



## **JOB SATISFACTION IN THE ORGANISATION A STUDY OF SELECT ENTERPRISE**

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### **Abstract**

*The purpose of the present research study is to measure the job satisfaction of employees at workplace. Job satisfaction is the important part of human recourse management. It incorporates tactics that are useful at the workplace. It is used in measuring the performance of the employees in an organisation. Therefore, it is important to study about the job satisfaction of employees at workplaces. The study surveyed 100 respondents' opinions to determine effect of job satisfaction on employees at workplace. On the basis of the findings it is evident that the most of the respondents opined that they are moderately satisfied with their job at workplace.*

**Keywords:** Job satisfaction, work place, organisation.

### **INTRODUCTION**

Job satisfaction is a person's attitude towards the job. The positive attitude towards the job is equivalent to job satisfaction, whereas negative attitude of job is equivalent to job dissatisfaction. Job satisfaction or dissatisfaction is the result of various attitudes of a person holds towards his job and towards the life in general. In past many people had defined job satisfaction in many ways among which few of them are as follows:

“Job satisfaction is a general attitude, which is the result of many specific attitudes in three areas namely job factors, individual characteristics and group relationships outside the job”.

“They are the feelings or effective responses to factors of the situation associated with perceived differences between what is expected and what is experienced”.

“Job satisfaction is a persistent effective state which has arisen in the individual as a function of perceived characteristics of his job in relation to his frame of reference”.

Job satisfaction on other hand enhances organizational commitment and loyalty of employee towards the organization employees, when highly satisfied with their respective job cannot perceive themselves working anywhere else.

Therefore job satisfaction is very important to an organization. Though there is so much that we do not know about the unseen positive effects of the job satisfaction. It is certain that when job satisfaction is low, there seem to be negative effects on the organization and is essential to the organization overall health and effectiveness. Job satisfaction has been defined as pleasurable emotional state resulting from appraisal of once job on effective reaction to once job and an attitude towards once job.

Weiss has argued that job satisfaction is an attitude but point out that researches should clearly distinguish the objects of cognitive evaluation which are effect belief and behavior. This definition suggests that we form attitude towards by taking into account our feelings belief and behavior.

### **Importance of Job Satisfaction**

Job satisfaction is a result of employees' perception of how their job provides the things that are viewed as important. It has been recognized that in the organization behavior field, job satisfaction is the important and frequently studied attitude. They are three important dimensions to job satisfaction. They are as follows:

1. Job satisfaction is an emotional response to job situation.
2. Job satisfaction is often determined by how well outcomes meet or exceed expectations.
3. Job satisfaction represents several related attitudes to the society as a whole and from an individual employee's viewpoint.

A lot of importance is attributed to the job satisfaction of employees in an organization. Although the relationship with productivity I not clear, low job satisfaction tends to lead to both turnover and absenteeism while high job satisfaction often results in higher productivity, high morale, fewer job accidents and work grievances and less time needed to learn new job

related task. Job satisfaction in and of itself is a desirable outcome. It influences the organization and its goals in more than one-way. There exists an inverse relationship between job satisfaction and absenteeism. Job satisfaction is important to control the rate of absenteeism of an organization.

### Factors Influence The Job Satisfaction

Job satisfaction is one of the most difficult concepts to measure in the field of organizational behavior. The factors that determine the job satisfaction are as follows

