

**REPORT**

**“A STUDY ON JOB SATISFACTION”**

**FOR THE PARTIAL FULFILLMENT OF THE  
REQUIREMENT FOR THE AWARD OF**

**MASTER OF BUSINESS ADMINISTRATION**

**UNDER THE GUIDANCE OF**

**Ms Isha Srivastava**

**Submitted By Riddhi Mehrotra**

**Enrolment Number20GSOB2010101**



**GALGOTIAS  
UNIVERSITY**

**School of Business**

**Galgotias University**

## **CERTIFICATE**

This is to certify that the Master's Thesis "A Study on Job Satisfaction" has been prepared by Ms. Riddhi Mehrotra under my supervision and guidance. The project report is submitted towards the partial/fulfillment of 2-year, full-time Master of Business Administration.

Name & Signature of Faculty

Date –

## DECLARATION

This is to certify **Riddhi Mehrotra** the student of **GALGOTIAS UNIVERSITY** studying in **MBA** has submitted a project report on the title “**A STUDY ON JOB SATISFACTION**” assigned by the university, for the partial fulfilment of the degree of Master of Business Administration (MBA). I solemnly declare that the work done by me is original and no copy of it has been submitted to any other university for award of any other, degree, diploma, and fellowship on similar title.

Signature of the Candidate

## **ACKNOWLEDGEMENT**

It is with the feeling of satiated and sense of zenith that I draft this acknowledgement note. I wish to express my gratitude to those who have generously helped me to compile the Dissertation and stand up high, to the expectation of the institute.

I would like to express sincere gratitude to my faculty member guide for her considerable advice, time and substantial encouragement throughout the course of this dissertation.

Last but not the least; I would like to thank my friends for their diligent endeavor and earnest desire to lead me towards my path of perfection.

## **CHAPTER SCHEME**

The report of this study includes the following 5 chapters namely:

### **CHAPTER - 1: Introduction**

This chapter includes introduction of various topics which is related to this study and it also deals with the fundamentals of the field, definition and important concepts.

### **CHAPTER - 2: Review of Literature**

This chapter includes brief literature review and the step-wise procedure was adopted to carry out this study and its limitations.

### **CHAPTER - 3: Research Methodology**

This chapter contains the Research methodology.

### **CHAPTER - 4: Data Analysis and Interpretation**

This chapter presents the organized data in the form of tables, graphs and diagrams. The data would then be analyzed using appropriate statistical techniques. And in this chapter the inferences are made from the analysis.

### **CHAPTER - 5: Summary of Findings, Suggestions & Conclusion**

This chapter presents the summary of the study, the findings during the study, arrived conclusions and acceptable and comprehensive suggestions.

## **ABSTRACT**

Job satisfaction refers to a person's feeling of satisfaction on the job which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job. It is the overall positive feeling that employees have towards their job and the pleasurable or positive emotional state which a person derives from the positive experiences on the job.

Many variables, including productivity, absenteeism, turnover etc are linked to job satisfaction. It can be believed that a person's attitude may affect his or her behavior. Attitudes and beliefs can cause a person to work harder, or opposite may occur, or they may work less. Job satisfaction studies usually focus on various dimensions that are considered to be important, since these jobs related attitudes affect an employee to behave in certain ways. It also affects a person's general well-being. Therefore, if a person is dissatisfied with their work, it may lead to dissatisfaction in the other areas of their life. Keeping workers delighted helps to enhance a company in many ways.

The objective of this report was to study the contribution of each factor to the total job satisfaction of working people and to find out the difference on level of job satisfaction of men and women. In this report a study was conducted on 200 working people which consisted of 100 men and 100 women to conclude the above-mentioned objectives. The study was conducted using standardized questionnaire consisting of 30 questions of positive and negative aspects of the job.

The analysis of the study concludes that the major factor contributing to the level of satisfaction is the psycho social factor which is an extrinsic factor affecting job satisfaction. This factor consists of the items like social status, increase in efficiency, widening of social circle, developing a desirable lifestyle, internal mobility like promotion and increase in responsibility, and also a final question which asked the overall satisfaction level of an individual's job. Also, the study concluded that men have higher level of job satisfaction when compared to women.

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**CHAPTER I**  
**INTRODUCTION**



## **INTRODUCTION**

The world has opened up into the new millennium and along with it has developed a new era of intense competition. The organizations have shifted from production orientation to focus on the knowledge creation by each and every individual of the organization. In a competitive global business scenario, no organization will be able to survive unless it matches the quality and the cost of its competitors. Presently the focus is to concentrate more upon changing the attitude of employees, enabling them to take up independent responsibilities and thus motivating them to use their capabilities in their respective areas of excellence.

Emerging business environment is forcing the businesses to find new ways to remain competitive. Organizations face an environment characterized by a number of challenges and key issues that have increased the importance of Human Resource Management considerations in business decision-making. These include increased level of competition, human resources diversity, changing value systems and above all the rapid technological advances. In the globally competitive and challenging business scenario, our success will be, to a great extent, influenced by how we manage our human resources – the people who make things happen. The traditional role of man managers has undergone drastic changes to meet the challenges of the next millennium and achieve excellence, responsible trade unionism, productivity – oriented work practices and aggressive professional management would be essential.

Human beings are the most precious part of an organisation. The success or failure of an enterprise largely depends on the people who manage the organisation. Quoted by Alfred Marshall “the most valuable of all capital is that invested in human beings.

## **JOB SATISFACTION – DEFINITION AND CONCEPT**

“Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience” - E.A. Locke

“Job satisfaction is the amount of pleasure or contentment associated with a job. If you like job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job-dissatisfaction” – Andrew J. DuBrins

“Job satisfaction will be defined as the amount of overall positive effect or feelings that individuals have towards their jobs” - Fieldman and Arnold

“Job satisfaction is the set of favorable or unfavorable feelings with which employees view their work” - Keith Davis and Newstrom

Job satisfaction refers to a person's feeling of satisfaction on the job which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job. It is the overall positive feeling that employees have towards their job and the pleasurable or positive emotional state which a person derives from the positive experiences on the job.

Job satisfaction has several implications for individual's behavior, particularly, aspects related to ones performance. Job satisfaction is one of the important factors which have drawn attention of managers in the organization as well as academicians. Understanding the factors influencing the job satisfactions and the consequences of job satisfaction helps the manager in better evaluating the problems faced by the employees. A study of job satisfaction is very important for the managers to understand how employees feel about their job, on which aspects of the job these feelings are focused on, which departments are affected particularly and whose feelings are affected. Such an understanding helps the management to better design the job which leads to job satisfaction.

Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organisation. Though there is no conclusive evidence that job satisfaction affects productivity directly because productivity depends on so many variables, it is still a prime concern for managers.

In literature on Industrial Psychology, the term Job Satisfaction is quite frequently used for individual's attitude towards the specific aspects of the total work situation. The word job refers to a specific task where as the term job satisfaction is of higher orders where it is essentially related to human needs and their fulfillment through work. It is generated by the individual's perception of how well his job satisfies his various needs. Job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important. It is generally recognized in the organizational behaviour field that job satisfaction is the most important and frequently studied attitude.

It is often said that "A happy employee is a productive employee." Job satisfaction is very important because most of the people spend a major portion of their life at their working place. Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well-being. Though it is debatable point as to which one is the cause and which one is the effect, but they are correlated to each other.

### **Relationship between job satisfaction and turnover**

The relationship between these two aspects has been clearly defined in the past studies. High turnover disturbs the normal operations of the organization. It decreases the level of moral of other employees and increases the cost involved in the HR costs of operations like recruitment, selection and training. In order to resolve the issue of turnover, employer must check out the

level of job satisfaction of the employees. Workers who are dissatisfied from their job are more likely to quit their job than those who are relatively higher satisfied.

### **Relationship between job satisfaction and absenteeism**

When level of satisfaction is higher the rate of absenteeism will be low and when level of satisfaction is low then rate of absenteeism will be high. Highly satisfied employees tend to be more regular to their work as compared to those who are less satisfied. The degree to which employees perceive their job as important influences their rate of absenteeism. Less satisfied employees are more likely to remain absent from their work largely due to no reason or illogical reasons. This phenomenon is also known as 'voluntary absenteeism'.

### **Relationship between job satisfaction and safety**

The degrees to which safety policies and practices are observed by the employees are also influenced by the level of their job satisfaction. When people are continuously discouraged by their supervisors and are not satisfied by their company and work they are more likely to face accidents in the organizations. The reason behind this is dissatisfaction takes ones attention away from the task and leads to accidents. In opposite to this, a satisfied worker will always be careful of the safety rules and safety policies to be followed while being on work.

### **Relationship between job satisfaction and job stress**

Job stress is defined as body's response to the changes occurring in the environment surrounding individual. Any change in the variables related to the job which disturbs the equilibrium of the employees leads to stress. Prolonged stress may cause serious illness to the employee such as heart diseases, blood pressure, sleeplessness, muscle ache. Constant dissatisfaction can lead to stress.

### **Relationship between job satisfaction and unionization**

It is a very obvious fact that dissatisfaction leads to powerful union activities in the organization. Dissatisfaction due to unfair wages, insecurity of job, fringe benefits, chances of promotion and unfair treatment by the supervisors are the major reasons which can lead an employee to join the union. Another view point of job dissatisfaction explains that it increases the intentions of employee to file complaints or call strikes in the organizations. If the issues leading to dissatisfaction are not resolved by the employer in the long period of time they may take the form of violence type of trait.

### **Relationship between job satisfaction and organizational citizenship behavior**

Satisfied employees tend to talk positively about the organization, cooperate with other members of the organization and perform beyond their role profile and expectations of the management. They do so because of their desire of reciprocating their positive feelings towards the job.

### **Relationship between job satisfaction and work place deviant behavior**

There is an inverse relationship between job satisfaction and work place deviant behavior. Increased satisfaction leads to decreased deviant behavior and vice versa. Dissatisfied employees tend to involve in antagonistic behavior at workplace such as hostile relationship with co-workers, unionization, substance abuse, stealing or theft at work, undue socializing, tiding etc.

## **THEORIES ON JOB SATISFACTION**

### **1. Maslow's Need Hierarchy Theory –**

Maslow (1954) proposes that people are continuously in motivational state. As one desire becomes satisfied another rises to take its place. He postulates a hierarchy of human needs.

