

A study on employee job satisfaction

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ABSTRACT

In the current business climate, it is important for organisations to stop losing performing employees because of declining job satisfaction and a lack of motivation to stay with the company for a long time. This is true as it relates to high job losses due to layoffs and retrenchment to create a lean organisation. Employees that are motivated and content will approach organisational goals with commitment; consequently, enterprises will need to demonstrate a similar level of commitment to employee goals. Consequently, HR's responsibility is to consistently endeavor to link employee aspirations with organisational objectives. Inspiring work environments that support and address employees' needs for growth and development can help attain this goal. Apart from the complexity of these elements and the fact that they cannot be addressed on an individual employee basis because they may vary from case to case, it is crucial for HR to look for common points of intersection. There are other negative effects of dissatisfaction, such as absenteeism, low performance, lower morale, low contribution to the team, less coordination, and a lack of orientation towards organisational goals, which could affect an organization's ability to compete in the highly competitive business environment. Job satisfaction or employee motivation is studied not just to deal with turnover. Hence, HR must create an organisational environment and foster an organisational culture that considers the current demand.

KEY WORDS

Employee satisfaction, Motivation, commitment, Reward

INTRODUCTION

One of the most important elements in the world of human resources is employee retention. Global business environments are rapidly evolving, and firms who can adapt to these changes will be the ones to survive. Companies must develop methods to withstand the intense competition, and those that succeed will be able to endure longer than their competitors. Managing employee turnover that may result from the migration of many industrial workers is one of the biggest difficulties that organisations confront today. This may be a result of their lack of motivation and dedication to the company; this viewpoint highlights the need of researching motivation and how it relates to job satisfaction. A big problem that the majority of organisations have to deal with is getting employees to be committed to the organization's goals. Companies are making every effort to comprehend the many aspects that could inspire workers and ensure the necessary commitment to organisational goals. Organizations that fail to create such a framework of organisational practises will experience significant staff turnover, which will increase the expense of recruiting and training new personnel, as well as poor execution of plans and strategies, as well as low productivity and performance

OBJECTIVES

- To study about the employee satisfactory incentives
- To determine the employee commitment
- To study the opinion of respondents towards interpersonal relationship, appreciation of work and decision making

HYPOTHESIS

H0- There is no significant association between motivation to work with respect to gender

H1- There is no significant association between factors keeping committed to organization with respect to gender

RESEARCH DESIGN

The study is cross-sectional in nature. The questionnaire is designed in such a way that the respondents can easily understand. The questionnaire contains both open-ended questions and close-ended questions.

SAMPLE DESIGN

- Sample Size – 66
- Sampling Technique – Convenience Sampling

DATA COLLECTION

The data is divided into two types, Primary and Secondary data where both methods are used to derive the results. The data is collected by designing a questionnaire which includes close-ended and open-ended questions.

TOOL OF ANALYSIS**ANALYSIS**

- Frequency analysis
- Chi Square analysis

REVIEW OF LITERATURE

(Basalamah & Ajmal As'ad , 2021) The authors states that the findings of this dubious study show that job happiness is significantly influenced by motivation. This study demonstrates that increasing work environment circumstances will boost the job satisfaction of private university teachers in the city of Makassar, as both theoretical and prior empirical investigations have shown. The workplace is the most important factor in this study. Compared to motivation, this component has a bigger impact on how satisfied lecturers are with their jobs. In order to develop comfortable working conditions and raise the job satisfaction of private university instructors in the city of Makassar, universities and study programmes must improve workplace indicators.

(Pancasila , et.al , 2020) The authors describe about the goal of this study Is to ascertain how leadership and work motivation affect employee performance and job happiness. A total of 355 samples from Indonesia's Bukit Assam Coal Mining Company Ltd. Were randomly chosen and proportionately chosen. Surveys were used to collect the data. AMOS 22 was used with the structural equation modelling (SEM) data processing technique. The study's findings demonstrate that motivation at work and leadership have a favourable and significant impact on job satisfaction. Employee job satisfaction is more significantly influenced by leadership (0.263) than by work motivation (0.171). Leadership has a 0.175 influence on job performance. Work motivation has a 0.166 affect on job performance. Employee performance is most strongly influenced (0.363) by job satisfaction..In comparison to the

indirect influence of leadership on employee performance through employee work satisfaction, which is only 0.096, the direct effect of leadership on employee performance is 0.175 times stronger. The direct impact of work motivation on employee performance is also 0.166 times stronger than the 0.062 times smaller indirect impact of work motivation on employee performance through employee job satisfaction. Hence, job happiness does not operate as a buffer between leadership and work motivation’s effects on employee performance. In comparison to the indirect influence of leadership on employee performance through employee work satisfaction, which is only 0.096, the direct effect of leadership on employee performance is 0.175 times stronger. A similar comparison shows that the direct effect of work motivation on employee performance is 0.166 times bigger than the indirect effect.

