

A STUDY ON EMPLOYEE SATISFACTION

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ABSTRACT:

Happy workers are productive workers and productive workers are likely to be happy. Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the management. This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work-life balance. This paper outlines the broad contours of various variables responsible for employee satisfaction and various ways by which one can maximize employee satisfaction.

Keywords: Employees, Loyalty, Behavior, Engagement, Job satisfaction

INTRODUCTION

“Satisfaction refers to the level of fulfillment of one’s needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets.” Employee satisfaction is a measure of how happy workers are with their job and working environment. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Effective organizations should have a culture that encourages the employee satisfaction, **Bhatti & Qureshi, (2007)** Employees are more loyal and productive when they are satisfied **Hunter & Tietjen, (1997)**, and these satisfied employees affect the customer satisfaction and organizational productivity, **Porterfield, (1999)**. There is no limit for the employees to reach the full satisfaction and it may vary from employee to employee. Sometimes they need to change their behaviors in order to execute their duties more effectively to gain greater job satisfaction, **Miller, (2006)**. Having good relationships with the colleagues, high salary, good working conditions, training and education opportunities, career developments or any other benefits may be related with the increasing of employee satisfaction. Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place.” **According to Moyes, Shao & Newsome (2008)** the employee satisfaction may be described as how pleased an employee is with his or her position of employment. Employee satisfaction is a comprehensive term that comprises job satisfaction of employees and their satisfaction overall with companies’ policies, company environment etc.

Objectives:

- To identify the factors which influence the job satisfaction of employees
- To identify the impact of employees' job satisfaction on their performance
- To identify the factors which improve the satisfaction level of employees

Importance of employee satisfaction:

a) Employee satisfaction for organization

1. Enhance employee retention.
2. Increase productivity.
3. Increase customer satisfaction.
4. Reduce turnover, recruiting, and training costs.
5. Reduced wastages and breakages.
6. Reduced accidents.
7. Reduced Absenteeism.
8. Enhanced customer satisfaction and loyalty.
9. More energetic employees.

b) Employee satisfaction for employees

1. Employee will believe that the organization will be satisfying in the long run
2. They will care about the quality of their work.
3. They will create and deliver superior value to the customer.
4. They are more committed to the organization.
5. Their work is more productive.

VARIABLES ON WHICH EMPLOYEE SATISFACTION DEPENDS:

There are mainly two types of variables:-

1. **Organization variable**
2. **Personal variable**

1. Organization variable

The organization determinants of employee satisfaction play a very important role. The employees spend major part of their time in organization so there are number of organizational variables that determine employee satisfaction of the employees. The employee satisfaction in the organization can be increased by organizing and managing the organizational variables or organizational factors. Following are the variables that are under organization variable

a) Organization Development

Organizational development is an ongoing, systematic process to implement effective change in an organization. Its objective is to enable the organization in adopting-better to the fast-changing external environment of new markets, regulations, and technologies. It starts with a careful organization-wide analysis of the current situation and of the future requirements. In other words we can say that Organization development is the process through which an organization develops the internal capacity to most efficiently and effectively provide its mission work and to sustain itself over the long term.

b) Policies of Compensation and Benefit

This is the most important variable for employee satisfaction. Compensation can be described as the amount of reward that a worker expects from the job. Employees should be satisfied with competitive salary packages and they should be satisfied with it when comparing their pay packets with those of the outsiders who are working in the same industry. A feeling of satisfaction is felt by attaining fair and equitable rewards.

Following these points come under this category:

Wage and salary.

Reward and penalties

c) Promotion and Career Development:

Promotion can be reciprocated as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. So, the opportunity for promotion determines the degree of satisfaction to the employee. Following these points come under this category:

Opportunity for promotion.

Equal opportunity to grow despite being male or female

Training program & Opportunity for use skills and abilities

d) Job Security

Job security is an employee's assurance or confidence that they will keep their current job. Employees with a high level of job security have a low probability of losing their job in the near future. Certain professions or employment opportunities inherently have better job security than others; job security is also affected by a worker's performance, success of the business and the current economic environment. Following these points come under this category:

Facility of transfer

Accessible / reasonable target

e) Working Environment & Condition:

Employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On contrary, poor working condition brings out a fear of bad health in employees. The more comfortable the working environment is more productive will be the employees. Following these points come under this category:

Feeling safe and comfort in working environment.

Tools and equipment.

Working methods

Security guards and parking facility.

Well ventilated with good light fans and air- conditioning.

Neat and clean office place, rest area and washrooms

2. Personal variable

The personal determinants also help a lot in maintaining the motivation and personal factors of the employees to work effectively and efficiently. Employee satisfaction can be related to psychological factors and so numbers of personal variables determine the employee satisfaction of the employees

a. Personality:

The personality of an individual can be determined by observing his individual psychological condition. The factors that determine the satisfaction of individual and his psychological conditions is perception, attitude and learning. Following these points come under this category:

Competencies and personality of employee are suitable for job.

Perception, attitudes and learning of employee

b. Expectation:

The expectation level of employees affects their satisfaction level. If one receives more outcome than expected then he will be highly satisfied and vice-versa. Following these points come under this category:

Expectation of employee from the job

c. Education:

Education plays a significant determinant of employee satisfaction as it provides an opportunity for developing one's personality. Education develops and improvises individual wisdom and evaluation process. The highly educated employees can understand the situation and assess it positively as they possess persistence, rationality and thinking power.

Highly educated employees possess rationality and thinking power.

Education develops individual wisdom and evaluation process

d. Gender Differences:

The gender and race of the employees plays important determinants of employee satisfaction. Women, the fairer sex, are more likely to be satisfied than their counterpart even if they are employed in same job. Following these points come under this category:

Generally women are more likely to be satisfied than men

HOW TO IMPROVE EMPLOYEE SATISFACTION?**1) Clear, Concise and Consistent Communication:**

In many organizations, employee doesn't know what is mission, vision, objects. Building a corporate culture that requires employees to be an integral part of the organization can be an effective way of getting the most from the talents or competencies brought to the organization by each employee. We should keep employees informed on the company's position, progress made, issues/challenges, and how they directly contribute to the success of the business.

2) Getting to Know Your Employees and Create a Team:

It can be done by the hiring right employee for right job and clearly defined and communicated employee expectations. Every organization should spend time to instill trust and accountability, laying out clear expectation and securing their commitment to the business and build a culture around working together to meet challenges, create new advantage, and propel the business to greater success.

3) Training and Other Improvement Programs:

Provide necessary education, training and coaching that increases employees skills and shows the employee that you are interested in their success and readiness for new responsibility.

4) Work Itself:

We can increase employee satisfaction by making job rotation, job enlargement like knowledge enlargement and task enlargement as well as job enrichment. Target should be accessible for employee.

5) Opportunity for Promotion and Career Development:

Develop programs to promote all titles in the organization and build programs for career development of each title. Organization should give opportunity to every employee for using their abilities, skills and creativeness.

6) Provide Regular, Honest Feedback:

Don't wait for a crisis situation to give feedback. Instead, give regular constructive input into the employee's performance across a wide variety of issues, build loyalty, challenge to new levels of performance and keep it real.

7) Provide Best Equipment and Safe Working Condition:

Invest in employees by making sure their tools and equipments don't keep them from being successful. Give them the very best tools to deliver the very best performance to the company, customers and the marketplace. Companies should build occupational health and safety program.

8) Remain Positive:

Organizations should lead the team forward through positive outlook and contribution and showing their faith in their employees

CONCLUSION

On the basis of above points we can say that employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public.

So, every organization should develop strategies that strengthen the work environment and increase the employee morale and employee satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention.

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