- 1) Physiological needs
- 2) Safety and security needs
- 3) Belonging and love needs
- 4) Esteem needs, and
- 5) Self- actualization needs

### **2. Herzberg's dual factor theory (1959) –**

This theory contemplates that satisfaction and dissatisfaction are two distinct and independent feelings. They are unique polar dimensions. A man can be very satisfied and very dissatisfied at the same time.

### **3. Discrepancy theory –**

Katzell (1964), Locke (1969) and many other psychologists have argued for discrepancy approach to thinking about satisfaction, discrepancies may be actual or perceived. This theory suggests techniques for measuring job satisfaction.

### **4. Adam's Equity theory (1964) –**

This theory is essentially a social comparison theory in which an individual evaluates his inputs into versus output derived from a given situation relative to those of another, where this other may be a person a group an organization or the individual himself.

### **5. Wolf's Need Gratification Theory –**

As per wolf (1970) job-motivation will be stronger when an individual perceives an opportunity to gratify an active need through job related behaviors.

### **6. Employee Centered Theory by Likert –**

Likert (1967) feels that there is a marked relationship between the kind of supervision an employee receives and his productivity. When an employee thinks that his boss perceives him as a cog in the machine, he will be a poor producer and when he thinks his boss is interested in him, his problems, his future, he will be a high producer.

## **HISTORY**

The term job satisfaction was brought up by Hoppock (1935). He resuscitates 35 studies on the topic which were regulated before 1933 and observe that this is the combined effect of different things that are psychological, physiological and environmental circumstance. That forces a person to say that, "I feel happy while doing my job". This tells us that different types of changeable that control the behavior of the employee but they never tell the actual thing.

This has also brought up by Pestonjee (1973) that job, social requirements, management and personal adjustment. Morse (1953) told us that this is considered as any job which is dependent on the content and company ID.

This is one of the important preliminary topics for the Hawthorne study. This study (1924-1933) was mainly assign by Elton Moto of the Harvard school. To search the different conditions on the labor productivity.

They definitely tell us that the important changes that should be done in the working condition can make temporarily increment in the productivity with the help of this study.

From this study we get to know that the people who work is not only for the pay but also for different purpose, paying is taken as main key by the people who are searching for the other factor on this study.

Taylor has also tells us important thing about this study. Frederick Winslow Taylor 1191 as he is the person who told us about that there is only a one way to do that work which is assigned. From this we get different changes in the working condition of the labor in different sectors as giving shift and this approach that each worker should be assigned specific work and hourly wages.

The first to use the scientific management was the industries which greatly found that there productivity have increase because the workers were obligatory work at a faster phase. However, worker became worn out and discontented, from this new question arises to be answered by the researchers.

## **FACTOR AFFECTING JOB SATISFACTION**

Job satisfaction is one of the big factors in employee engagement. There are different levels of factor effecting job satisfaction.

### **1. Working Environment –**

Work environment is one of the essential parts for the employees which are conducive to their overall development. Employee need and environment where he/she feel safe and enjoy the work that is given to him. It also caters for both personal and professional comfort and facilities doing a good job. If the working environment is good than the employees will easily carry out there job.

But if the working conditions are not good than the employees will find difficulty in doing there job even some employee will also quite the job.

So all the organization should have friendly and supportive environment which can lead to increase job satisfaction

### **2. Fair Policies and Practice –**

Employees of the organization recognize that promotion decisions are to be made in a fair and in just a manner where they like to experience satisfaction from their jobs

Very often employees are demotivated and dissatisfied with their position in their organization because of unfair policies and practices prevailing in their work culture.

This is one of the utmost important factors for the organization to have a fair and equal system regarding practices and policies so that there is no discrimination and frustration between the employees of the organization

### **3. Caring Organization –**

Care can be shown in various ways by the organization, but it takes into consideration career development, adult treatment, being taken seriously and being appreciated for the word done by the employees. When the employees feel that the work is being appreciated by their employer than they try to improve their wok and they feel happy in doing their work as the organization is taking their full care and this also create higher satisfaction.

### **4. Appreciation –**

Human loves to get acknowledge. Even for the smaller work that does one seek to have appreciation, from colleagues, boss and seniors. When an individual is appreciated it gives up a boost to their morale. When appreciation lead to encouragement, the ultimate result is reflected

in the work of the employees automatically. The level of job satisfaction is always higher than appreciation.

### **5. Pay –**

Wages and salaries are recognized to be significant but cognitively complex (Carragher & Buckley, 1996) and multidimensional in job satisfaction. Money not only help human to get their social needs but it is also important in providing upper class needs.

Employees often see that the work they are contributing to the organization that much pay they are getting or not from the organization. Fringe benefits that the employees are getting are significant but not influential.

There are most employees they don't even know how much benefit they are receiving from their organization. Moreover, most tend to undervalue these benefits as they don't understand the significant of monetary value.

### **6. Age –**

Age is one of the most important factors effecting job satisfaction. Various studies carried out have shown that job satisfaction tend to increase as the time pass by. The older employee will have more satisfaction rate than the younger employees because the older employee is work for a long time and he get friendly with the working condition of the organization.

### **7. Promotion –**

Promotion is kind of appreciation given to an employee by the organization. This factor has varying effect on the job satisfaction. This is because promotion is of different form in different organization and has a variety of accompanying rewards.

In the present time the flattening of organization and accompanying empowerment strategies, promotion in the traditional sense the promotion was done in hierarchical manner.

### **8. Feel of Belongings –**

Most of the organizations are not able to understand this fundamental factor of job satisfaction where many organizations have started working on it. If the employee feels that he is considered as an important part of the team than there are higher chances of job satisfaction as they are the part of the organization.

Wishing the employees by texting or mailing on his/her birthday, communicating the crisis to even at the ground level employees, making them feel special on the festival season by making these small gestures make an employee believe that he or she belong to the firm. This brings job satisfaction and loyalty.



### **9. Initiation and Leadership –**

If the employee is getting equal number of opportunities to show their talent than organization should initiate them by giving them lead for accomplishing the operation which will give them the chance of having a higher level of job satisfaction.

If an organization does not ask any employee decision or suggestion even they do not bothered to inform them about the decision that they have made. There are only some leaders who always lead the team. From this the employee will never feel satisfied with the job they are currently pursuing.

### **10. Feel of Being Loved –**

If the employee is having a good relation with the colleagues and seniors than the level of job satisfaction is higher. From this individual will feel like coming to the office and he/she will perform his job. If the environment of the organization is not friendly, office politics and malpractices are done etc all these factor will affect the employee job satisfaction by discouraging them from not coming to the office.

### **11. Safety and Security –**

Now day organizations are taking different steps in order to see that an employee is catered to a different kind of facilities like health care and medical checkups.

There is little organization that also provides different types of insurance policies to their employees at a lower rate. This aspect of safety and security play an important role in one's life. If an individual didn't feel safe and secured at the place he/she is working in than the level of satisfaction will automatically going to fall.

### **12. Challenges –**

There are few employees that love to learn new thing and experiment; they like when the love to take risks at the work they have been assigned to them. To them the risk is always associated with ability and capability.

They feel that if they are given a challenging job then it means that the leader trusts his or her capability that they will fulfill the expectations and from this the level of job satisfaction have automatically raise up.

### **12. Responsibility –**

From this factor of job satisfaction is that when an employee is given a bigger responsibility it make them feel conscious about the work that the employers think him or her as a capable and trustworthy candidate. Jobs were responsibilities are there they carry higher level of job

satisfaction. If an employee is not given any responsibility than he/she start doubting his self worth which immediately effects the job satisfaction.

### **13. Creativity in Job –**

Job satisfaction is always higher wherever creativity is involved. This factor creates a sense of freedom in employee whenever any project is completed. Creativity makes an employee feel as if the project belongs to them. Even if they have created any sentence that they have put in which mean a lot to them. As we all know that job is monotonous in nature where the employee won't feel like he or she belong to the project. As different changes take place from this the job satisfaction level fall drastically.

### **14. Personal Interest and Hobbies –**

People who follow their interest and hobbies as their career, gain higher level of job satisfaction in whatever work they do at their workplace. This is because that there job is not only their job for them; it is a way for them that they get closer to their interest and making money.

### **15. Respect from Co Worker –**

Employees seek to be treated with respect by the organization as well as with those people also they work with them. A hostile work environment with rude or unpleasant coworker is one that usually has lower job satisfaction.

Manager need to take steps and mediate the conflicts before they escalate into more serious problem as requiring disciplinary action. Employees may not be reminded of what behavior they should have while interacting with their co worker.

### **16. Relationship with Supervisors –**

One of the important reason that employee think about quitting a company is that their supervisor does not care about them. A participative climate created by the supervisor seems to have been more substantial effect on workers' that effect on the specific decision. Manager know that their employees should be appreciated and rewarded for the work they have accomplish. Employee should also know that their supervisors are always there when they need to make any important decision. It will lead to their satisfaction in the office.

### **17. Feedback –**

Feedback plays an important part in the organization as employee expects that the work they have done they should be given feedback. Many time employees feel discourage when they don't receive any feedback. Effective feedback can even boost there energy from that they get to know where and how they have to improve. Authority also needs to know what kind of feedback the team member need.

Research show that learner respond on the positive feedback while expect respond on the negative feedback.

### **18. Flexibility –**

Flexibility is one of the factors that show what the organization is expecting from them. Organization expects that the gift of time is one of the most appreciated workplace perk. Expert always work best as they can choose their schedule. Flexible hours can increase their productivity, but they can also decrease collaboration.

### **19. Nature of Work –**

Nature of work can tell the willingness of work. Mostly employees have liking of tasks and they prefer to handle those only. Some researchers have found that such job characteristics and job complexity mediate the relationship between personality and job satisfaction and if the creative requirement met than they tend to be satisfied. Every individual have it own personal job satisfaction meaning. There are different factors that influence the level of job satisfaction.

It is important for all the employees to have a satisfaction level derived from the job that he/she is doing.

