

A STUDY ON EMPLOYEE JOB SATISFACTION INCREASE COMPANY PRODUCTIVITY

¹ S.SUKANYA ² Dr.S.A. SIRAJUDEEN

¹Research scholar ²Assistant Professor
JJ College of Arts & Science (Autonomous),
Pudukkottai – 622422, India.

Abstract: It is widely believed that the employee participation may affect employee's job satisfaction; employee productivity, employee commitment and they all can create comparative advantage for the organization. The main intention of this study was to find out relationship among employee participation, job satisfaction, employee productivity and employee commitment. The findings of this study are that employee participation not only an important determinant of job satisfaction components. Increasing employee participation will have a positive effect on employee's job satisfaction, employee commitment and employee productivity. Naturally increasing employee participation is a long-term process, which demands both attention from management side and initiative from the employee side.

Keywords: Employee commitment, employee productivity and employee satisfaction.

1. INTRODUCTION

The employee job satisfaction refers to how employees feel – their 'happiness' – related to their work environment, organizational culture, career development opportunities and overall compensation. Sometimes we forget that people work for people, not companies. When people aren't happy, they don't show up consistently, they produce less and their work quality suffers. Employees can be satisfied with their jobs without being engaged in the job; though satisfaction is generally enough to retain employees, it is not enough to ensure productivity. Employee satisfaction is the foundation upon which employee engagement can grow. Highly engaged employees go beyond the core responsibilities outlined in their job descriptions – we can compare them with volunteers who are willing to give their time and energy to support a cause that they are completely dedicated to.

2. PROBLEM FACED BY EMPLOYEE IN WORK PLACE

Common workplace issues that employees face include:

- Interpersonal conflict
- Communication problems
- Gossip
- Bullying
- Harassment
- Discrimination
- Low motivation and job satisfaction
- Performance issues
- Poor job fit

The workplace is typically an environment in which people with different personalities, communication styles, and worldviews interact. These differences are one potential source of workplace issues and can ultimately lead to stress and tension for those involved. Although all employees have the right to be treated fairly and to feel safe in the workplace, some employees face bullying, harassment, and/or discrimination. Some employees may experience dissatisfaction with their work, struggle with their performance on the job, or have difficulty finding a job that fits their abilities and interests. Workplace issues can lead to decreased performance and productivity, loss of job/termination, decreased satisfaction/happiness, stress, and a wide variety of mental health issues. Harassment in the workplace can also lead to legal troubles. The American Psychological Association notes job insecurity and lack of support at work can exacerbate workplace issues.

3. SIGNS AND SYMPTOMS OF EMPLOYEE DISSATISFACTION

Their Productivity Takes a Turn for the Worse: Taking two hours to get a task done that once took us ten minutes is a sure sign that our job satisfaction is on the decline. When we are doing something we truly enjoy, we are able to quickly get work done. Tending to personal business during work time.

They Start Showing Up Late and Leaving Early: Happy employees love their jobs and they love the people they work with. They'll have their off days, like anyone else. But for the most part, happy workers will look forward to heading into the office every morning because they believe in the work they're doing and they love being around their co-workers. You also wouldn't be surprised to see a happy employee burning the midnight oil from time to time. Unhappy employees, on the other hand, want to be anywhere other than the office. They dread showing up to work each day because it makes them feel terrible. If you notice one of your workers has started showing up late and leaving before quitting time on a regular basis, it's time to intervene.

Arriving to work late or leaving work early: The more disgruntled we become, the more we start to ignore the starting and ending times of our work day. Being on time and staying until the job is complete becomes less important to us as we become less satisfied with the work we do.

They start Distraction: The phone ringing, extraneous noises, or delicious smells coming from the break room can cause us to lose focus on our work. Sometimes distractions may show up in the form of daydreaming or obsessing about a problem at home. Losing focus easily is a clue that something may be missing and we need a greater sense of fulfilment.

