

EMPLOYEE JOB SATISFACTION AND THE VARIOUS DETERMINANTS AFFECTING THE SATISFACTION LEVEL: AN EMPIRICAL STUDY

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Abstract

The main purpose of the present research paper is to identify the major problems, encountered by the employees of various private sector banks in Jammu while performing their duties in their respective banks and the researchers also tries to develop the strategies that may help in increasing the employee commitment and also help in increasing the level of employee job satisfaction. The rationale of this research is to find out the key factors which play a pivotal role for the satisfaction of the employees i.e. quality of work life, monetary and non monetary rewards, training and development, performance appraisals and workers participations. These factors help in formulating the effective strategies and through strategies; efficiency takes place in the management process. This present research paper is based on theoretical considerations, a model was proposed linking the employee job satisfaction constructs. The survey was conducted in 2015- 2016 and covered 100 employees within the territory of Jammu in Jammu and Kashmir. Through this survey we find a strong positive relationship between workers participation and all other factors.

Attitude affects behavior and the attitude of employees is mostly get influenced with job satisfaction, job involvement, and the commitment towards organization. Most of the research studies have found that Job satisfaction, salary of an employee, work place, and up gradation in technology are main factors that affects employee's behavior in any organization. (Roussel and Igalens, 1999; Brewer et al., 2008). The employee satisfaction is most of the time dependent upon interpersonal skills, working environment, salary, succession planning, relations with peers, superiors and subordinates. These determinants bring positive feelings and some time negative felling among the employees. Employees with increased and high job satisfaction definitely have encouraging feelings about the work and vice versa.

Attractive job given that guidance, variety of surprises (Bonus), freedom, and control make happy most the employees. The majority of employees have a preference work that is tough condition. Happy workers are productive workers. Incentive increasing the efficiency of employee and recognition enhanced the confident for the employee. It is important that organizations monitor employees' attitudes. For this purpose attitude, surveys are most popular method. Using attitude surveys provides top management with valuable feedback on how employees perceive their working conditions. (Beer, Specter, Lawrence, Mills & Walton,1984). Physical and social facets involve in execution surroundings either the work is physical or cognitive type. Working circumstances is very important for satisfaction it includes work place, set aside lighting, interferences, thermal environment, and office equipments. Organization performances increase due to good sitting environment.

Management must concern on work place setting to enhance employee's capabilities. Management provides such kind of ergonomics setting to their employees so they feel ease in performing work activities that is easily changeable and transferable. Communicating and coactions also better in workplace between employees and departments. Broad (2007) described that to achieve the organizational quantitative and qualitative goals and enhancing employee's performance effective intrinsic and extrinsic incentives must be given to employees. Monetary, non- monetary benefits (given to employees), recognizing their work and developing good and healthy employee and employer's relationship is a key factor in motivating employees to work hard. Intrinsic motivation is achieved by accomplishing personal goals and objectives, which motivate employees and enhance job satisfaction. Employee Reward System must be integrated and supportive with the corporate strategic objective; further reward system must be unbiased and discourage interdepartmental and organizational differences. (Gomez-Mejia and Balkin, 1992). Encouragement of employee's performance and creating sense of ownership in achieving tasks different business setups have been using various incentives, reward and pay system (Cameron and Pierce,1977).

Team work is another concept used by organizations for improving employee's performance, teams and groups define work boundaries, limit and streamline scope of work and give the direction to the team members for achievement of team goal which is integrated with the achievement of organizational goal (Parker and Wall, 1998). Successful and effective team depends upon different factors i.e. composition of team, record of accomplishment and integrity, financial soundness, educational background and experience; further team working is not suited to all kinds of jobs (Cameo et al., 1993; Gradstein, 1984). Employees are key resource of any organization. Organization invest lot of capital on employees in the form of organizing training and development sessions and seminars, further foreign training sessions are also arranged for executives and directors of organizations, this increases employees skills which in return increase the efficiency and effectiveness of the employees which results in increased in organizational productivity (Knoke & Kalleberg). Thus, need to experiment these factors in less developed country similar to Pakistan where workers are face different working situation by work burden, fewer economic support, and centralize structure of strategy making. This study know that the satisfaction of employee job purpose to examine the impact of justice of actions, training and development, workplace environment, reward recognition and team work, on employee job satisfaction.