## **IMPORTANCE OF JOB SATISFACTION**

Many variables, including productivity, absenteeism, turnover etc are linked to job satisfaction. It can be believed that a person's attitude may affect his or her behavior. Attitudes and beliefs can cause a person to work harder, or opposite may occur, or they may work less. Job satisfaction studies usually focus on various dimensions that are considered to be important, since these jobs related attitudes affect an employee to behave in certain ways. It also affects a person's general well-being. Therefore, if a person is dissatisfied with their work, it may lead to dissatisfaction in the other areas of their life. Keeping workers delighted helps to enhance a company in many ways.

Importance of job satisfaction is:

### **1. Increased productivity levels –**

Along with the management of the firm, the managers and supervisor of the employee plays a vital role in understanding the importance of Job Satisfaction. Therefore, the employee will work with coordination and motivation and make sure that he or she complete their work well on time and also maintains the efficiency and effectiveness of the quality of work.

If, productivity levels of the firm increase it will help the firm to achieve its aims and objectives at much faster time and rate. It helps the employee to expand his or her boundaries and raise his or career and professional graph by learning and functioning on new and innovative ideas.

### **2. Retain quality and expert employees –**

It's a universal fact that in the world of corporate and management the firm cannot progress just with the help and support of few members of the management. It also requires help and support of their employees who are talented and expert in different areas and aspects.

Therefore, it is necessary to keep employees happy and satisfied in the areas of their work so they keep on doing quality work and come up with new and innovative ideas. Consequently, it helps the firm to maintain employees that do quality work as well as who are talented and experts in their areas of their work.

### **3. Positive word of mouth –**

There are many examples of corporate firms that are known for earning negative and bad reviews from their past and present employees. The main reason is that firm doesn't really care about the job satisfaction of the employees. Therefore, the employees discuss their problems with their family, friends and their loved ones and showcase the management and firm in a negative light.

Therefore, it is quite important for the firm to understand and follow the importance of job satisfaction of the employees to obtain the purpose of positive word of mouth in the industry and market as a whole.

#### **4. Innovation –**

When the employees are inspired and appreciated at their workplace and are given perquisite for their work, they also put extra efforts in return. They also come up with ideas, plans and strategies that are innovative and novel in nature. If they are absolutely happy and satisfied with their job, they execute the same in finest possible manner.

The competition in the market are getting tough day by day and with time so it is very important for the firm to come up with the products and services that are new and innovative and with the low cost in nature and overall approach.

#### **5. Positive work environments –**

Along with understanding and following the importance of job satisfaction, the management of the firm needs to understand the fact that personal bias towards any of the specific employee will have direct or indirect impact on the job satisfaction level of the other employees.

This may result in many factors like insecurity, disturbing the overall working environment of the firm with the further reduction in the productivity levels.

#### **6. Competitive advantage –**

There are levels of competition among the firm in the market not just on the basis of tendering products and services. Rivalry is present in market on the talent and quality of workforce that the firm carries as it denotes the brand value and overall process of the firm. The firms keep on eyeing the talented employees of the rivalry companies and attract towards them by offering higher salaries and perks.

If the employee is satisfied with the job and management, he or she will never leave the organisation irrespective of much lucrative or alluring the job offer is. This may result in organisation leads the market in respect of competition.

#### **7. Safety of confidential data –**

The management of the organisation needs to convey some of the sensitive information related to legal and financial aspects with the employees related to specific task assigned. If employees do not have trust and faith on their company then they may leak information with the outsiders which affects the company's growth and progress of the firm. If the employees are highly satisfied and motivated with their job, they will never leak the company's confidential data with outside the competitive firms.

## **8. Growth and glory of the firm –**

The success and growth of the firm will not totally depend on the members of the management only. It can be supported with the help of expert experienced and talented employees to complete the task effectively and efficiently. And this may result in beating the rivalry firms and leads to growth and glory in the firm.

## **Importance of Job Satisfaction from Employee's perspective –**

It is generally recognized in the organizational behavior field that job satisfaction is most important. At large, organizational performance seems to be the single most important aspect of an organization. Research has concluded that there is a relationship between job satisfaction and performance of the employees there are two basic views of satisfaction and performance, and they are inverted to one another, One believes that satisfaction leads to performance, while the other believes performance leads to satisfaction in effect, we are saying if someone is happy with their job they will perform better, but in order to be satisfied, they have to perform in their job to get that satisfaction. High job satisfaction may lead to improving productivity, decreased turnover, and improve attendance, reduce accidents, less job stress and less unionization. If employees feel that their jobs are fun and interesting, they will be more willing to give extra more effort to work for the benefit of the whole organization.

### **1. Job Satisfaction and Productivity –**

Research evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organizational level improvement and the meta-analysis found that when satisfaction is defined and measured by employee engagement, there is a significant relationship with performance outcomes of productivity, customer satisfaction, and even profits. An employee who is a poor performer will get fewer rewards and will be less satisfied with his job experience. When satisfaction and productivity data are gathered for the organization as a whole, rather than the individual level, we find that organizations with more satisfied employees tend to be more effective than organizations with fewer satisfied employees.

### **2. Job Satisfaction and Absenteeism –**

It has been conclusively proved that there is an inverse relationship between job satisfaction and absenteeism. It is important to remember that high job satisfaction will result in low absenteeism low satisfaction is likely to bring high absenteeism. Less satisfied employees are more likely to be absent from work due to avoidable reasons. This is known as voluntary absenteeism as against unavoidable absenteeism which is due to illness or other emergency reasons. Management must be concerned with voluntary absenteeism because it is related to job satisfaction.

### **3. Job Satisfaction Reduces the Level of Accidents –**

When people are dissatisfied with their jobs, company, and supervisors, they are more prone to experience accidents. An underlying reason for this is that dissatisfaction takes one's attention away from the task at hand and leads directly to accidents in many places. A satisfied worker will always be careful and attentive towards his job, and the chances of accidents will be less. Here, we are discussing the avoidable accidents and not the unavoidable ones.

### **4. It Helps to Create a Better Working Environment –**

When employees are enjoying a higher degree of job satisfaction they tend to be more helpful and friendly to their colleagues at work. This helps to promote teamwork where sharing of information and knowledge is enhanced. Moreover, studies have shown that job satisfaction among employees may lead to a better and safer working environment with lesser negative conflicts.

### **5. Employee Satisfaction Can Lead to Customer Satisfaction –**

Employees that are happy in their work not only stay with the company and boost productivity; they also can help to maintain a happy customer base as well. Numerous studies have been carried out to look at the link between customer and employee satisfaction. Many of them have shown a relationship between employee satisfaction, customer satisfaction, and profitability. Satisfied employees are more likely to be friendly, upbeat, and responsive which customers appreciate. And because satisfied employees are less prone to turnover, customers are more likely to encounter familiar faces and receive experienced service. These qualities build customer satisfaction and loyalty. In other words, when the staff is happy, the customers will be too. At the heart of these endeavors is a strong belief that today's employee satisfaction, loyalty and commitment influence tomorrow's customer satisfaction, loyalty and commitment; and ultimately, the organization will earn more profit.

### **6. Growth –**

The performance of an organization is often measured by growth. Satisfied employees are more likely to be loyal to the organization. However, what makes an employee satisfied is still a question. Many factors such as their satisfaction of work, social satisfaction, and rewards are only a few. In most models, the primary focus is on a reward structure that motivates employees. As a result, the organization reached growth goals. To conclude, we can say that job satisfaction results from the employee's perception that the job content and context actually provide what an employee values in the work situation. Organizationally speaking, high level of job satisfaction reflects a highly favorable organizational climate resulting in attracting and retaining better workers. Organizationally speaking, high level of job satisfaction reflects a highly favorable

organizational climate resulting in attracting and retaining better workers. So, it does not take a lot of thought to realize that if someone has a high level of job satisfaction, they will probably have a high level of performance. On the other hand, if someone is not satisfied with their job, they probably will not have the same high level of performance. The relationship between job satisfaction and job performance may vary based on a variety of factors, including culture.

## **STRATEGIES FOR IMPROVING JOB SATISFACTION:**

Employees that are satisfied with their jobs are more devoted, productive and are more likely to stay in the firm. If the employee is dissatisfied, there are higher turnover and higher chances of employee absenteeism. If the employees know with the booming economy, they get relatively high pay and benefits which hits the

top of the list. If you genuinely care about the well being of the employees then making them satisfied with their work is relatively easy.

### **1. Work on culture –**

The behavior of leadership is influenced by the culture of an organization. Employees demand for respectful treatment of all employees and empathize for each other. Senior leaders should set an example by demonstrating respectful behavior towards others while holding the people responsible for doing the same.

Through professional communication and honoring the internal policies the employees can show their respect towards the company.

For example, if the firm is forced to make necessary changes that may affect the employees' job, then those changes should be communicated in such a way that it does not honor the employee's who may be impacted by the change.

### **2. Establish trust with the senior management –**

Senior managers need to set up trust with the employees at all hierarchy. As employees are able to have faith on those who have been placed in a position of authority. By demonstrating credibility and integrity in everything leaders can build their trust. This is because communication is only key factor in building a trust. If employees convey bad news it can be handed easily. If they don't like anything it can be said that these are their perceptions. Clear communication and employee should explain why behind any decisions can help to overcome the issues of trust.

### **3. Expand job benefits –**

Employee should set a bench mark to ensure that their package is competitive. They should focus on health and medical, paid time off, pensions plan, work life balance and family friendly benefits. Monetary and non monetary benefits also affect the employees.



#### **4. Offer competitive compensation –**

For providing any compensation company should evaluate health benefits pay grades and retirement contributions it can be said as compensation strategy. Set a bench mark to ensure that employee should get competitive compensation. If the regulations have helped your business then company should share the benefits with the employees by increasing their pay.

#### **5. Strengthen relationship with immediate superiors –**

Strong indicator of job satisfaction is relationship with immediate supervisor. This means to strengthen these relationships the organization needs to invest resources and time. Another way to help is to provide appropriate training and a transition plan for the employees who will be promoted to a supervisor role.

#### **6. Job security –**

Due to recent recession employees are feeling job insecurity. So, employers can help their employees by discussing about the financial state of the organization, strategic goals and objectives. When employees get to know that their employer is doing well, they feel more job security. It is important to involve employees in global problem solving so that they feel they are part of the process and give solution to firm's growth and success.

#### **7. Focus on employee engagement –**

Firm should create an environment where employees are willing to work and accordingly firm should invest time and resources.

