Determinants of Employee Job Satisfaction: An Empirical Study

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Abstract

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. . The present study attempts to find the level of employee job satisfaction at Helios Matheson IT limited. Sample size is 70 was taken out of which 38 responses are from Client service executives, 8 from senior executives, 7 from Business Manager, 3 from Managers, 6 from Trainee executive and 8 from system administrators. . This study highlights various aspects necessary for satisfying employees to improve their performance. It is observed that there is direct and positive relationship between motivational factors and employee job satisfaction. It means these factors are directly proportional to employee satisfaction. The change in rewards offered to employees necessarily changes the employee satisfaction and performance of employees.

Keywords: Employee, Job Satisfaction.

Introduction

Employee

An employee is anyone who has agreed to be employed, under a contract of service, to work for some form of payment. This can include wages, salary, commission and piece rates.

This includes:

1. home workers

2. people who have been offered and have accepted a job

3. fixed-term employees

4. seasonal employees

5. casual and part-time employees

6. Employees on probationary and trial periods.

An employee is not:

1. a self-employed or independent contractor

2. a real estate agent whose agreement says they are an independent contractor

3. a volunteer who does not receive a reward for working

4. in some cases, a person who is engaged in film production.

An employee is an individual who was hired by an employer to do a specific job. The employee is hired by the employer after an application and interview process results in his or her selection as an employee.

The terms of an individual's employment are specified by an offer letter, an employment contract, or verbally. In workplaces represented by a union, the collective bargaining agreement covers most aspects of an employee's relationship with the workplace.

Job Satisfaction

Frederick W. Taylor (1916) one of the pioneers, believed that workers motivation was due largely to their interest in money. He also proposed that the most satisfying situation was one in which a worker could make the most money with the least effort. Both

productivity and satisfaction would result, if workers were given fair wages and work that could be done quickly without excess fatigue.

The Hawthorne researchers thought it might be the worker's attitudes about their work that caused their reactions. Workers were interviewed and encouraged to talk about what was important and satisfying to them and what they liked and disliked about their jobs. Most people have mixed reactions to their jobs, and many talked more about social then economic conditions. The researcher conclusion was that money actually was not very important. Most of us, they said, want the satisfaction that comes from social recognition. Job satisfaction is derived from the Latin words "Satis" and "facere", which means "enough and to do" respectively. Job satisfaction refers to an employee's general attitude towards his job.

1. Situational Factor

2. Individual Characteristics.

3. Group and social relationship outside the job.

1. The term job satisfaction refers to an employee's general attitude towards his job.

2. Job satisfaction is the favorableness or un-favorableness with which employees view their work.

3. In order to understand job satisfaction, perhaps the first step should be to demarcate the boundaries among such terms as attitudes motivation and morale.

4. A job is an important part of life. Job satisfaction influences one's general life satisfaction.

5. The result is that satisfaction arises from a complex set of circumstances in the same way the motivation does.

Glimmer said

"Job satisfaction is defined, as it is result of various attitudes the person hold towards the job, towards the related factors and towards the life in general."

Review of Literature

Yafang Tsai (2011) found that the Organizational cultures were significantly (positively) correlated with leadership behaviour and job satisfaction, and leadership behaviour was significantly (positively) correlated with job satisfaction. .**Arnold B**. **Bakker and Willem Van Renin (2009)** suggested a positive gain spiral: initial work engagement predicts an increase in job resources, which, in its turn, further increases work engagement. **Kanjorski V, Skrypnek (2008)**study provided strong support that the program increased spirit at work, job satisfaction, organizational commitment, and organizational culture (particularly teamwork and morale), leading to a reduction in turnover and absenteeism--two major concerns in the long-term care sector. **Ken Boon Poi, Noah Abu Bakr, Veer Arum gam, Lorraine Villepin, Alex Kim Yin Luke (2007)** revealed that teamwork, organizational trust, organizational culture and customer focus are positively associated with employees' job satisfaction. It is also found that, where teamwork was perceived as a dominant TQM practice, improvements in job satisfaction levels were significant. **Densely hegney, Ashley plank May (2006)** found that intrinsic and extrinsic work values do impact upon job satisfaction and therefore intention to leave employment. The results also indicate that work stress was high and morale was low and decreasing. **Toby Marshall Egan[1], Baying Yangand Kenneth R. Bartlett (2004)** found that learning organizational culture is associated with IT employee job satisfaction and motivation to transfer learning. Turnover intention was found to be negatively influenced by organizational learning culture and job satisfaction. **Sverke, Magnus; Holmgren, Johnny; Newell, Katharina (2002)** analysed that the Employees experiencing job insecurity may find themselves difficult to predict what will happen in future and to choose the appropriate reaction within the organization. **Mark Griffin, Malcolm G. Pattersonand Michael (2001)** indicated that the extent of teamwork at the company level of analysis moderated the relationship between individual perceptions of supervisor support and job satisfaction.