II. LITERATURE REVIEW

2.1 Employee job satisfaction

Employee job satisfaction (EJS) is the feelings and thoughts of employees about their work and place of work. In result, job satisfaction is all about to satisfy the one's needs in working place (Togia et al., 2004). Bodur (2002) stated that there are some factors, which are related to job satisfaction that is work substances, age, sex, educational level, work place environment, location, colleagues, income and timing of work. For the purpose of employee satisfaction many theories have been developed. The most important theory is Maslow's need theory. It is based on human hierarchical needs. On the other hand, job satisfaction relates to significant conventional views, which are formulated via Mausner and Herzberg (1959). Maslow's theory is based on fundamental and

external element such as accomplishment, acknowledgment, duty, pay, plan, interpersonal interaction, management, and operational atmosphere.

2.2 Workplace Environment

Workplace, facets of employees and job discipline are related to working situations. Organization tasks and job activities training, capabilities, utilization, health, secure and working period is deal in it. Wellsituated workplace, airing, illuminating and temperature, prominent, beneficial, neater work places and office places are consider in physical working circumstance (Ceylan, 1998). Employees want relax and ease surroundings and these factors regulate on employee job satisfaction. Organization gains employee satisfaction by supplied this environment. Physical job conditions primarily ascribed on low job satisfaction levels (De Troyer, 2000).

H1. There is a relationship between workplace environment and employee job satisfaction

2.3 Reward and Recognition

In employee satisfaction, honor and acknowledgement are known as important component. Maurer (2001) proposed that organization success associate with employee satisfaction, through honor and respect, and conceive, these factors are important for job satisfaction (Jun et al., 2006). The research of Pascoe et al. (2002) identifies that deficiency of acknowledgement and external honor on employees' work is important for system moral excellence because in acknowledge on a good job extending "encouragement honor" is chiefly predict in rules and principals by supervisors. Employee job satisfaction diminishes due to deficiency in recognition and rewarding. For gaining employees job satisfaction, it is necessary that management of organization foundation should originate the system that offering rewards and recognition on good work. Flynn (1998) indicated high intent between employees, rise their team spirit, functioning, motive of the employees can be maintain by rewards and recognition. The aim of recognition and reward program is to extent employee job satisfaction and set a system to compensate and collaborate it to the employees so that they relate their honor.

H2. There is a relationship between rewards and recognition and employee job satisfaction.

2.4 Teamwork

In groups, employees must have corporate jobs so that they clearly determine the performance of the collective jobs commonly (Delarue, 2003); the worker and leader both realized the teamwork as mortal task. It is described that efficient teamwork can prompt employees and amend employees' jobs in the organization if the employees work in same prefaces. Execution and self-power, Person liberty, implication, attaching with team members and satisfaction are the origin to raise employees self-powered and motive through teamwork. Consorting to consequences of Rahman and Bullock's (2005) that convinced relation among employees is developed by use of mutual work. In banking sector, we anticipate the same convinced relation among efficient teamwork and employee satisfaction. To the achiever of any business efficient teamwork is necessary. As "no man is an island" complete organization can be, stimulate due to good effects of fertile teamwork and organization can be lame due to bad effects of deficient teamwork. For efficient teamwork attracting and retaining are requires. For producing an efficient team it does not matter how difficult it is to tried people work mutually, the team will

definitely fail without right people for right job. Teamwork is significant either you lead or work in team. In the banking sectors, we anticipate that convinced relation among efficient teamwork and employees expectations.

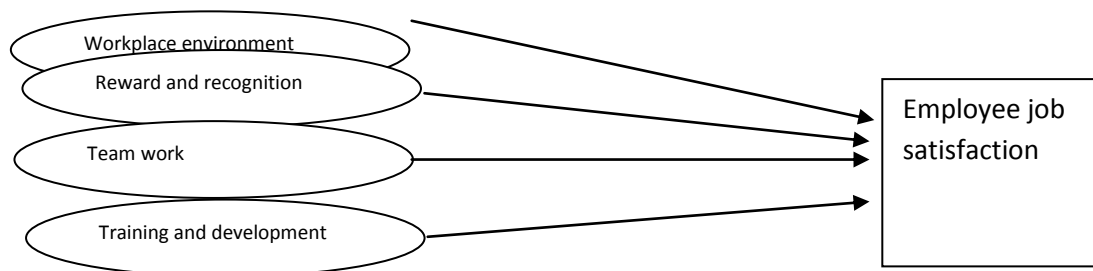
H3. There is a relationship between teamwork and employee job satisfaction

2.5 Training and development

Training provides chances to employees' enhance their knowledge and skills for effective development (Jun et al., 2006). Trained workers are more satisfy to their job as compared to untrained employees (Saks, 1996). These training programs positively raise employees' development that is good for competencies Martensen and Gronholdt (2001).By getting these training programs employees able to get self assured, evolution of career, and have positive thought for their companies (Jun et al., 2006). Aim of these training and management programs to amend employees' skills and organization potentialities. Organization gets efficient and fertile employees brought back of their investment to make better their knowledge and capabilities. These programs also concentrated on employees' individual and mutual functioning. The concept and execution of these training programs established on training, management needs, and these needs are discover by training analytical thinking. The time and money investment on these programs associated with organization delegation (Watad & Ospina, 1999).