They Don't Participate in Team Activities Outside of the Office: Employees who aren't happy are less likely to invest the effort to join extracurricular events. The last thing they want to do is spend more time with their co-workers when the workday has ended. If one of your employees is a consistent no-show at your after-work events, they might be unhappy.

They Don't Offer Feedback or Suggest New Ideas: Unhappy workers, simply want to leave the meeting room or office as soon as they can. You won't hear any constructive feedback from these folks. If they do speak up during meetings or brainstorming sessions, it's likely they will be tearing other people's ideas down instead of serving up some of their own

Their Attitude Becomes Toxic: When employees start becoming unhappy, their attitude takes a turn for the worse. They may complain about everything or become rude to co-workers. Whenever someone comes up with a new idea, they trash it. Whenever they have new responsibilities added to their plate, they become agitated. If you've noticed this type of behaviour, it's not only a sign that the employee has a bad attitude, but also poses a significant risk. This behaviour can spread throughout the team and undermine the happiness of the entire organization.

Other Employees Start Complaining: If a number of your employees start complaining about the same person, it's a red flag. There may be things happening behind the scenes that you're not seeing, which can tip off that you've got an unhappy employee.

Customers Start Complaining: Unhappy employees are less likely to produce great work. If a client or customer starts complaining about an employee's quality of work — and they've been happy customers in the past — you may have an unhappy employee on your hands.

4. IMPROVE EMPLOYEE JOB SATISFACTION TO INCREASE PRODUCTIVITY

Start by listening: Before you can begin to address the problem of employee satisfaction, you have to measure the extent of the problem, and the only way to do this is by listening.

Communicate frequently and authentically: Hold monthly (or better yet, weekly) all-hands meetings, where the entire company has the opportunity to come together, receive company updates, and ask questions of senior leadership. Remember that communication is a two-way street, it is as much about listening as it is disseminating. Most importantly, communicate authentically. This means acknowledging failures as well as successes. Don't underestimate your employees. They're smart, and can smell dishonesty a mile away. Be true to your personality and your mission as a leader in the tone and tenor of your communication, and don't shy away from the truth, even when times are tough. Your employees will respect you for it.

Provide a positive working environment: Creating job satisfaction begins by first providing a positive work environment. FranTarkenton says, to find what motivates people, **“you have to find what turns people on.”** This is the most important factor in the process. A motivating working environment requires going over and beyond the call of duty and providing for the needs of the worker.

Define your mission: Now take that mission and make it a part of your company's culture. Make sure every employee knows the answer to the question, “Why do we do what we do?”

Set Goals: Now that you have your mission, help your employees map their work back to it by setting motivating stretch goals. Goals help ensure that your employees' efforts are constantly aligned with company missions, and everyone employee knows how he or she is contributing. When people think their efforts don't matter or don't move the needle, dissatisfaction is inevitable. Avoid this trap by defining your mission and helping employees set goals that move your company closer to achieving that mission with every small win.

Focus on growth and development: In order to do this, you have to provide opportunities for your employees to grow. This means both educational opportunities. In addition to expensive (but worthy) programs like subsidized education, there are a number of affordable ways to promote growth and development. You can start an office book club (something we just launched at Snack Nation), or set aside time for employees to attend webinars or conferences. Start a mentorship program, in which junior team members shadow We believe so much in growth and development, that Snack Nation has a weekly personal development program called the Sensei Session, where company leaders present educational materials to the entire company. It's a way to give employees additional tools to their jobs, and to grow as individuals and professionals.

Establish trust with senior management: Senior management needs to establish trust with employees at all levels. Employees need to be able to trust those who have been placed in a position of authority. Leaders can establish this trust by demonstrating credibility and integrity in everything they do. This means doing what you say and saying what you do.

Expand job benefits: Explore benefits that employees appreciate and value. Benchmark your total benefit package to ensure your package is competitive. Focus on health and medical, paid time off, defined contribution plans, defined benefit pension plans, work-life balance, and family friendly benefits.