1. **The worker itself:** The content of the work itself is a major source of satisfaction. Some of the most important ingredients of a satisfying job uncovered by surveys include interesting and challenging work, work that is not boring, and a job that provides status.
2. **Pay:** Wages and salaries are recognized to be a significant but cognitively complex and multidimensional in the job satisfaction. Money not only helps people attain their basic needs but also is instrumental in providing upper-level need satisfaction. Employees often see pay as a reflection of how management views their contribution to the organization. Fringe benefits are also important, but they are not as influential. One reason undoubtedly is the most employees do not even know how much they are receiving in benefits. Moreover, most tend undervalue these benefits because they do not realize their significant monetary value.
3. **Promotions:** Promotional opportunities seem to have a varying effect on job satisfaction. This is because promotions taken number of different forms and have a variety of accompanying rewards.
4. **Supervision:** Supervising is another moderately important source of job satisfaction. However, it can be said that seem to be two dimensions of supervisory style that affect job satisfaction. One is employee – centeredness, which is measured by the degree to which a supervisor takes a personal interest in the employee’s welfare. It commonly is manifested in ways such as checking to see how well the subordinate is doing, providing advice and assistance to the individual, and communicating with the worker on a personal as well as an official level. The other dimension in participation or influence, as illustrated by managers who allows their people to participate in decisions that affect their own jobs. In most cases, this approach leads to a higher job satisfaction. A participate climate created by the supervisor has a more substantial effect on workers satisfaction then does participation in a specific decision.
5. **Work Group:** The nature of workgroup or team will have an effect on job satisfaction. Friendly, cooperative co-workers or team members are a modest source of job satisfaction to individual employees. The workgroup, especially a “Tight” team, serves as a source of support, comfort, advice, and assistance to the individual workers. A “good” workgroup are effective team maker the job more enjoyable.
6. **Working Conditions:** Working conditions have a modest effect on job satisfaction. If the working conditions are good (clean, attractive surroundings for insistence). The personal will find it easier to carry out their jobs. If the working conditions are poor (hot, noisy surroundings for example) personal will find it more difficult to get things done in other words, affect of working conditions on job satisfaction is similar to that of the work group. If things are good, there may or may not be a job satisfaction problem: if things are poor, there very likely will be.
7. **Organization and management:** The administrative policies of the organization either directly or indirectly affect the employees. It involves all the relationship of the employee with all the supervisors of the organization above the lead of immediate supervision.
8. **Social aspects of job:** It involves the relationship of the employee with his co-workers or colleagues especially with the employees at the same lead as his.
9. **Communication:** It includes those aspects of job satisfaction which involves the spreading of information in any direction within the organization. The information related for new developments, proceedings of the organization, personal policies and procedures etc.

### Need of The Study

The following are the need of the study.

1. The job satisfaction is the aspect, which has got utmost importance in the organization.
2. Job satisfaction deals with the mentality of the employees.
3. There is the greater need to study this aspect in-depth because it has many impacts on the behavior and the efficiency of the employees.
4. Job satisfactions were not given importance then there would be problem in smooth running of the organization.
5. Job satisfaction influences the turnover of the organization, reducing the absenteeism and friendly behavior.

### Objective of the Study

The following are the objectives of the study.

1. To study factors influencing job satisfaction of employees at Diesel Loco Shed.
2. To assess the perceptions of employees on the factors relating to job satisfaction.
3. To assess the level of job satisfaction of employees working at Diesel Loco Shed.
4. To suggest the suitable measures to improve job satisfaction of employees.
5. To find out the employees attitude towards the job.
6. To find out level of employees satisfaction.
7. To know different opinion of employees at Diesel Loco Shed regarding job satisfaction.

### Scope of the Study

The scope of the study is confined to Diesel Loco Shed. It is confined to employees of electrical and mechanical department only. Limited numbers of employees were considered to the study. Employees overall assessment of their job particularly their emotions, behavior and attitude about their work experience. Job satisfaction is one of the most heavily research topic in industrial organizational psychology and several studies. It is strongly correlated with attitudinal variables such as job involvement, organizational commitment, job tension and feelings of anxiety.

**Methodology of the Study** To study the job satisfaction in Diesel Loco Shed. Generally research means analyzing collecting the data of selected topic, editing the collected data and finally making a report in a format were regarding the selected topic. In order to collect the data some methodology is adopted for the study of job satisfaction at Diesel Loco Shed which is given here.

### Tools of the study

1. Primary data,
2. Secondary Data.

**PRIMARY DATA:** Any information which is gathered or the first time for a specific purpose is called Primary Data. It is collected through the survey. A survey has been conducted with sample size by the mean of questionnaire

**SECONDARY DATA:** Any information which has been already collected by somebody else for a definite purpose in the past is the secondary data. The present study is also gathered information from secondary sources like newspaper, journals, annual report of the organization business magazine and internal records of the company. The data need for the project is mainly primary data and secondary data is used to supplement to primary data.

### Sources

1. Record of the organization,
2. Manuals of the organization,
3. Internet.

### Limitations of the study

The following are the limitations of the study.

1. For the purpose of the study, only opinions are taken into consideration.
2. A sample of limited employees was taken into consideration for the study.
3. Only questionnaire method is used to collect data.

