improve it. If he is not praised for his work his enthusiasm and zeal immediately fall.

IMPORTANCE OF JOB SATISFACTION

Every worker, whether in a factory or an office, desires that he should be paid according to ability. If he has undergone some new training, which increased by ability to work in some way, he should be compensated for his better ability through a rise in salary.

Or

management keeps an eye on the ability and progresses of its workers normally have a high degree of job satisfaction among their workers, it is necessary that the management should give the worker some opportunity of progressing higher and higher. If, on the other hand the organization does not pay any attention to the abilities and increased efficiency of its staff, it suffers in the long run because the work has interest in their job and do not often try to improve their level of efficiency.^{viii} This happens because they feel that an increase in qualifications or efficiency is not related to progress or promotion.

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DIMENSION OF JOB SATISFACTION

There are three important dimensions to job satisfaction. They are:

First job satisfaction being an emotional response to a job cannot be seen. As such, it can only be inferred.

Second job satisfaction is often determined by how satisfactorily outcome meets or exceeds one's expectations.

Third job satisfaction represents an employee's attitudes towards five specific dimension of the job: pay, the work itself, promotion opportunities, supervision, and co-workers.

Quality or supportive supervision establishes cordial and supportive personal relationship with subordinates and takes^{ix} interest in subordinates well being. These also thereby maintained. But if the worker



characteristics' of supervision create
satisfaction for employees and their
jobs.

Experience shows that
employees get more out of work than
only money or



tangible achievements. It happens so primarily by having opportunity for interaction with colleagues. Thus, work team fills the need for social interaction.

^x Thus, having supportive colleagues also leads to employees' job satisfaction. Like attitudes, there are a number of ways of measuring job satisfaction. The most common ways of measuring job satisfaction are, Single Global Rating and Summation Score.

RESEARCH METHODOLOGY

The study is confined to Chennai City. The data has been collected using Random Sampling Method, wherein the researcher collected questionnaire from various corporate sector in and around Chennai city.

RESEARCH DESIGN

Fundamental to the success of any formal research project is sound research design. The function of a research design is to ensure that the required data are collected and they are collected accurately and economically. A research design is purely and simply the frame work or plan for a study that guides the collection and analysis of data.

TYPES OF RESEARCH DESIGN

The Design used for this study is exploratory in nature. The various factors that contributed towards Training and Development were explored by this researcher.

DATA COLLECTION METHODS

Both Primary data and secondary data is used by this study

The primary data was collected through survey method. A structured questionnaire was used for collecting information's. Secondary Data was collected from corporate sectors Journals, Manuals, and various websites.

DESIGNING OF QUESTIONNAIRE

Questionnaire is a standardized form for collecting information to elicit desired data from the respondents. A questionnaire consists of a set of questions presented to a respondent for his or her answers.

The questionnaire prepared in this study was mainly aimed at personal interview and was contained closed-ended, multi-choice questions, dichotomous questions and also checklists.

PRETESTING THE QUESTIONNAIRE

Before the questionnaire was ready, it was pre tested under the field conditions. Pretests are made by personnel interview. The number of interview in the pretest was with 50 respondents. During pre testing wording of some questions was improved to make it more understandable to the respondents. Some questions were eliminated from the questionnaire and new questions were added on the basis of the response of the respondents.

LIMITATIONS OF THE STUDY

Even though the survey was conducted among the employees of corporate sectors in Chennai city it may not



reflect the real opinion of the all the employees.

Because of time constraints, the sample size is restricted to 125, which may not reflect the opinion of the entire employee group.

The samples may behave or give opinions differently at different times because of their psychological temperament. This will affect the survey.

Hypothesis of the Study

- ❖ There is no association between working conditions and job satisfaction.
- ❖ There is no association between rewards provided and job satisfaction.
- ❖ There is no association between welfare measures and job satisfaction.
- ❖ There is no association between job security and job satisfaction.

REVIEW OF LITERATURE

The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employees' productivity.

Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work.

