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A Study on Employee Job Satisfaction in Sky VIEU Technologies, Tamilnadu

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Abstract: *Employee satisfaction is a function of perceived performance and expectations. It is a person's feeling of pleasure or disappointment resulting from comparing a product's outcome to his/her expectations. If the performance falls short of expectations, the employee is dissatisfied and if it matches the expectations, the employee is satisfied. Job satisfaction is often much more important to the individual than to the employing organization.*

The purpose of this study was to investigate predictors of Management Job Satisfaction including those that are personal and those that are job related. The purpose of this literature review was to look at literature on job satisfaction, job satisfaction theories, characteristics of job satisfaction, and previous studies of job satisfaction. Data were collected from a sample of 135 participants of SKY VIEU Technologies whose responses were usable for statistical analysis. The books, websites and E-Articles are the sources for reviews of authors. The Likert Scale questionnaire is the primary data tool used for the study. The responses of the samples were received through personal interviewing the questionnaire. The research study involves in Qualitative analysis of the respondents behavior in accepting the individuals similarities and differences by means of survey method. The analysis of data is interpreted through percentage analysis, Correlation, Chi square and ANOVA calculations as statistical tools. The results show that while employee job satisfaction has divergent effects, and some may even discourage innovation. The study proposes several directions for further research such as conducting more studies on the antecedents and outcomes of both within organization trust and employee satisfaction.

Keywords: *Job, satisfaction, employee, reward, workplace.*

I. INTRODUCTION

Job satisfaction is defined as a pleasurable or positive state of mind resulting from appraisal of one's job or job experiences. Job satisfaction is all about how one feels about (or towards) one's job. An employee who expresses satisfaction is said to have a positive attitude towards the job, unlike a disappointed and dissatisfied employee who has a negative attitude towards the job. A person having negative attitude shows a personality disposition which is inclined to experience nervousness, tension, worry, upset and distress, where as those with positive attitude will feel happy with themselves, others, and with their work. Job satisfaction reflects the extent to which people find gratification or fulfillment in their work. Job satisfaction shows that personal factors such as an individual needs and aspirations determine his/her attitude, along with group and organizational factors such as relationships with co-workers and supervisors and working conditions, work policies, and compensation.

A satisfied employee tends to be absent less often, to make positive contributions, and to stay with the organization. The effect of job satisfaction goes beyond organizational setting. Satisfied employees are more likely to be satisfied citizens. These people will hold a more positive attitude towards life in general and make for a society of more psychologically healthy. 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. The relationship between man and work has attracted the attention of philosophers, scientists and novelists. A major part of man's life is spent at the place of work.

II. REVIEW OF LITERATURE

- 1) *Farajpahlou et. al., (2008)* administered the Job Description Index (JDI) to assess the degree of job satisfaction among Librarians in Public Libraries in South-Iran in terms of supervision, co-workers, payments and promotion as well as General Job satisfaction. The results of the study revealed that all librarians, despite their dissatisfaction in regard with some aspects, especially payments and promotions, were all satisfied with their job as librarians. Running an ANOVA test with repeated measures indicated existence of no significant difference among the mentioned variables, except for payments. It is suggested that decision makers and act in regard with recruit of younger librarians before the older librarians are retired, and allow some time for them to transfer their knowledge and methods of job administration and techniques to younger ones.

