



## ENVIRONMENTAL FACTORS DETERMINING JOB SATISFACTION OF EMPLOYEES

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### Abstract

*In the present competitive business environment, it has become an axiom that the only source of competitive advantage to any organization is its human resources. They are the well spring of all the knowledge used to leverage other resources that organization employ to grow and thrive. The role of human resources has evolved from being viewed as 'factors of production' to people being viewed as 'talent investors' in an organization and building human capital as a core source of competitive advantage has become a key human resource activity. Employers must also keep and revise a written record of health and safety policy and consult with employees on such policies. Thus, physical environment, safety and welfare of employees play a crucial role in work place performance and job satisfaction of employees in every organization.*

**Key Words: Factors, Job Satisfaction, Employees.**

### Introduction

Human Resources (HR) are the people at work who are utilizing their talent, skill, ability and competence for the achievement of the organizational and individual goals. The human resources are very important for the effective working performance of the organization in which they work. Their services towards the growth and the development of the organization in co-ordination with the management are valuable and their ever-developing skills and aptitudes are instrumental for the effective functioning of the institution. Welfare measures and good working environment of employees would greatly reduce employee turnover and absenteeism, and to improve the job satisfaction and efficiency of work force.

### Need of the Study

Industrial relations are used to denote the relationship between employer and employees in an industrial organization. The mixed economy of India is characterized by the co-existence of public, private and co-operative sectors. The public sector had a very important role to play in the development of this vast and popular developing economy. The workers can be motivated and their productivity can be increased only when a conducive and physical work environment is provided and adequate employee welfare amenities and safety measures are under taken by the management. Significance of the studies of this type greatly enhanced as they clearly show the lacunae and also what could be done to improve the situation. Keeping this in view to fill the gap, a modest attempt has been made to employees perception and satisfaction for the activities. To conduct the above study, a state owned power sector organization. Surprisingly, very few attempts have been made by the researchers to study the extent of job satisfaction of the employees in power sector units. By comparison across the sectors with what is existed, the study shows the gap and also furnishes the reasons between the practice and precept.

### Scope of the Study

The study covers the employee perception about the prevailing working environment in the selected power sector unit. It studies the influence of the factors on job satisfaction. Society comprises of the workers, management, Government and general public. The present study is of much relevance from the point of view of the society. The perception and attitude of the employees' determine their work efficiency and in turn it influences the development of any organization.

### Objectives of the Study

- To analyze the influence of environmental factors on employee job satisfaction and commitment, and
- To suggest the measures for an effective utilization of human resources and providing good working environment to increase the job satisfaction of the employees.

### Methodology of the Study

The study is conducted by using both analytical and descriptive type of methodology. The study depends on primary and secondary data. The primary data are to be collected through survey method. Survey is conducted by using well formulated Questionnaire. The Secondary data are also collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

### Factors Determining Employee Job Satisfaction- Discussions and Results

The study has determined the popular environmental factors which have a great influence on the constitution of employee job satisfaction. The application of Factor analysis by principal component method shows the importance of such factors in job satisfaction studies and following are the popular factors and sub-factors influencing job satisfaction:

Factors of Job Satisfaction	Sub-factors
<b>Nature of work</b>	i) Job requirement
	ii) Job attachment
	iii) Job informations
<b>Inter-personal relationship</b>	i) Relations with staff
	ii) Communication
	iii) Feeling of recognition
<b>Company and management</b>	i) Company and Management
<b>Pay and allowances</b>	i) Reasonable pay
	ii) Competency
	iii) Transparency in reward system
<b>Working environment</b>	i) Working conditions
	ii) Comfort and safety
<b>Training</b>	i) Innovative learning
	ii) Training conditions
<b>Empowerment</b>	i) Empowerment
<b>Redressal of grievances</b>	i) Grievances handling procedure
	ii) Grievances evaluation
<b>Personal growth and development</b>	i) Opportunity for growth
	ii) Promotion and education
<b>Personal factors</b>	i) Living conditions and finance
	ii) Relations with family members

With the help of one sample t-test, the identification of predominant sub-factors of job satisfaction has been carried out and the following findings are revealed regarding the superiority of various factors and sub-factors :

#### **Nature of Work**

The t-test revealed that job requirement is the most important sub-factor of Nature of work followed by the two sub-factors namely job attachment and job informations to constitute job satisfaction.

