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Employees Satisfaction - An Empirical Study in Private Organization

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Abstract: Employee satisfaction is a measure of how happy workers are with their job and working environment. In this paper various variables responsible for employee satisfaction has been discussed such as organization development factors, job security factors, work task factors, policies of compensation and benefit factor and opportunities. The study helps in knowing the satisfaction of respondents at kumar's fabricators towards their firms process. The references for the study was collected from journals, books, and online websites in order to support the research work. The respondents were choosen from all the levels. The responses from the respondents were collected through direct survey. The survey questionnaire brings out the qualitative analysis over respondents knowledge. The testing of formulated hypothesis is done by chi square and ANOVA. The research study shows the findings done out of 130 respondents at kumar's fabricators and the study inferred that the success of employees satisfaction relies on the good appraiser-appraisee working relationship all through the process.

I. LITERATURE REVIEW

According to Nancy c. morse (1997) " satisfaction is the level of fulfillment of individual's needs , wants , desires and what he gets". Employee satisfaction is measure from happy workers with their satisfied job and working environment. So employee satisfaction is affecting organizational effectiveness. Effective organization only that encourages the employee satisfaction (Bhatti&Qureshi, 2007). Good relationship with collegues, salary, training and education opportunities, good working conditions, career developments and other benefits are increasing the employee satisfaction (Miller , 2006). Employee satisfaction is with the individual position of employment (Moyes, shao, & Newsome, 2008). Employee satisfaction is not only an individual job and its various aspects, also included their satisfaction with over all companies policies, environment, etc (Spector, 1997).

Alam sager et.al., (2012) employee motivation, goal achievement & positive employee morale in the work place are factors of employee satisfaction. Various factors also way of improving employee satisfaction such as organization development factors, job security, work task, compensation and benefit, opportunities like promotion and career development. Heskett et, al., (1994) Satisfied employees to stimulate a positive actions an improved company performance. satisfaction (Derek R. Allen &Merris wilburn, 2002). Anitha (2011) found her study is to improved welfare facilities, reward system and promotion policy, good relationship between workers and supervisors, working conditions & job security factors are to increase high level of employee satisfaction. Employees job satisfaction (EJS) is influenced by some key factors such as work place environment, reward and recognition, training and development and teamwork. Finally concluded this survey there is a strong positive relationship between teamwork and all above factors (Muhammad Rizwan et,al., 2012).

Comparative study is conducted among public and private sector banks; result is a satisfied employee made positive contributions to the organizational effectiveness study three factors such as behavioral, organizational and environmental factors. There is positive relationship between the above mentioned factors. Employee satisfaction level is increased through employees are equally, fairly treated and properly supervised.

Ekta sinha (2013) conducted his research is taken by 23 variables for survey. Among these employees are satisfied with the following five major factors such as empowerment & work environment, working relation, salary & future prospects, training & work involvement and job rotation. Welfare measures, role clarity, freedom of decision making and recognition at work with these factors are didn't influence on employee satisfaction at organization. Employee satisfaction has positive significant correlation with spiritual leadership and organizational culture. Employee satisfaction depended on these two variables (Bulent Aydin, 2009). Motivations of workers are large impact on the job satisfaction. The level of motivation has an impact on productivity and performance of business organizations. Also the employees perceptions towards nature of work and measured the overall job satisfaction (Aziri, 2011). Christen et, al., (2006) provided a model of job satisfaction factors such as role perceptions, job related

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factors, job performance and firm performance. Vanderberg (1992) proved from research is a strong level of relations between higher degree of job satisfaction and higher degree of employee loyalty. Organizational effectiveness reflects the combination and interaction of employee work behaviors. Organizational performance such as attendance, rules, compliance, and cooperation are important factors. So employee attitudes and organizational outcomes are considered of performance related outcomes (Ostroff , 1992).