C.R.Reilly(1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. J.P. Wanous and E.E. Lawler (1972) refers job satisfaction is the sum of job facet satisfaction across all facets of a job. Abraham Maslow(1954) suggested that human needa from a five-level hierarchy ranging from physiological needs, safety, belongingess and love, esteem to self-actualization. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985)Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what's the job supply to an employee (Hussami, 2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge and Mullier, 1998; Willem et al., 2007). Job satisfaction is complex phenomenon with multi facets (Fisher and Locke, 1992; Xie and Johns, 2000); it is influenced by the factors like salary, working environment, autonomy, communication, and organizational



commitment (Lane, Esser, Holte and Anne, 2010; Vidal
, Valle and Aragón, 2007; Fisher and Locke, 1992; Xie and Johns, 2000).

DATA ANALYSIS AND INTERPRETATION

AGE OF RESPONDENTS		
	Respondents	Percentage
18 to 28 Years	16	12.8
29 to 38 Years	39	31.2
39 to 48 Years	56	44.8
49 Years and Above	14	11.2
Total	125	100
Gender of Respondents		
Male	84	67.2
Female	41	32.8
Total	125	100
Years of Experience		
0 to 3 Years	15	12.0
4 to 6 Years	27	21.6
7 to 9 Years	53	42.4
10 Years and Above	30	24.0
Total	125	100
Respondents Annual Income		
Less than Rs.60,000	12	9.6
Rs.60,000 to Rs.1,50,000	41	32.8
Rs.1,50,000 to Rs.2,40,000	37	29.6
Above Rs.2,40,000	35	28.0
Total	125	100
Respondents Having Other Source of Income		
Yes	20	16.0
No	105	84.0
Total	125	100
Respondents Years of Service		
1 to 3 Years	12	9.6
4 to 6 Years	54	43.2
7 to 9 Years	34	27.2
10 Years and above	25	20.0
Total	125	100
Respondents Position the Organization		
Top Level Management	15	12.0
Middle Level Management	37	29.6
Operational Level Management	73	58.4
Total	125	100
Respondents Reasons for Joining in this Organization		
Opportunity for Growth	78	62.4
Good Remuneration	34	27.2



Job Security	57	45.6
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Job Suited for Specialization	16	12.8
Total	125	100
Usage of Respondents Potentiality		
100%	10	8.0
90%	15	12.0
80%	42	33.6
70%	28	22.4
Below 70%	30	24.0
Total	125	100
Respondents Level of Participation		
Greater Extent	53	42.4
Some Extent	61	48.8
Not at all	11	8.8
Total	125	100
Respondents Factors Considered for Total Employee Involvement		
Group Cohesiveness	7	13.6
Recognition	35	28.0
Role Clarity	22	17.6
Job Rotation	12	9.6
Job Enrichment	20	16.0
Challenging Work	19	15.2
Total	125	100
Respondents Opinion about Importance of Job in this Organization		
Greater Extent	36	28.8
Considerable Extent	28	22.4
Some Extent	45	36.0
Not at all	16	12.8
Total	125	100
Respondents Opinion about the Influencing factors for Performance Level		
Pay	16	12.8
Perks	13	10.4
Work Burden	40	32.0
Peer Relationship	32	25.6
Work Environment	24	19.2
Total	125	100

Age of Respondents Vs Position n in the Organization

Age of Respondents	Position in Organization						Observed Total
	Top Level		Middle Level		Operational Level		
	O	E	O	E	O	E	
18 to 28 Years	8	6.12	9	15.1	34	29.78	51
29 to 38 Years	0	3.36	11	8.29	17	16.35	28
39 to 48 Years	7	3.84	9	9.47	16	18.69	32
49 Yrs and Above	0	1.68	8	4.14	6	8.176	14



Observed Total	15		37		73		125
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Hypothesis: Null Hypothesis – H_0 – There is no significant relationship between Age of Respondents and Position in Organization.

Alternative Hypothesis- H_A – There is significant relationship between Age of Respondents and Position in Organization.

Calculated Value: **16.7668** Tabulated Value at: **5%**, Significance Level: 12.59,
Degree of Freedom: 6

Inference: Since the Calculated values is greater than the Tabulated Value Null Hypothesis is rejected. Therefore there is significant relationship between Age of Respondents and Position of respondents in organization.

Level of participation Vs Influencing factors for Performance Level

Performance Level	Level of Participation						Observed Total
	Great Extent		Some Extent		Not at all		
	O	E	O	E	O	E	
Pay	7	6.78	9	7.81	0	1.408	16
Perks	0	5.51	8	6.34	5	1.144	13
Work Burden	15	17	19	19.5	6	3.52	40
Peer Relationship	18	13.6	14	15.6	0	2.816	32
Work Environment	13	10.2	11	11.7	0	2.112	24
Observed Total	53		61		11		125

Hypothesis: Null Hypothesis – H_0 – There is no significant relationship between Level of Participation and Influencing factors for performance level.