(Davidescu et al , 2020)In order to determine how to redesign HRM in the face of “future work” issues, the article looked at the relationship between employee development and worktime and workspace flexibility as relevant aspects of sustainable HRM, job happiness, and job performance among Romanian employees. In order to highlight the significance of employee development and employee flexibility as important aspects of sustainable HRM in raising the overall level of employee job satisfaction, the paper aims to examine the impact of various types of flexibility, including functional, working time, and workspace flexibility. Based on the perspectives of Romanian employees acquired through a nationwide representative survey utilising the multiple correspondence analysis, an employee flexibility composite indicator taking into consideration the primary four categories of flexibility has been constructed. Moreover, binary logistic regression models have been used to measure the effect of both particular categories of flexibility and the employee flexibility composite indicator on the overall degree of job satisfaction.

(Singgih et al ,2020 The data analysis from a questionn”Ire shows that transformational leadership and knowledge management have no significant direct or indirect effect on employee performance, but work environment does. Job satisfaction positively influences employee performance, and it mediates the relationship between work environment and employee performance, but not the relationships between transformational leadership or knowledge management and employee performance. These conclusions suggest that creating a conclusions suggest that creating a positive work environment can improve job satisfaction, leading to better employee performance outcomes.

(Scheers & Botha 2014) Customer service is an integral part of business today. Customer service representatives must have sufficient preparation for effective communication with the customer. Preparation is the result of an increased commitment to understanding the customer service industry, knowing current trends, interpreting those trends, and developing the core skills necessary to achieve excellence. It aims to analyze perceptions of the level of job satisfaction in South African grocers and determine if there is a relationship between job satisfaction and motivation among grocers in Pretoria, South Africa. The survey reveals that the majority of respondents, 43 percent, strongly disagree with the statement that the attitude of the employees is commendable, which is denied by the management. According to the management, this helps a lot in solving customer satisfaction issues. The survey also found that customers believe frontline staff have little influence. The study conducted finally established that there is a positive relationship between job satisfaction and motivation of retail employees in grocery stores.

RESULTS

Items		Respondents	
		Number	Percentage (%)
Gender	Female	44	65%
	Male	23	34%
	Prefer Not to say	1	1%

	Total	68	100%
Age	18-25	42	62%
	25-35	13	19%
	35-45	4	6%
	45&Above	9	13%
	Total	68	100%
No. of years of experience	0-5 years	47	69%
	5-10 years	6	9%
	10-15 years	3	4%
	15 & Above	12	18%
	Total	68	100%
No. of Hours Working per day	Less than 8 hours	29	43%
	8 – 10 hours	29	43%
	10 – 12 hours	8	12%
	12 & above hours	2	3%
	Total	68	100%
No. of years in Current workplace	0-3	51	75%
	3-6	5	7%
	6-10	2	3%
	10 & Above	10	15%
	Total	68	100%

Frequency analysis

Contingency Tables

V8

Gender	Rate your agreement with the following statements: [How challenging is your current work]				Total
	18-25	25-35	35-45	45 &Above	
1	11	11	2	0	24
2	16	10	12	2	40
3	0	0	1	0	1
Gender	0	0	0	0	1
Total	27	21	15	2	66

χ^2 Tests

	Value	df	p
χ^2	75.9	12	<.001
N	66		

Age range, gender, and the perception of the amount of challenge in their current work are significantly correlated, according to the chi-square (2) test result of 75.9 with 12 degrees of freedom and a p-value less than 0.001. With the very low p-value, the null hypothesis according to which there should be no difference between predicted and observed frequencies is strongly refuted. Hence, the null hypothesis is rejected since there is a significant difference between the challenge of the job and gender and age.

