

A STUDY ON JOB SATISFACTION AMONG EMPLOYEES IN TUBE PRODUCTS OF INDIA, CHENNAI

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Abstract : Job satisfaction, its casual factors and its effect upon organisational health are all part of the various factors under study for this assignment. Job satisfaction for an individual can be influenced by a number of factors that includes first the job itself, the salary, and the promotion policy of the company, the attitudes of the co-workers, the physical and mental stress levels involved, the working conditions, the interest and challenge levels. These various factors are just indicative of the many factors that contribute or take away from job satisfaction. Most organisations periodically measure job satisfaction among employees through mainly quantitative techniques using rating scales. This article highlights factors determining employees' job satisfaction.

IndexTerms - Job Satisfaction, Factor Determining, working conditions, Effects and Dimensions.

I. INTRODUCTION

Job satisfaction is an important indicator of how employees feel about their job and a predictor of work behaviour such as organisational citizenship, absenteeism, and turnover. Job satisfaction is not the same as motivation. It is linked to productivity, motivation, absenteeism, waste accidents, mental health, physical health and general life satisfaction. It is an employee's thoughts and emotions towards their job and how they evaluate their job. This can be a judgement of their job overall, or of specific judgement such as pay, promotions, work tasks, co-workers and supervision. It is important for organisations to care about their employee's job satisfaction. It will promote employees organisational commitment when they are satisfied with their jobs.

DEFINITIONS OF JOB SATISFACTION:

"Job satisfaction as the pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

Locke (1969)

"Job satisfaction is the reaction of the workers against the role they play in their work".

Vroom

II. IMPORTANCE OF THE STUDY

Employee satisfaction is an important aspect as far as an organisation is considered. Employees are back bone of every organisation. So it is responsibility of the management to keep the employees to contribute more. It is said that employees are more productive. So every organisation is giving high priority to keep their employees satisfied by providing several facilities which improves satisfaction and reduce dissatisfaction. Common research finding is that job satisfaction is correlated with life style. This correlation is reciprocal meaning the people who are satisfied with the life tends to be satisfied with their jobs and the people who are satisfied their jobs tend to satisfied with their life. I want to know whether the employees in Tube Products of India are satisfied or not. So I had to address the problem in my study.

III.PROBLEMS OF THE STUDY

Employee job satisfaction is considered as a key success factor for organizations. Numbers of researches on this topic have been conducted all around the world. In recent decades, this issue has stimulated interest in Turkey as well. Unfortunately, it is observed that there is not enough research made in Turkish major governmental institutions about job satisfaction. Non-profit public organizations are essential for the country and its economy. Therefore, the issue is significantly important for public institutions. For these reasons, one of the fundamental public institutions is selected for this study on measuring job satisfaction.

The aim of this study is to determine the most important factors that affect the job satisfaction of employees working in a particular public institution and to investigate to what extent the public institution satisfies its employees about these prominent factors. In this study, both general job satisfaction and segmented job satisfaction factors are being investigated in terms of demographic factors. In this connection a survey was conducted on behalf of Tube Products of India (TPI) to identify the level of satisfaction on various job related factors.

IV.OBJECTIVES

The primary objective of the study is to measure the level of job satisfaction of employees of Tube Products of India, Chennai.

To study the present level of satisfaction of the employees.

To study and analyse the monetary benefits given to the employees.

To study and analyse the various factors that are affecting the job satisfaction level.

V. REVIEW OF PREVIOUS LITERATURE

Singh & Jain (2013) highlights on employees job satisfaction and, its impact on their performance. Employee's attitude reflects the moral of the company. Work environment is the key factor in job satisfaction. Good work environment and good working conditions leads to job satisfaction at the same time helps in increasing employee work performance, profitability, customer satisfaction as well as retention.

Al-Zoubi (2012) studied the relationship between job satisfaction of various private and public organizations and Salary. He found that salary is not a prime factor that influences job satisfaction. Therefore, organizations should think of innovative ways that will enhance all job aspects including salaries as well as psycho-social variables that enhances the work life quality.

Rane (2011) studied the importance of employee Job Satisfaction. He explained that the employee job satisfaction was essential to face the dynamic and ever increasing challenges of maintaining productivity of the organisation by keeping their work force constantly engaged and motivated. He concluded that the job satisfaction of an employee in any organisation was of paramount importance to achieve the targeted goals on a sustainable basis.