Offer competitive compensation: Look at all aspects of your compensation strategy. Evaluate employee pay grades, health benefits and retirement contributions to ensure your compensation package is competitive. Benchmark like jobs and work to keep salary ranges in line with similar jobs. If the recent regulation cuts have helped your business, share the benefit with employees by increasing their pay.

Foster job security: Employees are just now feeling relief from the recent recession that caused workers everywhere to feel job insecurity. Employers can help ease this by communicating with employees about the financial state of the organization, strategic goals and objectives and overall performance. When employees know their employer is doing well, they feel more job security.

Focus on employee engagement: Invest the time and resources in creating an environment where employees thrive and love to work. Monitor employee engagement and strengthen areas that foster it. Provide opportunities for career advancement. Employees want to know that there are opportunities within the organization to grow and advance their careers. Develop employees through coaching and mentoring programs, leadership skill development, and succession planning to help ensure that employees are prepared when higher level job openings become available.

Train on job skills: Employees value the investment organizations make into ongoing job skill training. This results in employees being more engaged in their roles, improved internal processes and increased worker productivity.

Provide professional development opportunities: Investing in the career development of an organization's workforce results in employees who feel valued and grow professionally.

Provide a clear career path: Provide high performing employees with developmental plans that prepare them for promotions and increased job responsibilities.

A satisfied employee is a productive employee: Management plays a significant role in enhancing employees' job satisfaction. Management owns the responsibility to continually review, reassess, and/or rethink how to maintain and/or create a positive environment that is high in morale. This includes ensuring that employees have the necessary tools and resources they require to successfully accomplish their job. Once an environment is established that is empowering a solid foundation is set to maintain motivation and develop job satisfaction.

5. MEANING OF JOB SATISFACTION

To do something meaningful at work gives people the opportunity to build a legacy through work, fostering a sense of accomplishment, creating a higher level of motivation and contributing to one's sense of self and identity.

6. SCOPE OF EMPLOYEE JOB SATISFACTION INCREASE PRODUCTIVITY

- The organization must satisfy employee's needs and influence these feelings for obtaining their co-operation and support. Proactive attitude of people towards their jobs, good communication system and individual objectives are some of the factors of job satisfaction.
- This study is on the impact of company policies, working conditions and on the job satisfaction of employees.
- It concentrates on the effect of factor in general and considers only the perceptual element of employees.

7. NEEDS OF EMPLOYEE JOB SATISFACTION

- Employee satisfaction is a state where individuals are not only happy with their current profiles but also look forward towards a long-term association with the organization
- Employees would never be satisfied with their jobs unless and until they have something interesting and challenging to work on Both management and employees have an important role to play in ensuring a positive ambience at the workplace and eventually job satisfaction.

8. LIMITATIONS OF THE STUDY

The results of this study should be viewed with a small number of limitations in mind this research study has the following limitations:

- This sample size is not sufficient enough to reflect the factual image of the organizations functioning in Thanjavur in context with measuring the relationship among employee participation, Job satisfaction, and employee productivity and employee commitment.
- The data, which was obtained from the organizations, was in the shape of perceptual measures of employee participation, Job satisfaction, employee productivity, employee commitment. Normally, instead of perceptual measures, the objective measures are more desirable and they particularly are more consistent in outputs (Huselid 1995: Harel and Tzafrir 1999). But observing the methods for research we are limited to use it.
- The method used by us in order to collect the data is very common as we have used the Questionnaire method for this research study. Other methods.

9. LITERATURE REVIEW

(*Richie and Miles, 1970*) Managers who hold Human relation theory of participation belief simply in involvement for the sake of involvement, arguing that as long as subordinates feel that they are participating and are consulted, their ego needs will be satisfied and they will be more cooperative).

(Locke, 1976) Job satisfaction and employee commitment receive considerable attention from industrial and organizational psychologists, management scientists, and sociologists. Three thousand studies had been done on job satisfaction alone by the time Locke prepared his study nearly 20 years ago.