Bowen & Ostroff (2002) conducted on 7939 business units in 36 organizations. The researchers found positive correlation between employee satisfaction – engagement and the business unit outcomes such as productivity, profit, employee accidents, employee turnover and customer satisfaction. Judge, et al., (1993) found them survey employee satisfaction is positively correlated with job involvement, motivation, mental health, life satisfaction, organizational commitment, job performance and organizational citizenship behavior and negatively related to turn over, absenteeism & perceived stress. Highly satisfied employee is the less turn over, less absenteeism occurs Maloney, et al., (1986). He identified three components of employee satisfaction like job task factors, characteristics of the organization & personal characteristics Rousseau (1978).

II. OBJECTIVES OF STUDY

A. To study on employees welfare facilities and training opportunities.
B. To analysis employees satisfaction level
C. To know about the monetary and non-monetary benefits.

III. RESEARCH METHODOLOGY

The primary data was collected from the respondents by using a questionnaire. A sample of 110 respondents from manufacturing industry in Chennai constituted as the sampling unit for the study. Random sampling technique was adopted to collect the primary data. The primary Data was analyzed with some statistical tools like Chisquare, Anova and percentage analysis. The scale was the five-point Likert scale.

TABLE – 1 DEMOGRAPHIC DETAIL

FACTORS	DEMOGRAPHIC VARIABLES	NO OF RESPONDENTS	PERCENTAGE (%)
Gender	Male	96	87
	Female	14	13
Age	21 – 25	26	23
	26 – 30	44	40
	31 – 35	24	21
	36 – 40	8	08
	41 – 45	8	08
Qualification	SSLC	17	16
	H.SC	16	15
	UG	49	44
	PG	28	25
Income	<10000	31	29
	10000 – 20000	32	30
	21000 – 30000	23	20
	31000 – 40000	14	12
	41000 – 50000	10	09
Experience	< 5 years	54	50
	6 – 10 yrs	26	23
	11 – 15 yrs	16	14
	16 – 20 yrs	8	8
	21 – 25 yrs	6	5

Source: primary data

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TABLE :2 RELATIONSHIP BETWEEN GENDER AND GOOD RELATIONSHIP WITH COLLEAGUES

O	E	O-E	(O-E)2	$(\frac{O-E}{E})2$
34	30.22	3.78	14.2884	0.472
23	26.77	3.77	14.2129	0.5309
30	25.90	4.1	16.81	0.6490
7	11.22	4.22	17.8084	1.5872
1	0.86	0.14	0.0196	0.0227
1	4.77	3.77	14.2129	2.9796
8	4.22	3.78	14.2884	3.3858
0	4.09	4.09	16.7281	4.09
6	1.77	4.23	17.8929	10.1089
0	0.136	0.136	0.01849	0.1359
			CALCULATED VALUE	23.4311

Degree of Freedom=(r-1 * c-1)

D.F=4

The table value at 5% of level of significance is 9.488

The calculated value of x2 is 23.4311

Alternative hypothesis (H1)is Accepted. There is a significant relationship between gender and having good relationship with colleagues.

TABLE: 3 RELATIONSHIP BETWEEN GENDER AND FAIR PROMOTION, INCREMENT POLICIES ARE IMPLEMENTED IN THE ORGANIZATION

O	E	O-E	(O-E)2	$(\frac{O-E}{E})2$
24	20.72	3.28	10.758	0.5
22	21.59	0.41	0.168	0.007
35	39.72	4.72	22.278	0.55
14	12.95	1.05	1.1025	0.08
0	3.27	3.27	10.6929	7.42

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0	3.27	3.27	10.6929	3.26
3	3.40	0.4	0.16	0.04
11	6.27	4.73	22.3729	3.56
1	2.04	1.04	1.0816	0.53
			CALCULATED VALUE	14.95

Degree of Freedom=(r-1 * c-1)

D.F=4

The table value at 5% of level of significance is 9.488

The calculated value of x2 is 14.95

Alternative hypothesis (H1)is Accepted. There is a significant relationship between gender with fair promotion and increment policies are implemented in the organisation.

