



JOB SATISFACTION AND EMPLOYEES ENGAGEMENT AMONG EMPLOYEES AT PRICOL LTD

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ABSTRACT

Job satisfaction represents one of the most complex areas facing today's managers with respect to supervision of their employees. Job satisfaction is the combination of secret factors of an employee which predicts the level of employee engagement with organization. Job satisfaction is an attitude that employee holds towards the life and job related factors in general. According to Hay Group India "We are in the eye of an employee turnover storm. Organizations in India must give serious thought to what drives employee satisfaction & commitment". Employee turnover was expected about to 26.9% rise in 2013. So to be competitive, talent retention becomes a very hot issue and seeking improvement in job satisfaction as it improves positive attitude of an employee towards his job as well as his life. This study deals with to find out the employee's job satisfaction level and tried to predict about employee engagement status. A sample of 80 respondents was selected randomly from organization using questionnaire method with null hypothesis i.e. the demographic factors of the respondents such as age, qualification status, gender and experience have no significant difference towards their jobs among the employees. For drawing sound conclusions, ANOVA test has been used. It is found that that there is significant difference between experience of respondents regarding salary, perks, job security, employee welfare scheme and rewards but as far as working hours, training and development, duty and responsibility, working environment, work culture, promotional policies and strategies, co-operation, co-ordination, authority and plan, management information system and unity of command and direction are concerned there is no significant difference in the responses of respondents in various age groups.

INTRODUCTION

"Job satisfaction is a general attitude towards one's job: the difference between the amount of reward workers receive and the amount they believe they should receive."-P. Robbins. Job satisfaction can be described as total contents an individual carry with the existing job. At the more specific about job satisfaction levels of conceptualization used by academic researchers and human resources experts, having variation about its definitions. They generally categories job satisfaction among two parts- affective job satisfaction and cognitive job satisfaction. Emotional job satisfaction which is also called as affective job satisfaction; is the extent of pleasurable emotional feelings of individuals that relates all about their jobs, and is different to cognitive job satisfaction which is the extent of individuals' satisfaction with particular facets of their jobs, like salary and other fringe benefits related to their jobs. Affective job satisfaction



for individuals reflects the degree of DE lightness related to their job. Cognitive job satisfaction can be defined as being more objective, logical and evaluative in the various facets of a job.

Hoppock (1935) defined job satisfaction as “any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job”. According to this approach, although job satisfaction is under the influence of many outer factors, it also residue something inside that have to do with the technique which excel about how the employee feels. That is called as job satisfaction which represents a set of factors that cause a feeling of satisfaction. Vroom (1964) defined job satisfaction as focuses on the role of the employee in the workplace and further explained job satisfaction as “affective orientations on the part of individuals toward work roles which they are presently occupying”.

Job satisfaction in meanwhile, when a worker engaged in a productive organization brings with the requirements, needs and experiences which determinates potential that he has dismissed. Job satisfaction represents the area to which expectations are and match the real awards. According to Davis et al. (1985) job satisfaction is closely linked to that individual's behavior at the work place. Spector (1997) identified three important features of job satisfaction. First, organizations must be guided by human values. Second, the manners and behavioral activities of workers depending on their level of job satisfaction always influence in the functioning and activities of the organization's business. Third, job satisfaction may work as indicators of organizational activities. High levels of job satisfaction may be sign of a good emotional and mental state of employees.

The Hawthorne studies study was also preludes to job satisfaction. These studies (1924–1933), principally credited to Elton Mayo, required to find the special effects of various circumstances on workers' productivity. The study resulted that innovative changes in working conditions provisionally increase productivity. It was later found that results were increased due to this, not from the new conditions, but from the knowledge of being observed. This outcome provided strong evidence that people work for purposes other than compensate, which covered the way for researchers to look into other factors for job satisfaction.” Job satisfaction is the preceding phase of getting employees engaged with the organization from long term point of view. Employee Engagement is a broader context and emerging issues in the global scenario which affects the working as well as organization productivity in whole.