### Data Analysis and Interpretation

**QUESTION 1:** "The work I am doing is an exciting and challenging one."

**From the evidence that the responses of employees are as follows:**

**Table .1:**

Degree of Satisfaction	Percentage
Strongly Disagree	0
Moderately Disagree	0

Neither agree nor disagree	0
Moderately Agree	40
Strongly Agree	60
<b>Total</b>	<b>100</b>

**Interpretation:** From the above table we can observe that 60 percent of employees strongly agreed and 40 percent were moderately agreed that job is challenging and exciting.

**QUESTION 2: “I am satisfied with organizational policies.”**

**From the evidence that the responses of employees are as follows:**

**Table .2**

Degree of Satisfaction	Percentage
Strongly Disagree	6
Moderately Disagree	0
Neither agree nor disagree	0
Moderately Agree	60
Strongly Agree	34
<b>Total</b>	<b>100</b>

**Interpretation:** From the above table we can observe that 6 percent of employees strongly disagreed 60 percent were moderately agreed and 34 percent strongly agreed that job is challenging and exciting.

**QUESTION 3: “My organization is providing better working conditions.”**

**From the evidence that the responses of employees are as follows:**

**Table .3:**

Degree of Satisfaction	Percentage
Strongly Disagree	0
Moderately Disagree	0
Neither agree nor disagree	0
Moderately Agree	14
Strongly Agree	86
<b>Total</b>	<b>100</b>

**Interpretation:** From the above table we can observe that only 14 percent moderately agreed and 86 percent strongly agreed with the better working conditions provided by the organization.

**QUESTION 4:** “satisfied with the cleanliness of work place, working area and lockers.”

**From the evidence that the responses of employees are as follows:**

**Table .4:**

Degree of Satisfaction	Percentage
Strongly Disagree	0
Moderately Disagree	0
Neither agree nor disagree	0
Moderately Agree	20
Strongly Agree	80
<b>Total</b>	<b>100</b>

**Interpretation:** From the above table we can observe that 80 percent of employees strongly agreed and 20 percent were moderately agreed with the work place and lockers provided by the organization.

**QUESTION 5:** “I am getting paid at par with industry standards outside.”

**From the evidence that the responses of employees are as follows:**

**Table .5:**

Degree of Satisfaction	Percentage
Strongly Disagree	20
Moderately Disagree	46
Neither agree nor disagree	0
Moderately Agree	34
Strongly Agree	0
<b>Total</b>	<b>100</b>

**INTERPRETATION:** From the above table we can observe that 46 percent of employees moderately disagreed 20 were strongly disagreed and the remaining 34 percent employees moderately agreed that they are not paid at par with the private/public sectors.

**QUESTION 6:** “I leave this organization if some other company offers hike in salary.”

**From the evidence that the responses of employees are as follows:**

**Table .6:**

Degree of Satisfaction	Percentage
Strongly Disagree	6
Moderately Disagree	6
Neither agree nor disagree	0
Moderately Agree	42
Strongly Agree	46
<b>Total</b>	<b>100</b>

**INTERPRETATION:** From the above table 46 percent of employees strongly agreed 42 percent were moderately agreed 6 percent were moderately disagreed and the remaining 6 percent strongly disagreed.

**QUESTION 7:** happy with employee development programs offered by the organization

**From the evidence that the responses of employees are as follows:**

**Table .7:**

Degree of Satisfaction	Percentage
Strongly Disagree	14
Moderately Disagree	0
Neither agree nor disagree	0
Moderately Agree	52
Strongly Agree	34

<b>Total</b>	<b>100</b>
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**INTERPRETATION:** From the above Table 2 percent of employees moderately agreed 34 percent strongly agreed and remaining 14 percent employees strongly disagreed with employee development programs.

**QUESTION 8:**“My organization is offering better opportunities to get elevated.”

**From the evidence that the responses of employees are as follows:**

**Table .8:**

Degree of Satisfaction	Percentage
Strongly Disagree	34
Moderately Disagree	38
Neither agree nor disagree	14
Moderately Agree	14
Strongly Agree	0
<b>Total</b>	<b>100</b>

**INTERPRETATION:** From the above table 38 percent of employees moderately disagreed 34 percent strongly disagreed 14 percent neither agree nor disagree and remaining 14 percent employees moderately agreed for future improvement in position.