The firm should monitor employee engagement and accordingly strengthen areas that foster it.

#### **8. Provide opportunities for career advancement –**

Employees are willing to know that whether there are opportunities within the firm so that they can grow and advance their careers.

Employees should be prepared in such a way that when higher level job openings are there they could be placed with proper coaching and mentoring programs, leadership skill development and succession planning.

#### **9. Train on job skills –**

The company should provide training to their employees as it is a investment in an organization. It will lead to increase in employee engagement, improve internal processes and increase productivity also.

**10. Provide professional development opportunities –**

If the company invests in the career development of workforce leads to employees feel valued and grow professionally. It also includes training which enhances the employee skills and professional knowledge.

**CHAPTER II**  
**LITERATURE REVIEW**

### **Job satisfaction –**

V.V ijay Anand (2013) The objective of the report is to evaluate the job satisfaction that is to figure out effectiveness of job satisfaction and to find out several factors influencing job satisfaction like personal and organizational factors to know measures taken by organization for safety and security and to identify relationship between employees with their supervisors and co-workers. There are various factors which help the organization in disclosing the level of satisfaction of employee. This study clearly state that the employees without these factors are more or less satisfied with the job. So the organization should consider salary, relationship grievance handling and also give more opportunities to their employees.

Benjamin Owusu (2014) this paper focused on how job satisfaction motivates the employees and helps them to perform their duties and responsibility in a better and more efficient manner. This paper also showed that the employees who are satisfied and happy with their job are more competent and productive as compared to those who are unhappy and dissatisfied with their job. Compensation or pay is the major factor which effects job satisfaction for employee. As far as job satisfaction is being concerned proper training should be given to the employee.

Sadiya Sultana Swarana (2015) the idea of this paper is to find out level of job satisfaction and to know employees relation with the organization. The paper reveals that employee job satisfaction largely build on job promotion, working environment, feedback from supervisor, flexibility to balance between work and home, career development opportunity etc. Irrespective of differences in view point made by employees of the organization on what study was conducted, the study finds that the employees were highly satisfied in their job.

### **Absenteeism –**

Steven McShane (June 1984) Relationship is the main aspect of absenteeism of the employee as work satisfaction, pay, superiors and co workers. As the employees take leave for one or two day and they are lost for many days this is because they are dissatisfy and they are not will to work due to many reason .

Prof. V.P. Thirogasundaram, Dr P.C. Sahu ( mar. 2014) there is high level of absenteeism in organization as the organization are giving different types of pay leave and amenities to their employees . In this case study they also talk about two factors intrinsic and extrinsic on the basic of job motivation of an employee. If the employee is demotivated or frustrated than there will be high chance of absenteeism in the organization.

Ram kumar Vishvakarma(2015) Conducted a research with the respect to the teachers of private engineering colleagues. Reason behind their absenteeism also explained job satisfaction. We need to investigate and address the factors that create dissatisfaction among the colleague teacher and improve absenteeism. There are various reasons that lead to dissatisfaction that is light, furniture, transportation problem, job security, salary, work relationship etc.

## **Turnover –**

Anuj K J 2011- This study is all about the problem that employee finds in the organization like to communicate. So the organization should first make his employee to feel comfortable then only he can work freely in the company. The employee also feels free when they get different types of facility from their organization.

Pekka Ilmakunnas 2012- In this the author have taken the labor market, as over there the production department don't take job satisfaction as their main factor due to this only many people don't like to come over to do their work or if they come they just try to disrepair from their work. For this they should try to improve the job satisfaction which will be very legatee for both organization as well as employee.

Alamdard Hussain Khan, Muhammad Aleem (2014) In this study we get to know that to minimize the employee turnover the organization should always take care of the pay, promotion ,the environment they are working , nature of work etc. So that there employee remain loyal to the organization as the competition is increasing and gain in competition can help in retaining of good work force ,productive and qualified.

International journal of economics and business administration (June 1, 2016) the major impact of the study was to show that business should retain their employees. As there major independent variable employees satisfaction, employee empowerment, workplace environment and pay and promotion. The owner use the major independent variable to enhance the satisfaction level among the employees, thus they can reduce their turnover ration of the firm.

European academic research April (2017) states that there employee should learn new things in their workplace. The organization gives special attention on their employees so that their employees grow and learn new things every day. There give best treatment to their employees so that they have high satisfaction level. They don't give much importance to their location and posting as long as there employees are learning and taking necessary support for their career development.

Tanjina Shahjahan (2017) from this study we get to know that as employees leave the job because of various reasons. Organization has invested their huge amount of resources and time to train their employees. For this the organization should also work to retain their employee as they should try to keep their employee satisfied with the organization.

Jane Ann Reukauf (2018) in many organization turnovers are the major issue, mostly in the small companies. Turnover cost is the main problem in the failure of many organizations. It is important that organization should understand the turnover statistics and the cost of losing an employee.

## **Job performance –**

Timothy A Judge (2001) in this study it tell us that in the old era both job satisfaction and job performance use to link but as the time is passing by those two thing do not link any more in the present era because different condition that the employee have.

Job satisfactions on job performance (2008) the organization of the private sector mainly focuses of the satisfaction of their employees because if the employee will be satisfied than he will work hard more and more which will also be very beneficial for the organization for their smooth working and even the performance of the employee will also be improved as time.

Kamala Saranya (2014) in this study we find that the employees were satisfied with their organization but they only have problem with the promotion policies of the organization. In this we found that as Men is one of the important components of 4M's. They have a positive relation in the work place and they all are satisfied with the job.

Danica Batotic (2016) this study is one of the complex one as on this topic not many research has been done. This study tells us that where the companies get success they don't give any additional rewards to their employees, employees get the same amount of salary that they use to receive. Organization performance and job satisfaction have a strong relation.

**CHAPTER III**  
**Research Methodology**

### **Scope of the study –**

The focus of this paper is to find out the impact of job satisfaction on employees that is there any relation of job satisfaction on an individual's performance, turnover, productivity etc. The study was undertaken to find out whether men and women differ on job satisfaction.

### **Research objective –**

1. To study the contribution of each factor to the total job satisfaction of working people.
2. To study the gender differences on job satisfaction.

### **Sample design –**

The sample size taken is 200 working people out of which there are 100 men and 100 women.

### **Data collection method –**

The data used is primary data collected through online source. The questionnaire used is a standardized questionnaire named "Consumable booklet of J S S" by Dr. Amar Singh and Dr. T.R. Sharma from National Psychological Corporation, Agra. The questionnaire consists of 30 questions in total.

### **Data analysis procedure –**

The statistical tools used for the analysis of the data collected are pie charts, bar graphs and mean.



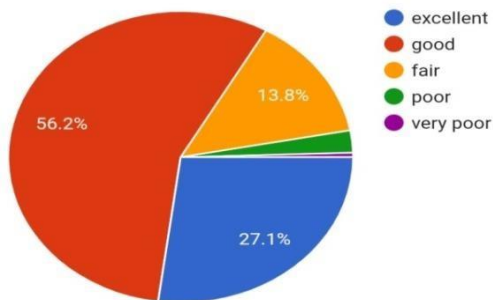
## **CHAPTER IV**

# **DATA ANALYSIS & INTERPRETATION**

## DATA ANALYSIS & INTERPRETATION

1. In the society in general, as a result of the job I hold, my social status is -

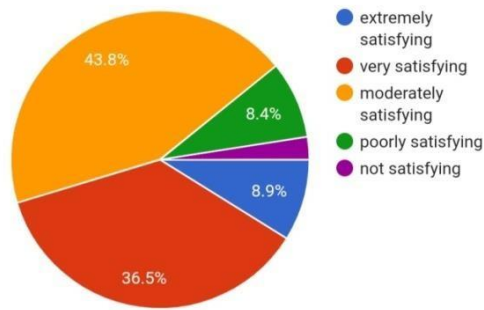
- Excellent
- Good
- Fair
- Poor
- Very poor



In the graph above it is clearly stated that 56.2% of the respondents find their social status to be good while the other 27.1% find it excellent and the rest find average and below it.

2. With regard to economic advantage like salary, allowance etc I rate my job as -

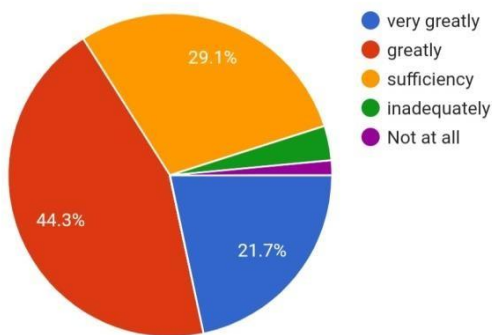
- Extremely satisfying
- Very satisfying
- Moderately satisfying
- Poorly satisfying
- Not satisfying



In the graph here 43.8% find their job to be moderately satisfying when it comes to economic advantages like salary, allowances etc. while 36.5% find it very satisfying. The rest of the respondents do not find it much advantageous.

3. The training, orientation and experiences that I have got while on job has improved my competence and efficiency as a man -

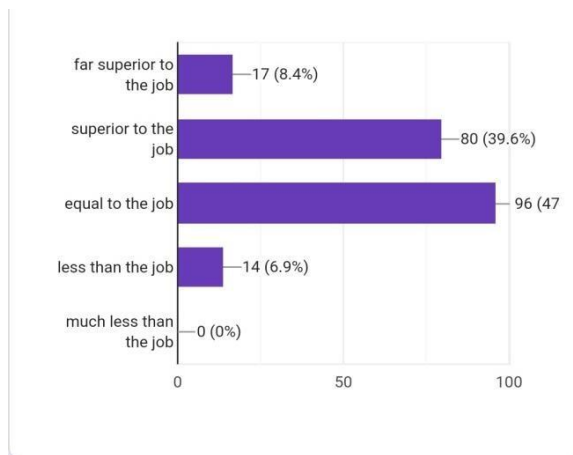
- Very greatly
- Greatly
- Sufficiency
- Inadequately
- Not at all



Around 44% of the respondents feel like training, orientation and experiences they have got on the job has improved their competence and efficiency greatly while 21.7% said for very greatly

4. Keeping individual factors like intelligence, capacity, and diligence etc in view, I genuinely feel that I am -

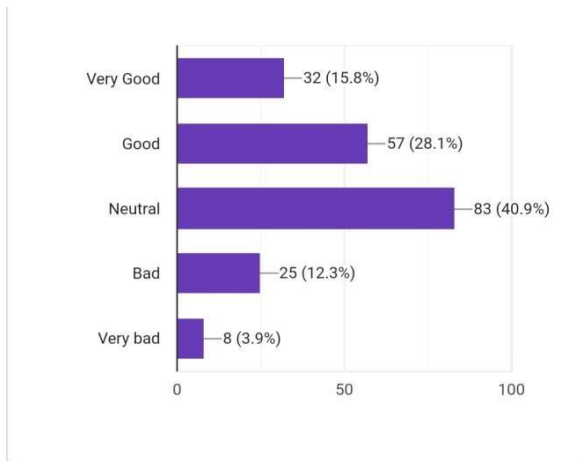
- Far superior to the job
- Superior to the job
- Equal to the job
- Less than the job
- Much less than the job



Around 47% of the respondent feel like keeping individual factor equal to the job while 39.6% of the respondent feel like superior to the job and 8.4% feel far superior to the job whereas 6.9% feel like much less than the job.