TABLE: 4 RELATIONSHIPS WITH AGE AND STRESS IN WORK

X_1	X_1^2	X_2	X_2^2	X_3	X_3^2	X_4	X_4^2	X_5	X_5^2
6	36	2	4	14	196	1	1	2	4
5	25	6	36	30	900	4	16	1	1
2	4	10	100	9	81	1	1	1	1
0	0	2	4	4	16	1	1	1	1
3	9	1	1	3	9	0	0	1	1
16	74	21	145	60	1202	7	19	6	8

Source of variation	Sum of squares	Degrees of freedom	Mean square	F – ratio	5% F-limit(from the f-table)
Between samples	365.57	C-1 5-1=4	91.3925	$\frac{91.3925}{30.908}$	F(4,18)
Within samples	556.35	N-C 23-5=18	30.903		
Total	921.92	22	122.2955	2.9569	2.93

Since the calculated value is higher than the table value. Alternative hypothesis is accepted (H1). Therefore there is significant relationship between age and stress in work.

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TABLE – 5 RELATIONSHIPS BETWEEN AGE AND OVERALL SATISFACTION ABOUT WORKING ENVIRONMENT

X_1	X_1^2	X_2	X_2^2	X_3	X_3^2	X_4	X_4^2
12	144	1	1	9	81	1	1
10	100	1	1	30	900	4	16
12	144	1	1	8	64	4	16
2	4	1	1	6	36	0	0
4	16	0	0	3	9	1	1
40	408	4	4	56	1090	10	34

Source of variation	Sum of squares	Degrees of freedom	Mean square	F – ratio	5% F-limit(from the f-table)
Between samples	304.2	C-1 4-1=3	101.4	$\frac{101.4}{55.96}$	F(3,14)
Within samples	559.6	N-C 18-4=14	55.96		
Total	863.8	13	157.36	1.812	3.34

Since the calculated value is lesser than the table value. Null hypothesis is (Ho) is accepted. Therefore there is no significant relationship between age and overall satisfaction about working environment.

TABLE - 6 RELATIONSHIPS WITH QUALIFICATION AND COMFORTABILITY OF JOB

X_1	X_1^2	X_2	X_2^2	X_3	X_3^2	X_4	X_4^2	X_5	X_5^2
7	49	1	1	3	9	4	16	0	0
5	25	1	1	10	100	0	0	1	1
10	100	4	16	29	841	5	25	0	0
4	16	15	225	7	49	0	0	1	1
2	4	0	0	1	1	0	0	0	0
28	194	21	243	50	1000	9	41	2	2

Source of variation	Sum of squares	Degrees of freedom	Mean square	F – ratio	5% F-limit(from the f-table)
Between samples	374.17	C-1 5-1=4	93.5425	$\frac{93.5425}{33.356}$	F(4,13)
Within samples	433.63	N-C 18-5=13	33.356		
Total	807.8	17	126.8985	2.8043	3.18

Since the calculated value is lesser than the table value. Null hypothesis is (Ho) is accepted. Therefore there is no significant

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relationship between qualification and comfort ability of job.

TABLE : 7 RELATIONSHIP BETWEEN EXPERIENCE AND FAIR PROMOTION , INCREMENT POLICIES ARE IMPLEMENTED IN THE ORGANISATION

X_1	X_1^2	X_2	X_2^2	X_3	X_3^2	X_4	X_4^2
5	25	5	25	34	1156	9	81
11	121	14	196	3	9	0	0
4	16	4	16	6	36	2	4
2	4	2	4	2	4	0	3
1	1	1	1	2	4	3	9
23	167	26	242	47	1209	14	94

Source of variation	Sum of squares	Degrees of freedom	Mean square	F – ratio	5% F-limit(from the f-table)
Between samples	75.91	C-1 4-1=3	25.303	$\frac{68.792}{25.303}$	F(3,14)
Within samples	963.09	N-C 18-4=14	68.792		
Total	1039	17	94.095	2.187	3.34

