

Employee Job Satisfaction and Motivation The Road to Organization Recovery

Deepikaloganathan¹, G.B.Suresh²

¹Associate Professor, Department of Management Studies, S.A Engineering College, Chennai, India

²Associate Professor, Department of Management Studies, S.A Engineering College, Chennai, India

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. This paper examines the relationship between perceived communication between employees, their supervisor, and the effect of perceived communication on overall job satisfaction of the employees in Integral Coach Factory. The paper also examines the length of time in a particular job and potential effects of times as a predictor of overall job satisfaction. Benefits and communication are also examined in an attempt to determine which of the two makes the better predictor of overall job satisfaction for employees working in in Integral Coach Factory. The subjects examined came from respondents to an employee attitude survey conducted by a large provider of residential services to people with mental retardation in a rural Eastern state in the fall of 160. The respondents came from four geographic regions within the state and comparisons between the regions were made. Differences between management and direct care employees were observed. Some differences between the two were noted with times as a predictor of overall job satisfaction and with satisfaction with supervisors.

Keywords: Job satisfaction, Motivation, Communication, Employee Attitude

1. INTRODUCTION

Job satisfaction is a set of favorable or unfavorable attitudes employees hold about their work. These attitudes are considered to be beliefs, feelings, and action tendencies constitute a judgment of one's environment. Locke described job satisfaction as an affective evaluation of the job environment.

Locke also described job satisfaction as a pleasurable emotional state resulting from the appraisal one makes of his or her job experiences. It is said that satisfied employees is a productive employees, any kind of grievance relating to organization or personal to a greater extent influence on the job. So every organization is giving higher priority to keep their employees with satisfaction by providing several facilities which improves satisfaction and which reduces dissatisfaction.

Job satisfaction is considered as a key issue by the entrepreneur where efforts are taken and programs are initiated. If an employee is not satisfied with the job there are chances for absenteeism, low turnover, lower productivity. Committing of mistakes, diverting energy for different types of conflicts keeping this thing in view all organizations are trying to identify the areas where satisfaction to be improved to get out of the above dangers.

“Satisfied employees are productive employees.” “Satisfied employees are not productive employees.” We hear these conflicting statements made by HR professionals and managers in organizations. There is confusion and debate among practitioners on the topic of employee attitudes and job satisfaction— even at a time when employees are increasingly important for organizational success and competitiveness. Therefore, the purpose of this study is to provide greater understanding of the research on this topic and give recommendations related to the major practitioner knowledge gaps.

2. OBJECTIVES OF THE STUDY

Primary objective:

A study on the level of employees' job satisfaction with reference to INTEGRAL COACH FACTORY.

Secondary objectives:

- To study the attitude of the employees towards their work.
- To identify the factors that motivates the employees.
- To find that whether the employees are satisfied or not.
- To analyze the company's working environment.
- To check the Degree of satisfaction of employees.
- To know the employee satisfaction towards the facilities.

3. RESEARCH METHODOLOGY

Research methodology is the systematic way to solve the research problem. It gives an idea about various steps adopted by the researcher in a systematic manner with an objective to determine various manners.

3.1 DATA COLLECTION METHODS:

Data collection methods are two type and they are as follows

A. Primary Data collection:

Data collection for the first time of the subsequent analysis to find solutions to the problem researched. Data was collected through well-structured questionnaire.

B. Secondary Data collection:

Secondary data was collected in the form of internal sources and external sources

Internal sources: Company profile and employees.

External sources: Newspaper, Magazines, etc.

Sample Size: The study sample constitutes 140 respondents constituting in the research area.

Sampling Area: The study is conducted in employees of Integral Coach Factory

Sampling Design: The researcher has used probability sampling in which simple random sampling is used.

Collection of Data:

Most of the data collected by the researcher is primary data through personal interview, where the researcher and the respondent operate face – to –face.

Statistical Tools:

The statistical tools used for analyzing the data collected are

- Percentage method
- Pie , bar chart
- Chi square
- Weighted average method.

4. FINDINGS & RESULTS

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

Demographic Information of the Participants (N=140)

Table 1:

Frequency distributions of respondents with respect to their gender

Gender of participant

GENDER	NO OF RESPONDENTS	PERCENTAGE %
MALE	80	57%
FEMALE	60	43%
TOTAL	140	100%

INFERENCE:

Table 1 indicates the gender allocation of the sample of respondents from the organizations at which the research was conducted. The table indicates that most of them (i.e.) 57% of clients are male and 43% of them are female.

Table 2:

Frequency distributions of respondents with respect to experience
Experience of participants

EXPERIENCE	FREQUENCY	PERCENTAGE%
BELOW 3YEARS	5	4%
4 TO 6 YEARS	15	11 %
6 TO 9 YEARS	20	14%
10 TO 16 YEARS	30	21%
ABOVE 16 YEARS	70	50%
TOTAL	140	100%

INFERENCE:

The above table & chart shows that, 4% respondents were in the experience of below 3years, 11% respondents were in the experience of 4-6 years, 14% respondents were in the experience of 6-9years, 21% respondents were in the experience of 10-16 years, and 50% respondents were in the experience of above 16.