H4. There is a relationship between training and development and employee job satisfaction.

2.6 Proposed Model of the Research According to the given research hypothesis a model is developed which is as under:



III. RESEARCH METHODOLOGY

The current research is descriptive in its nature. Descriptive research can be explained as describing something, some phenomenon or any particular situation. Descriptive researches are those researches that describe the existing situations instead of interpreting and making judgments (Creswell, 1994). The main objectives of descriptive research is verification of the developed hypothesis that reflect the current situation this type of research provides information about the current scenario and focus on past or present for example quality of life in a community or customer attitudes towards any marketing activity (Kumar, 2005).

3.1 Sample/Data

To collect the necessary data was used research method on original the scope of research model. Service area was selected as a perfect research location in Jammu . A sample of 200 respondents will ask to participate in a self-administered questioner. The study was carried out during the 2015- 2016 organization for employees'

survey. Samples of 150 staff were picked, however not all employees were able to respond to the questionnaires and only 100 questionnaires' were successfully completed. The current study utilizes a non-probability sampling technique that is convenience sampling. Convenience sampling is a sampling technique that obtains and collects the relevant information from the sample or the unit of the study that are conveniently available (Zikmund, 1997). Convenience sampling is normally used for collecting a large number of completed surveys speedily and with economy (Lym et al.,2010).

The main cluster will target to collect the sample data from the working professionals of different banks. The selection of employees is based on the previous results of the studies on employee job satisfaction. The rationale for this approach was that the study involved several independent variables correlated to the dependent variable (employee satisfaction and workplace environment). This was done using a five point scale data values (Strongly agree to strongly disagree) to compute the rating index on each of the indicator established to influence the overall satisfaction.

3.2. Instrument and Measures

The survey instrument of the current study addresses two major purposes. First, analyze to relationship of different variables in the adoption of employee job satisfaction. Secondly, to collect information about the different attributes of the respondents that can be used to understand the variation of different categories. The survey instruments contain two sections. Section 1 includes different personal and demographic variables. This section will obtain respondent's information about Name, Gender, Educational level, Income level and Age. Section 2 includes latent variables that are important I the current study. These variables include Workplace environment, Job satisfaction, Teamwork. Training, development, Reward, and recognition .This section of the study is developed based on the passed literature and already used questioners. The scales of the study were adopted from the previous literature and published studies. The first variable of the study was workplace environment have six items and this scale were taken from (Lee, 2006). The next variable is Job satisfaction having six items was taken from (Daulatram B. Lund, 2003). The next two variables were Reward and recognition, and teamwork having three and five items taken from (Parvin, Kabir 2011). The last variable is Training and development having five items.

3.3. Procedure

The questionnaire was distributed among 150 respondents in J&K. These respondents are selected based on criteria above discussed. The purpose of study and questions were explained to the respondents so they can easily fill the questionnaire with relevant responses. 100 questionnaires were selected and rest of the questionnaire was not including in the future analysis due to incomplete or invalid responses. After collecting the completed questionnaire, these questionnaires were coded and enter into SPSS sheet for further regression analysis.

3.4. Reliability Analysis

Over all cronbach's alpha of all variable are acceptable more than acceptable and recommended value 0.50 by (Nominally, 1970) and 0.60 by (Moss et al. 1998). this shows that 26 item were reliable and valid to measure the opinions of employee.

Scale	Item	Cronbach Alpha
Workplace Environment	6	0.667
Job Satisfaction	6	0.694
Reward and recognition	3	0.686
Teamwork	6	0.800
Training and Development	5	0.820

IV. RESULTS AND ANALYSIS

4.1. Profile of the Respondents: Demographic and Personal data such as, educational level, gender, age and income has been given below.

	Category	Percentage
Gender	Male	53.3
	Female	46.7
Age	Below 18	5.3
	18 – 25	39.3
	25 - 35	39.3
	35 - 45	8.0
	45 and above	8.0
Income	Below 15000	33.3
	15001 - 30000	30.7
	30001 - 45000	20.0
	45001 and above	16.0
Education	Metric Intermediate	2.7
	Graduation	8.0
	Master	23.3
	M.phil/PhD	51.3
		14.7

4.2. Hypothesis testing result

4.2.1. Workplace Environment, Employee job satisfaction: According to the result of study, the variable of workplace environment has a significant positive relationship with ($\beta=0.233$) and ($p < 0.000$). That means workplace environment contribute more than 23% to employee job satisfaction

