A STUDY ON JOB SATISFACTION OF EMPLOYEES AT VIJAYALAKSHMI ENGINEERING WORKS LTD (VEWL) – THUVAKUDI

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ABSTRACT

Human resource is considered to be most valuable asset in any organization. It is the sum-total of inherent abilities, acquired knowledge and skill represented by talents and aptitude of the employed person who comprise executives, supervisors and rank file employees. It may be noted here that human resources should be utilized to maximum possible extent, in order to achieve individual and organizational goals.

It is thus employee performance, which ultimately decides the attainment of goals. However, the employee performance is to large extent, influence by motivation and job satisfaction. So an attempt has been made by the researcher to study the job satisfaction level of the staffs in VEWL located at Thuvakudi-Trichy.

Key words: Job satisfaction, Work stress, Employee relationship and employee perception


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1. INTRODUCTION

The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. In order to make employees satisfied and committed to their jobs in companies, there is need for strong and effective motivation at the various levels, departments, and sections of the company.

Motivation is a basic psychological process. A recent data-based comprehensive analysis concluded that competitiveness problems appear to be largely motivational in nature (Mine, Ebrahimi, and Wachtel, 1995). Along with perception, personality, attitudes, and learning, motivation is a very

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important element of behavior. Nevertheless, motivation is not the only explanation of behavior. It interacts with and acts in conjunction with other cognitive processes. Motivating is the management process of influencing behavior based on the knowledge. That is, it is the process of stimulating people to action and to achieve a desired task. One way of stimulating people is to employ effective motivation, which makes workers more satisfied with and committed to their jobs. Money is not the only motivator. There are other incentives which can also serve as motivators. Specific employee attitudes relating to job satisfaction and organizational commitment are of major interest to the field of organizational behavior and the practice of human resources management. Attitude has direct impact on job satisfaction. Although a strong relationship between satisfaction and commitment has been found, more recent research gives more support to the idea that commitment causes satisfaction. While job satisfaction and commitment have been the topic of many studies, but the present studies are presents new information and a new perspective, describing job satisfaction of VIJAYALAKSHMI ENGG WORKS LTD (VEWL) workers.

It is in the interest of an organization to understanding of how to satisfy their Employees and how these employees’ job satisfaction levels influence their intent to leave their positions. One way to address the issue of satisfaction is to understand the commitment employees have to their operation and to determine what affects these levels of commitment. To do this, we must have a clear definition of organizational commitment and identify variables that might influence it to enhance job satisfaction.

Job satisfaction has been recognized as a component of organizational commitment (Kovach, 1977). It is suggested that job satisfaction is a state of pleasure gained from applying one’s values to a job (Locke, 1969). Spector (1997, p.2) believes that job satisfaction “can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job.” This study, found that job satisfaction is correlated with turnover but not to the extent that a predictive model can be created. The scope of this article focuses upon job satisfaction of employees at VEWL located at Thuvakudi-Trichy.

2. RESEARCH BACKGROUND
A study has been conducted to determining and analyzing the job satisfaction and performance of the workers in the VEWL located at Thuvakudi-Trichy. They are pioneer in boiler pressure parts and the production of the company based on contract order from the BHEL – Trichy. The company has more than 100 technical persons and sufficient infrastructure to meet the required demand. It is run by general shift system and there is no overlapping of operations. Problem were identified and discussed with top management of the company. Guide also accepted the study problem and given approval to collect relevant data from the company for the further necessary action required to determine the scope of study.

3. NEED FOR THE STUDY
In this existing company environment, the company faces a lot of failure while the production of pressure parts and non pressure parts of the boiler. Then the failure parts are recommended and forwarded for rework. It consumes more amounts of company resources in turn affects the company’s good will and reduces the profit. The above said problem has been considered for this study. Hence an attempt has to be made to investigate and understand the effects of such exertion.

A study has been conducted to determining and analyzing the job satisfaction and performance of the workers in the VEWL environment.

The primary focus of any organization should be effective and efficient utilization of human resources, retaining talents in the organization is also important factor to be considered. The happier people with in their job, the more satisfied they are said to be.

Job design aims to enhance job satisfaction and performance. Job satisfaction is a very important attribute, which is frequently measured by organizations. Job satisfaction expresses the amount of agreement between one as emerging expectations and rewards that the job provides. Job satisfaction is a set of favorable or unfavorable feelings with which employees view the work. It is the feeling of relative pleasure or pain. The present condition of the company faces a lot of problem to create a profitable environment.