- 2) *Gunlu (2009)* examined the effect of Job Satisfaction on organizational commitment for managers in large-scale hotels in the Aegean region of Turkey and, in addition, examined whether there is significant relationship between the characteristics of the sample, organizational commitment and Job satisfaction. Two structured questionnaire were administered to large scale hotel managers in the tourism industry. The population was selected randomly with a sampling ratio of 25 percent. A total of 48 managers in four-star hotels and 75 managers in five-star hotels were reached for a total sample of 123 managers. A total of 43 managers were middle level, whereas 80 were lower level managers such as supervisors. The data were analyzed using statistical package for Social Sciences version 13. The findings of the study indicated that extrinsic, intrinsic and general job satisfaction had a significant effect on normative commitment and affective commitment.
- 3) *Castro et. al., (2010)* in the study explored the relationship between organizational climate and Job Satisfaction and to determine whether employee's perceptions of work environment influenced their level of Job Satisfaction. Questionnaire was administered to the sample of 696 employees from a population of 1453 employees working in three regions in which the organization was operational. Confirmatory and explanatory factor analyses were used to investigate the structure of the climate model. The findings of the study indicated a positive relationship between organizational climate scores and Job satisfaction scores
- 4) *Salman Khalid et. al., (2010)* examined Job Satisfaction level of Bank Employees in Punjab Province. The information collected from 144 respondents from four Banks employees who were randomly selected from both public and private sector banks. Five components of Job Satisfaction such as work, pay, promotion, salary and recognition were examined besides overall Job Satisfaction. The findings of the study indicated that the sectoral differences in terms of salary, promotions, job security, recognition and benefits play a significant role in influencing one's perception of job satisfaction. Private sector bank employees reported dissatisfaction in terms of Job Security. To overcome this obstacle private sector banks need to introduce special schemes related retirement, pension, gratuity and other benefits to enhance the employee's sense regarding job security in effort to increase organizational commitment which in turn will lead to employee's commitment and high degree of satisfaction.
- 5) *Chium Lo et. al., (2011)* examined the relationship between mentoring and employee's job satisfaction among employees from small and medium enterprises in Malaysia. A total of 156 Malaysian executives from 21 selected small and medium enterprises were participated in this study. The results show that there was a positive relationship between career mentoring and all dimensions in job satisfaction such as coworkers, job itself, promotions and supervisors. On the other hand, no significant relationship was found between psychosocial mentoring and three aspects of employee's job satisfaction, namely co-workers, job itself and promotion.
- 6) *Javad et. al., (2011)* examined the influence of distributive and procedural justice on pay and Job Satisfaction. They provided that distributive justice and procedural justice had differentiating impact on Job Satisfaction and four facets of pay satisfaction i.e. level, raise, benefits and administration. The survey carried out among 122 Indian managers. It was found that the distributive justice as a more important predictor of all four dimensions of pay satisfaction and Job Satisfaction. Procedural justice was also found to be a statistically significant predictor of pay structure and Job Satisfaction.
- 7) *Pankaj Deshwal et. al., (2011)* investigated the level of Job Satisfaction among engineering faculty members in engineering colleges of technical Universities in Utter Pradesh and also examined the effects of the dimensions of the job on level of Job Satisfaction among them. He collected data from 360 engineering faculty members. Investigate the levels of Job Satisfaction among engineering colleges on technical University, examine the effects of the dimensions of the job on levels of satisfaction among them, and give suggestions to maintain or improve faculty member's Job Satisfaction were three objectives of the results study. The study revealed that the faculty members were found to be neutral with organization policies, independence, and promotional opportunity and satisfied with work variety, creativity, compensation and social status of Job, Job security, achievement but the faculty members dissatisfied with working conditions and recognition.
- 8) *Raghunatha Reddy et. al., (2011)* studied the Employee Involvement and Job Satisfaction in Indian Corporate sector. This study meant to find out the employee's attitude towards job satisfaction and job involvement. The findings of the study show that the managerial level of employees has low level of satisfaction and Engineers have low level of Job Involvement and supervisors have low level of commitment towards the organization.
- 9) *Natarajan et. al., (2012)* conducted a study in a public sector organization with an all India presence. This study explored the relationship of personal and organizational values with Job Satisfaction. 220 participants from a large public sector organization were asked to rate on a 7 point scale the 24 items value taxonomy developed by McDonald and Gandz. Results revealed that

perceived organizational values emerge as potent predictor of all the three components of job satisfaction as compared to personal values.

10) *Samanvitha et. al., (2012)* aimed at determining and establishing a relationship between strategic emotional intelligence and job satisfaction among faculty members in Arts and Science Institutions. Sample consists of 98 faculty members in Tami Nadu. The result of the study showed that the emotional intelligence at work has a great influence on the level of job satisfaction and in turn on work performance.

III. OBJECTIVES OF STUDY

- A. To study the linkage between job satisfaction and monetary benefits.
- B. To measure the level of employee satisfaction towards their jobs.
- C. To analyze the opportunities for advancement in the job.
- D. To analyze the various factors influencing job satisfaction of employees in Sky View Technologies.
- E. To find impact of level of satisfaction on productivity.

IV. RESEARCH METHODOLOGY

The researcher used questionnaire as a research instrument for collection of primary data and the secondary data were collected from research papers and through online articles. The researcher prefers descriptive research design method for this study. In this research, probability sampling was adopted and under which simple random sampling method was used. The data were collected from a sample of 135 participants of SKY VIEU Technologies whose responses were usable for statistical analysis. The data analysis tools used were Correlation analysis, Chi-square analysis, Analysis of Variance (ANOVA) for revealing the relationship among variables.