Chiun Lo and Ramayah (2011) examined the relationship between mentoring and employees job satisfaction among employees. The result shows that there was a positive relationship between career mentoring and all dimensions in job satisfaction such as co-workers, job itself, promotions and supervisors. On the other hand no significant relationship was found between psychosocial mentoring and three aspects of employee's job satisfaction.

Santhapparaj (2005) studied the job satisfaction of the women managers working in automobile Manufacturing Industry. The study investigated the relationship between specific aspects of job satisfaction and the personal characteristics of women managers. The study reveals that there was a need for change in the organisational culture and the management should create the environment for social and organisational network.

VI. FACTORS DETERMINING JOB SATISFACTION

There are number of factors which effect job satisfaction. Value system possessed by an individual and the culture supporting the value system in the organisation can be called as an important and basic for job satisfaction. However, some of the important factors that determine job satisfaction of the employees in the organisation are as under:

Work Content: Content of the work it is a major source of satisfaction. The work must be challenging. It should lend itself opportunities to use employee skills, ability and experience. The content of the work should be encouraging and interesting and have variety inbuilt in it so that it is not boring. Positive feedback from the job and autonomy has been considered to be important for motivation of employees. Too tough or job having too little challenge brings frustration and feeling of failure. Hence, the job should be moderately tough so that the individual has to stretch his ability, imagination and skills. Once such job is completed successfully, the workers get a great sense of satisfaction.

Pay and promotion policy: Salary and wages play decisive part in the study of job satisfaction. Equitable rewards are multi-dimensional in nature. The benefits are varied in nature namely; pay, perks and rewards are associated with motivation of employees. Pay system and promotion policy of the organisation must be just, unambiguous and in line with the prevalent industry norms and employee expectations. Employee wages and salary must ensure him the social status and should be able to fulfil the expectations. Individual must perceive salary administration and promotion policy as being fair. Organisation should ensure that their policies are growth oriented and incremental in nature so that employees take additional responsibility voluntarily.

Supportive Working Conditions: Working conditions have a modest but lasting effect on job satisfaction. Due to fast development of technology, it is necessary that the organisations are operating on upgraded technology, latest systems and procedures. The layout of workplace must be ideally suited from operational point of view and the employee should display great degree of satisfaction. The place should be neat and clean with necessary facilities as per Factories Act. Light, ventilation, cleanliness, enough space for work, immediate availability of supervision, adequate tools and generally good surrounding will definitely add to job satisfaction. If the work place were closer to home, it would add to employee retention.

Work Group: The concept of work group and work teams is more prevalent today. Work group of multi-skilled persons with one goal will be able to function effectively if they are friendly and co-operative. The work group serves as a source of support, comfort, advice and assistance to individual worker. A good work group makes the job more enjoyable. The factor of work group support is essential for job satisfaction.

Supervision: Supervision is one of the moderate factors, which effect job satisfaction. Qualified supervisors should be available for advice, guidance and problem solving. Supervisors should be placed close to the place of work and should be available. They should take personal interest in the affairs of employees both on personal and at official level. Supervision is related to leadership. Such supervision improves the morale and job satisfaction of employees.

Promotion Chances: Promotional opportunities affect job satisfaction considerably. The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence, status and the like. An average employee in a typical government organisation can hope to get two or three promotions in his/her entire service, though chances of promotion are better in the private sector.

VII. EFFECTS OF LOW JOB SATISFACTION

High Absenteeism:

Absenteeism means it is a routine pattern of absence from duty or obligation. If there will be low job satisfaction among the employees the rate of absenteeism will definitely increases and it also affect on productivity of organisation.

High Turnover of employees:

In human resource refers to characteristics of a given company or industry relative to the rate at which an employer gains and losses the staff. If the employer is said to be have a high turnover of employees of that company have shorter tenure than those of other companies.

Training cost increases:

As employees leaves organisation due to lack of job satisfaction. Then Human resource manager has to recruit new employees. So that the training expenditure will increases.

VIII.DIMENSIONS OF JOB SATISFACTION

There are six dimensions that represent the most important characteristics of job about which people have effective responses.

The work itself:

The content of the work itself is a major source of satisfaction. This means the extent to which the job provides the individual with interesting tasks, opportunities for learning and the change to accept responsibility. Some of the most important ingredients of job satisfaction include interesting and challenging work and a job that provides status.