(Locke and Schweiger, 1979 Employee Participation is generally defined as a process in which influence is shared among individuals who are other wise hierarchically unequal; Wagner, 1994). (Wager, 1994)Participatory management practice balances the involvement of managers and their subordinates in information processing, decision making and problem solving endeavours.

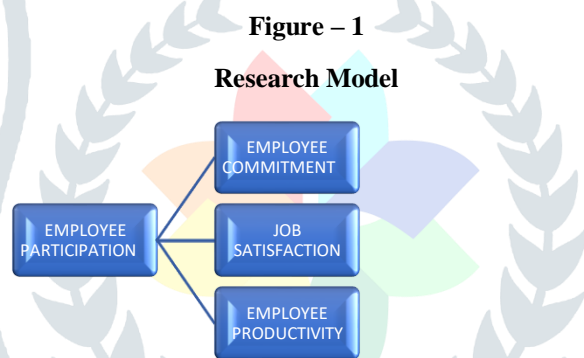
Coch and French (1949) are considered to be the pioneers in studying employee participation in the workplace. They developed the productivity and efficiency rationale, assuming that there is a direct link between employees’ involvement in decision-making and work outcomes such as the increase of job satisfaction and productivity. Participation in decision-making can satisfy employees’ self-actualization needs and, by doing so, increase employees’ motivation and job performance (Likert, 1961). These early theoretical contributions on participation were not taken seriously until the mid-1980s when major works such as Lawler (1986) started to emerge and make some significant impact on both academic and business circles.

(Rooney, 1987; Werneke and Levitan, 1994) Another line of enquiry on participatory management is focused on its impact on organizational outcomes such as organization performance and work outcomes, including job satisfaction (Rooney, 1987), productivity, product quality (Cooke, 1992), absenteeism (Voos, 1989) and employee and superior relations (Cooke, 1990). Because of the different methodologies used in those studies, the results tend to be mixed.

(Wagner, 1994; Ledford and Lawler, 1994; Huang, 1997) his best way to improve productivity is by striving for the shared goals of employees and managers. By allowing worker input into developing the mission statement, establishing policies and procedures, determining perks, etc., you can improve communication and increase morale and satisfaction.

(Cotton et al 1988; Norton 1989) In line with the research on Employee Participation has been emphasized in relation to job satisfaction. In Past studies showed that employee participation is positively related to performance, satisfaction, and productivity of an employee (Pfeffer 1994; Wagner 1994; and Verma 1995). According to Blinder (1990)

10. RESEARCH MODEL AND VARIABLES



11. ANALYSIS AND INTERPRETATION

Table – 1

Descriptive statistics in terms of the means, standard deviations, and the correlations for the variables

Correlation matrix	Standard deviation	Mean	Employee participation	Job satisfaction	Employee commitment	Employee productivity
Employee Participation	1.5	3.35	1	0.197*	0.354*	0.433*
Job Satisfaction	1.2	3.63	0.197*	1.000	0.045*	0.333*
Employee commitment	1.9	3.66	0.354*	0.045*	1.000	0.178*
Employee Productivity	2.1	3.74	0.433*	0.333*	0.178*	1.000

Source: Output generated from SPSS 20

Set out the descriptive statistics in terms of the means, standard deviations, and correlations for all the variables. There is a high correlation amongst the independent and dependent variables. Mean of the Employee Productivity is (3.74), whereas, the standard deviation is (2.1), it indicates that when there is highly scientific and rigorous employee productivity. A correlation between Employee Participation and Employee Productivity indicates that the Employee Participation should be beneficial when practiced after mutual coordination of management and employees. While according to the study of Miller and Monge (1986) the degree of association between these two variables is (-0.33) means they are negatively correlated.