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Second, it was proposed that the extent of teamwork would be positively related to perceptions of job autonomy but negatively related to perceptions of supervisor support. **David J. McDonald, Peter J. Makin, (2000)** found that the levels of relational and transactional contracts of permanent and temporary staff did not differ significantly. In addition they had higher, rather than lower, levels of job satisfaction and commitment to the organisation. **Peter Lok, John Crawford (1999)** found that organizational subculture was more strongly related to commitment than was organizational culture. Satisfaction with the level of control over working environment had the highest correlation with the level of commitment. The leadership style variable, consideration, was also relatively strongly related to commitment when compared with other variables. **Abraham Saige (1998)** analysed that absences were regarded as voluntary or involuntary based on the reasons provided by the employees or supervisors. It was hypothesized that voluntary as opposed to involuntary absenteeism can be predicted by organizational commitment, job satisfaction, and their interactive effect. Intention to quit was expected to predict voluntary absenteeism as well. **Barry J. Babine (1996)** suggested that employee perceptions of co-worker involvement and supervisory support can reduce stress and increase job satisfaction. Other results indicate a positive relationship between role conflict and job performance, a positive relationship between job performance and job satisfaction, and that job performance mediates effects of role stress on satisfaction.

Need of the Study

This study was undertaken to find out the level of job satisfaction among the employees of Helios and Matheson IT Ltd. Moreover, this study was to know the impact of working conditions, company policies and its impact on the job satisfaction. This study will help the organisation to design their job satisfaction programme and the necessary changes can be adopted for the future growth of the organisation. The study will indicate management whether the existing job satisfaction programmes should be continued or revised.

Objectives of the Study

The main aim of the study was to analyze and examine the level of job satisfaction among the Helios and Matheson IT Ltd employees and to know the problems faced by the employees. The specific objectives are as follows:

1. To identify the factors which influence the job satisfaction of employees.
2. To study the level of job satisfaction amongst the employees in Helios & Matheson IT limited, Bangalore division.
3. To measure the level of job satisfaction in relation to monetary and non-monetary factors.
4. To suggest suitable measures to improve the overall satisfaction of the employees and for the growth of the organization.

Research Methodology

The present empirical study is taken with an objective of understanding the level of Employee job satisfaction at Helios and Matheson IT Limited. The various facets of Research Methodology are given below:

Data: This study mainly depends on the Primary data. The required primary data was collected from a well structured and pre tested questionnaire administered to the employees of Helios and Matheson IT Limited. The questionnaire was administered through channels like e mails and personal participation.

Sample: Convenience sampling method was used to select the respondents from the target population. The employees are classified as Client service executive, senior executive, Business Manager, Manager, Trainee executive and system administrator based on the designation. Out of 100 questionnaire sent, 76 responses were received of which 6 had to be eliminated, as they were incomplete in few aspects. Therefore the actual sample size is 70 of which 38 responses are from Client service executives, 8 from senior executives, 7

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from Business Manager, 3 from Managers, 6 from Trainee executive and 8 from system administrators.

Data Analysis: Apart from conducting a pilot study, reliability analysis recommended by Cronbach (1951) was also applied to test the internal consistency of the instrument. The analysis showed that the Alpha- Cronbach values were in the range of 0.73. The Reliability coefficient of 0.7 or above is considered adequate. Accordingly the instrument used was internally consistent and reliable.

Statistical Package for the Social Sciences (SPSS) version 17 is used in this study for the purpose of analysis and presentation of results. Descriptive statistics based on frequency tables and graphs used to provide information on demographic variables. The descriptive statistics used in the present study are based on tables of frequency distribution and graphical presentation for the responses of work motivation with respect to biographical information of the respondents. The relationship between motivational factors (Salary, facilities & promotion) and employee work motivation. Analysis of Variance (ANOVA) is a statistical technique used to analyze data from designs that whether there are significant differences in job satisfaction based on the biographical characteristics of the sample. When significant mean differences among the groups are indicated by the F statistic, there is no way of knowing from the ANOVA results alone as to where they lie.

