

Various Aspects of Job Satisfaction of Employee: A Case

Study of Employees of Different Municipal Councils

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ABSTRACT

This research paper is focused on job satisfaction among municipality employees. The study was conducted to examine the factor affecting job satisfaction among employees. The research covered 109 employees of three municipalities of Gurdaspur district in Punjab. Data were collected through structured questionnaire and analyzed by using percentage analysis and factor analysis. All factors together explained 57.492% of variance. These factors were categorized as perquisites, work environment, employee behavior & team spirit and security & welfare measures. The study found that the employees have good relationship with their co-workers and top level management. This study suggested that municipal committee needs to improve promotion system, provide wages and salaries on time, internet facility and grievance handling procedure.

Keywords: *Employee relationship, Job satisfaction, Municipalities, Team spirit, Working environment.*

I. INTRODUCTION

The success of organizations depend not only its technical efficiency, updated machinery, good plant layout and dynamic organizations. It also depends upon their employee who works in the organization. Human resource is the most valuable asset of an organization. Employees are key factors of any organization. Without employees organization can't run so the success or failure of any organization depends upon its employee's satisfaction and dissatisfaction. If employees are satisfied it result in profit increase and higher the organization efficiency. In other hand dissatisfaction employees remain absent and leave the organization that leads to low profits and poor goodwill. Normally the employees will be more satisfied when they feel they are rewarded fairly according to their work and accomplishment of goals [1].

Job satisfaction is an important indicator of how employees feel about their job and a predictor of work behavior such as organizational citizenship the issue of job characteristics and employee satisfaction has been looked at from a number of perspectives. One view, which is followed by many, is the importance of money. A number of employees feel that in today's multiple opportunity, flexi choice, work from home environment, money is the basic reason for a person to take up a job, furthermore that people work only for money[2].

The job satisfaction is a collection of attitudes about specific factors of the job. Employee can be satisfied with some elements of the job while simultaneously dissatisfied with others [3]. People in higher level jobs find most of their needs satisfied than those in lower level [4].

Job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. There are various influences of job satisfaction that includes

management culture and style, employee involvement, working environment, level of pay and benefits, promotion system etc. the most common way of measurement is the use of rating scales where employee report their reactions to their jobs. Positive attitude towards job are equivalent to job satisfaction whereas negative attitude towards job has been defined variously from time to time [2].

Job satisfaction is a worker's sense of accomplishment and success of the job. It is generally perceived to be directly linked to efficiency as well as to personal well being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to appreciation, profits, encouragement and the achievement of other goals that lead to a feeling of completion. This study focused on the job satisfaction among employees in municipal committees of Gurdaspur district. The purpose of this study is to examine the factors which affect the satisfaction level of municipality employees and suggest some measures that help to improve satisfaction level among employees.

II. NEED OF THE STUDY

Municipal committees play a vital role in economic development of the country. Therefore here is a great need to provide job satisfaction to the employees for the accomplishment of organizational goals and achieve set targets. Employees are key factors of any organization. Success of organization depends upon its employee satisfaction or dissatisfaction. The need of the study is to examine the job satisfaction among Municipalities employees of district Gurdaspur. This study is attempted to find out the factors that affect the employee's job satisfaction. The impact of various variables like welfare measures, team spirit, appreciation and rewards, employee behavior, qualification and skill, place of work, employee abilities, job security, work accomplishment, promotion and grievance handling procedure has been analyzed. The study is based on the primary data collection from employees in municipal committees of district Gurdaspur with the help of structured questionnaire.

III. REVIEW OF LITERATURE

The aim of the study is to examine the factors that affect the satisfaction level among employees. The review of literature will help to constructing the questionnaire, selection of statistical tools and also identifies the research gap. So in this context, existing relevant literature are also considered.

Bindhu (2007) studied on the job satisfaction and stress coping skills between male and female primary school teachers. The sample was taken 500 teachers from the primary school of Kerala state. Proportionate sampling technique was used in this study. Mean, standard deviation, correlation and t-test were used to analyze the statistically data. The finding shows that there is a positive correlation between job satisfaction and stress coping skill among primary school teachers [10].