Contingency Tables

V9							
Gender	1	2	3	4	5	Rate your agreement with the following statements: [I feel driven to do my best each day.]	Total
1	10	12	2	0	0	0	24
2	14	18	6	1	1	0	40
3	0	0	1	0	0	0	1
Gender	0	0	0	0	0	1	1
Total	24	30	9	1	1	1	66

χ² Tests

	Value	df	p
χ ²	74.4	15	<.001
N	66		

The results of the chisquare test show that there is a substantial correlation between gender and the statements' responses: $\chi^2 = 74.4$, $df = 15$, $p = .001$. As a result, it can be said that, when it comes to gender, there is a big variation in how people respond to the statement "I feel driven to achieve my best every day."

Contingency Tables

V10							
Gender	1	2	3	4	5	Rate your agreement with the following statements: [My job is interesting and challenging.]	Total
1	12	10	2	0	0	0	24
2	14	13	10	2	1	0	40
3	0	0	1	0	0	0	1
Gender	0	0	0	0	0	1	1
Total	26	23	13	2	1	1	66

χ^2 Tests

	Value	df	p
χ^2	75.3	15	<.001
N	66		

The results of the chisquare test show that there is a substantial correlation between gender and the statements' responses: $\chi^2 = 74.4$, $df = 15$, $p = .001$. As a result, it can be said that, when it comes to gender, there is a big variation in how people respond to the statement "I feel driven to achieve my best every day."

Contingency Tables

V11							
Gender	1	2	3	4	5	Rate your agreement with the following statements: [I get opportunities to develop new skills]	Total
1	13	7	1	3	0	0	24
2	13	18	7	1	1	0	40
3	0	1	0	0	0	0	1
Gender	0	0	0	0	0	1	1
Total	26	26	8	4	1	1	66

χ^2 Tests

	Value	df	p
χ^2	75.6	15	<.001
N	66		

The chisquared test, which examines whether there is a significant relationship between the responses to the survey question and the two categorical variables (gender and the binary variable), is displayed in the "2 Tests" section. There is a significant link between the variables, as indicated by the big and significant chi-squared value of 75.6 ($p = .001$).

Contingency Tables

V12							
Gender	1	2	3	4	5	Rate your agreement with the following statements: [I feel that I'm contributing to the overall goals of my company.]	Total

Contingency Tables

V12							
Gender	1	2	3	4	5	Rate your agreement with the following statements: [I feel that I'm contributing to the overall goals of my company.]	Total
1	10	11	2	1	0	0	24
2	14	16	9	0	1	0	40
3	0	1	0	0	0	0	1
Gender	0	0	0	0	0	1	1
Total	24	28	11	1	1	1	66

χ^2 Tests

	Value	df	p
χ^2	71.8	15	<.001
N	66		

The χ^2 Tests section shows the results of a chi-squared test, which tests whether there is a significant association between the two categorical variables (gender and the binary goal of the company) and the responses to the survey question. The chi-squared value is 71.8, which is large and significant ($p < .001$), indicating that there is a significant relationship between the variables.

Contingency Tables

V13							
Gender	1	2	3	4	5	Rate your agreement with the following statements: [I feel that my work is seen and appreciated within my team/company.]	Total
1	8	12	3	0	1	0	24
2	12	16	9	3	0	0	40
3	1	0	0	0	0	0	1
Gender	0	0	0	0	0	1	1
Total	21	28	12	3	1	1	66

χ^2 Tests

Value	df	p
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χ^2 Tests

	Value	df	p
χ^2	73.0	15	<.001
N	66		

The χ^2 Tests section shows the results of a chi-squared test, which tests whether there is a significant association between the two categorical variables (gender and the binary variable) and the responses to the survey question. The chi-squared value is 73.0, which is large and significant ($p < .001$), indicating that there is a significant relationship between the variables.

Contingency Tables

V14							
Gender	1	2	3	4	Rate your agreement with the following statements: [The recognition I receive from my direct manager/lead/coworkers motivates me to do my best.]		Total
1	11	11	1	1		0	24
2	15	14	8	3		0	40
3	0	1	0	0		0	1
Gender	0	0	0	0		1	1
Total	26	26	9	4		1	66

χ^2 Tests

	Value	df	p
χ^2	71.3	12	<.001
N	66		

The χ^2 Tests section shows the results of a chi-squared test, which tests whether there is a significant association between the two categorical variables (gender and the binary variable) and the responses to the survey question. The chi-squared value is 71.3, which is large and significant ($p < .001$), indicating that there is a significant relationship between the variables.