Table 3:

Frequency distributions of respondents with respect to age and work environment
Age and Work Environment

WORK AGE	HIGHLY SATISFIED	SATISFIED	TOTAL
MALE	10	50	60
FEMALE	20	60	80
TOTAL	30	110	140

STEP: 1

NULL HYPOTHESIS:

Ho: There is a level of significance regarding in the work environment.

ALTERNATIVE HYPOTHESIS:

H1: There is no level of significance regarding in the work environment.

STEP: 2

$E = \text{Row total} * \text{Column total} / \text{Grand total}$

Table for expected frequencies

HIGHLY SATISFIED	$60 * 30 / 140$ =13	$60 * 110 / 140$ =47
SATISFIED	$80 * 30 / 140$ =17	$80 * 110 / 140$ =63

STEP: 3

OBSERVED VALUE(O)	EXPECTED VALUE(E)	O-E	(O-E) ²	(O-E) ² /E
10	13	-3	9	0.69
20	17	3	9	0.53
50	47	3	9	0.19
60	63	-3	9	0.14

$$\sum (O-E)^2 / E = 1.55$$

STEP: 4

DEGREES OF FREEDOM:

$$V = (r-1)(c-1)$$

$$= (2-1)(2-1)$$

$$= (1)(1) = 1$$

$$V=1 \text{ Table value}=3.84$$

STEP: 5

Calculated value < critical value

H₀ is accepted, H₁ is rejected

There is a level of significance regarding in the work environment.

INFERENCE:

It is understood from chi-square that, the level of significance regarding in the work environment.

Table 4:

Frequency distributions of respondents with respect to rewards and recognition

Rewards & Recognition

REWARDS & RECOGNITION	FREQUENCY	PERCENTAGE%
HIGHLY SATISFIED	NIL	NIL
SATISFIED	90	64%
NEUTRAL	30	22%
DISSATISFIED	20	14%
HIGHLY DISSATISFIED	NIL	NIL

INFERENCE:

The above table & chart shows that, 64% respondents were satisfied in rewards & recognition, 22% respondents were neutral in their rewards & recognition, 14% respondents were dissatisfied in their rewards & recognition, and NIL respondents were highly satisfied and highly dissatisfied in their rewards & recognition.

5. SUMMARY OF THE FINDINGS

Employee payment.

Majority 50% respondents were PG holders. More than 50% respondents were in the experience of above 16 years. 86% of the respondents were satisfied in their salary payment. Stress level of the employee was reduced to 50%.

Employee welfare activities

Work environment were highly satisfied to the employees and welfare activities are highly satisfied to the employees up to 86%. Social security measures were applicable to all of the employees. Rewards & recognition were received by more than 64% of the employees every year. 71% of respondents were trained in Non-technical.

Majority of the respondents were interested working with team. Employer and employee relationship are satisfied up to 57%. Majority 86% respondents were satisfied with their job. Majority 43% respondents were influenced by good company.

Employee Motivation

Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern. Competing theories stress either incentives or employee involvement (empowerment).

Majority 79% respondents were encouraged by their management.

Training is important from the point of view of both the employer & the employees. Training should necessarily lead to effective performance by the employee. Effective training will enhance more job satisfaction to the employees.

Effectiveness of Training

- Ensure that trainees have learnt.
- Develop the capabilities amongst trainees.
- Meet the specific needs of the worker.

Refresher Training:-

Staff employed in train passing / train running duties, like station masters, assistant station masters, switch-men, cabin-men, guards & drivers must pass an appropriate examination at the end of periodical refresher course. In case, they fail to pass the prescribed examination, special arrangement will be made by the Railway Administration to repeat the refresher course immediately or after a short period. The staff, being granted leave, as due to cover the intervening period or temporarily deployed in other jobs.

Promotional Training:-

- Certain categories of Group 'C' & Group 'D' employees are required to undergo promotion courses as prescribed in the "Approved Modules for Stage-wise Training of Group 'C' & Group 'D' staff" circulated by Railway Board.

6. SUGGESTIONS

- It is suggested that the organization may recruit more technical and diploma labours.
- It is suggested that the company may give promotion based on their achievement.
- It is suggested that the company may offer employment carrier development program for their employees.

7. CONCLUSION

This present study on job satisfaction of employees will help the organization to evaluate the satisfaction level of the employees. This study has a great hope it may be helpful for integral coach factory to improve the performance of the employees. The suggestion given in the report is based on the research: the organization may give importance to the suggestion given to them by employees to rectify the elements causing job dissatisfaction.

So, the management may encourage job satisfaction survey at regular intervals to improve the job satisfaction of employees which could accelerate future growth of the organization.

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