The prime most reason for the problem will be in product defects due to human errors caused by unsatisfied workers. Due to this, company meets number of problems there by wasting their resources.

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by rework, man power ideal time etc. in this present scenario, the company needs the development in the human resources area to find out the problems of employees for not carrying their job effectively and efficiently. Hence a case study has to be carried out in the company to determine performance of the worker and to improve their satisfaction while work to meet the objective of the company.

The above problem is identified and discussed with top management of the company. Guide also accepted the study problem and given approval to collect relevant data from the company for the further necessary action required to determine the scope of study.

4. OBJECTIVES

- To know whether the staffs are satisfied in their job.
- Job to know the staffs' perception about the organization job.
- To know the level of relationship that exists between the staff, his co-staffs, his supervisor and the management.
- To know the problems the staff faces in his job.

5. SCOPE

The valuable asset of the any organization is Human resource. The company’s profit depends upon the efficiency of workers and their attitude. They have to be given priority in order to attain the organization goal. Hence the employee’s satisfaction with their job is very important. The purpose of their study is to explore the possibility of improving the job satisfaction and performance of the employees

The benefits that the company receives from their study are that they can know the area when they are behind and ways to improve the satisfaction of employees. When the employees are satisfied then the performance of the employee will also increases, it will result in increase in productivity and also profit of the company. In this course of study, employee’s job satisfaction and performance are to be identified and determined. Suggestions and developments are to be analyzed and discussed.

This course of study is must for every company to identify the attitude of human beings and thereby increasing their work output in turn it increases profit of the company.

6. LITERATURE REVIEW

Conceptualized as job satisfaction in the literature, professional satisfaction is an issue that begins with the choice of the profession and affects the individual during his entire life. The concept of job satisfaction and the assessment of job satisfaction began first in 1911 with the research of Frank Taylor. Taylor stated that rewards like the earnings of the practiced job, promotion, incentive payments, appreciation, and opportunities for progress could achieve job satisfaction.

In 1935, Hoppock found that job satisfaction forms part of general satisfaction. In 1945, Elton Mayo concluded from a study of a group of factory workers that the most important determinant of job satisfaction was inter-group interaction and that this factor preceded other variables like safety, relation to the work, and success defines job satisfaction as a “reintegration of effect produced by in directional perception of fulfillment of his needs in relation to his work and the situations surrounding it” .Although job satisfaction as an attitude is distinct from motivation which involves behavior, the first systematic evaluation of job satisfaction in the literature was related with motivation theory. But because of the complexity of human behavior, it is hard to say that any of the motivation theories in itself could completely explain the issues of motivation and job satisfaction.

Therefore, Maslow’s theory of “The Hierarchy of Human Needs” of 1954, Herzberg’s “Double Factors Theory” of 1959, and the “Equality Theory” of Adams are motivation theories and also the main studies about job satisfaction as well. Besides these theories explaining job satisfaction, Hackman and Oldham’s “Job Features Model” and “the Cornell Model” devised by Smith, Kendall and Hulin, are important theories that try to explain job satisfaction. There are many definitions of job satisfaction. In general, job satisfaction is the content workers feel about their job. Job satisfaction occurs when attributes of the job comply with the demands of the worker and the worker is pleased with his job. As job satisfaction is related to many variables in the organization, many studies have been done on its various aspects. Locke (1976) presented the dimensions being used in the evaluation of job satisfaction.
These are; the job itself, payment, promotion, working conditions, benefits of the work, fellow workers, personal values, employee-employer relationship. In addition to these variables, more factors affecting job satisfaction can be listed as a feeling of success, relations with the management, relations with employees, job safety, more responsibility, being recognized, high salary, promotion opportunity, unambiguity of roles, participation in decisions, freedom, good coordinated work, lack of continuity, relocation, performance, life satisfaction, and trade unions.

The perceived work stress also has been found as a factor affecting job satisfaction. James A.F. Stones, Daniel R. Gilbert J.R explains Mecellend’s research, it also suggests that managers can, to sum extend, raise the achievement need level; of employees by creating the proper work environment. Management can do this by permitting employees a measure of independence, increasing responsibilities and autonomy gradually making task more challenging and praising and rewarding high performance. He also discusses the factors characterizing with satisfaction and dissatisfaction of employees.