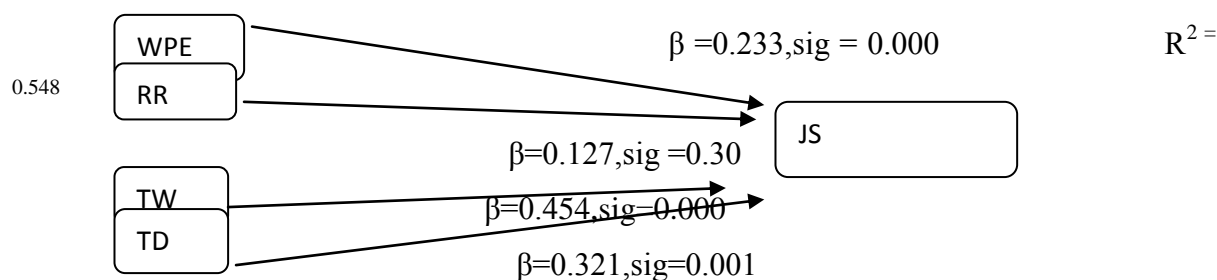
4.2.2. Reward and Recognition, and employee job satisfaction: The regression result of this study the significant positive relationship between reward and recognition and employee job satisfaction with ($\beta=0.127$) and ($p < 0.040$) that means reward recognition contributes more than 12% to job employee job satisfaction.

4.2.3. Teamwork and Employee job Satisfaction: The regression analysis of this study the significant positive relationship between teamwork and employee job satisfaction with ($\beta=0.454$) and ($p < 0.000$) that mean teamwork contribute more than 45% to employee job satisfaction.

4.2.4. Training and development, Employee job satisfaction: The regression result of this study the significant positive relationship between training and development and employee job satisfaction with ($\beta=0.231$) and ($p < 0.001$) that means reward recognition contributes more than 23% to employee job satisfaction.

Hypothesis	Model Variable	Estimate	S.E.	C.R.	P	RESULTS
H1	WPS_____JS	0.233	0.062	3.705	0.000	SUPPORTED
H2	RR_____JS	0.127	0.041	2.143	0.030	SUPPORTED
H3	TW_____JS	0.454	0.071	5.711	0.000	SUPPORTED
H4	TD_____JS	0.321	0.053	3.321	0.001	SUPPORTED

Figure 1: Structure model results



V. DISCUSSION

The main purpose of the study is to establish the critical factors of the employee satisfaction and find the impact of employee satisfaction on employee loyalty in the banking sector in Jammu. Satisfaction construct contains four main factors, which are named workplace environment, reward and recognition, teamwork and training and development. In this study, teamwork was found to be the most important factor on employee satisfaction with the value of its standardized regression weight being 0.454 ($p < 0.000$). This result shows that teamwork provides various benefits to organizations

such as diversification, increased productivity, decreased turnover, knowledge sharing and improved safety. Workplace environment found another factor which significant influence on employee job satisfaction of its regression weight being 0.233 (p ,0.000) To regulate the forecaster of physical workplace environment satisfaction this study used linear fixation analytical thinking. Linear relation between autonomous variable and subordinate variable simulate linear fixation analysis. Secure relation between autonomous variable and subordinate variable are designate if the linear relationship is in straight form. To heighten the initiation and a beneficial organization culture, organization may formulate a learning environment through training and education. By educate and train the employees. The third factor which influence on employee job satisfaction being weight 0.321 (p 0.001) on the conception of employee satisfaction the honor and acknowledgement was consider as the third significant component. This consequence affirms the study of Jun et al. (2006) and Maurer (2001). For the advance of employee participation and endure mutual work organizations must originate the stately reward and recognition systems. Department must honor as intend of accompaniment special functioning level on the recognition of employee's effort on excellence work. For the purpose of employee dedication to TQM execution, organization require qualified quality attempt to measure the performance. That found in entailment of public sector that both executive leaders and managers should be cognizant the significant of reward and recognition in service sector. Is 0.127 (p 0.030) but is also significant influence on employee job satisfaction

VI. LIMITATIONS AND FUTURE RESEARCHES

In study there is some restriction is matter. It is found that straight and convinced relation is sustain among employee job satisfaction through study and the entire population of service sector in Jamu banking employees cannot be inferred due to this study access. The sore nature of the field and the possibilities of personal association even so the large-scale valued surveys are necessary for the selection of case study methodology. Another restriction on the complete employee satisfaction in the existing literature is the universal accede on the potential affect of vital component of employee satisfaction, Employee satisfaction and employee allegiance may not be exclusively specify through these four components. Rather many other components may act upon it that is out the range of this research.

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