V. DATA ANALYSIS & INTERPRETATION

Table No. 1 Gender of employees

Gender	No. of respondents	Percentage (%)
Male	39	29
Female	96	71
Total	135	100

Source - Primary data

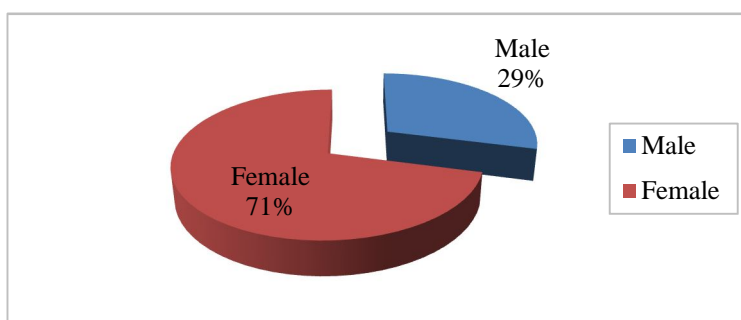


Chart No. 1 Gender of employees

1) *Interpretation:* From the above table it is inferred that 29% of the respondents are male and 71% of the respondents are female. Thus, the majority of the respondents are female.

Table No. 2 Age of employees

Age (in years)	No. of respondents	Percentage (%)
Less than 30 yrs	69	51
31-40 yrs	42	31
41-50 yrs	15	11
Above 51 yrs	9	7
Total	135	100

Source - Primary data

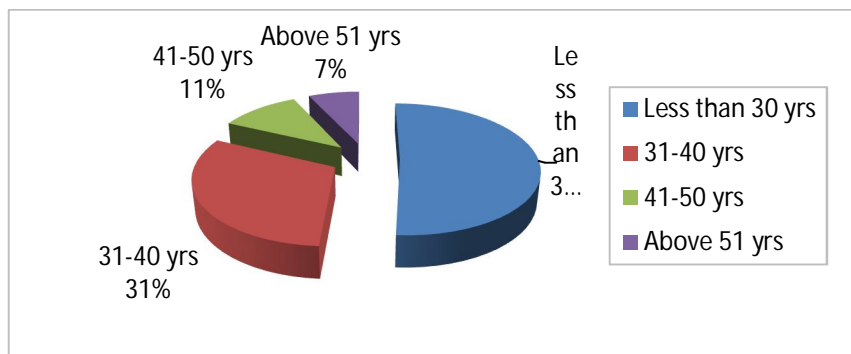


Chart No. 2 Age of employees

2) *Interpretation:* From the above table it is inferred that 7% of the respondents are above 51 years of age, 31% of the respondents are in the age group between 31-40 years, 11% of the respondents are between 41-50 years and 51% of the respondents belongs to less than 30 years.

Table No. 3
Experience of employees

Experience	No. of Respondents	Percentage (%)
0-5 yrs	63	47
5-10 yrs	38	28
10-15 yrs	21	15
Above 15 yrs	13	10
Total	135	100

Source - Primary data

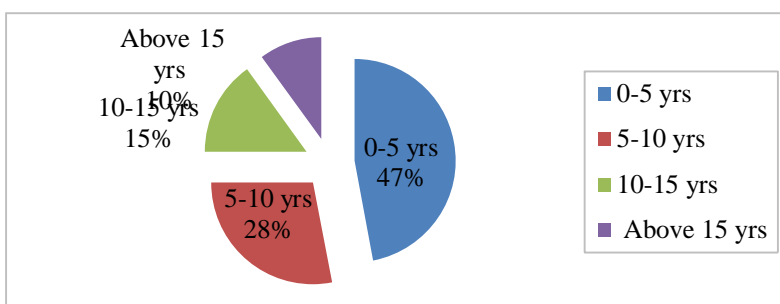


Chart No. 3 Designation of respondents

3) *Interpretation:* From the above table, it is inferred that 47% of the respondents are experienced till 5 years, 28% of the respondents have their experienced between 5-10 years, 15% of the respondents have 10-15 years of experience and 10% of the respondents are experienced above 15 years.

Table No. 4
Rules and procedures make doing a job difficult

Level of Rating	No. of Respondents	Percentage (%)
Strongly agree	8	6
Agree	9	7
Neutral	18	13
Disagree	21	16
Strongly disagree	79	58
Total	135	100