Since the calculated value is lesser than the table value. Null hypothesis (Ho) is accepted. Therefore there is no significant relationship between experience and fair promotion , increment policies are implemented in the organization

Table 8: RELATIONSHIP WITH EXPERIENCE AND EMPLOYEE ACCIDENT RATIO IS DECREASED

X_1	X_1^2	X_2	X_2^2	X_3	X_3^2	X_4	X_4^2	X_5	X_5^2
26	676	12	144	13	169	1	1	1	1
9	81	10	100	6	36	2	4	1	1
4	16	9	81	1	1	2	4	0	0
0	0	4	16	2	4	0	0	0	0
2	4	3	9	2	4	0	0	0	0
41	777	38	350	24	214	5	9	2	2

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Source of variation	Sum of squares	Degrees of freedom	Mean square	F – ratio	5% F-limit(from the f-table)
Between samples	197.73	C-1 5-1=4	49.4325	$\frac{49.4325}{36.9585}$	F(4,14)
Within samples	517.42	N-C 19-5=14	36.9585		
Total	715.15	18	86391	1.3375	3.11

Since the calculated value is lesser than the table value, H_0 is accepted. Therefore there is no significant relationship between experience and employee accident ratio is decreased.

Table 9 RELATIONSHIPS WITH EXPERIENCE AND SATISFACTION WITH REWARDS & RECOGNITION ACCORDING TO PERFORMANCE.

X_1	X_1^2	X_2	X_2^2	X_3	X_3^2	X_4	X_4^2
5	25	20	400	5	25	23	529
7	49	5	25	13	169	3	9
1	1	8	64	6	36	1	1
5	25	1	1	0	0	0	0
2	4	1	1	4	16	0	0
20	104	35	491	28	246	27	538

Source of variation	Sum of squares	Degrees of freedom	Mean square	F – ratio	5% F-limit(from the f-table)
Between samples	52.23	C-1 4-1=3	17.433	$\frac{51.25}{17.433}$	F(3,12)
Within samples	615	N-C 17-4=12	51.25		
Total	667.23	15	68.683	2.939	3.49

Since the calculated value is lesser than the table value. Null hypothesis (Ho) is accepted. Therefore there is no significant relationship between experience with rewards and recognition according to performance.

Table 10 RELATIONSHIP BETWEEN EXPERIENCE WITH ORGANISATION SUPPORT AND ENCOURAGES TO EMPLOYEES.

X_1	X_1^2	X_2	X_2^2	X_3	X_3^2	X_4	X_4^2	X_5	X_5^2
5	25	7	49	28	784	7	49	6	36
5	25	17	289	5	25	1	1	0	0
5	25	8	64	1	1	2	8	0	0
3	9	2	4	0	0	0	0	1	1
4	16	0	0	2	4	1	1	0	0
22	100	34	406	36	814	11	55	7	37

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Source of variation	Sum of squares	Degrees of freedom	Mean square	F – ratio	5% F-limit(from the f-table)
Between samples	92.47	C-1 5-1=4	23.1025	$\frac{49.797}{23.1025}$	F(4,13)
Within samples	647.37	N-C 18-5=13	49.797		
Total	739.84	17	72.8715	2.1542	3.18

F – Test =3.18

V_1 =4

V_2= 13

(C.V < T.V) = 2.1542 < 3.18

Conclusion: Since the calculated value is lesser than the table value, H_0 is accepted. Therefore is no there significant relationship between experience with organization support and encourages to employees.

Table 11 RELATIONSHIP BETWEEN EXPERIENCE WITH MEDICAL AND TREATMENT FACILITIES IN THE CAMPUS OR NEAR TO THE ORGANISATION.