**QUESTION 9:** My boss is helping me to perform task efficiently.”

**From the evidence that the responses of employees are as follows:**

**Table .9:**

Degree of Satisfaction	Percentage
Strongly Disagree	6
Moderately Disagree	0
Neither agree nor disagree	0
Moderately Agree	28
Strongly Disagree	66
<b>Total</b>	<b>100</b>

**INTERPRETATION:** With the above table we observe that 66 percent of employees strongly agreed 28 percent moderately agreed and 6 percent strongly disagreed with the help given by the boss.

**QUESTION 10:** “My job is secured here.”

**From the evidence that the responses of employees are as follows:**

**Table .10:**

Degree of Satisfaction	Percentage
Strongly Disagree	0
Moderately Disagree	0
Neither agree nor disagree	0
Moderately Agree	0
Strongly Agree	100
<b>Total</b>	<b>100</b>

**Interpretation:** From the above table we can observe that 100 percent of employees are strongly agreed that job security is given by the organization.

**QUESTION 11:** “Performance appraisal of my organization is fair and transparent.”  
**From the evidence that the responses of employees are as follows:**

**Table .11:**

Degree of Satisfaction	Percentage
Strongly Disagree	6
Moderately Disagree	48
Disagree	0
Moderately Agree	40
Strongly Agree	6
<b>Total</b>	<b>100</b>

**INTERPRETATION:** From the above table we observe that 48 percent of employees moderately disagreed 40 percent moderately agreed 6 percent strongly disagreed and 6 percent strongly agreed with the performance appraisal provide by the organization.

### Findings

1. 60% of employees strongly agreed and 40% were moderately agreed their job is challenging and exciting.
2. 60% of employees moderately agreed, 34% of employees strongly agreed and remaining (6%) employees were moderately disagreed their organizational policies.
3. 86% of employees strongly agreed and 14% were moderately agreed with the better working conditions provided by the organization.
4. 80% of employees strongly agreed and 20% were moderately agreed with the workplace and lockers provided by the organization.
5. 46% of employees moderately disagreed, 20% were strongly disagreed and the remaining (34%) employees moderately agreed that they are not paid at pair with the private/public sectors.
6. 46% of employees strongly agreed, 42% were moderately agreed, 6% were moderately disagreed and the remaining (6%) strongly disagreed that they are ready to leave the organization when other companies offers preferred perquisites.
7. 52% of employees moderately agreed, 34% strongly agreed and remaining (14%) employees strongly disagreed with the employee development programs provided by the organization.
8. 38% of employees moderately disagree,34% strongly disagreed,14% neither agreed nor disagreed and remaining 14%employees moderately agreed for further improvement in position.
9. 66% of employees strongly agreed, 28% moderately agreed and 6% strongly disagreed with the help given by the boss.
10. 100% of employees strongly agreed that job security is given by the organization.
11. 48% of employees moderately disagreed, 40% moderately s, 6% strongly disagreed and 6% strongly agreed with the performance appraisal provided by the organization.

### Conclusions

Job satisfaction at Diesel Loco Shed is the best defined as a set of feelings and emotions employees associate with their work. Theoretically in an organization with employees that display actions of substation absenteeism as well as turnover. Due to low level of job satisfaction would generally suffer from greater recruitment and retraining cost that will hinder profitability. Unfortunately the majority of businesses have failed to make job satisfaction a top management priority. This particular trend is attributed to the failure to recognize the significant advantages and organization would enjoy just by adjusting their mind set. Organization that can produce multi cultural work environment which attract and motivate and keep hard working people are better position to succeed in today’s competitive global market.





### **Suggestions**

1. The employees are very much satisfied with the challenging nature of the job. So keep up the tempo, as it is a motivating factor.
2. There is a strong dissatisfaction from the employees that their pay is not par with the industrial standards. So, as pay is the major motivator, there is a huge and urgent need to update them according to the industrial standards.
3. There is a very little disagreement from the employees that the employee development programmes are not up to the mark. They need to be improved.
4. The employees strongly dissatisfied with their opportunities to get elevated. There is an urgent need to renew the opportunities.
5. The performance appraisal is not up to the expectations of the employees. As performance appraisal is the heart of today's organizations, there is a serious need to improve it.

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