Source - Primary data

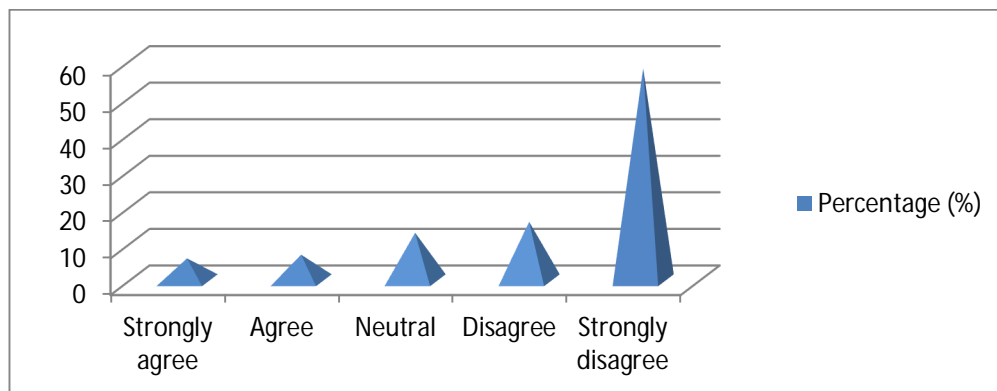


Chart No. 4 Rules and procedures make doing a job difficult

4) *Interpretation:* From the above table, it is inferred 6% of the respondents are highly strongly agree, 7% of the respondents are agree, 13% of the respondents are neutral, 16% of the respondents are disagree and 58% of the respondents are strongly disagree that the company rules and procedures make doing a job difficult.

Table No. 5
Satisfied with chances for salary increases

Level of Rating	No. of Respondents	Percentage (%)
Strongly agree	61	45
Agree	32	24
Neutral	20	15
Disagree	14	10
Strongly disagree	8	6
Total	135	100

Source - Primary data

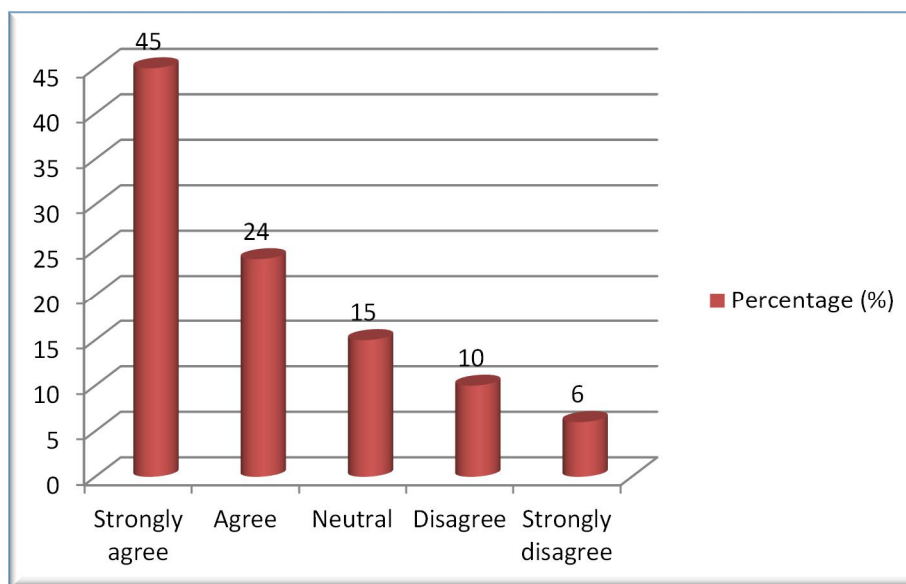


Chart No. 5 There is stress at present in the organization

5) *Interpretation:* From the above table, it is inferred 45% of the respondents are highly strongly agree, 24% of the respondents are agree, 15% of the respondents are neutral, 10% of the respondents are disagree and 6% of the respondents are strongly disagree that the employees feel satisfied with the chances for salary increases.

VI. RESEARCH HYPOTHESES OF THE STUDY

- 1) H_0 – There is no significant difference between communication seem good within the organization and based their category of employee.
- 2) H_0 – There is no significant difference between enjoy with co-workers and superiors and based their category of employees.
- 3) H_0 – There is no significant difference between availability of non-financial rewards are provided based on their age.
- 4) H_0 – There is no significant difference between useful training to acquire knowledge and skill provided to employees based on their age.
- 5) H_0 – There is no significant difference between benefit package is equitable based on their marital status.
- 6) H_6 – There is a significant difference between incentive system followed by the management based on their marital status.
- 7) H_7 – There is a significant difference between work assignment are not fully explained to employees based on their monthly income level.
- 8) H_0 – There is no significant difference between mutual co-operation among the people in the organization based on their monthly income level.
- 9) H_0 – There is no significant difference between the superior is quite competent in doing their job based on their education level.
- 10) H_{10} – There is a significant difference between employees are Encouragements given by seniors in experimenting the new methods of doing their job based on their education level.
- 11) H_0 – There is no significant difference among respondents of various experience groups with regard to factor of fair amount paid for the work.
- 12) H_0 – There is no significant difference among respondents of various experience groups with regard to factor of Encouragement for self thinking while at work.
- 13) H_0 – There is no significant difference among respondents of various education level with regard to factor of Rules and procedures make doing a good job difficult.
- 14) H_0 – There is no significant difference among respondents of various age groups with regard to factor of the supervisor shows too little interest in the feeling of their subordinates.
- 15) H_0 – There is no significant difference among respondents of various experience groups with regard to factor of the employees shows feel satisfies with chances for salary increases.
- 16) H_{16} – There is a significant difference between current monthly salary and fair amount for the work in the organization.
- 17) H_{17} – There is a significant difference between age and availability of scope for schemes of non-financial rewards in the organization.
- 18) H_{18} – There is a significant difference between current monthly salary and not satisfied with the benefits receive employee in the organization.
- 19) H_0 – There is no significant difference between decent income for the job and sufficiency income to meet family expenses provided in the organization.
- 20) H_{20} – There is a significant difference between little chance for promotion on the job and encouragement for self thinking while at work in the organization.