5. With regard to post retirement benefit like pension, gratuity etc I rate my job as -

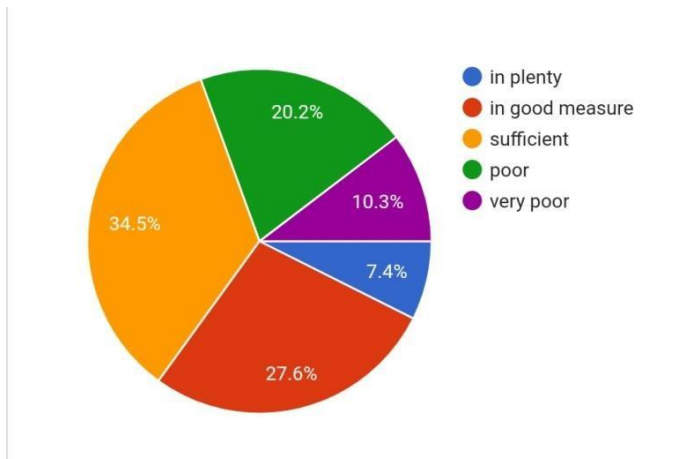
- Very good
- Good
- Neutral
- Bad
- Very bad



Around 40% of the respondent feel like rating their job as neutral, 28% rate them as good 15% as very good, 12% as bad while 4% as very bad.

6. In /at my job the inbuilt programs for recreation, entertainment like picnics, outing, variety programs etc are there -

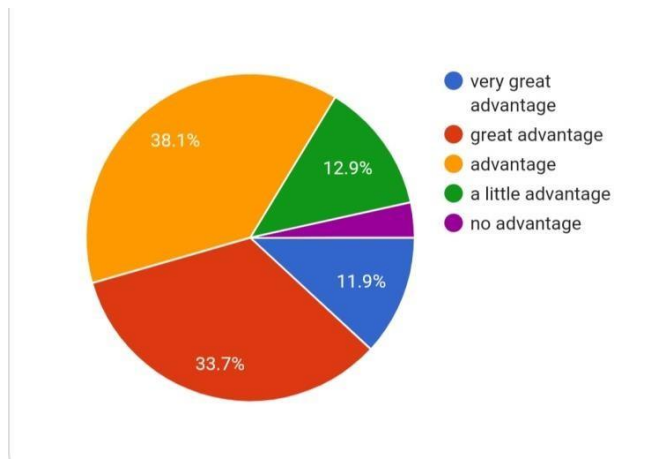
- In plenty
- In good measure
- Sufficient
- Poor
- Very poor



In the graph here it is stated that 34.5% of respondent rate sufficient, 27.6% rated as in good measure whereas 20.2% as poor while 10.3% as very poor and 7.4% as in plenty.

7. As a result of the job that I hold my social circle has widened to my -

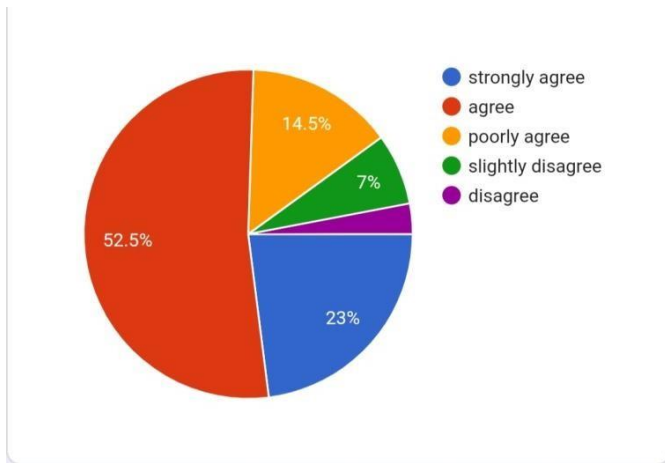
- Very great advantage
- Great advantage
- Advantage
- A little advantage
- No advantage



As the graph shown above the respondent feel like their social circle in their job is at advantage for 38%, 33% respondent feel very great advantage, whereas 12.9% rated at a little advantage.

8. Do you agree that your bosses and colleagues are cooperative, helpful and inspiring people for better and sincere work -?

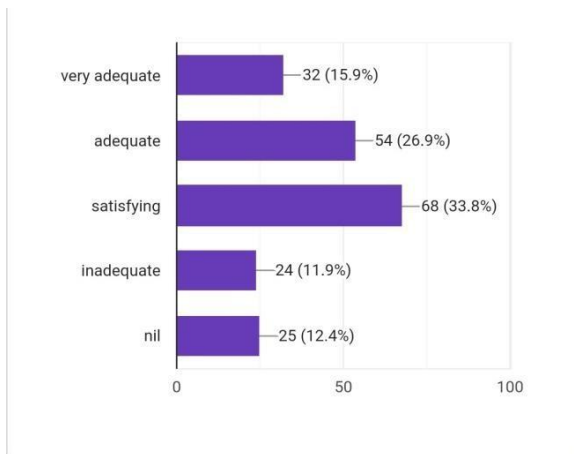
- Strongly agree
- Agree
- Poorly agree
- Slightly disagree
- Disagree



Around 52.5% respondent agrees that their bosses, colleagues are co-operative, 23% strongly agree, 14.5% poorly agree while 7% slightly disagree.

9. My job provide facilities like medical care, housing, subsidized rationing, travelling etc

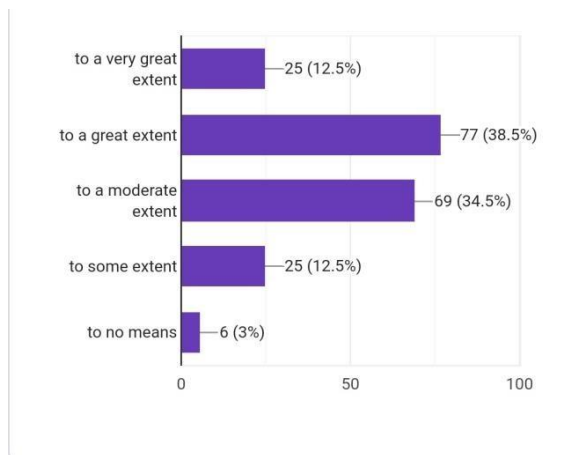
- Very adequate
- Adequate
- Satisfying
- Inadequate
- Nil



Around 33.8% of the respondent are satisfied with the facility provided in their jobs, 26.9% rated as adequate, 15.9% as very adequate whereas 12.4% opted for nil and 11.9% as inadequate.

10. My job is responsible for developing in me a desirable style of life with regard to habit and attitudes -

- To a very great extend
- To a great extend
- To a moderate extent
- To some extent
- To no means

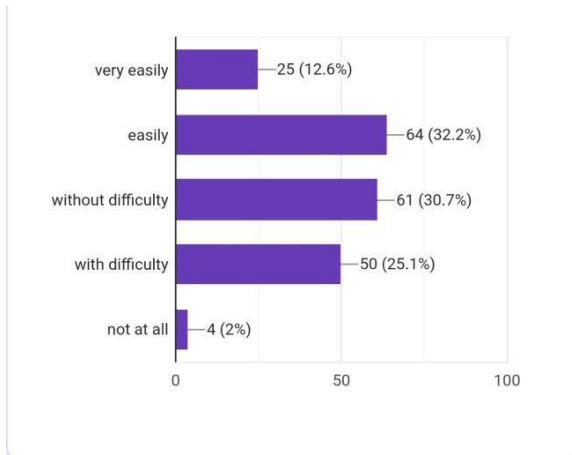


Here as the graph shows 38.5% respondent rated for a great extent, 34.5% as moderate extent, where as 12.5% opted for a very great extent and to some extent while 3% to no means.

11. My job gives me time and opportunities to attend to my family -

- Very easily
- Easily
- Without difficulty
- With difficulty
- Not at all

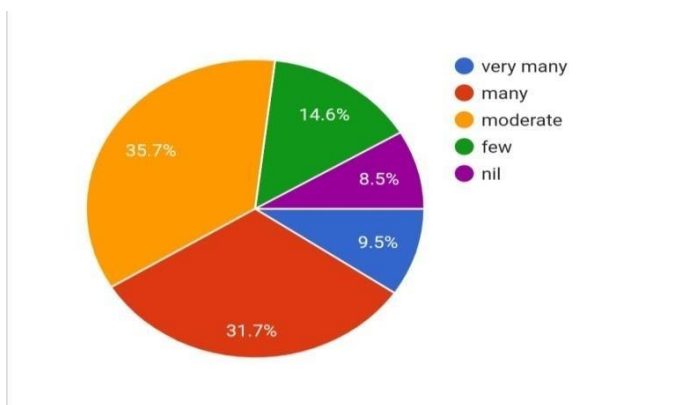




Around 32.2% of the respondent feel like they get time easily for their family, 30.7% feels without difficulty whereas 25.1% feel with difficulty.