Contingency Tables

V15											
Gender	.What metric keeps you committed to the organization? 1 - bad , 2 - average 3 - good 4 - very good 5 - Excellent [Recognition]					1	2	3	4	5	Total
1					0	4	1	4	9	6	24

Contingency Tables

V15							
Gender	.What metric keeps you committed to the organization? 1 - bad , 2 - average 3 - good 4 - very good 5 - Excellent [Recognition]	1	2	3	4	5	Total
2	0	4	6	6	19	5	40
3	0	0	0	1	0	0	1
Gender	1	0	0	0	0	0	1
Total	1	8	7	11	28	11	66

χ^2 Tests

	Value	df	p
χ^2	75.1	15	<.001
N	66		

The χ^2 Tests section shows the results of a chi-squared test, which tests whether there is a significant association between gender and the level of recognition received. The chi-squared value is 75.1, which is large and significant ($p < .001$), indicating that there is a significant relationship between the variables. From the table, it can be seen that more females (19) than males (9) rated the level of recognition received as excellent (5), whereas more males (4) than females (0) rated the level of recognition received as bad (1).

Contingency Tables

V16							
Gender	.What metric keeps you committed to the organization? 1 - bad , 2 - average 3 - good 4 - very good 5 - Excellent [Interpersonal relationships]	1	2	3	4	5	Total
1	0	2	3	6	9	4	24
2	0	0	8	11	15	6	40
3	0	0	1	0	0	0	1
Gender	1	0	0	0	0	0	1
Total	1	2	12	17	24	10	66

χ^2 Tests

	Value	df	p
χ^2	74.5	15	<.001
N	66		

the test conducted determines if there was a statistically significant association between gender and the importance of interpersonal relationships in keeping employees committed to the organization. The result shows a significant association ($\chi^2 = 74.5$, $df = 15$, $p < .001$), indicating that there is a difference in the distribution of responses between male and female employees.

Contingency Tables

V17							
Gender	.What metric keeps you committed to the organization? 1 - bad , 2 - average 3 - good 4 - very good 5 - Excellent [Professional development]					Total	
	1	2	3	4	5		
1	0	2	2	4	6	10	24
2	0	1	2	13	14	10	40
3	0	0	0	1	0	0	1
Gender	1	0	0	0	0	0	1
Total	1	3	4	18	20	20	66

χ^2 Tests

	Value	df	p
χ^2	73.3	15	<.001
N	66		

A chi-square test was conducted and showed that the relationship between gender and rating of professional development was statistically significant ($\chi^2=73.3$, $df=15$, $p<.001$). This indicates that there is a relationship between gender and rating of professional development in this organization.

Contingency Tables

V18							
Gender	.What metric keeps you committed to the organization? 1 - bad , 2 - average 3 - good 4 - very good 5 - Excellent [Work life balance]					Total	
	1	2	3	4	5		
1	0	2	2	6	6	8	24

Contingency Tables

V18							
Gender	.What metric keeps you committed to the organization? 1 - bad , 2 - average 3 - good 4 - very good 5 - Excellent [Work life balance]	1	2	3	4	5	Total
2	0	0	4	14	13	9	40
3	0	0	1	0	0	0	1
Gender	1	0	0	0	0	0	1
Total	1	2	7	20	19	17	66

χ^2 Tests

	Value	df	p
χ^2	79.5	15	<.001
N	66		

The chi-squared test indicates whether there is a significant association between gender and the rating of work-life balance. The test statistic is 79.5 with 15 degrees of freedom and a p-value less than .001, which means there is strong evidence to suggest that gender and rating of work-life balance are associated

Contingency Tables

V19							
Gender	.What metric keeps you committed to the organization? 1 - bad , 2 - average 3 - good 4 - very good 5 - Excellent [Perks and benefits]	1	2	3	4	5	Total
1	0	3	2	5	9	5	24
2	0	1	5	12	11	11	40
3	0	0	1	0	0	0	1
Gender	1	0	0	0	0	0	1
Total	1	4	8	17	20	16	66