VII. HYPOTHESIS TESTING

A. *Chi Square Test*

Table No. 6

Category of employee and Communication seem good within this organization

	Value	df	Asymp. Sig. (2. Sided)
Person chi-square	7.913	6	0.245
Likelihood Ratio	7.993	6	0.239
Liner-by-linear Association	0.106	1	.744
No. of valid cases	135		

- 1) *Inference:* From the above table, it depicted p value (0.245) is greater than 0.05 at 5% significant level. So, null hypothesis H_0 is accepted by rejecting the alternate hypothesis H_1 . Therefore, it is concluded that there is no significant difference between communication seem good within the organization and based their category of employee.

Table No. 7
Category of Em

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.172	6	0.83
Likelihood Ratio	12.440	6	0.53
Linear-by-Linear Association	1.493	1	0.222
N of Valid Cases	135		

ployee and Enjoy with co-workers

- 2) *Inference:* From the above table, it depicted p value (0.83) is greater than 0.05 at 5% significant level. So, null hypothesis H_0 is accepted by rejecting the alternate hypothesis H_1 . Therefore, it is concluded that there is no significant difference between enjoy with co-workers and superiors and based their category of employees.

Table No. 8
Age and Availability of non-financial rewards

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.889	6	0.331
Likelihood Ratio	7.503	6	0.277
Linear-by-Linear Association	0.025	1	0.875
N of Valid Cases	135		

- 3) *Inference:* From the above table, it depicted p value (0.331) is greater than 0.05 at 5% significant level. So, null hypothesis H_0 is accepted by rejecting the alternate hypothesis H_1 . Therefore, it is concluded that there is no significant difference between availability of non-financial rewards are provided based on their age.

Table No. 9
Age and Useful training to acquire knowledge and skill

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.714	6	0.137
Likelihood Ratio	8.744	6	0.189
Linear-by-Linear Association	0.058	1	0.810
N of Valid Cases	135		

- 4) *Inference:* From the above table, it depicted p value (0.137) is greater than 0.05 at 5% significant level. So, null hypothesis H_0 is accepted by rejecting the alternate hypothesis H_1 . Therefore, it is concluded that there is no significant difference useful training to acquire knowledge and skill provided to employees based on their age.

Table No. 10
Marital Status and Benefit package is equitable

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.214	6	0.400
Likelihood Ratio	5.981	6	0.425
Linear-by-Linear Association	.018	1	.892
N of Valid Cases	135		

- 5) *Inference:* From the above table, it depicted p value (0.400) is greater than 0.05 at 5% significant level. So, null hypothesis H_0 is accepted by rejecting the alternate hypothesis H_1 . Therefore, it is concluded that there is no significant difference between benefit package is equitable based on their martial status.

Table No. 11
Marital status and Incentive system followed by the management

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.484	6	0.000
Likelihood Ratio	30.070	6	0.000
Linear-by-Linear Association	1.638	1	0.201
N of Valid Cases	135		

- 6) *Inference:* From the above table, it depicted that the p value (0.000) is less than 0.05 at 5% level of significance. Therefore, the null hypothesis H_0 is rejected by accepting the alternate hypothesis H_1 . Therefore, it is concluded that there is a significant difference between incentive system followed by the management based on their marital status.

Table No. 12
Monthly income level and Work assignment are not fully explained to employees

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.571	6	0.016
Likelihood Ratio	15.129	6	0.019
Linear-by-Linear Association	0.141	1	0.708
N of Valid Cases	135		

- 7) *Inference:* From the above table, it depicted that the p value (0.016) is less than 0.05 at 5% level of significance. Therefore, the null hypothesis H_0 is rejected by accepting the alternate hypothesis H_1 . Therefore, it is concluded that there is a significant difference between work assignment are not fully explained to employees based on their monthly income level.