Compensation:

Wages and salaries are significant, but a complex and multidimensional factor in job satisfaction. Money not only helps people attain their basic needs, but also is instrumental in providing upper level need satisfaction. Employees often consider salary as a reflection of how management views their contribution to the organization. Fringe benefits are also important, but they are not as influential.

Career Growth:

Promotional opportunities seem to have a varying effect on the job satisfaction. This is because promotions take different forms and include a variety of rewards. For example individuals who are promoted on the basis of seniority often experiences job satisfaction but not as much as those who are promoted based on their performance.

Supervision:

Supervision is another moderately important source of job satisfaction. There are two dimensions of supervisory style that effect on job satisfaction. One is employee centeredness, which is measured by the degree of which supervision takes personal interest in the welfare of employees. The other dimension is participation or influence, illustrated by managers who allow their people to participate in decisions that affect their own jobs. This approach leads to higher job satisfaction. It is proved that a participative environment.

Co-workers:

Friendly, cooperative co-workers are a modest source of job satisfaction the work group serves as a source of support, comfort, advice and assistance to the individual. A good work makes the job more enjoyable. If this factor is not considered with care, then it may have reverse effects, meaning there by that the people are difficult to get along with. This will have a negative effect on job satisfaction.

Work Environment:

Work environment and working conditions are factors that have a modest effect on job satisfaction. If working conditions are good clean, attractive surroundings, employee, find it easier to carry out their job.

IX. RESEARCH METHODOLOGY

Methodology is a way to systematically solve the research problem. In this Research suitable analysis and statistical tools can be applied to solve the research problem. It includes, Sources of data, Tools used for data collection, Research design, Sampling, Hypotheses.

Research Design: This research has been categorized as descriptive because the study includes survey and fact finding studies of various kinds. The major purpose of this research is description of the state of affairs or problems.

Sampling Design: Universe Type: Finite (90)

Sampling Design Type: Simple random probability sampling.

Sample Size: Researcher has collected data from 90 respondents.

Data Collection

Primary Data: Questionnaires directly collected from respondents.

Secondary Data: Internet, books on related issues and research reports of various researchers in relevance to study.

Tools for Data Analysis:

The data so collected through questionnaire were tabulated and analysed specific tools were also applied to yield accurate result.

TESTING OF HYPOTHESIS: 1

GENERAL WORKING CONDITION COMPARED WITH GENDER

HYPOTHESIS:

H0: There is no association between gender of the employees and the working condition.

H1: There is association between gender of the employees and the working condition.

TABLE NO: 1.1

			General Working Condition		Total
			Average WC	Excellent WC	
Gender	Male	Count	13	58	71
		Expected Count	15.0	56.0	71.0
		% within Gender	18.3%	81.7%	100.0%
		% within nwc	68.4%	81.7%	78.9%
		% of Total	14.4%	64.4%	78.9%
	Female	Count	6	13	19
		Expected Count	4.0	15.0	19.0
		% within Gender	31.6%	68.4%	100.0%
		% within nwc	31.6%	18.3%	21.1%
		% of Total	6.7%	14.4%	21.1%
Total	Count	19	71	90	
	Expected Count	19.0	71.0	90.0	
	% within Gender	21.1%	78.9%	100.0%	
	% within nwc	100.0%	100.0%	100.0%	
	% of Total	21.1%	78.9%	100.0%	

Chi-Square Tests

	Value	DF	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.585a	1	.208		
Continuity Correction ^b	.888	1	.346		
Likelihood Ratio	1.477	1	.224		
Fisher's Exact Test				.219	.172
Linear-by-Linear Association	1.567	1	.211		
N of Valid Cases	90				

INFERENCE

Since calculated p value (0.208) is greater than the significant value (0.05) accept the null hypothesis (H₀) at 5% level of significance. So there is no association between gender of the employees and working condition.

TESTING OF HYPOTHESIS: 2**PAY AND BENEFITS COMPARED WITH DEPARTMENT**

H₀: There is no association between the department of employees with their pay and benefits.

H₁: There is association between the department of employees with their pay and benefits.