Parvin and Kabir (2011) conducted a research on factor affecting employee's job satisfaction of pharmaceutical sector. The objective of this study was to assess satisfaction level, identify influencing factors and improvements factors of employees in pharmaceutical industry. A descriptive research design with survey method was applied in the study. The researcher had both the primary and secondary data for this study. This study suggested that the policy maker and managers to focus on the employee job satisfaction [5].

Wadhwa et al. (2011) studied the factor influencing employee job satisfaction in cement industry of Chhattisgarh. This study focused on three factors namely environmental factors organizational factors and behavioral factors. Descriptive research design was used in this research. The data was collected using primary data with a sample size of 150 employees. Regression analysis has been used to analyzed the statistical data. This study concluded that organizational factors are the most important aspect for the job satisfaction of the employees in the organization [6].

Sageer et al. (2012) in their study identification of variables affecting employee satisfaction and their impact on the organization found various variables responsible for employee satisfaction such as organization development factors, job security factors, work task factors and other factors. They also found that employee were satisfied with the working environment. This study suggested that organization should develop new strategies to improve the job satisfaction of employees [8].

Syauta et al. (2012) in their study examined the municipal waterworks on the basis of influence of organizational culture, organizational commitment to job satisfaction and employee performance. The purpose of this study was to analyze and reveal the influence of organization culture and commitment to employee performance directly or indirectly to the job performance. Data collection was done by questionnaire. 127 employees were selected for research sample. The collected data has been analyzed by using descriptive analysis, inferential analysis with partial least square and sobel test. The finding shows that the organizational commitment influenced significantly to employee performance. They suggested that increase the organizational commitment that leads to higher job satisfaction and higher performance [9].

Devi and Suneja (2013) studied on job satisfaction among public and private bank employees. Four banks were considered in this study located at various place in Kurukshetra. Primary data was collected from 110 respondents. The collected data has been analyzed by using various statistically tools i.e. percentage analysis, mean score, standard deviation and t-test. The results revealed that there is significant difference exist between employees of public and private sector banks regarding various aspects of job satisfaction, pay and fringe benefits, training and development but they were significant in case of aspects like relation with co-workers, employees empowerment, supervision, performance appraisal and nature of job [7].

IV. RESEARCH METHODOLOGY

4.1 Research Design

Descriptive research has been applied, which is also known as statistical research, describe data and characteristics about population being studied.

4.2 Sources of Data

For research purposes we have used primary data {self construct structured questionnaire} as well as secondary data {journals, web sites}.

4.3 Data collection Tool

Structure questioner was prepared to interview the employees of the municipality on distinct 13 parameters like rewards, incentives, team spirit, place of work, job security etc measured on likert five point rating scale which was later reduced to 4 factors with the help of factor analysis. Reliability and validity also checked. The value of chronbach's alpha is .651.

4.4 Sampling Method

Under the sampling method non-probabilistic Sampling technique, convenience sampling was done.

4.5 Sample Size

Sample size of 109 employees from three Municipalities was taken for the research purpose.

4.6 Statistical Tool

We have used IBM SPSS 16.0 {Statistical Package for social science} for data analysis.

V. DATA ANALYSIS & INTERPRETATION

Table 1 simple percentage analysis on the basis of employees' personal information

Demographic variables		No. of respondents	Percentage
Gender	Male	91	83.5
	Female	18	16.5
Marital Status	Married	99	90.8
	Unmarried	10	9.2
Age	Below 25 years	7	6.4
	25-50 years	60	55.0
	Above 50 years	42	38.5
Education +	8 th	10	9.2
	10 th	30	27.5
	+2	36	33.0
	Graduate	25	22.9
	Post graduate	5	4.6
	Others	3	2.8
Annual income	Below 2,50,000	21	19.3
	2,50,000-5,00,000	62	56.9
	Above 5,00,000	26	23.9
Designation	Class-I	2	1.8
	Class-II	6	5.5
	Class-III	61	56.0
	Class-IV	40	36.7
Experience	Below 5 years	7	6.4
	5-15 years	21	19.3
	Above 15 years	81	74.3
Family type	Joint family	32	29.4
	Separate family	77	70.6

Source: Primary data, N=109

It is evident from the table 1 male employees are more than female employees and majority of employees are married. It could be inferred that majority of the employees have completed +2. The sample contain majority of employees designation of clerk earn a annual income of Rs. 2,50,000-5,00,000 have above 15 years experience.