REVIEW OF LITERATURE

Clark and Kristensen (2007) examined that individual job satisfaction is higher when other workers in the same establishment are better-paid. The paper tried to explain that the organizations are using differences in co-workers on various parameters while they are working on same level. Their wages not only induce jealousy, but also provide a signal about the worker's own future earnings. The conclusion said that this difference is positively estimated as coefficient on others' wages shows that positive future earnings signal outweighs compare to any negative status effect. This phenomenon is stronger for men in the private sector. Dicke Colin (2007) investigated relationship between the two concepts viz. change management and employee engagement. The paper provides an overview of change management and employee engagement. It relates the two concepts to each other; relationship between



organizational commitment and change management; and finds barriers in engagement during change management initiatives Shahu.Rashmi and Gole.S.V (2008) analyzed effect of job stress and job satisfaction on performance through the empirical study mode with a sample of 100 managers of private manufacturing firms. The study's findings suggest that higher stress levels are related to lower performance whereas higher job satisfaction indicates higher performance. The main objective was to see if there was any relationship between job performance, job satisfaction and job stress & to preface model for the same. A.Nerison(-) investigated job satisfaction among vocational rehabilitation counselors in a Midwestern state by using a sample of 122 vocational rehabilitation counselors .The Minnesota Satisfaction Questionnaire was used to measure the level of job satisfaction. The results indicate that there was a significant general difference in satisfaction level. Intrinsic and extrinsic satisfaction scores were similar to other norms gathered by the University of Minnesota, Vocational Psychological Research. The implications of the findings for the future of rehabilitation counselors were discussed. Febriansyah. Hary (2010) analyzed employee engagement through human capital approach. The paper elaborates the employee engagement factors with the help of 1274 questionnaires as primary data. The paper used factor analysis to analyze all the information. It is found that employee engagement can be endorsed by current career intention, equal opportunity and fair treatment and communication. B.Aziri. (2011) analyzed job satisfaction through review of literature and found it is one of the most complex areas facing by today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers. The study concludes that the level of motivation has an impact on productivity, and hence also has significant impact on performance of organizations. Mahamuda et al. (2011) studied factors affecting employee job satisfaction in pharmaceutical sector. The paper focuses on the importance of job satisfaction and their factor's impact on the overall job satisfaction of employees. It was also investigated that work experience, age, and sex differences on the attitudes have significant impact on job Satisfaction. The result shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction.

OBJECTIVE OF THE STUDY

The objective of present paper to the study is to find out the satisfaction level regarding their jobs among the Company's employees which can leads to employee engagement.

HYPOTHESIS

The following hypotheses have been formulated and tested to the study i.e. the satisfaction level of respondents towards their jobs.

- There is no significant difference between age and satisfaction level of the respondents towards their jobs among the employees.
- There is no significant difference between Gender and satisfaction level of the respondents towards their jobs among the employees.
- There is no significant difference between qualification and satisfaction level of the respondents their jobs among the employees.



- There is no significant difference between experience and satisfaction level of the respondents their jobs among the employees.

RESEARCH METHODOLOGY

The study is descriptive comes analytical in nature and deals with the satisfaction level of respondents towards their jobs. A sample of 80 respondents has been selected from Pricol Limited Manesar. With a five points Likert scale; structured questionnaire and through random sampling method data has been collected. A number of statistical techniques including ANOVA for the testing of hypotheses have been used for study the relationship between the demographic variables of the respondents and their level of satisfaction which can enhance employee's Job satisfaction with directly related to their engagement with Organization.

DATA ANALYSIS

Table 1: Age Groups of Respondents

Age groups (in years)	Frequency	Percent
18-25 years	17	21.3
26-30 years	32	40.0
31-35 years	14	17.5
35 – above	17	21.3
Total	80	100.0

Table 1 presents that majority of respondents (40.0 percent) belong to the age group of 26-30 years followed by 21.3 percent from the two age groups of 18-25 years & 35 & above. 17.5 percent from the age group of above 31-35 years.