12. By virtue of the job that I hold, opportunities to get certain other positions, ex-officio etc is-

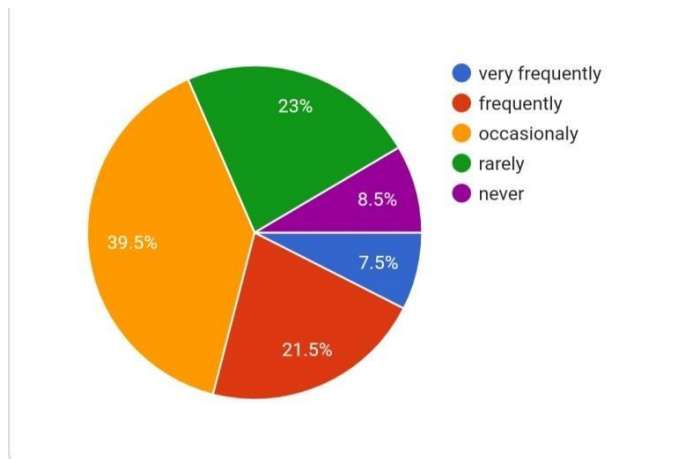
- Very many
- Many
- Moderate
- Few
- Nil



As shown in graph 35.7% of the respondent feel moderate, 31.7% opted for many, 14.6% as few while 9.5% very many and 8.5% as nil.

13. Place of posting in my job is irksome and inconvenient to me and my family

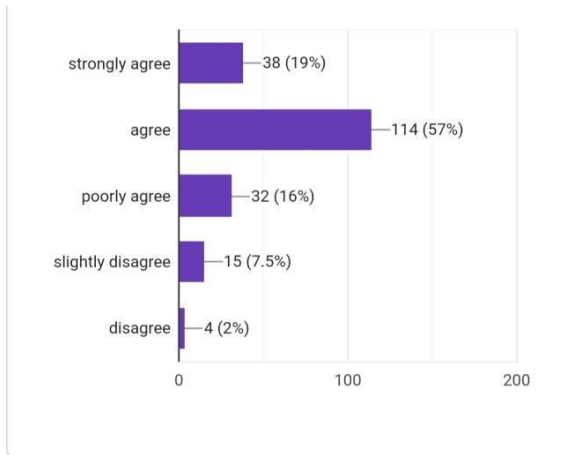
- Very frequently
- Frequently
- Occasionally
- Rarely
- Never



Around 39.5% of the respondent feel occasionally and 23% rarely whereas 21.5% opted for frequently.

14. My job in its own way is trying to improve the quality of life i.e., it endeavors to make a better man. Do you agree?

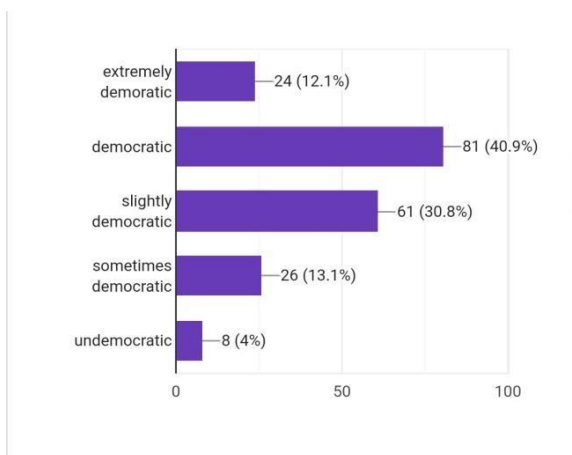
- Strongly agree
- Agree
- Poorly agree
- Slightly disagree
- Disagree



About 57% of the respondent agree that their job is improving the quality of life, 19% strongly agree to this while 16% strongly agree , 7.5% slightly disagree and 2% disagree.

15. On the scale of democratic functioning, I rate my job as -

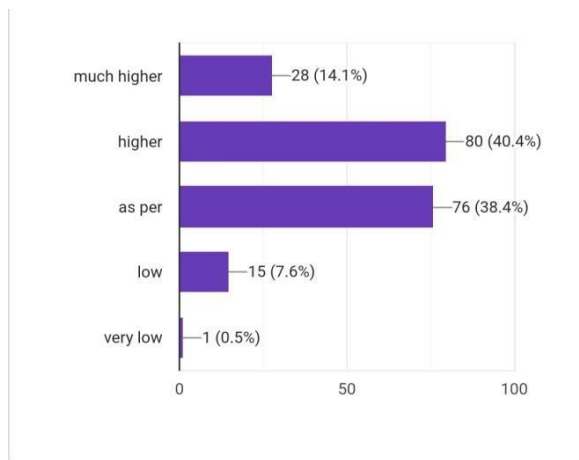
- Extremely democratic
- Very democratic
- Slightly democratic
- Sometime democratic
- Undemocratic



In this question around 41% of the respondent find their job to be democratic while working while 31% finds it slightly democratic and 13% find sometimes democratic, 12% finds it extremely democratic and 4% finds it undemocratic.

16. Keeping employment requirements like qualification, training etc as equal I rate my job in comparison with other as -

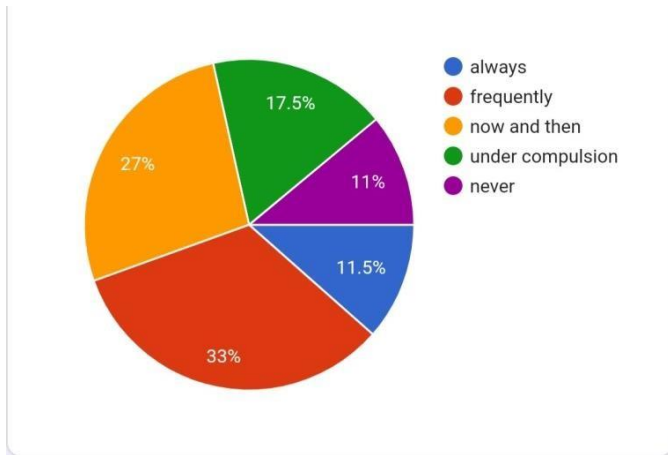
- Much higher
- Higher
- As per
- Low
- Very low



Here 40.4% rate their job as higher when compared to others, 38.5% rated equal to the others whereas 14% rated as much higher, 7.6% as low and 0.5% as very low.

17. My job is so absorbing that even in the absence of overtime allowance, I am willing to work on Sundays, holidays etc and also at late hours -

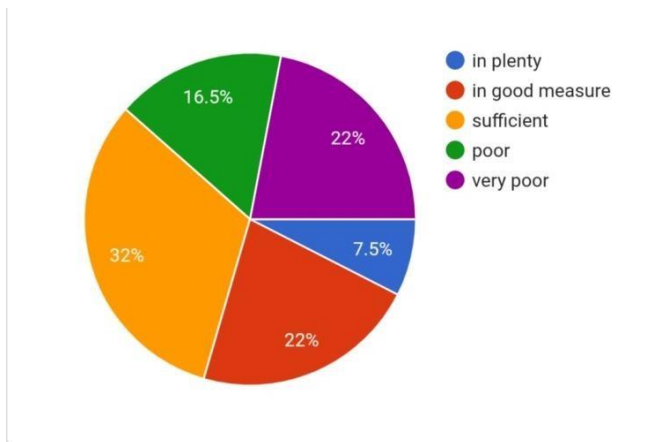
- Always
- Frequently
- Now and than
- Under compulsion
- Never



As shown in this graph, here 33% of the respondent opted frequently for working even on Sundays, holidays. 27% for now and then, 17.5% under compulsion whereas 11.5% felt always.

18. In some emergency after me, my job has provisions to offer job to my children or family, ex gratia grants etc. -

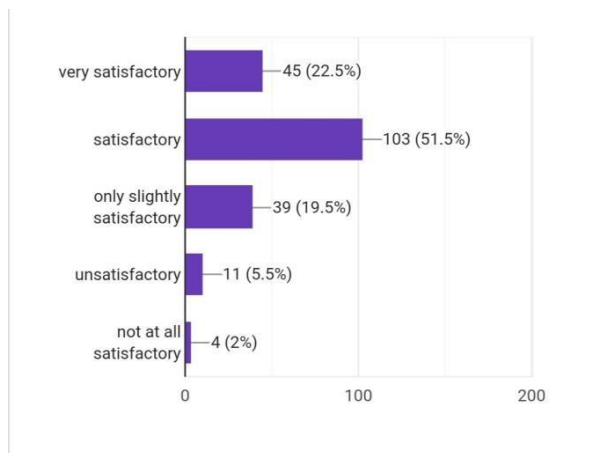
- In plenty
- In good measure
- Sufficient
- Poor
- Very poor



In the above question about 32% of the respondent feel like offering their job after them to their family or children, 22% of the respondent opted for in good measure and for very poor while 16.5% feel poor and 7.5% in plenty.

19. The working condition like comfortable seating, adequate temperature, humidity, hygienic and healthy environment of office/work place are -

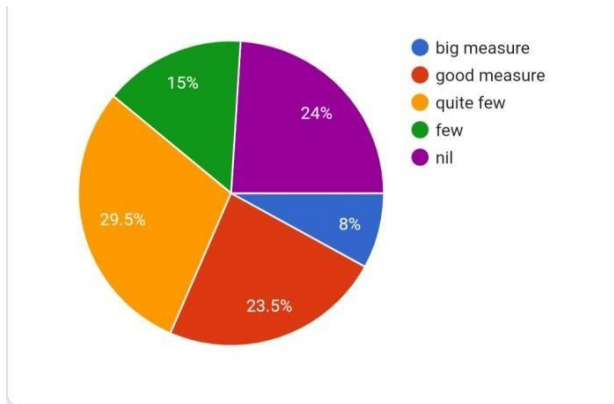
- Very satisfactory
- Satisfactory
- Only slightly satisfactory
- Unsatisfactory
- Not at all satisfactory



Around 51.5% of the respondents are satisfied with working condition of their workplace whereas 22.5% are very satisfied, 19.5% are only slightly satisfied and 5.5% are unsatisfied while 2% are not at all satisfied.

