

# Employees Job Satisfaction - A Sense of Accomplishment

Mr.V.S.Prabhu<sup>1</sup>, Mrs.R.Saranya<sup>2</sup>, Mrs.T.Sreerekha<sup>3</sup>

<sup>1, 2, 3</sup> Assistant Professor Dept of Management

<sup>1, 2, 3</sup> NIFT - Tea College of Knitwear Fashion, Tirupur

**Abstract-** This is attempting to analyze the job satisfaction, of the employees working in cheetah garments Tirupur. It analyzes the working condition in the company and the employee's job satisfaction in their respective field of functioning. It provides a good opportunity for the researcher to compare theoretical aspect about the job satisfaction with experience in the real day – to – day function. A major part of human's life is spending in working & earning. Job satisfaction for the workers is very important for the growth of nation. It expresses the extent of match between the employee's expectations of job and rewards that the job provides.

Job satisfaction can be viewed in relation to employee's satisfaction with their home and community life. However, an analysis of job satisfaction through the fulfillment of needs of persons is no a new phenomenon. The remuneration of employees differs from country to country within the organization. To determine the appropriate compensation for the value of the work becomes even more difficult when dealing with a global organization. This matter becomes even more complicated when an organisation's boundaries stretch across country borders. The study aims to compare job satisfaction and engagement. Organizations exist in order to render specific products or services to the society. The human concept of labor satisfaction has been recognized widely in industrial world. Establishing the determinants of job satisfaction remains at the forefront of empirical testing in using measures of on-the-job utility. In discrepancy theory, satisfaction is the outcome of the distance between two-understanding of an individual & understanding the aspects of the job. This evaluation depends on the employees own needs, values, beliefs, expectation & desires. The statistical analysis indicated a highly important correlation of Job Satisfaction and various factors in organization. Thus a high level of job satisfaction will imply a high level of engagement and vice versa.

## I. INTRODUCTION

Organizations exist in order to render specific products or services to the society. For an organization to be able to actualize its goals in the society, stakeholders in the

organization must work towards achieving the set goals and objectives. Therefore, it is expected of management and employees to put in optimum efforts. Thus, it is important for management to build into it, factors that will induce people to contribute effectively and efficiently, by meeting their needs in addition to payment of salaries and wages. The human concept of labor satisfaction has been recognized widely in industrial world. Establishing the determinants of job satisfaction remains at the forefront of empirical testing in using measures of on-the-job utility. In discrepancy theory, satisfaction is the outcome of the distance between two-understanding of an individual & understanding the aspects of the job. This evaluation depends on the employees own needs, values, beliefs, expectation & desires. As a result higher satisfaction must result if fringe benefits make better match between the benefits which individual desire and the benefits they gain.

As first consideration, desirable job attributes such as fringe benefits should increase job satisfaction. Moreover employee's benefits and compensation packages can play a strategic role in raising organizational performance and profitability. While a valuable form of compensation, employer provided benefits may lower earnings or reduce job mobility. One of the ways by which an organization can create a satisfying and motivating climate, is by providing fringe benefits for its employee. This article briefly explains about the fringe benefits of Tirupur Industries which in one factor of identifying the satisfactory of employee.

## II. CONCEPTUAL FRAMEWORK

According to C.B.Mamoria, "Job satisfaction is the collection of tasks and responsibilities regularly assigned to one person while a job is a group of positions, which involves essentially the same duties, responsibilities, skills and knowledge".

According to Stephen p Robins, 'job satisfaction has an individual's general attitude towards his or her job.

Job satisfaction refers to an employee's general attitude towards his or her job. Locke defines job satisfaction

as a “pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience.

Organization with more satisfied employees tends to be more effective than organization with less satisfied employees. Employee can express dissatisfaction through Exit, Voice, Loyalty, and neglect.

Job satisfaction should be a major determinant of an employee’s organizational citizenship behavior (OCB) the satisfied employee’s would seem more likely to talk positively about the organization, help others, and go beyond the normal expectations in their job.

Manager can create satisfied employees through four factors conducive to high levels of employee job satisfaction. The manager can give mentally challenging work, equitable rewards, supportive working conditions, and supportive colleagues.

According to Abraham.A.Korman, there are two types of variables, which determine the job satisfaction of an individual; Organizational Variables & Personal variables

### **CONSEQUENCES OF JOB SATISFACTION**

- High job satisfaction leads to improvement in the work area as listed below,
- High productivity
- Low employee turnover
- Low absences
- High safety
- Low job stress
- Low unionization
- And other possible ‘positive effect’.