Table 2: Gender of Respondents

Gender	Frequency	Percent
Male	73	91.3
Female	7	8.8
Total	80	100.0

Table 2 shows that majority of respondents are male i.e. 91.3 percent and remaining 8.8 percent are female.

*Table 3: Qualification of the Respondents*

Qualification	Frequency	Percent
Under Graduate	27	33.8
Graduate	32	40.0
Post Graduate	19	23.8
Others	2	2.5
Total	80	100.0

Table 3 shows that 40.0 percent respondents are graduate, 33.8 percent respondents are under graduates, only 23.8 percent of respondents are post graduates and just 2.5 percent are the respondents who are well educated like lawyers, doctors and other professional degree holders. It also indicate that majority of the respondents are graduate and under graduate.

Table 4: Experience of the Respondents

Experience of the Respondents	Frequency	Percent
less than 5 year	29	36.3
5-10 years	18	22.5
10-15 years	18	22.5
more than 15years	15	18.8
Total	80	100.0

Table 4 presents that majority of respondents (36.3 percent) having experience less than 5 years, 22.5 percent respondents are having experience between 5 to 10 years, 22.5 percent respondents are having experience above 10-15 years and remaining 18.8 percent are having experience between 15 years. It also indicates that majority of respondents are having experience less than 29 years.

Table 5: Relationship between Age and Satisfaction Level

S.No	Parameters	F-Value	Sig
1	Satisfaction regarding Rewards and Recognition	5.742	.001
2	Satisfaction regarding Working Hours	3.858	.013
3	Satisfaction regarding Working Environment	11.261	.000
4	Satisfaction regarding Co-Operation	3.857	.013



5	Satisfaction regarding Co-Ordination	7.236	.000
6	Satisfaction regarding Authority and Plan	6.270	.001
7	Satisfaction regarding Employee Welfare Scheme	3.190	.028
8	Satisfaction regarding Work Culture.	7.952	.000
9	Satisfaction regarding Salary and Perks.	1.784	.157
10	Satisfaction regarding Promotional Polices and Strategies.	1.611	.194
11	Satisfaction regarding Training and Development.	10.183	.000
12	Satisfaction regarding Management information system.	5.899	.001
13	Satisfaction regarding Job Security	5.260	.002
14	Overall Satisfaction from Present Job	2.200	.212

*Source-Survey**df-3**Significant Level-5%*

Table 5 shows the relationship between the age groups and satisfaction levels of respondents on the selected parameters. The results of ANOVA test show that there is significant difference between in various age groups of respondents regarding salary and perks, promotional policies and strategies but as far as rewards and recognition, working hours, training and development, co-operation, co-ordination, authority and plan, employee welfare scheme, work culture, management information system, job security, working environment, are concerned there is no significant difference in the responses of respondents in various age groups.

Table 6: Relationship between Gender and Satisfaction Level

S. No	Parameters	F-value	Sig.
1	Satisfaction regarding Salary and Perks.	6.245	0.15
2	Satisfaction regarding Working Hours.	13.773	.000
3	Satisfaction regarding Training and Development.	0.75	.785
4	Satisfaction regarding Job Security.	.370	.545
5	Satisfaction regarding Duty and Responsibility.	.712	.401
6	Satisfaction regarding Working Environment.	.949	.333
7	Satisfaction regarding Promotional Polices and Strategies.	2.103	.151
8	Satisfaction regarding Co-operation.	.982	.325
9	Satisfaction regarding Co-ordination.	1.739	.191
10	Satisfaction regarding Authority and Plan.	15.057	.000
11	Satisfaction regarding Employee Welfare scheme.	16.988	.000
12	Satisfaction regarding Performance and Feedback System.	15.524	.000
13	Satisfaction regarding Reward.	.160	.690

*Source-Survey**df-1**Significant Level-5%*



Table 6 presents the relationship between the gender and satisfaction levels of respondents on the selected parameters. The results of ANOVA test show that there is significant difference between gender of respondents regarding salary and rewards, training and development, job security, duty and responsibility, working environment, promotional policies and strategies, co-operation and co-ordination, but as far as authority and plan, employee welfare scheme, performance and feedback system are concerned there is no significant difference in the responses of respondents in various age groups.