Table No. 13
Monthly income level and Mutual Co-operation among people in the organization

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.531	6	0.104
Likelihood Ratio	11.489	6	0.74
Linear-by-Linear Association	.174	1	0.676
N of Valid Cases	135		

- 8) *Inference:* From the above table, it depicted p value (0.104) is greater than 0.05 at 5% significant level. So, null hypothesis H_0 is accepted by rejecting the alternate hypothesis H_1 . Therefore, it is concluded that there is no significant difference mutual co-operation among the people in the organization based on their monthly income level.

Table No. 14
Education Level and Superior is quite competent in doing their job

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.288	6	0.158
Likelihood Ratio	9.703	6	0.138
Linear-by-Linear Association	0.456	1	0.500
N of Valid Cases	135		

- 9) *Inference:* From the above table, it depicted p value (0.158) is greater than 0.05 at 5% significant level. So, null hypothesis H_0 is accepted by rejecting the alternate hypothesis H_1 . Therefore, it is concluded that there is no significant difference the superior is quite competent in doing their job based on their education level.

Table No. 15

Education Level and Encouragements given by seniors in experimenting the new methods of doing their job

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.817	6	0.046
Likelihood Ratio	14.213	6	0.027
Linear-by-Linear Association	0.766	1	0.381
N of Valid Cases	135		

10) *Inference:* From the above table, it depicted that the p value (0.046) is less than 0.05 at 5% level of significance. Therefore, the null hypothesis H_0 is rejected by accepting the alternate hypothesis H_1 . Therefore, it is concluded that there is a significant difference employees are Encouragements given by seniors in experimenting the new methods of doing their job based on their education level.

B. ANOVA

Table No. 16

Work Experience and Fair amount for the work

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.322	5	.264	.919	0.894
Within Groups	48.099	129	.373		
Total	49.421	134			

1) *Inference:* From the above table, it depicted that the p value (0.894) is greater than 0.05 at 5% level of significance. So, null hypothesis H_0 is accepted by rejecting the alternate hypothesis H_1 . Therefore, there is no significant difference among respondents of various experience with respect to fair amount paid for the work.

Table No. 17

Work experience and Encouragement for self thinking while at work

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.945	5	.389	1.173	0.659
Within Groups	53.275	129	.413		
Total	55.221	134			

2) *Inference:* From the above table, it depicted that the p value (0.659) is greater than 0.05 at 5% level of significance. So, null hypothesis H_0 is accepted by rejecting the alternate hypothesis H_1 . Therefore, there is no significant difference among respondents of various experience with respect to encouragement for self thinking while at work.

Table No. 18

Education Level and Rules and procedures make doing a good job difficult

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.010	3	.003	0.122	1.341
Within Groups	55.201	131	.421		
Total	55.211	134			

3) *Inference:* From the above table, it depicted that the p value (1.341) is greater than 0.05 at 5% level of significance. So, null hypothesis H_0 is accepted by rejecting the alternate hypothesis H_1 . Therefore, there is no significant difference among respondents of various education level with respect to rules and procedures make doing a good job difficult.

Table No. 19

Age and Supervisor shows too little interest in the feelings of subordinates

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.625	5	.840	1.723	0.387
Within Groups	30.294	129	319		
Total	31.919	134			

4) *Inference:* From the above table, it depicted that the p value (0.387) is greater than 0.05 at 5% level of significance. So, null hypothesis H_0 is accepted by rejecting the alternate hypothesis H_1 . Therefore, there is no significant difference among respondents of various age groups with respect of the supervisor shows too little interest in the feeling of their subordinates.

Table No. 20

Work Experience and Feel satisfied with the chances for salary increases

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.164	3	3.055	3.088	.030
Within Groups	125.630	127	.989		
Total	134.794	130			

5) *Inference:* From the above table, it depicted that the p value (0.030) is greater than 0.05 at 5% level of significance. So, null hypothesis H_0 is accepted by rejecting the alternate hypothesis H_1 . Therefore, there is no significant difference among respondents of various experience with respect of the employees shows feel satisfies with chances for salary increases.

C. Correlation

Table No. 21 Correlation between monthly income salary and fair amount for the work

		Current monthly salary	Fair amount for the work
Current monthly salary	Pearson correlation	1	.303
	Sig. (2-tailed)		.024
	N	135	135
Fair amount for the work	Pearson correlation	.303	1
	Sig. (2-tailed)	.024	
	N	135	135

1) *Inference:* From the above table, it depicted that positive correlation exists between the two factors, since p value is **0.024**. Therefore, the null hypothesis H_0 is rejected by accepting the alternate hypothesis H_1 , stating that there is a significant positive correlation between current monthly salary and fair amount for the work in the organization. This implicates that the fair amount for the work in the organization is highly correlated with current monthly salary of employee.