### **SOURCES OF JOB SATISFACTION**

- The major sources of high job satisfaction are as follows
- Good wages
- Promotion on performance
- Able supervision
- Well Bonded work group
- Suitable working condition

Job satisfaction is an inference from the attitude of a person, holds towards his job. If the attitudes are positive, we are inferring that a person has job satisfaction. If the attitude is negative, the person is said to be dissatisfied.

The faster job satisfaction is achieved, faster are the below mentioned achieved, The economic aim of job attitude research is that, a satisfied employee will be more productive than a dissatisfied employee. The humanistic aim of job attitude research is to make the work hours as pleasurable and as meaningful as possible. The theoretical aim of the job attitude research is to increase our understanding of human behaviors

### **FACTORS RELATED TO JOB SATISFACTION**

According to Thomas. Harrell job satisfaction is derived from various internal factors. Although this factor can never be completely isolated from one another for analysis, they can by the use of statistical techniques be separated enough to give an indication of this relative importance to job satisfaction.

The most important factors among numerous factors are:-

- 1) Personal factor - Sex dependents, Age, Time on the job, Intelligence, Education, Number of personality exclusive intelligence.
- 2) Factor inherent in the job - Type of work, Skill required, Occupational status, Geographic, Size of the plant
- 3) Factor controlled by the management- Security, Pay, Understanding of employees attitude, Opportunity for advancement, Working condition, Communication, Responsibility, Supervision.

### **IMPORTANCE OF EMPLOYEES SATISFACTION TOWARDS THEIR JOB**

- Job satisfaction has some relation with the mental health of the people.
- It has some degree of positive correlation with physical health of an individual.
- It spreads good will about the organization
- Job satisfaction reduces absenteeism’s and turnover and accidents.
- Job satisfaction increases worker morale, productivity etc.

Worker will be satisfaction if he gets what he expects. Job satisfaction relates to inner feeling of worker. Naturally, it is the satisfied worker who shows the maximum effectiveness and efficiency in his work. Most people generalize that, worker are concerned more about pay rather than other factors with also affects their level of satisfaction, such as working conditions, co-workers, bonus etc. of course, these factor are less significant when company to pay

### III. RESEARCHERS VIEWS

Researchers have developed a variety of conceptual frameworks to model the turnover process. As noted by Lambert et al. (2001), scholars speculate that employee turnover can be predicted using comprehensive measures of job satisfaction; otherwise stated, high job satisfaction is associated with low employee turnover. Moreover, research shows that the relationship between job satisfaction and actual employee turnover is moderated by intentions. Schwepker (2001) noted that positive and statistically significant relationships have been reported in dozens of studies exploring leaving intentions and actual leaving behavior. In other words, intention to leave a job is an immediate precursor to actually leaving. For this reason, turnover intention has been incorporated into most employee turnover models in the published literature. Turnover intention is defined as an employee's intent to find a new job with another employer within the next year. Generally, it is accepted that job satisfaction and employee turnover intention are inversely related.

The established, inverse relationship between job satisfaction and employee turnover intention is very important to research in organizational behavior. One of the main goals of turnover research is to measure actual employee turnover, however, employee turnover data is often inaccessible to researchers. Frequently, this data is unavailable because it is not accurately or consistently collected. Thus, researchers must rely employee turnover intention as a proxy for actual employee turnover. After all, stated Lambert et al. (2001), measuring turnover intention is the next best method, because it is the variable that consistently and immediately precedes actual employee turnover. Throughout this paper, employee turnover and turnover intention will be used interchangeably.

Now that the relationship between job satisfaction and turnover intention has been discussed, the relationship between job satisfaction and organizational culture will be explored. The conceptual model presented herein proposes that satisfaction with organizational culture moderates the relationship between job satisfaction and employee turnover intention (see Figure 1). In other words, if there are two employees with equal job satisfaction but one employee has high workplace cultural satisfaction and the other has low workplace cultural satisfaction, then the employee with high workplace cultural satisfaction will have lower turnover intention. Since no strong consensus has been formed on a definition of job satisfaction or organizational culture, these concepts are first defined and discussed.