Job Satisfaction is positively correlated with employee participation (0.197), Employee Productivity (0.33), Employee Commitment (0.45). The study of Miller and Monge (1986) in which they study the relationship of employee participation and job satisfaction and employee productivity they find that relationship between employee participation and job satisfaction is only (0.16) while our

study indicate that they degree of association between these two variables is (0.197). This shows that the difference do exists in the two different samples but this difference is too undersized.

Table -2

Regression analysis for the Employee Job Satisfaction Increase Company Productivity

Employee participation	Values
Job Satisfaction	**0.366
Employee Commitment	***0.508
Employee Productivity	**0.179
R2	0.483
Adjusted R2	0.405
F	16.234
N= 136, *** P < 0.10, ** P < 0.05	

Source: Output generated from SPSS 20

On the regression results indicating that there is positive relationship amongst employee participation and Job satisfaction, employee productivity, employee commitment. The Employees participation is having a positive and significant impact on the Job satisfaction of the employees indicating that an employee's participation in decision making leads an employee to perform much better as relevant to its competitors in the industry. Further, it is important that employees know what is going on in an organization so that they can use the knowledge that resides in the organization to its fullest potential (Pfeffer, 1998). As a result, it is important that organizations use information-sharing programs. Regression Equation: Regression Equation that is used to test the research model is as under:

Equation:

$$E \text{ Part} = A + 1 X_1 + 2 X_2 + 3 X_3 +$$

Employee Participation = Intercept + Coefficient (Job Satisfaction) + Coefficient (Employee Commitment) + Coefficient (Employee Productivity) + Other Variables

One regression equation was used for analysis. Equation included three independent variables effect that is Job satisfaction employee Commitment and employee productivity. The output in the case of Equation, 48% the result is statistically significant.

12. FINDINGS

- Mean of the Employee Productivity is (3.74), whereas, the standard deviation is (2.1), it indicates that when there is highly scientific and rigorous employee productivity. A correlation between Employee Participation and Employee Productivity indicates that the Employee Participation should be beneficial when practiced after mutual coordination of management and employees. While according to the study of Miller and Monge (1986) the degree of association between these two variables is (-0.33) means they are negatively correlated.
- Job Satisfaction is positively correlated with employee participation (0.197), Employee Productivity (0.33), Employee Commitment (0.45). The study of Miller and Monge (1986) in which they study the relationship of employee participation and job satisfaction and employee productivity they find that relationship between employee participation and job satisfaction is only (0.16) while our study indicate that they degree of association between these two variables is (0.197).
- One regression equation was used for analysis. Equation included three independent variables effect that is Job satisfaction employee Commitment and employee productivity. The output in the case of Equation, 48% the result is statistically significant.

13. SUGGESTIONS

Although this study discusses organizational performance with reference to HRM, it has actually integrated most of the significant management subjects under considerations into the judgment. This makes the conclusions more sectors oriented. The results of this study provide relatively strong support for the existence of a positive relationship among employee participation, Job satisfaction, employee productivity and employee commitment. Suggested that management might be able to increase the level of commitment in the organization by increasing satisfaction with compensation, policies, and work conditions. One way of addressing this could be by increasing the interactions with employees in staff meetings and increasing guided discussions of topics related to these issues. Employees could be interviewed to determine their perceptions of management's ability to address these issues. Changes in organizational variables, such as pay scales, employee input in policy development, and work environment could then be made in an effort to increase organizational commitment.

14. CONCLUSION

As you can see, there's no shortage of simple, inexpensive, and effective ways to ensure that your employees are satisfied and productive. It all comes down to challenging your employees, creating a sense of purpose, giving them room to grow, and setting them up for success. Workers' motivation, it is necessary to create conditions that foster a sense of competence, where employees have a feeling of ongoing personal growth, development and continuous learning. In addition, employees should be enjoying

themselves at work, when they are given the opportunity to be playful, if worker feel they satisfied in job they give more productivity.