20. My job is light enough to enable me to undertake side job in a -

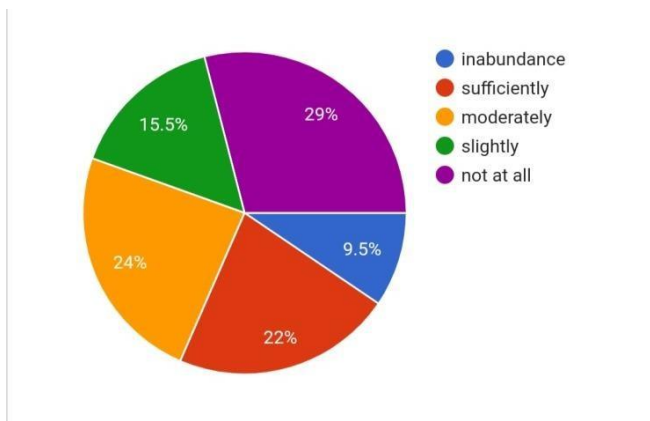
- Big measure
- Good measure
- Quite few
- Few
- Nil



In the graph given above 29.5% of the respondent opted for quite few, 23.5% for good measure 24% nil while 15% few, 8% big measure.

21. Malpractices like-corruption, favoritism etc are there in my job also -

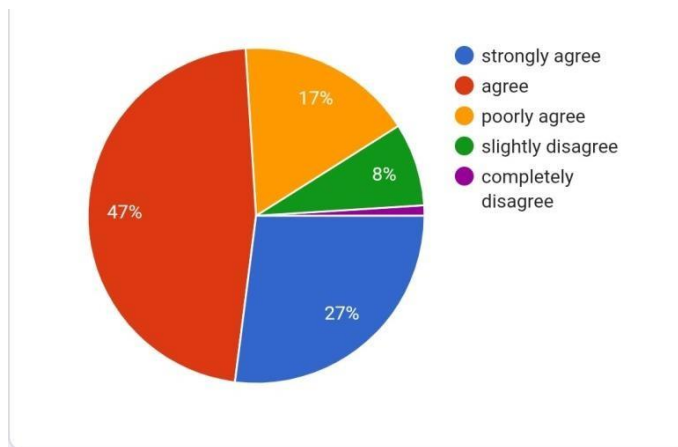
- Inabundance
- Sufficiently
- Moderately
- Slightly
- Not at all



Around 29% of the respondent feel there is not at all malpractices in their job, 24% feels it moderately, 22% opted for sufficiently and 15.5% for slightly.

22. Do you agree that your job or profession in any way adds to the economy and development of the nation?

- Strongly agree
- Agree
- Poorly agree
- Slightly disagree
- Completely disagree

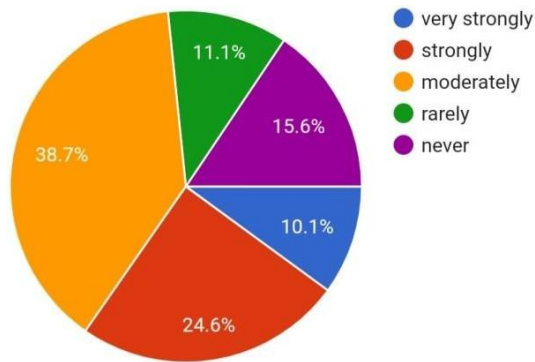


Around 47% of the respondent agree that their job in any way adds to the economy and development of the nation whereas 27% strongly agrees, 17% poorly agrees and 8% slightly disagree.

23. I given a chance I shall put my children to that I am in, do you agree?

- Very strongly
- Strongly
- Moderately
- Rarely
- Never

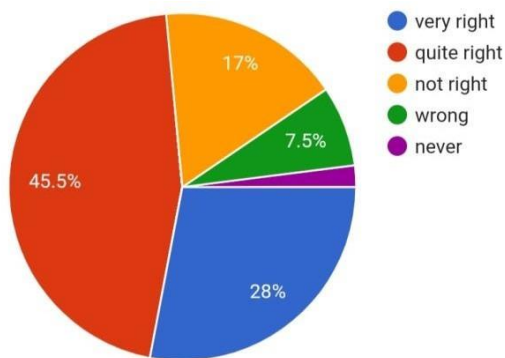




In the above question 38.7% moderately feel that they should put the children in their position whereas 24.6% strongly feels and 15.6% never want their children to be in their position.

24. 'WORK IS WORSHIP' was spoken about the job that I hold -

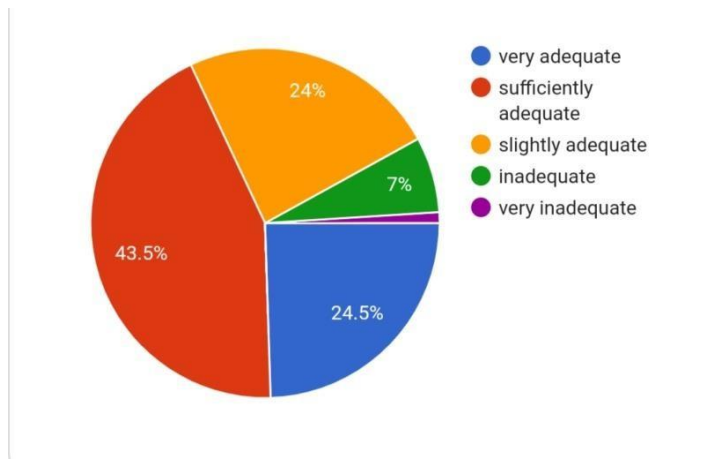
- Very right
- Quite right
- Not right
- Wrong
- Never



Around 45.5% respondent feel work is worship whereas 28% opted for very right and 17% not right while 7.5% of the respondent feels it wrong.

25. Communication net work (both upward and downward) in my profession is -

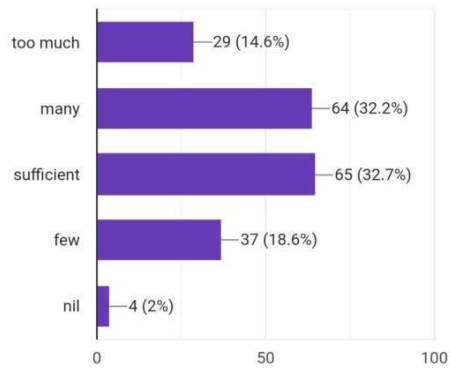
- Very adequate
- Sufficiently adequate
- Slightly adequate
- Inadequate
- Very inadequate



Around 43.5% feels sufficiently adequate, 24.5% feels very adequate and 24% slightly adequate while 7% feels inadequate about communication net work in their profession.

26. Opportunities in my job for horizontal and longitudinal mobility like promotion, increase responsibilities are -

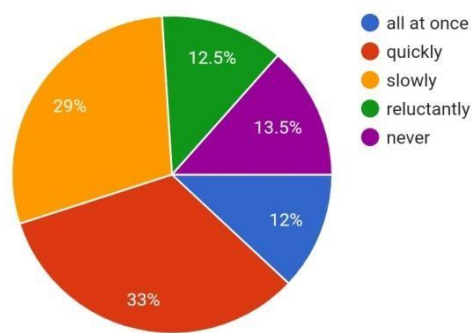
- Too much
- Many
- Sufficient
- Few
- Nil



In this question about 32.7% opted for sufficient, 32.3% feels many and 18.6% opted for few and 14.6% for too much.

27. If given a chance, even if emoluments do not register enhancement, I will like to shift to some other job -

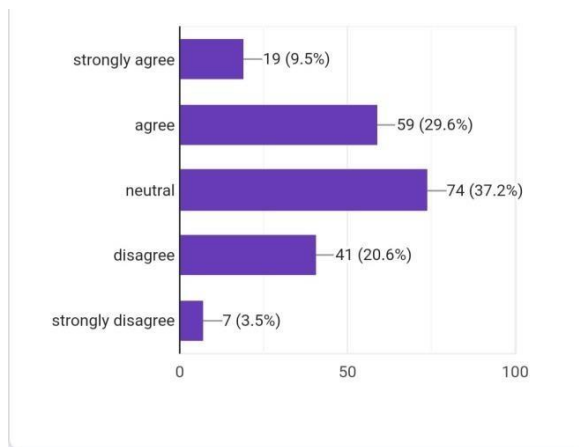
- All at once
- Quickly
- Slowly
- Reluctantly
- Never



Around 33% opted for quickly and 29% for slowly whereas 13.5% opted for never and 12.5% opted for reluctantly and 12% for never.

28. How far do you agree that the hierarchy in your job leaves no scope for freedom, decision making, initiative etc. rather it produces boredom?

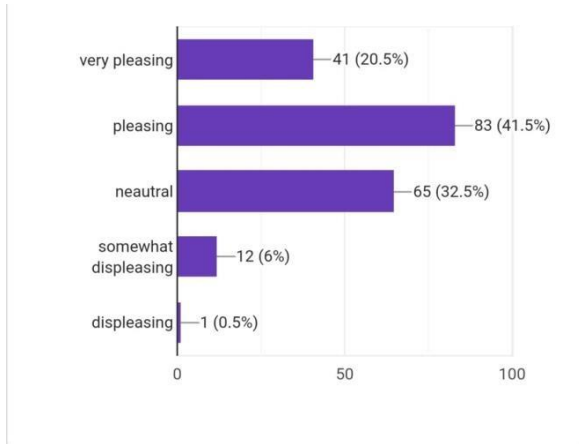
- Strongly agree
- Agree
- Neutral
- Slightly disagree
- Strongly disagree



In this question about 37.2% feels neutral about hierarchy in their job and 29.6% agrees whereas 20.6% disagree and 9.5% strongly agree while 3.5% strongly disagree.

29. To my family, relative and friends, my job appears to be

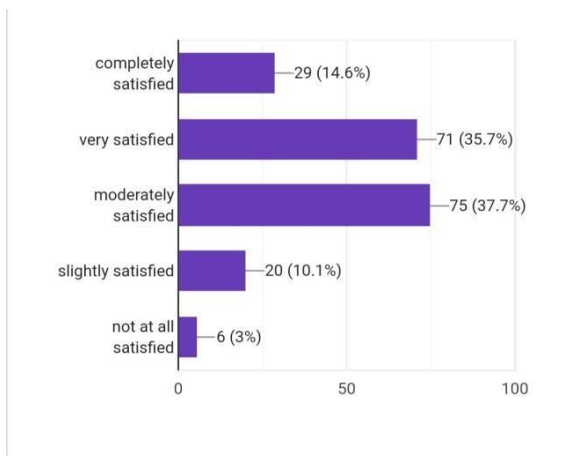
- Very pleasing
- Pleasing
- Neutral
- Somewhat displeasing
- Displeasing



About 41.5% of the respondent finds it pleasing whereas 32.5% as neutral and 20.5% as very pleasing while 6% as somewhat displeasing and 0.5% as displeasing.