VI. FACTOR ANALYSIS

To find out major factors that contribute towards the employee satisfaction, data reduction technique was used.

6.1 KMO and Bartlett's Test

TABLE 1

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.714
Bartlett's Test of Sphericity	Approx. Chi-square	278.479
	Df	78
	Sig	.000

Source: primary data, N=109

The KMO test measures the sampling adequacy and examines the appropriateness of factor analysis. From the table we found that the value for Kaiser-Meyer-Olkin measure of sampling adequacy was more than 0.6 and it is 0.714 also Bartlett's test of sphericity has significant value less than 0.5% level of significance. So factor analysis could be conducted successfully for data reduction.

6.2 Rotated Component Matrix

Table 2

Components	1	2	3	4
Rewards for desired target is accomplished	.787			
Work according to qualification and skill	.570			
Trust in senior colleagues	.626			
Incentives and bonus for better performance	.546			
Organization as a place of work		.747		
Maintain balance between family life and work life		.598		
Satisfied with promotion system				
Accomplishment of job				
Behavior of the colleagues			.727	
Team spirit in work environment			.706	
Grievance handling procedure				
Given job security				.627
Organization provides welfare security				.518

Source: primary data, N=109

On the basis of Table 3 we found four components, for our 13 variables based on the item loadings, these factors are respectively labeled as

1. The factor “perquisites” explains the 1st component.
2. The factor “working environment” explains the 2nd component.
3. The factor “employee behavior and team spirit” explains the 3rd component.
4. The factor “security and welfare measures” explains the 4th component.

Here we found that a few important factors that normally contributes to the employee job satisfaction, does not have much influence in municipality district Gurdaspur, such as promotion system, accomplishment of job and grievance handling procedure.

6.3 Total Variance Explained

Table 3

Components	Rotation Sums of Squared loadings	% of variance	Cumulative %
1	3.322	25.554	25.554
2	1.601	12.314	37.868
3	1.354	10.416	48.284
4	1.197	9.208	57.492

Source: primary data, N=109

From table 4, all the above factors together are explained 57.492% of variance. Other components 42.508% are beyond the part of study.

VII. FINDINGS

- [1.] It is found from the analysis majority of employees are male though the gap is very large with the number of female employees working in Municipalities.
- [2.] It is found that the majority of the employees are married in the age group of 25-50 years.
- [3.] It is found from the study majority of the employees are clerk by designation and earn annual income of Rs. 2,50,000 to 5,00,000.
- [4.] It is found that majority of employees have +2 qualification.
- [5.] The study reveals that majority of employees have above 15 years experience.
- [6.] It is also found that majority of employees living in separate family.

VIII. CONCLUSION

It is concluded that job satisfaction can be influenced by ten variables such as rewards, skills, trust, bonus, work place, abilities, behavior, team spirit, job security and welfare measures. Management should take the step to improve some factors i.e. salary, incentives, promotion, future growth of employees and also need to improve organization reputation that leads to increase the level of employees job satisfaction.

IX. SUGGESTIONS

- [1.] Management should provide the facilities like promotion and grievance handling procedure.

- [2.] Management should try to solve the problems of employees as well as considered their needs and their expectations from organizations.
- [3.] Organization should try to encourage their employees to provide competitive salary, incentives and future growth.
- [4.] A Municipality needs to improve certain facilities like drinking water, canteen, generator, internet and Wi-Fi.
- [5.] It also improves to maintain and provides online records to various departments in municipality
- [6.] Provides wages and salaries to the employees on time to time.
- [7.] Management should provide the training and other professional growth opportunities to employees. It helps to employees to refresh employees and increase their efficiency and decrease their tension level.

IX. LIMITATIONS

- [1.] The study is limited to the municipality situated only at the Gurdaspur district in the state of Punjab. It includes only present employees of the municipality.
- [2.] Sample size taken is small and may not sufficient to predict the results with 100% accuracy and hence find cannot be generalized.
- [3.] The results are based on the collected data and hence there may be some deviation due to incorrect filling of the questionnaire by the respondents.
- [4.] Lack of time and other resources not possible to conduct survey at large level.
- [5.] While collection of data many respondents are unwilling to fill the questionnaire due to lack and wastage of time.

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