REFERENCES

- Niezabitowska E, Winnicka-Jaslowska D (2011) Evolution of the office building in the course of the 20th century: Towards an intelligent building. *Intelligent Buildings International* 3: 238-249.
- Harris R (2015) The changing nature of the workplace and the future of office space. *Journal of Property Investment & Finance* 33: 424-435.
- Juriaan VM (2011) The origins of new ways of working. *Facilities* 29: 357-367.
- Langfred CW (2013) To be or not to be autonomous: Exploring why employees want more autonomy. *North American Journal of Psychology* 15: 355-366.
- Stasishyn S, Ivanov S (2013) Organization Derobotized: Innovation and Productivity in a Workplace Environment. *International Journal of Organizational Innovation* 5: 45-51.
- Singh R (2016) The impact of intrinsic and extrinsic motivators on employee engagement in information organizations. *Journal of Education for Library and Information Science* 57: 197-206.
- Lazaroiu G (2015) Work Motivation and Organizational Behavior. *Contemporary Readings in Law and Social Justice* 7: 66-75.
- Phusavat K, Comepa N, Sitko-Lutek A, Keng-Boon O (2013) Productivity management: Integrating the intellectual capital. *Industrial Management & Data Systems* 113: 840-855.
- Jha AK, Dikshit S (2015) Employee satisfaction: A comparative study between tata steel and central coalfield limited, ranchi. *Anusandhanika* 7: 111-119.
- Siengthai S, Pila-Ngarm P (2016) The interaction effect of job redesign and job satisfaction on employee performance. *Evidence - Based HRM* 4: 162-180.
- Vimalanathan K, Thangavelu RB (2014) The effect of indoor office environment on the work performance, health and well-being of office workers. *Journal of Environmental Health Science & Engineering*.
- Fassoulis K, Alexopoulos N (2015) The workplace as a factor of job satisfaction and productivity. *Journal of Facilities Management* 13: 332-349.
- Khamkanya T, Heaney G, McGreal S (2012) Introduction of AHP satisfaction index for workplace environments. *Journal of Corporate Real Estate* 14: 80-93.
- Mak CM, Lui YP (2012) The effect of sound on office productivity. *Building Services Engineering Research & Technology* 33: 339-345.
- Osibanjo AO, Gberevbie DE, Adeniji AA, Oludayo AO (2015) Relationship modeling between work environment, employee productivity, and supervision in the Nigerian public sector. *American Journal of Management* 15: 9-23.
- Sungkhawan J, Mujtaba BG, Swaidan Z, Kaweevisultrakul T (2012) Intrapreneurial workplaces and job satisfaction: The case of thai employees. *Journal of Applied Business Research* 28: 527-542.
- Matin HZ, Razavi HR, Emamgholizadeh S (2014) Is stress management related to workforce productivity? *Iranian Journal of Management Studies* 7: 1-19.
- Fourie I, Fourie H (2013) Getting it done on time. *Library Hi Tech* 31: 391-400.
- Pettijohn CE, Schaefer AD, Burnett MS (2014) Salesperson Performance: Exploring the Roles of Role Ambiguity, Autonomy and Self-Efficacy. *Academy of Marketing Studies Journal* 18: 99-111.
- Penny H (2014) Healthy work environment framework within an acute care setting. *Journal of Theory Construction & Testing* 18: 50-54.
- Duari P, Sia SK (2013) Importance of happiness at workplace. *Indian Journal of Positive Psychology* 4: 453-456.
- Tumen S, Zeydanli T (2016) Social interactions in job satisfaction. *International Journal of Manpower* 37: 426-455.
- Abdul R (2013) Impact of Working Environment on Job Satisfaction. 2nd Global Conference on Business, Economics, Management and Tourism, Czech Republic.
- Antoni CH, Baeten X, Perkins SJ, Shaw JD, Vartiainen M (2017) Reward management: Linking employee motivation and organizational performance. *Journal of Personnel Psychology* 16: 57-60.
- Banga S (2012) A comparative Study of Factors Affecting Employee Satisfaction with reference to Public and Private Sector Banks. *International Journal of Management Research and Reviews* 2: 1831-1837.