#### **Inter-Personal Relationship**

It is found that relations with staff enjoys predominance over the other two sub-factors of Inter-personal relationship namely communication and feeling of recognition.

#### **Company and Management**

This is a unique factor of job satisfaction in the sense that it has no sub-factor and hence, it is concluded that all the variables of this factor are equally important and do not vary substantially in the determination of job satisfaction.

#### **Pay and Allowances**

It is found that there is a general feeling among the employees regarding the superiority of reasonable pay as a predominant sub-factor over the other two sub-factors of Pay and allowances namely transparency in reward system and competency.

#### **Working Environment**

Regarding Working environment, it is found that the workers display more job satisfaction towards the sub-factor of working conditions prevailing in the Working environment followed by another sub-factor namely comfort and safety.

#### **Training**

It has been found that 2 sub-factors of training causing job satisfaction are innovative learning and training conditions and among them innovative learning occupies the position of predominance over the second sub-factor.

#### **Empowerment**

The study reveals that this factor has no sub-factors and Empowerment, a factor comprising of all variables, occupies a prime position in the area of job satisfaction.



### **Redressal of Grievances**

Grievances handling procedure and Grievances evaluation are the two sub-factors and the important variables of the first sub-factor namely Grievances handling procedure have made it as a predominant sub-factor of job satisfaction.

### **Personal Growth and Development**

The predominant sub-factor of Personal growth and development is opportunity for growth available followed by the other sub-factor namely promotion and education.

### **Personal Factors**

Two sub-factors of Personal factors play a vital role in the constitution of employee job satisfaction. Among them, relation with family members occupies an important position in the employees job satisfaction followed by living conditions and finance.

### **Suggestions**

The existing suggestion scheme prevailing in the organisation may be suitably revised and made more attractive to encourage the employees at all levels of employment to offer their suggestions for improving the profitability of the company as a whole.

The frustration regarding the personnel and company policies in the minds of the employees at lower level may be drastically reduced and suitable remedial action may be taken earnestly and sincerely as expected by most of the respondents.

Suitable action may be taken by the towards the promotion of non-supervisory employees to the supervisory position as demanded by the majority of the respondents.

Management may initiate necessary steps for the development of employees for future task and responsibilities through the conduct of regular training programmes on Employees Personality Development.

All sections of employees may be treated alike and clear instructions may be given to the workers regarding the results expected of them on their work. Some drawbacks in the organisation of work may be removed and suitable work programme and action plan for the work to be performed in each department may be revised.

Management of human resources is the greatest asset and the management should promote congenial relations and co-operation among the different groups of employees in order to meet the present day demands in industrial sector.

Government may try to implement the uniform service conditions to benefit the employees of all Public Sector Enterprises through a legislative measure as desired by most of the respondents.

Maintenance of good working conditions have the effect of increasing job satisfaction and hence, the management must try to achieve this goal by improving the safety management system and upgrading the technologies and expertise in various areas of activities involving production operations.

Though the functioning of Grievances redressal committee is found to be satisfactory, the employees think that the committee should divert more attention towards the early settlement of their complaints and grievances.

Studies on employee job satisfaction may be made at regular intervals of time and the results obtained should be implemented earnestly and sincerely as expected by most of the employees.

### **Conclusion**

On the basis of the results obtained in the study, it is found that the factors of job satisfaction prevailing have deep impact on workers psychology and the presence of such factors always motivate the workers towards their job in a laudable manner. Hence, it is concluded that the workers employed are satisfied with their job and their positive approach towards the management has been responsible for the overall growth of in the Indian corporate sector. Besides, it has also been found that the concept of Job satisfaction assumes immense importance in the present business scenario which requires highly skilled and competent human resources for the transformation of traditional economies into the modern and industrial economies.



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