X_1	X_1^2	X_2	X_2^2	X_3	X_3^2
7	49	37	1369	9	81
14	196	10	100	4	16
13	169	3	9	0	0
4	16	2	4	0	0
4	16	1	1	2	4
42	446	53	1483	15	101

Sample Calculation:

The sum of all items of various samples (T) ²= $\Sigma x_1 + \Sigma x_2 + \Sigma x_3 +$

= 42+53+15

=110

Correction factors = = $\frac{T^2}{N} = \frac{12100}{13}$ =930.76

The sum of squares = $\Sigma x_1^2 + \Sigma x_2^2 + \Sigma x_3^2 - \frac{T^2}{N}$

=446+14833+101 -930.76

= 2030-930.76

=1099.24

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Sum of Squares between samples=$\frac{(\Sigma x1)^2}{N}+\frac{(\Sigma x2)^2}{N}+\frac{(\Sigma x3)^2}{N}-\frac{T^2}{N}$

$=\frac{42^2}{5}+\frac{53^2}{5}+\frac{15^2}{3}$ - 930.76

= 352.8+561.8+75 - 930.76

=989.67 – 930.76

= 58.84

Sum of Squares with in samples variance = total sum of square – Sum of square between samples

= 1099 – 58.84

= 1040.4

Source of variation	Sum of squares	Degrees of freedom	Mean square	F – ratio	5% F-limit(from the f-table)
Between samples	58.84	C-1 3-1=2	29.42	$\frac{104.04}{94.581}$	F(2,10)
Within samples	1040.4	N-C 13-3=10	104.04		
Total	1099.24	12	133.46	1.1000	4.10

F – Test =4.10

V_1 =2

V_2= 10

(C.V < T.V) = 1.1000 < 4.10

Conclusion: Since the calculated value is lesser than the table value, H_0 is accepted. Therefore there is no significant relationship between experience with medical and treatment facilities in the campus or near to the organization.

A. Findings

1) There is a significant relationship between gender and relationship with colleagues.
2) There is a significant relationship between gender and fair promotion.
3) There is a significance relationship between age and no stress in work.
4) There is no significant relationship between age and overall satisfaction.
5) There is no significant relationship between qualification and comfort ability of job.
6) There is no significant relationship between experience and fair promotion and increment policies.

7) There is no significant relationship between experience and turnover productivity is increased.
8) There is no significant relationship between experience and accident ratio is decreased.
9) There is no significant relationship between experience and satisfaction with rewards and recognition.
10) There is no significant relationship between experience and organisation support.
11) There is no significant relationship between experience and with medical treatment facilities.

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B. Suggestions

1) The participative planning should exercise at the firms during decision-making.
2) The firms have to work on equal treatment of employees during assessment period to gain the employees satisfaction.
3) The administrative decisions as to variable pay should be fair enough to gain the belongingness of the employees.
4) Arranging more stress busters would reduce the performance evaluation stress and work pressure of the employees
5) The participative leadership would assists in making administrative decisions over promotion, demotion, succession planning and so on.
6) Providing counselling after feedback review may enhance the retention of the employee.
7) Training is essential for employees to execute their skill but comparatively training program quality also increased.
8) The firm had achieved the employee goal with satisfactory level and they are also highly involved with job.
9) By fulfilling the employee satisfaction organization can gain efficient process of work.

IV. CONCLUSION

The study has attempted to educate about the employees satisfaction practice recently at kumar's fabricators. The level of employees thought of individuals can be a success only with the cooperation of the individuals as a team member and as employee of the firm as well. From personal conversations with few respondents, during the research period was very informative about the satisfaction of the employees towards their firms evaluation. While conversing many has agreed that the variable pay and stress buster are keeping them settle with the same firm for a long period. On another hand, few respondents appear to be disappointed with the favouritism shown by the appraisers during assessment period. Employees are positively correlated with the following factors such as salary, good relationship with colleagues and supervisors, motivation, career development, job involvement, productivity, rewards & recognition, accident ratio, job security, medical & children educational facilities. Organization should improve for following factors like working environment, training programmes, stress management, promotion & increments policies and bonus, incentives.

