

Employee Satisfaction – A Case Study of Private Sector Employees

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Abstract: *The study on employee satisfaction of private sector employees in Thrissur is an attempt to identify the various parameters affecting the employee satisfaction and to examine the affect of these parameters on employee satisfaction and also on the organization. The study highlight the fact that the level of satisfaction for employees was high for four parameters such as company and its policies, job security ,interpersonal relationships and peer group relation and good level of satisfaction for other 9 parameters. The analysis based on age group, experience and department shows that the variation with respect to the level of satisfaction is negligible. It could be further observed that employees are highly satisfied with the maintenance factors rather than motivational factors. According to Herzberg motivation theory the presence of maintenance factors did not significantly motivate them but the absence of such factors caused serious dissatisfaction. Motivational factors are directly related with the job. Their presence creates a highly motivating situation. So the company should give more focus towards motivational factors. This will ensure better work performance by the employees and also make them highly satisfied.*

Keywords: Employees, Satisfaction, Motivation, Job Security, Work, Maintenance

I. INTRODUCTION

The success of every organization depends very much on employee satisfaction. Only a satisfied employee can provide better services to its customers. A high level of customer service leads to customer retention, thus offering growth and profit opportunities to the organization. Satisfied employees are more likely to stay with company and become committed and have more likely to be motivated to provide high level of customer service, by doing so will also further enhance the employee's satisfaction through feeling of achievement. Enhanced employee satisfaction leads to improved employee retention; and employee stability ensures the successful Implementation of continuous improvement and customer satisfaction. Customer satisfaction will no doubt lead to corporate success and greater job security. These will further enhance employee satisfaction. Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. In the present era of globalization, the varied and changing demands of consumers are putting consistent pressure on the employers to satisfy their needs and to be competitive in the business. Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the management. This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work-life balance

II. STATEMENT OF THE PROBLEM

Employee behavior is often influenced by the work environment, the behavior of colleagues and management policies. To optimize employee outcomes, management must be aware of employees' attitudes, opinions and satisfaction. Job dissatisfaction will lead to low level of productivity. An organization is as strong and successful when its employees are highly satisfied. Improved satisfaction in the work and working environment reduce social problems. The motivated and satisfied employees tend to contribute more in terms of organizational productivity and maintaining a commitment towards customer satisfaction. The study of employee satisfaction on employees of private firms helps to understand the satisfaction level as well as the difficulties faced employees in their companies. Hence the study is entitled Employee Satisfaction – A case Study of Private Sector Employees".

III. OBJECTIVES OF THE STUDY

- To examine the level of Employee Satisfaction of Private Sector employees
- To find out the areas of employee dissatisfaction

IV. REVIEW OF LITERATURE

According to **Ayyagari(2020)** Employee satisfaction is a factor in motivation, retention and goal achievement in the place of work and commitment is a factor that include no excess work load, treating employee with respect, provide recognition & rewards, fringe benefits and positive management.. This is descriptive and empirical in nature and purposive sampling technique is used. The study is based on primary data, which has been collected through structural questionnaire , filled by member stake 50 respondents of has been selected on random sampling basis percentage method is used for data analysis. According to findings of this data the employee satisfaction effects commitment of management and staff. Factors affecting employee satisfaction and commitment are rewards ,stress, leave, benefits and compensation given to the staff by the management which are important to improve the motivation level and employee satisfaction.