Over the past four decades, economists have given job satisfaction increasing attention. Job satisfaction is negatively related to job turnover (Freeman, 1978, McEvoy and Cascio, 1985, Akerlof et al., 1988, Weiss, 1984), absenteeism (Clegg, 1983), and positively related to productivity (Mangione and Quinn, 1975). Therefore it is useful to understand which job characteristics and provisions increase job satisfaction. Although fringe benefits stand as an important piece of worker compensation packages they have not been given much attention in the job satisfaction literature. Fringe benefits have merely acted as controls in most studies and not as the primary subject of scrutiny. Indeed, more than one or two measures of fringe benefits are rarely found as independent variables in job satisfaction studies. Rather, pensions often act as the predominant proxy for fringe benefit provision within the job satisfaction literature and consequently the estimated impact of fringe benefits on job satisfaction. Some studies find that pensions do not significantly impact job satisfaction in cross-section estimates. Artz (2008) uses the Working in Britain 2000 dataset and finds that pensions have no significant impact on job satisfaction. Donohue and Heywood (2004) find a similar result in the tenth wave of the National Longitudinal Survey (NLS) regarding employer-provided retirement plans. Others find that pensions positively impact job satisfaction.

Heywood et al. (2002) use the 1991 – 1994 waves of the British Household Panel Study finding that pensions negatively impact job satisfaction in cross section estimates. Finally, Luchak and Gellatly (2002) study the impact of pension accrual on job satisfaction using a dedicated sample of 429 employees in a large, unionized public utility company in Canada. They posit that as employees' pensions increase in value over their job tenure, workers may feel more vulnerable to job loss since firms may opportunistically layoff employees to reduce pension liabilities. The authors use this hypothesis to explain their result that pension accrual decreases job satisfaction.

Donohue and Heywood (2004) report positively significant estimates for such variables as paid vacation and sick pay but no significance for any of the remaining benefits: child care, pension, profit sharing, employer provided training/education and health insurance.<sup>4</sup> Uppal (2005) uses a measure comprised of the number of fringe benefits employees receive and finds that this is positively related to job satisfaction.

As Egan et al. (2004) noted, decreases in turnover led to increases in organizational performance and a reduction in costs associated with losses of firm and job-specific knowledge, hiring, and retraining of replacement employees.

Furthermore, turnover is associated with many indirect costs such as lower new employee productivity, additional time needed by managers in support of new employees, and diminished productivity of established employees as they serve as mentors to new employees. Similarly, Silverthorne (2004) noted that, “turnover causes significant expense to an organization,” including direct costs of replacing an employee and indirect cost related to loss of experience and lowered productivity. These costs have important implications for an organization, noted Silverthorne, and anything that can be done to reduce turnover will lead to significant benefits to an organization.

Benz (2005) includes most of the fringe benefits found in NLS waves 1994- 2000 in his study of employees of non-profit organizations and finds only two out of nine fringe benefits are positive and significantly related to job satisfaction and that one is negative and significant. Another field of study examines the impact of family friendly work policies on job satisfaction and is yet another source of research that includes multiple fringe benefit measures.

Bryson et al. (2005), using the linked employer employee British Workplace Employee Relations Survey of 1998, find that the availability of family friendly policies do not significantly increase job satisfaction.

The ambiguous results of past estimates arise primarily from the conflicting theoretical effects that fringe benefits can have on job satisfaction, but theory may not be the only explanation for the differences. Some of these mixed results may stem from the use of alternative sources of data or from the institutions of different countries, primarily the United States and Britain. Yet another source of the inconclusive results could be dependence on potentially biased methods of estimation that fail to control for worker fixed effects or the possible endogeneity of fringe benefits.

Therefore, researchers do agree that non-random worker sorting into various workplace characteristics is evident. Without accounting for worker sorting, the mixed cross-section results may be unreliable. Unobservable individual preferences decide, at least in part, the worker's job satisfaction but also what fringe benefits workers receive. In order to discover the true impact of fringe benefits on job satisfaction, we must first hold the effects of unmeasured individual preferences on job satisfaction fixed and only allow observable worker and job characteristics including the provision of fringe benefits to vary. This is only possible by using panel data. As workers move from job to job, their preferences are assumed to remain constant but their fringe benefits are allowed to vary.