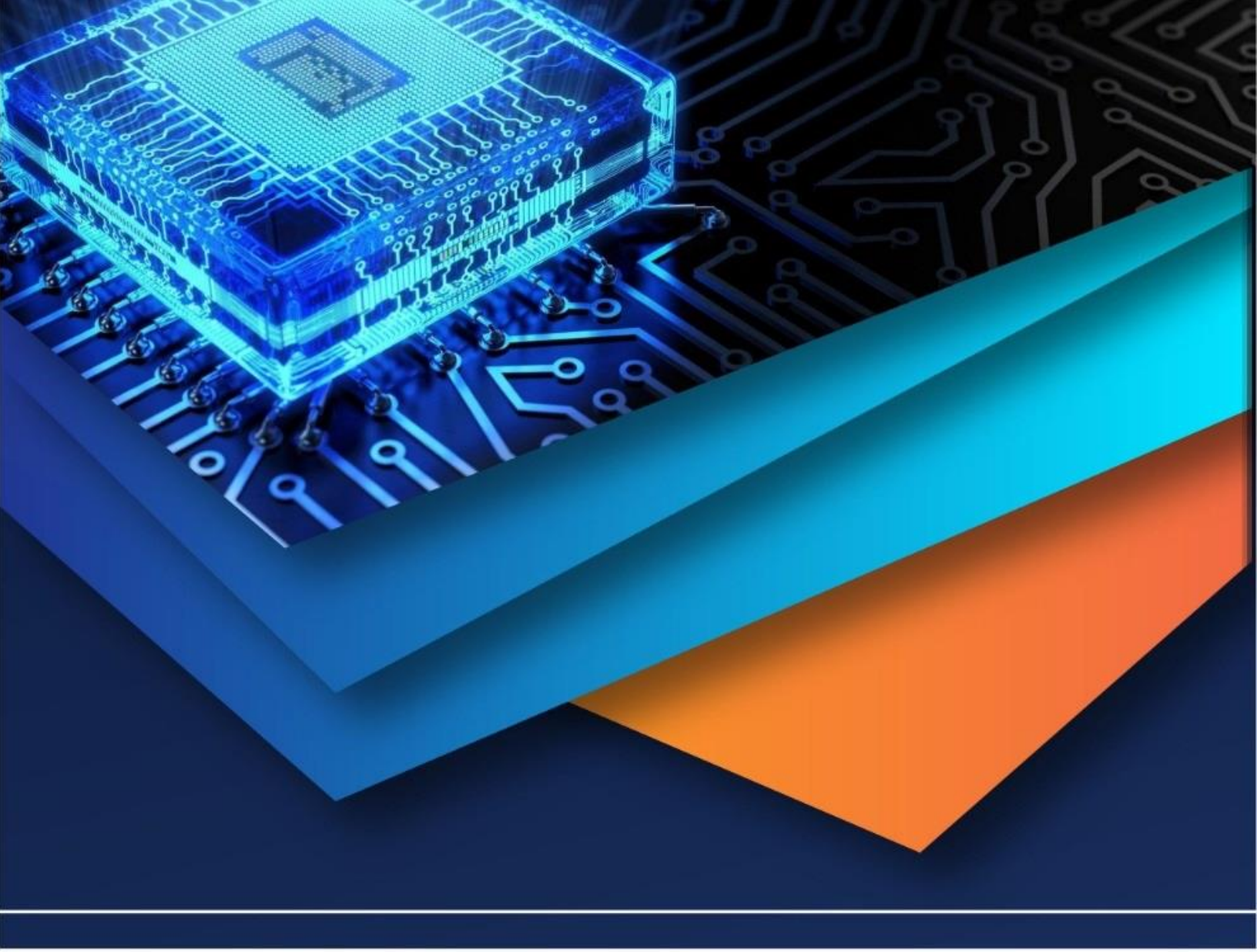
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