χ^2 Tests

	Value	df	p
χ^2	77.3	15	<.001

χ^2 Tests

	Value	df	p
N	66		

The chi-squared test indicates whether there is a significant association between gender and the rating of perks and benefits. The test statistic is 77.3 with 15 degrees of freedom and a p-value less than .001, which means there is strong evidence to suggest that gender and rating of perks and benefits are associated

Contingency Tables

V20							
Gender	.What metric keeps you committed to the organization? 1 - bad , 2 - average 3 - good 4 - very good 5 - Excellent [Corporate culture]					Total	
	1	2	3	4	5		
1	0	1	5	4	6	8	24
2	0	2	6	14	12	6	40
3	0	0	0	0	1	0	1
Gender	1	0	0	0	0	0	1
Total	1	3	11	18	19	14	66

χ^2 Tests

	Value	df	p
χ^2	73.2	15	<.001
N	66		

The chi-squared test indicates whether there is a significant association between gender and the rating of corporate culture. The test statistic is 73.2 with 15 degrees of freedom and a p-value less than .001, which means there is strong evidence to suggest that gender and rating of corporate culture are associated

Contingency Tables

V21							
Gender	.What metric keeps you committed to the organization? 1 - bad , 2 - average 3 - good 4 - very good 5 - Excellent [Economic compensation]					Total	
	1	2	3	4	5		
1	0	1	2	6	6	9	24
2	0	3	6	14	14	3	40
3	0	0	1	0	0	0	1
Gender	1	0	0	0	0	0	1

Contingency Tables

		V21					
Gender	.What metric keeps you committed to the organization? 1 - bad , 2 - average 3 - good 4 - very good 5 - Excellent [Economic compensation]					Total	
	1	2	3	4	5		
Total	1	4	9	20	20	12	66

χ² Tests

	Value	df	p
χ ²	81.6	15	< .001
N	66		

The chi-squared test indicates whether there is a significant association between gender and the rating of economic compensation. The test statistic is 81.6 with 15 degrees of freedom and a p-value less than .001, which means there is strong evidence to suggest that gender and rating of economic compensation are associated.

Contingency Tables

Gender	What type of incentive motivates you ?						Total
	1	2	3	4	5	6	
1	6	7	7	1	3	0	24
2	5	14	10	6	4	1	40
3	0	0	0	1	0	0	1
Gender	0	0	0	0	0	0	1
Total	11	21	17	8	7	1	66

χ² Tests

	Value	df	p
χ ²	77.2	18	< .001
N	66		

From the chi-square test, we can see that there is a statistically significant association between gender and the type of incentive that motivates the respondents (χ² = 77.2, df = 18, p < 0.001). Looking at the table, we can see that among male respondents feel bonuses, promotions, and salary increases are more motivating than non-monetary

incentives like appreciation and recognition . On the other hand, among female respondents feel non-monetary incentives like appreciation and recognition are more motivating than monetary incentives.

FINDINGS AND DISCUSSIONS

Regarding the positive effect that a positive work environment has on employee performance—both directly and indirectly through the mediation of job satisfaction—management must maintain and enhance employee job satisfaction by creating a positive work environment. In order for employees to perform at their best, management of the company must also be creative in creating situations and conditions that foster job satisfaction. In order for transformational leadership and knowledge management practices to have a positive effect on employee performance and job satisfaction in the future, management needs to assess their efficacy.

CONCLUSION

Based on the survey results, it can be inferred that gender, age, and years of experience have a significant correlation with the perception of the amount of challenge in one's current job. The chi-square test showed a strong relationship between the variables, and the null hypothesis was rejected. Furthermore, there is a substantial correlation between gender and how employees feel driven to do their best every day and whether their job is interesting and challenging. There is a big variation in how people respond to these statements based on their gender. However, when it comes to getting opportunities to develop new skills, there is no significant correlation with gender, age, or years of experience.

The survey found that most respondents were female, aged 18-25, with 0-5 years of experience, and worked for less than 8-10 hours per day. Additionally, most of them had been in their current workplace for 0-3 years. These survey results provide valuable insights for employers to improve their understanding of their employees' needs and preferences. For instance, employers can focus on creating a more challenging work environment to keep employees engaged and motivated. They can also provide more development opportunities to their employees to enhance their skills and career growth.

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