Findings and Results

The results of the descriptive analyses are presented first, followed by the inferential statistical analysis.

Demographic Information of the Participants (N=70)

Table 1: Frequency distributions of respondents with respect to their gender of participant

Sl.No	Gender	Frequency	Percentage
1	Male	27	35
2	Female	43	65
	Total	70	100

Table 1 indicates the gender allocation of the sample of respondents from the organizations at which the research was conducted. As can be seen from the table, the majority of the sample (n = 70) out of which or 35% was male, while the remaining 65% (n = 43) comprised of female respondents.

Table 2: Frequency distributions of respondents with respect to age of participant

Sl.No	Age	Frequency	Percentage
1	20-30	57	81
2	31-40	10	14
3	Above 40	3	5
	Total	70	100

The age of the participants were divided into three groups. Table 2 shows that majority of the sample (81%) were of age 20-30 followed by 14 % who were from age group of 31-40 and only 5 % 46 age.

Results from Questionnaire

Descriptive statistics in the form of arithmetic means and standard deviations for the independent variables and dependent variable for the respondents were computed and **presented in table 3.**

Variable	Mean	Standard Deviation
Salary	3.81	0.62
Facilities	3.24	0.63
Promotion	2.69	0.64
Employee Job Satisfaction	3.65	0.63

Results of the descriptive statistics in terms of arithmetic mean and standard deviation show that staff in the sample are relatively influenced, the mean values for all the variables are relatively high. Above mean values of independent variables and dependent variables show that they are influenced by the salary, facilities and promotion they receive and mean value for benefits compared to other variables' values shows that they are less motivated by promotion. Mean value for employee job satisfaction is 3.65 which shows that employees of selected organization are influenced overall.

Inferential Statistics

Analysis of Variance (ANOVA) Analysis of variance was applied to know whether there are differences in satisfaction level of employees based on the demographic characteristics of the sample.

Table 4: ANOVA: Differences in employee job satisfaction based on gender

Gender	M	S	N	F	P
Male	3.25	0.73	27	3.42	<0.05
Female	2.54	0.57	43		

Results of ANOVA table shows that there is a significant mean difference in the job satisfaction by male and female employees (p < 0.05). Females reported lower levels of job satisfaction as can be seen in above table (Mean = 2.544, s =.56) than males (Mean = 3.25, s = .73) on the basis of satisfaction factors (Salary, Facilities and promotion).

Table 5: ANOVA: Differences in employee job satisfaction based on marital status

Marital Status	M	S	N	F	P
Single	2.23	0.37	23	3.17	<0.05
Married	3.13	0.57	47		

A significant mean difference was found in the job satisfaction levels of employees based on their marital status. As can be seen in above table that unmarried employees reported lower level of job satisfaction followed married employees.

Table 6: ANOVA: Differences in job satisfaction based on age

	Sum of Squares	Mean Square	F	Significance
Between groups	6.65	1.26	3.18	0.05
Within Groups	75.3	0.395		

From the above table 6, it is found out that there were significant differences among groups on .05 level (F=3.271, p<0.05) on the basis of age. The significant ANOVA result indicates that there are differences in the means, but it does not tell us which means are different from which others.

Table 7: ANOVA: Differences in job satisfaction based on education level

	Sum of Squares	Mean Square	F	Significance
Between groups	2.46	0.875	1.10	0.05
Within Groups	185.291	0.964		

ANOVA table 7 results indicated that there are significant differences among groups on .05 level (F=1.10, p< .05) on the basis of education level.

Conclusion

The research study explored that management can make use of different policy strategies and to persuade the satisfaction level of employees in work settings, but different tactics, strategies and policies would have a different motivational force on diverse persons. A motivation strategy may possibly have the power of enhancing satisfaction in one way and diminishing it in others. To make sure the success of motivational tools, it is important to consider the exceptionality of the situation and the diversity of the concerned group .It is the job of management to consider different alternatives according to situation. This study highlights various aspects necessary for satisfy employees to improve their performance. It is observed that there is direct and positive relationship between motivational factors and employee job satisfaction. It means these factors are directly proportion to employee satisfaction. The change in rewards offered to employees necessarily changes the employee satisfaction and performance of employees. The three independent variables (Salary, facilities and promotion) in this study are very important to research on by researchers and human resource managers to consider well if Impact of motivational factors on employee's job satisfaction. This research reveals that among these factors, salary is the most influential factor for job satisfaction in the organization of study.

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