Table No. 22 Correlation between age and availability of scope for schemes of non-financial rewards

		Age (in years)	Availability of scope for schemes of non-financial rewards
Age (in Years)	Pearson correlation	1	.328
	Sig. (2-tailed)		.039
	N	135	135
availability of scope for schemes of non-financial rewards	Pearson correlation	.328	1
	Sig. (2-tailed)	.039	
	N	135	135

2) *Inference:* From the above table, it depicted that positive correlation exists between the two factors, since p value is **0.039**. Therefore, the null hypothesis H_0 is rejected by accepting the alternate hypothesis H_1 , stating that there is a significant positive correlation between age and availability of scope for schemes of non-financial rewards in the organization. This implicates that the availability of scope for schemes of non-financial rewards in the organization is highly correlated with age of employee.

Table No. 23

Correlation between monthly salary and I am not satisfied with the benefits I receive

		Monthly salary	I am not satisfied with the benefits I receive
Monthly salary	Pearson correlation	1	.474
	Sig. (2-tailed)		.000
	N	135	135
I am not satisfied with the benefits I receive	Pearson correlation	.474	1
	Sig. (2-tailed)	.000	
	N	135	135

- 3) *Inference:* From the above table, it depicted that positive correlation exists between the two factors, since p value is **0.000**. Therefore, the null hypothesis H_0 is rejected by accepting the alternate hypothesis H_1 , stating that there is a significant positive correlation between current monthly salary and not satisfied with the benefits receive employees in the organization. This implicates that the satisfaction with the benefits receive employees in the organization is highly correlated with current monthly salary of employee.

Table No. 24

Correlation between decent income for the job and sufficiency income to meet family expenses

		Decent income for the job	Sufficiency income to meet family expenses
Decent income for the job	Pearson correlation	1	.548
	Sig. (2-tailed)		.101
	N	135	135
Sufficiency income to meet family expenses	Pearson correlation	.548	1
	Sig. (2-tailed)	.101	
	N	135	135

- 4) *Inference:* From the above table, it depicted that no correlation exists between the two factors, since p value is 0.101. Hence, the null hypothesis H_0 is accepted by rejecting the alternate hypothesis H_1 . Therefore it is concluded that there is no significant difference between decent income for the job and sufficiency income to meet family expenses provided in the organization.

Table No. 25

Correlation between little chance for promotion on the job and encouragement for self thinking while at work

		Little chance for promotion on the job	Encouragement for self thinking while at work
Little chance for promotion on the job	Pearson correlation	1	.711
	Sig. (2-tailed)		.001
	N	135	135
Encouragement for self thinking while at work	Pearson correlation	.711	1
	Sig. (2-tailed)	.001	
	N	135	135

*. Correlation is significant at the 0.05 level (2-tailed).

- 5) *Inference:* From the above table, it depicted that positive correlation exists between the two factors, since p value is **0.001**. Therefore, the null hypothesis H_0 is rejected by accepting the alternate hypothesis H_1 , stating that there is a significant positive correlation between little chance for promotion on the job and encouragement for self thinking while at work in the organization. This implicates that the little chance for promotion on the job is highly correlated with encouragement for self thinking while at work in the organization.

VIII. FINDINGS

- 1) It is found that 51% of the respondents are less than 30 years and 42% of the respondents are 31-40 years of the age of the employees.
- 2) 29% of the respondents are male employees and 71% of the respondents are female employees in the organization.