30. All said and done, how satisfied are you with your job

- Completely satisfied
- Very satisfied
- Moderately satisfied
- Slightly satisfied
- Not at all satisfied



Around 37.7% of the respondent is moderately satisfied with their job and 35.7% are very satisfied while 14.6% are completely satisfied, 10% are slightly satisfied and 3% are not at all satisfied with their jobs.

**Objective 1: To study the contribution of each factor to the total job satisfaction of total respondents.**

**The factors affecting job satisfaction are divided into two parts – intrinsic and extrinsic statements.**

- **Job intrinsic statement are the factors inherent to the job which consists of 2 sub parts –**

**i. The under mentioned questions relate to intrinsic factors of job satisfaction such as excursions, place of posting, working conditions –**

The questions which relate to intrinsic statement and above conditions are Question no. 6, 11, 13, 19, 23 and 25.

**Here out of 200 respondents, only 20.56% of this intrinsic factor contributes to total respondent's job satisfaction.**

**ii. The under mentioned questions relate to second intrinsic factor that is job abstract statements such as cooperation, democratic functioning etc. –**

The questions which relate to cooperation and democratic functioning are question no. 8, 15, 16, 17, 21, 20 and 27.

**Here out of 200 respondents, only 7.34% of this intrinsic factor contributes to their total job satisfaction.**

- **Job- extrinsic statements are the factors residing outside the job which consists of 3 sub parts –**

**iii. The under mentioned questions relate to first extrinsic factor that is psycho-social factor such as intelligence, social circle –**

The questions which relates to the extrinsic statement that is psycho-social are question no. 1, 3, 4, 7, 10, 12, 26 and 30.

**Here out of 200 respondents, only 33.61% of this extrinsic factor contributes to the total job satisfaction.**

**iv. The under mentioned questions relates to second extrinsic factor that is economic factor such as salary, allowance –**

The questions which relate to this economic factor are question no. 2, 5, 9 and 18.

**Here out of 200 respondents, only 17.82% of this extrinsic factor contributes to the total job satisfaction.**

**v. The under mentioned questions relates to third extrinsic factor that is community/national growth such as quality of life, national economy –**

The questions which relate to community as well as national growth are question no. 14, 22, 24, 28 and 29.

**Here out of 200 respondents, only 9.03% of this factor contributes to the total job satisfaction.**

**Result of Objective 1 –**

Hence, after comparison among all the five factors of job satisfaction we conclude that the extrinsic factor that is “Psycho-social” factor such as intelligence, social circle has the major contribution in the job satisfaction of the taken 200 respondents.

The psycho social approach looks at how an individual’s psychological factors and the surrounding social environment impact on their physical and mental wellness and their ability to function.

**OBJECTIVE 2 – To study the gender differences on job satisfaction.**

**Table 1: Level of job satisfaction in male and female –**

GENDER	No. of respondents	Mean
Men	100	98.04
Women	100	88.47
Total	200	

**Result of Objective 2 –**

The above table shows the mean of satisfaction level of men and women by which we can conclude that men have higher level of satisfaction than women at workplace. The reasons for the same are discussed in the discussion part later.

## **Chapter V**

### **Discussion & Conclusion**



## DISCUSSION

The first objective of the report concluded that the psycho social factor contributes majorly to the total satisfaction level of the 200 respondents taken. The reason for such may be that this is an extrinsic factor relating social circle, developing a lifestyle, increase in social status etc which are important issues in a today's scenario. An employee may find his satisfaction level to be increased if this factor is high in his work life.

The second objective resulted that both men and women are extremely satisfied in their job. This can be because now organizations give equal importance to both the genders and the concepts such as work-life-balance work appropriately in the organizations. The mindset of superiors to their subordinates has changed with the passage of time. Equal growth and development opportunities are given to men and women. Various benefits like maternal leave, child care benefits are given to the females so that they can be satisfied with their job.

Also, from the second objective we conclude that although men and women have high level of satisfaction, but then too men have relatively higher satisfaction than women. The difference could occur because women have much more responsibilities than men outside their work life too. Also, the safety concerns can be a reason for less satisfaction of women. Family responsibilities are higher on women than upon men.

Table 2 – the degree of satisfaction among working people.

<b>Score</b>	<b>Degree of Satisfaction</b>
74 or above	Extremely satisfied
63 – 73	Very satisfied
56 – 62	Moderately satisfied
48 – 55	Not satisfied
47 or below	Extremely dissatisfied

\*source – manual for job satisfaction scale

## **CONCLUSION**

From the study we conclude that the major factor contributing to the level of satisfaction is the “psycho-social” factor which is an extrinsic factor affecting job satisfaction. This factor consists of the items like social status, increase in efficiency, widening of social circle, developing a desirable lifestyle, internal mobility like promotion and increase in responsibility, and also a final question which asked the overall satisfaction level of an individual’s job.

The next objective was to figure out the level of satisfaction among male and female respondents. The result obtained was that men and women were extremely satisfied with their job but men were comparatively more satisfied with their job than women.

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## APPENDIX

1. In the society in general, as a result of the job I hold ,my social status is -

- Excellent
- Good2
- Fair
- Poor
- Very poor

2. With regard to economic advantage like salary, allowance etc I rate my job as -

- Extremely satisfying
- Very satisfying
- Moderately satisfying
- Poorly satisfying
- Not satisfying

3. The training, orientation and experiences that I have got while on job has improved my competence and efficiency as a man -

- Very greatly
- Greatly
- Sufficiency
- Inadequately
- Not at all

4. Keeping individual factors like intelligence, capacity, and diligence etc in view, I genuinely feel that I am -

- Far superior to the job
- Superior to the job
- Equal to the job

- Less than the job
- Much less than the job

5. With regard to post retirement benefit like pension, gratuity etc I rate my job as -

- Very good
- Good
- Neutral
- Bad
- Very bad

6. In /at my job the inbuilt programs for recreation, entertainment like picnics, outing, variety programs etc are there -

- In plenty
- In good measure
- Sufficient
- Poor
- Very poor

7. As a result of the job that I hold my social circle has widened to my -

- Very great advantage
- Great advantage
- Advantage
- A little advantage
- No advantage

8. Do you agree that your bosses and colleagues are cooperative, helpful and inspiring people for better and sincere work -

- Strongly agree
- Agree
- Poorly agree

- Slightly disagree
- Disagree

9. My job provide facilities like medical care, housing, subsidized rationing, travelling etc

- Very adequate
- Adequate
- Satisfying
- Inadequate
- Nil

10. My job is responsible for developing in me a desirable style of life with regard to habit and attitudes -

- To a very great extend
- To a great extend
- To a moderate extent
- To some extent
- To no means

11. My job gives me time and opportunities to attend to my family -

- Very easily
- Easily
- Without difficulty
- With difficulty
- Not at all

12. By virtue of the job that I hold, opportunities to get certain other positions, ex-officio etc is-

- Very many
- Many
- Moderate

- Few

- Nil

13. Place of posting in my job is irksome and inconvenient to me and my family

- Very frequently

- Frequently

- Occasionally

- Rarely

- Never

14. My job in its own way is trying to improve the quality of life i.e., it endeavors to make a better man. Do you agree?

- Strongly agree

- Agree

- Poorly agree

- Slightly disagree

- Disagree

15. On the scale of democratic functioning, I rate my job as -

- Extremely democratic

- Very democratic

- Slightly democratic

- Sometime democratic

- Undemocratic

16. Keeping employment requirements like qualification, training etc as equal I rate my job in comparison with other as -

- Much higher

- Higher

- As per



- Low
- Very low

17. My job is so absorbing that even in the absence of overtime allowance, I am willing to work on Sundays, holidays etc and also at late hours -

- Always
- Frequently
- Now and then
- Under compulsion
- Never

18. In some emergency after me, my job has provisions to offer job to my children or family, ex gratia grants etc. -

- In plenty
- In good measure
- Sufficient
- Poor
- Very poor

19. The working condition like comfortable seating, adequate temperature, humidity, hygienic and healthy environment of office/work place are -

- Very satisfactory
- Satisfactory
- Only slightly satisfactory
- Unsatisfactory
- Not at all satisfactory

20. My job is light enough to enable me to undertake side job in a -

- Big measure
- Good measure

- Quite few
- Few
- Nil

21. Malpractices like-corruption, favoritism etc are there in my job also -

- Inabundance
- Sufficiently
- Moderately
- Slightly
- Not at all

22. Do you agree that your job or profession in any way adds to the economy and development of the nation?

- Strongly agree
- Agree
- Poorly agree
- Slightly disagree
- Completely disagree

23. I given a chance I shall put my children to that I am in, do you agree?

- Very strongly
- Strongly
- Moderately
- Rarely
- Never

24. 'WORK IS WORSHIP' was spoken about the job that I hold -

- Very right
- Quite right

- Not right
- Wrong
- Never

25. Communication net work (both upward and downward) in my profession is -

- Very adequate
- Sufficiently adequate
- Slightly adequate
- Inadequate
- Very inadequate

26. Opportunities in my job for horizontal and longitudinal mobility like promotion, increase responsibilities are -

- Too much
- Many
- Sufficient
- Few
- Nil

27. If given a chance, even if emoluments do not register enhancement, I will like to shift to some other job -

- All at once
- Quickly
- Slowly
- Reluctantly
- Never

28. How far do you agree that the hierarchy in your job leaves no scope for freedom, decision making, initiative etc. , rather it produces boredom

- Strongly agree

- Agree
- Neutral
- Slightly disagree
- Strongly disagree

29. To my family, relative and friends, my job appears to be

- Very pleasing
- Pleasing
- Neutral
- Somewhat displeasing
- Displeasing

30. All said and done, how satisfied are you with your job

- Completely satisfied
- Very satisfied
- Moderately satisfied
- Slightly satisfied
- Not at all satisfied