Therefore, if worker job satisfaction changes, it is due to changes only in fringe benefits and other measurable characteristics. In this way, fringe benefits are identified as additional determinants of job satisfaction. Second, a formal test of endogeneity between fringe benefits and job satisfaction has not been undertaken. Although not with job satisfaction, fringe benefits such as pensions, health insurance and paid vacations have been found to be endogenous in wage regressions and thus result in simultaneity bias in ordinary least squares estimates (Jensen and Morrissey, 2001). Since wages and job satisfaction are highly related, it is possible that endogeneity between fringe benefits and wages could raise a similar simultaneity bias between fringe benefits and job satisfaction. Therefore, a test for endogeneity should be employed to be certain that a two-stage least squares estimation is not required to control for the correlation in the error terms that jointly determine job satisfaction and fringe benefits.

#### IV. DATA AND METHODOLOGY

The data used are employee of Cheetah garments, Tirupur. Data contain a measure of overall attitude, job satisfaction and dozens of control variables including occupation and industry codes as well as demographic and job characteristics. The means, Chi-square test definitions of all utilized variables taken are presented and are categorized by number of fringe benefits workers claim to have.

The main objective of the study

- To study the socio-economic status of employees.
- To identify the level of satisfaction of employees towards the welfare facilities offered.
- To suggest suitable policy measures to bring improvement in the schemes.
- To know the effectiveness of training provided by the management.
- To determine the factor which influence the job satisfaction level of the employees.

#### V. ANALYSIS AND RESULTS

The analysis inferred that about 68 % of respondents are male. Major respondents are belongs to the age group of 30 & 82 % are married. It also observed that they having minimum qualification (i.e) SSLC.

##### 1. *Level of Employees Satisfaction influenced by various factor.*

S. No	Factors	LEVEL OF JOB SATISFACTION				
		Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
1.	Natural of Work	51	20	12	9	8
2.	Support from management / co-worker	37	41	12	6	4
3.	Motivation	26	47	14	9	4
4.	Compensation	43	27	13	11	6
5.	Safety Measures	33	28	17	14	8
6.	Training & Development	38	29	12	13	8
7.	Housing /Hostel Facilities	34	48	6	7	5
8.	Rules, procedures and polices	34	47	11	5	3
9.	Conducting Disciplinary Action	43	22	12	13	10
10.	Counseling	15	20	11	39	5
11.	Recruitment & selection	48	20	13	10	9
12.	Job Security	27	51	10	9	7
13.	Opportunity for development	53	20	12	9	6
14.	Leave Benefits	26	42	10	14	8
15.	Medical Benefits	48	20	12	11	9
16.	Grievance Handling	38	36	10	9	7
17.	Loan Facility	26	38	13	12	11
18.	Communication system	18	20	17	32	13
19.	Performance appraisal Methods	37	33	14	9	7
20.	Promotion Scheme	20	17	12	32	19
21.	Working Hours	50	20	8	15	7
22.	Canteen Facility	35	28	12	10	17
23.	Transport Facility	42	30	13	8	7
24.	Salary Level	32	47	12	6	3

From the analysis, 53% of the respondents say that there is an opportunity for the development in the organization & 51 majorities of them says the nature of the work is also highly satisfied. The working hour of the organization is also highly satisfied by majority of the respondents 50%. 42% of the respondents are highly satisfied with transport. 32% of the respondents are highly satisfied, 47% of the respondents are satisfied, 12% of the respondents are neutral, 6% of the respondents are dissatisfied and 3% of the respondents are highly dissatisfied towards Salary Level.

The above table shows that out of 100 respondents, 20% of the respondents are highly satisfied, 17% of the respondents are satisfied, 12% of the respondents are neutral, 32% of the respondents are dissatisfied and 19% of the respondents are highly dissatisfied towards Promotion Scheme. 18% of the respondents are highly satisfied, 20% of the respondents are satisfied, 17% of the respondents are neutral, 32% of the respondents are dissatisfied and 13% of the respondents are highly dissatisfied towards Communication System. From the study we could find that most of the respondents are not satisfied with promotional schemes & communication systems in the organization. Counseling system is also one of the factor which is not satisfied by the employees.

## 2. COMPARISON BETWEEN AGE AND LEVEL OF SATISFACTION

(H<sub>0</sub>)-There is no significant relationship between age and level of satisfaction.

(H<sub>1</sub>)-There is close relationship between age and level of satisfaction.