- 3) 44% of the respondents are married and 56% of the respondents are unmarried in the organization.
- 4) 50% of the respondents are degree holders and 40% of the respondents are HSC qualification of employees in the organization.
- 5) 61% of the respondents are permanent employees and 21% of the respondents are probational employees in the organization.
- 6) It is found that 72% of the respondents are less than 20000 of income level and 23% of the respondents are 20000 – 30000 of income earning by the employees in the organization.
- 7) 47% of the respondents are less than 5 years and 28% of the respondents are 5 to 10 years experience in the organization.
- 8) 64% of the respondents are feel about paid a fair amount for the work.
- 9) 51% of the respondents are strongly agree and 28% of the respondents are agree with the little chance for promotion to the employees.
- 10) 54% of the respondents are strongly agree and 15% of the respondents are agree with the supervisor is quite competent in doing job to the employees.
- 11) 58% of the respondents are strongly disagree and 16% of the respondents are disagree with the rules and regulations are difficult in the organization.
- 12) 73% of the respondents are not satisfied with the benefits to receive the employees in the organization.
- 13) 34% of the respondents are strongly disagree the employees sometime feel the job is meaningless in the organization.
- 14) 62% of the respondents are strongly agree and 16% of the respondents are agree with the employees communication seem good with the organization.
- 15) 30% of the respondents are not satisfied to the supervisor is unfair with the employees.
- 16) 59% of the respondents are strongly agree the benefits are provided to the employees of the organization.
- 17) 47% of the respondents opined that the goals of this organization are not clear to the employees.
- 18) 35% of the respondents are not satisfied the unappreciated by the organization with the employee is aware of his own responsibility.
- 19) It is found that 37% of the respondents are strongly agree supervisor shows little interest to the employees in the organization.
- 20) 56% of the respondents are strongly agree for benefits package is equitable to employees.
- 21) 51% of the respondents are strongly disagree and 21% of the respondents are disagree with the work load in the organization.
- 22) 17% of the respondents are neutral and 13% of the respondents are agree with the enjoy to coworkers in the organization.
- 23) 40% of the respondents are strongly agree to feel a sense of pride to do the job in the organization.
- 24) 45% of the respondents are strongly agree with high job satisfaction for salary increases to the employees.
- 25) 7% of the respondents opined that work assignments are not fully explained to the employees.
- 26) 64% of the respondents are strongly agree and 14% of the respondents are agree ability to do the best of work.
- 27) It is found that 48% of the respondents are strongly agree with the requirement of physical efforts and previous experience to do the job.
- 28) 52% of the respondents are strongly agree with the encouragement given to the employees for self thinking while at work.
- 29) 36% of the respondents are strongly agree to importance given to employees ideas to do things better in the organization.
- 30) 41% of the respondents are strongly agree and 22% of the respondents are agree with the communication of information about what is going on the organization.
- 31) 44% of the respondents are strongly agree with the respect and encouragement are provided to the employees in the organization.
- 32) 43% of the respondents are strongly agree with the mutual co-operation among people in the organization.
- 33) 59% of the respondents are strongly agree with the encouragement given by seniors in experimenting the new methods of doing the work to employees.
- 34) 70% of the respondents are accepted the decent income provided by the employees.
- 35) It is found that 65% of the respondents are neutral accept for sufficient income to meet family expenses provided by the organization.
- 36) 67% of the respondents are strongly accept that they are availability of scope for schemes non-monitory benefit provided by the company.
- 37) 55% of the respondents are strongly agree for clarity and ability to understand the pay and allowance system followed by the management to the employees.
- 38) 51% of the respondents are strongly agree clarity and ability to understand the incentive system followed by the management to the employees.

- 39) 43% of the respondents are strongly agree with the implementation of safety norms in the organization to employees.
- 40) 52% of the respondents are strongly agree with the sanitary facilities provided to the employees by the organization.
- 41) 54% of the respondents opined that the useful training provided to the employees.
- 42) 59% of the respondents are strongly agree with the organizational development is the motive of the policies their work environment.
- 43) 42% of the respondents are strongly accepted during the opportunities provided to implement the knowledge secured the training.

IX. SUGESSTIONS

To provide sufficient facilities like availability of tools, spare parts, materials and equipments. The company should provide the welfare facilities like games, sports, children's educational loan, festivals, celebrations and medical claims, health club so on. The company should improve the employer-employee relationship. The company should provide proper training to the workers and develop communication skills among the employees. The management should provide opportunities to the employees to share their valuable views and suggestions. The company can provide some entertainment and holiday package to reduce the stress level of the employees. The company has to use more modern and updated technology in their service. The company can increase the pay of the employees according to their performance. The company has to motivate the employees by rewarding them, to improve the company status. The company has to provide suitable promotion opportunities.

X. FUTHER SCOPE OF THE STUDY

Further, the focus of the study was limited to the fact of study variables used. Therefore, it is suggested that further studies shall be conducted with larger sample, wider scope of information.

XI. CONCLUSIONS

Employee's job satisfaction is the feeling as employee gets when the job he does fulfills all his expectations, while job satisfaction refers to the attitude of the employees of an organization. Job satisfaction is the feeling of an individual employee. Job satisfaction has been defined as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". The age of a person does have its influence of his level of job satisfaction. People who are young usually have a higher level of job satisfaction provided they rightly choose their career. Those in their twenties or thirties are energetic and have the stamina to work hard and derive pleasure out of their work. The study has helped to know about the employee's job satisfaction whether employees are satisfied with their jobs and the overall environment of the organization. To fulfill those obligations, some ideas are suggested to the management and it should give due consideration on those suggestion in order to increase the level of satisfaction of the employees. This study clearly shows that organization provides better job satisfaction.

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