Alternative Hypothesis- H_A – There is significant relationship between Level of Participation and Influencing factors for performance level.

Calculated Value: **29.8958** Tabulated Value at: **5%**, Significance Level: 15.51,
Degree of Freedom: 8

Inference: Since the Calculated value is greater than the Tabulated Value Null Hypothesis is rejected. Therefore there is significant relationship between Level of Participation and Influencing factors for performance level.

Reasons for joining in this organizations

Weight age	4	3	2	1	Weight age Total	Average	Rank
Ranking	1	2	3	4			
Job Security	39	39	28	19	348	2.784	1



Opportunity for Growth	36	29	26	34	317	2.536	2
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Good Remuneration	24	35	37	29	304	2.432	3
Job suited for Specialization	26	22	34	43	281	2.248	4

Inference: From the above statistical analysis it is evident that most of the employee have joined the organization with the expectation of the Job security. The next majority of the employees are expecting the chance for the growth in the organization.

Factors Considered for Total Employee Involvement

Weight age	6	5	4	3	2	1	Weight age Total	Average	Rank
Ranking	1	2	3	4	5	6			
Role Clarity	22	27	25	18	15	18	469	3.752	1
Job Rotation	27	21	15	26	13	23	454	3.632	2
Recognition	24	21	16	19	22	23	437	3.496	3
Group Cohesiveness	17	18	21	29	24	16	427	3.416	4
Challenging Work	19	18	24	16	27	21	423	3.384	5
Job Enrichment	16	20	24	17	24	24	415	3.32	6

Inference: The above statistical analysis makes it clear that most of the employees are expecting the role clarity to have a complete involvement in their job. The next major expectation is that the frequent rotation of the job assigned. This will provide an opportunity for the employees to learn more number of jobs.

Influencing factors for Performance level

Weight age	5	4	3	2	1	Weight age Total	Average	Rank
Ranking	1	2	3	4	5			
Work Environment	31	30	15	27	22	396	3.168	1
Peer Relationship	24	27	35	20	19	392	3.136	2
Perks	28	21	24	21	31	369	2.952	3
Pay	25	23	24	26	27	368	2.944	4
Work Burden	17	24	27	31	26	350	2.8	5

Inference: It is inferred from the above statistical analysis that most of the respondents have the opinion that the work environment influences their performance level to a very great extent. The next majority of the respondents have the opinion that the good peer relationship influences.

Opinion about the Reasons for Rewards

Weight age	5	4	3	2	1	Weight age Total	Average	Rank
Ranking	1	2	3	4	5			
Sometimes	32	21	23	24	25	386	3.088	1
Usually	19	28	41	16	21	383	3.064	2



Never	31	31	7	27	29	383	3.064	2
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Almost Always	28	22	25	24	26	377	3.016	4
Rarely	15	23	29	34	24	346	2.768	5

Inference: From the above statistical it is known that most of the respondents have the opinion that the management sometimes has a valid reason for rewarding the employees. But a considerable proportion of the respondents have the opinion that the employees are usually rewarded for valid reasons.

Respondents Level of Satisfaction towards Facilities

Weight age	1	0	-1	Weight age Total	Rank
Ranking	1	2	3		
	Level of Satisfaction				
	Give Benefits	Neutral	Gives No Benefit		
Transport Facilities	54	61	10	44	1
Canteen	59	42	24	35	2
Hospitalization Insurance Coverage for Self & Family	49	49	27	22	3
Rest Room	54	38	33	21	4
Drinking Water	44	57	24	20	5
Hospitalization due to accident / illness while on duty	52	39	34	18	6
Ventilation	56	31	38	18	6
First Aid Facilities	39	62	24	15	8
Toilet Aid Facilities	39	31	55	-16	9

Inference: From the above Statisticals analysis it is evident that the most of the respondents are very much satisfied with the transport facilities. A considerable proportion of the respondents are satisfied with canteen facilities.