Table 7: Relationship between Qualification and Satisfaction Level

S. No	Parameters	F-value	Sig.
1	Satisfaction regarding Salary and Perks.	1.571	.203
2	Satisfaction regarding Working Hours.	1.124	.345
3	Satisfaction regarding Training and Development.	2.082	.110
4	Satisfaction regarding Job Security.	.421	.739
5	Satisfaction regarding Duty and Responsibility.	.633	.596
6	Satisfaction regarding Working Environment.	4.053	.010
7	Satisfaction regarding Work Culture.	.281	.839
8	Satisfaction regarding Promotional Polices and Strategies.	2.645	.055
9	Satisfaction regarding Co-operation.	2.204	.094
10	Satisfaction regarding Co-ordination.	.975	.409
11	Satisfaction regarding Authority and Plan.	6.483	.001
12	Satisfaction regarding Employee Welfare scheme.	2.904	.040
13	Satisfaction regarding Management information system.	2.069	.111
14	Satisfaction regarding Unity of command and Direction.	2.306	.083
15	Satisfaction regarding Reward.	1.570	.204

Source: Survey

df=3

Significant level= 5%

Table7 highlights the relationship between qualification and level of satisfaction level of respondents regarding different parameter selected. The F-value at 5 percent level of significance with 3 degree of freedom shows that there is significant difference in the various categories of respondents having different qualifications regarding the salary and rewards, unity of command and direction, co-ordination, co-operation, work culture, working hours, training and development and promotional polices and strategies. However, the difference is found insignificant in the responses regarding employee welfare scheme, authority and plan, working environment.

*Table 8: Relationship between Experience and Satisfaction Level*

S. No	Parameters	F-value	Sig.
1	Satisfaction regarding Salary ant Perks.	1.737	.166
2	Satisfaction regarding Working Hours.	1.810	.152
3	Satisfaction regarding Training and Development.	7.940	.000
4	Satisfaction regarding Job Security.	5.867	.001
5	Satisfaction regarding Duty and Responsibility.	5.907	.001
6	Satisfaction regarding Working Environment.	14.513	.000
7	Satisfaction regarding Safety Measures	9.155	.000
8	Satisfaction regarding Promotional Polices and Strategies.	9.551	.000
9	Satisfaction regarding Co-operation.	3.500	.019
10	Satisfaction regarding Co-ordination.	5.657	.001
11	Satisfaction regarding Authority and Plan.	3.282	.025
12	Satisfaction regarding Employee Welfare scheme.	2.428	0.72
13	Satisfaction regarding Management information system.	4.630	.005
14	Satisfaction regarding Unity of command and Direction.	.352	.788
15	Satisfaction regarding Reward.	.129	.943

Source: Survey

df=3

Significant level= 5%

Table 8 depicts the relationship between the experience and satisfaction levels of respondents on the selected parameters. The results of ANOVA test show that there is significant difference between experience of respondents regarding salary and rewards, working hours, employee welfare, unity of command and direction; but as far as Training and Development, Job Security, duty and responsibility, working environment, safety measures, promotional policies and strategy, co-operation, co-ordination, authority and plan and management information system are concerned there is no significant difference in the responses of respondents in various age groups.

CONCLUSION

As we all know job satisfaction is important for everyone whether it is for Public sector employees or for Private sector employees because this is the first step where employee feel involved and engaged. The study reveals that employees of Pricol Ltd. are more satisfied with the working environment, job security, employees welfare schemes, coordination, management information system, training and developments, authority and plan whereas employees are dissatisfied with of organization, promotional policy and strategies, duty and responsibilities, salary and perks, rewards, , work culture, unity of command and direction. These are the major factors which enhance job satisfaction. So organization needs to take care and improve on these areas so that as job satisfaction will increase, employee engagement can be taken care and organization's long term vision can be achieved timely.



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