S.NO	AGE	HIGHLY SATISFIED	SATISFIED	NUTRAL	DIS SATISFIED	HIGHLY DISSATISFIED	TOTAL
1	18-25	11	10	1	5	6	33
2	26-35	13	9	0	3	2	27
3	36-45	12	8	1	3	1	25
4	Above 45	4	3	4	3	1	15
<b>Total</b>		<b>40</b>	<b>30</b>	<b>6</b>	<b>14</b>	<b>10</b>	<b>100</b>

Calculated  $\chi^2$  value = 11.2514, Degree of freedom = 12, Table value = 21.026. We find that the calculated value of  $\chi^2$  is less than the table value and hence, the null hypothesis is accepted. So, there is no significant relationship between age and level of satisfaction.

## 3. COMPARISON BETWEEN MARITAL STATUS AND LEVEL OF SATISFACTION

(H<sub>0</sub>)-There is no significant relationship between marital status and level of satisfaction.

(H<sub>1</sub>)-There is close relationship between marital status and level of satisfaction.

S.NO	MARITAL STATUS	HIGHLY SATISFIED	SATISFIED	NEUTRAL	DIS SATISFIED	HIGHLY DISSATISFIED	TOTAL
1	Married	12	21	3	9	2	47
2	unmarried	18	24	2	8	1	53
<b>TOTAL</b>		<b>30</b>	<b>45</b>	<b>5</b>	<b>17</b>	<b>3</b>	<b>100</b>

Calculated  $\chi^2$  value = 1.6377, Degree of freedom = 4, Table value = 9.488. From the above analysis, we find that the calculated value of  $\chi^2$  is less than the table value and hence, the null hypothesis is accepted. So, there is no significant relationship between marital status and level of satisfaction.

## VI. CONCLUSION

A Study on Job Satisfaction Among the employees in cheetah garments helped us to gain enormous information about employee's satisfaction. Employees today are different. They are not the ones who don't have good opportunities in hand. As soon as they feel dissatisfied with the current employer or the job, they switch over to the next job. The most important elements for employee retention are providing

good benefits to the employees. Monetary rewards are fast forgotten, so organization can try something that will stay forever. Job satisfaction plays a main role in almost all the organization without which the organization cannot be able to achieve its goals. In cheetah garments the organization should concentrate on some areas like counseling.

Communication system and Promotion scheme, which helps to solve the problems of respondents and help them to get satisfied in the job which paves a way for development of company. The respondents are found dissatisfied with the present counseling system, which plays a main role in the organization. So the organization should look in to this matter to solve the problem quickly. Another major problem in the organization is the present communication system in which the employees are not satisfied with it. Hence the management should look in to problem immediately. The respondents are dissatisfied with the promotion scheme followed by the organization, which may affect their work. So the company should check its promotion scheme and if possible they can revise the system.

#### REFERENCES

- [1] Alpert, W. T. (1987) “An Analysis of Fringe Benefits Using Time-series Data”, *Applied Economics*. Vol. 19, pp. 1-16.
- [2] Bender, K.A., S.M. Donohue and J.S. Heywood (2005) “Job Satisfaction and Gender Segregation” *Oxford Economic Papers* Vol. 57 pp. 479-496.
- [3] Clegg, C.W. (1983) “Psychology of Employee Lateness, Absence and Turnover: A Methodological Critique and an Empirical Study”, *Journal of Applied Psychology*, Vol. 68, pp.88-101.
- [4] Donohue, S.M. and J.S. Heywood (2004) “Job Satisfaction and Gender: An Expanded Specification from the NLSY” *International Journal of Manpower* Vol. 25 No. 2 pp. 211-234.
- [5] Freeman, R.B. (1978) “Job Satisfaction as an Economic Variable”, *The American Economic Review* Vol. 68. No. 2. pp. 135-141.
- [6] Heywood, J.S. and X. Wei (2006) “Performance Pay and Job Satisfaction” *Journal of Industrial Relations*, Vol. 48. No. 4. pp. 523-540.
- [7] McCausland, W.D., Pouliakas, K., and Theodossiou, I. (2005) “Some are Punished and Some are Rewarded: A Study of the Impact of Performance Pay on Job Satisfaction”. *International Journal of Manpower*. Vol. 26 No. 7/8. pp. 636-659.
- [8] McEvoy, G.M. and W.F. Cascio (1985) “Strategies for Reducing Employee Turnover: A Meta Analysis”, *Journal of Applied Psychology*, Vol. 70 pp. 342-353.