Respondent Opinion about the Factors Influencing Job Satisfaction

Weight age	1	0	-1	Weight age Total	Rank
Ranking	1	2	3		
	Factors Influencing Job Satisfaction				
	Important	Neither	Not-Important		
Recognition	53	42	30	23	1
Involving in Decision Making	37	67	21	16	2
Team Sprit	54	31	40	14	3
Supportive Colleagues	41	49	35	6	4
Appreciation	33	63	29	4	5
Promotion	45	39	41	4	5



Remuneration	37	41	47	-10	7
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Training	34	37	54	-20	8
Work Environment	31	43	51	-20	8

Inference: The above statistical analysis makes it clear that most of the respondents have the opinion that recognition of the employee efforts influences their job satisfaction level to very great extent. A considerable proportion of the respondents have an opinion that involving the employees in the decision making process also influence their job satisfaction to a great extent.

Respondents Opinion about HR Department

Weight age	1	0	-1	Weight age Total	Rank
Ranking	1	2	3		
	Opinion about HR Department				
	Important	Neither	Not-Important		
Welfare Measures	69	28	28	41	1
Pay & Perks	64	28	33	31	2
Grievance Handlin	67	22	36	31	2
Employability	57	42	26	31	2
Good co-ordination	53	47	25	28	5
Training	48	49	28	20	6
Ethics	56	24	45	11	7
Discipline	49	37	39	10	8
Safety	54	27	44	10	8
Employee Involvement	42	28	55	-13	10

Inference: It is evident from the above statistical analysis that most of the respondents have a good opinion about the welfare measures of the HR Department. The next majority of the respondents have a good opinion about the policies of Pays and Perks offered.

FINDINGS

- ❖ About 44.8 % of the respondents are in the age group of 39 Years to 48 Years
- ❖ About 67.2% of the respondents are male and 32.8% of the respondents are females.
- ❖ About 42.4% of the employees are having experience between 7 Years to 9 Years.
- ❖ About 32.8% of the employees are in the annual income group of Rs.60, 000 to Rs, 1, 50,000.
- ❖ Most (84.0%) of the employees do not have any other source of income.
- ❖ Most (43.2%) of the employees are having 4 Years to 6 Years of experience in this organization.
- ❖ About 58.4% of the employees are holding position in the operational level management.
- ❖ About 45.6% of the employees have joined in this organization with the expectation of job security.
- ❖ About 33.6% of the employees potential are utilized only to an extent of 80%
- ❖ About 48.8% of the employees participate only to some extent in the assignment given to them



- ❖ Recognition of effort play about 28.0% roles for the total employee involvement.
- ❖ About 36.0% of the employees have answered that their job is important only to some extent in the organization.
- ❖ Most (32%) of the respondents have the opinion that the burden on the work allotted to them influences them towards their performance level.

formulate appropriate policies to

SUGGESTIONS AND RECOMMENDATIONS

- ❖ The corporate sectors should focus on the various welfare measures that will improve satisfaction level of the employee.
- ❖ The corporate sectors should collect the opinion of those respondents who were not satisfied with their job and it should analyze the factors. The policies and methods were to be tuned to that extent it is proactive to the employee's
- ❖ The management should take necessary steps is selecting the right employees who really need to be motivated. Then a capable trainer should be appointed to train the employee. After briefing the objectives of the organization the employees should be motivated in their job.
- ❖ The management should take necessary steps to understand the difficulties of the employees that they face in the work situations. This will help the management to



remove the difficulties of the employees and thereby enable them to perform more effectively and efficiently.

CONCLUSION

The evidence from research studies indicates that the more important element that contribute to job satisfactions are the nature of work, equitable reward system, promotion, quality supervision, supportive colleagues and conducive condition. Most employees crave intellectual challenge on their jobs. Therefore, they prefer to jobs that offer them challenge and an opportunity to use their skills and abilities. However, while too much challenges in job creates frustration and feelings of failures, too little challenges cause boredom. In fact, it is the condition of moderate challenge in which employees experience pleasure and satisfaction. Employees want their pay systems and promotion policies as unambiguous, and in line with their expectations. Accordingly, if they see pay as fair, based on job demands and employees skills and as per community pay standards, it result in job satisfaction.

Not surprisingly, employees

consider promotions as their ultimate achievements in their careers. When they achieve it they feel satisfied with their jobs. Besides, promotions made on a fair and just manner are also likely to create job satisfaction for the employees.

End note



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