Employee satisfaction is a measure of how happy workers are with their job and working environment (**Gupta and Parul,2015**). Keeping morale high among workers can be of tremendous benefit to any company because happy workers are more likely to produce more, take fewer days off and stay loyal to the company. There are many factors in improving or maintaining high employee satisfaction. But before that, it is important to measure the satisfaction levels of the employees. Hence, this project aims at measuring Employee Satisfaction and its impact on employee retention .The project’s conclusion includes the final questionnaire which can be used for the annual employee satisfaction survey in the company and an explanation of all the parameters used with their respective reasons. Recommendations which were drawn from the study and limitations of the research have been provided at the end

V. METHODOLOGY

The study is purely based on primary data. The primary data were collected through a structured interview schedule administered among 65 employees. The collected samples were classified into five divisions such as Administration (10), Services(5), Marketing,(10) Accounts(15) and Purchases(25). The level of satisfaction would be analyzed with respect to the age, experience and department of employees on the basis of 13 selected parameters. The parameters are divided into two maintenance factors and motivational factors. These parameters include various statements, which are graded in Five point Likert Scale like Strongly Agree, Agree, No opinion, disagree and strongly disagree and the scores are ranges from 5,4,3,2,1.

$$\text{Index for the statement} = \frac{\text{Total score obtained for the statement}}{\text{Maximum obtainable score for the statement}} * 100$$

The level of satisfaction are categorized as High, Good, Moderate, Poor and Very poor based on the satisfaction index obtained

Satisfaction index	Level of satisfaction
<20	Very poor
20-39	Poor
40-59	Moderate
60-79	Good
>80	High

VI. PARAMETER SELECTION

The parameters are divided in to two maintenance factors and motivational factors. They are:

Maintenance factors

Company and its Policies, Quality of physical environment, Job Security, Satisfaction with salary and other benefits, Work hours, Inter personal relationships, Peer group relation and Quality of supervision

Motivational factors:

Work itself, Achievement, Recognition and Reward, Possibility of growth and Advancement, Autonomy and Responsibilities

VII. RESULTS AND DISCUSSION

The analysis shows the employee satisfaction with respect to maintenance and motivational factors. Table 4.1 depicts the contribution to the individual parameter to total satisfaction. The satisfaction level of employees with respect to maintenance factor and motivational factor is found separately in the table.

Table 7.1 Employee satisfaction index for the parameters

It is clear from the table that employees have a good level of satisfaction towards motivational factors (78.81) and excellent towards maintenance factors (80.21). Among maintenance factors the parameter interpersonal relation stands first with a satisfaction index of 89.11 percent. The lowest satisfaction index is for the parameter working hours with a satisfaction index of 73.31 percent. Regarding motivational factors the parameters “work it self” (79.85) stands first followed by “Achievement”.

Parameters (maintenance factors)	Totalscore	CompositeIndex	Rank
1. Company and its policies	819	84	3
2. Quality of physical environment	1732	76.13	7
3. Job security	780	80	4
4. Satisfaction with salary and other benefits	1766	77.63	6
5. Working hours	953	73.31	8
6. Interpersonal relationship	1448	89.11	1
7. Peer group relation	1118	86	2
8. Quality of supervision	1290	79.38	5
Total	9906	80.21	
Motivational factors			
1. Work it self	1038	79.85	1
2. Achievement	1287	79.20	2
3. Recognition and reward	1536	78.77	4
4. Possibility of growth and advancement	1004	77.23	5
5. Autonomy and responsibilities	1026	78.92	3
Total	5891	78.81	

Source: compiled from primary data

VIII. SUGGESTIONS

The study proposed certain suggestions after the observations, and discussions with employees. They are

- It is desirable to install an online software for generating reports to reduce the workload of employees
- The company may take proper steps to improve the
- The company should give more attention towards motivational factors rather than maintenance factors.
- As the motivational factors are the main factors that bring maximum employee satisfaction, company may try to reach that to the excellent level of satisfaction

IX. CONCLUSION

Company and its policies, Job security, Interpersonal relationships and Peer group relation” shows a satisfaction level and nine other parameters namely „Quality of physical environment, satisfaction with salary and other benefits, Working hours, Quality of supervision, Work itself, Achievement, Recognition and reward, Possibility of growth and advancement and Autonomy and responsibilities” had satisfaction index below the expected level .The result of the study reveals that the overall job satisfaction index of employees is good.

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