TABLE NO: 1.2

		Pay and Benefits			Total	
		Low pay	Moderate pay	High pay		
Department	Production	Count	0	4	12	16
		Expected Count	.2	3.9	11.9	16.0
		% within Department	0.0%	25.0%	75.0%	100.0%
		% within npb	0.0%	18.2%	17.9%	17.8%
		% of Total	0.0%	4.4%	13.3%	17.8%
	Finance	Count	1	4	7	12
		Expected Count	.1	2.9	8.9	12.0
		% within Department	8.3%	33.3%	58.3%	100.0%
		% within npb	100.0%	18.2%	10.4%	13.3%
		% of Total	1.1%	4.4%	7.8%	13.3%
	HR	Count	0	3	16	19
		Expected Count	.2	4.6	14.1	19.0
		% within Department	0.0%	15.8%	84.2%	100.0%
		% within npb	0.0%	13.6%	23.9%	21.1%
		% of Total	0.0%	3.3%	17.8%	21.1%
	Marketing	Count	0	2	7	9
		Expected Count	.1	2.2	6.7	9.0
		% within Department	0.0%	22.2%	77.8%	100.0%
		% within npb	0.0%	9.1%	10.4%	10.0%
		% of Total	0.0%	2.2%	7.8%	10.0%
Others	Count	0	9	25	34	
	Expected Count	.4	8.3	25.3	34.0	
	% within Department	0.0%	26.5%	73.5%	100.0%	
	% within npb	0.0%	40.9%	37.3%	37.8%	
	% of Total	0.0%	10.0%	27.8%	37.8%	
Total	Count	1	22	67	90	
	Expected Count	1.0	22.0	67.0	90.0	
	% within Department	1.1%	24.4%	74.4%	100.0%	
	% within npb	100.0%	100.0%	100.0%	100.0%	
	% of Total	1.1%	24.4%	74.4%	100.0%	

Chi-Square Tests

	Value	DF	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.227a	8	.412
Likelihood Ratio	5.824	8	.667
Linear-by-Linear Association	.170	1	.680
N of Valid Cases	90		

INFERENCE:

Since calculated p value (0.412) is greater than the significant value (0.05) accept the null hypothesis (H₀) at 5% level of significance. So there is no association between the department of the employees with their pay and benefit.

X. FINDINGS

- Most of the employees are considered to be male respondents (78.9%) when compared to female respondents (21.1%).
- Most of the respondent's education qualification is UG (45.6%) and few of them belong to Diploma/ITI (31.1%).
- 60% of the employees are strongly agreed that their work is according to their qualification and skills.
- Majority 57.8% of the employees agreed that they are encouraged to share new ideas with their team-mates and superiors.
- 52.2% of employees are satisfied with their salary packages.
- Majority of the employees are neutrally agreed that the rewards and appreciation system are provided by the management.
- Majority 56.7% of the employees agreed that the organisation provides opportunities to improve their skills and knowledge.
- The majority 70% of the employees are satisfied with the physical working condition in the company.

XI.SUGGESTIONS

The superiors can motivate their employees with new ideas which will create the “WE” feeling in the mind of their employees.

Apart from the salary the organisation can motivate their employees by providing the other monetary benefits.

There should be more priorities towards employee’s social security and well-being’s.

The employees can be given emergency drill training in regular periods so that they will be more capable to handle an emergency situation in times of need.

To motivate the employee’s, management can take into consideration some proper suggestions given by the employees. It will help to increase the motivation and job satisfaction of the employees.

XII. CONCLUSION

Job Satisfaction is a key aspect for success of every organization when employees are satisfied, the work of performance will increase. It paves way to maintain an optimistic relationship between the employer and the employee which increases the effort put in by the employees in the company. A satisfied worker is more likely to be creative, flexible, innovative and loyal. So, it is important for organisation to care about their employee’s job satisfaction. Employees play a crucial role in any organisation as they have always contributed their share in the form of services for the betterment of the organisation. From the study, it is found that majority of the employees are not fully satisfied with their job. Employees are also not fully satisfied with the rewards and appreciation system provided by the company. Most of the employee’s doesn’t feel secure with their job. Due to continuous work many employees feel mentally tired and their job cause stress in their life. By this I conclude that the management may make the employees understand that they are the partners of the business and the employees’ organization life depends up on the constructive contributions made by them. If the recreational facilities and leave packages are provided to the employees, it motivates them to work hard, resulting in better industrial relations between the employer and the employees and it helps to increase job satisfaction.

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