Sirin Egitimde Kurum ve Uygulama Journal of Theory and Practice in Education 2009, 5 (1): 85-104 In light of the above explanations, it can be said that, if the individual perceives that his profession is realizing his values and beliefs, if he has reached the ideals in his profession, he will develop positive feelings towards his profession and get satisfaction from his job. Attitudes are hidden behind particular value judgments and beliefs. Attitudes are formed as patterns of behavior and action towards the events of life. Thus, attitudes can be defined as being related to a side of the individual’s inner world, processes of enthusiasm and recognition that appear in connection with particular value judgments and beliefs. Each attitude has cognitive, behavioral, and emotional components.

The cognitive component shows the knowledge the individual has about a particular attitude, the emotional component shows the like-dislike degree of the individual towards the attitude, and the behavioral component indicates the tendency of the individual to act in a direction which has evolved under the influence of the former two components. In this sense, attitude is expressing an emotional, social-psychological, and personal concept.

Job satisfaction is a cumulative phenomenon based on the formation of attitudes related to the job. In this way, job satisfaction is based on the attitude of the employee to his work, but it relates to a more extensive concept. While satisfactions outside the job are not included with the definition, they may affect job satisfaction.

In this context, job satisfaction depends on the degree to which the individual’s job role complies with his cultural value system; it is also affected by his needs, emotions, and expectations. According to Balci, attitude to the job can contribute to job satisfaction, because job satisfaction is a general attitude that comprises several attitudes related to various fields. Job attitude is the state of readiness to act according to job-related personal factors towards a particular objective. According to Vroom, job satisfaction and job attitude are identical and show the emotional reaction of the employees towards their existing job roles.

However, this approach may not be appropriate because job attitude is one of the factors affecting job satisfaction. Job satisfaction appears as a general attitude formed by several effective attitudes from many areas. Job attitude is the employee’s condition of readiness to act to achieve job related goals, determined by job related personal factors. Universities are institutions with duties like nurturing the qualified manpower needed by state and society, progressing science and technology; providing solutions to national problems, being the producer and carrier of culture; they are organizations with the human being as sole input and output where human relations are at the highest level.

Academic life follows a consecutive order like that in Maslow’s hierarchy of needs. The road of a research assistant heading to a professor’s career is long Analysis of relationship between job expectations. According to Vroom, the sufficient quantities and qualities of workers as well as assistants - is of the greatest importance workers should be able to maintain love and positive attitudes to their profession. Satisfaction and thus should increase their devotion towards company and as a profit. Thus.
A study on enhancing job satisfaction at VEWL – Thuvakudi, has been conducted and the collected data has been analyzed. Prior, The Company has more than 100 technical persons and sufficient infrastructure to meet the required demand. It is run by general shift system and there is no overlapping of operations. They are pioneer in boiler pressure parts and the production of the company based on contract order from the BHEL – Trichy.

The prime most reason for the problem is product defects due to human errors caused by unsatisfied workers. Due to this, company meets number of problems there by wasting their resources by rework, man power ideal time etc. in this present scenario, the company needs the development in the human resources area to find out the problems of employees for not carrying their job effectively and efficiently. Hence a study has to be carried out in the company to determine performance of the worker and to improve their satisfaction while work to meet the objective of the company.

The above problem is identified and discussed with top management of the company. Guide also accepted the study problem and given approval to carry an analyzing work for further necessary action required to determine the scope of study.

Questionnaire was administered to a random sample of 37 technical workers (Diploma) of this company. A total of 25 diploma workers were responded of this total (37 respondents) 12 were not usable. There is a significant variation in the level of job satisfaction of two types of salaried workers also taken in to account. The questionnaire is consisted of 38 statements with five alternative responses e.g., 5 for strongly agree, 4 for agree, 3 for neither agree nor disagree, 2 for disagree and 1 for strongly disagree. Total score on this scale is considered for the assessment of employee’s job satisfaction. More the score on this scale indicates more job satisfaction.

Hence we decided to adopt the company having this typical environment to implement this type of study for enhancing the job satisfaction.

By determining the effect of the job satisfaction of workers employed in this company on their attitude towards the performance, data for action towards the development of job satisfaction and attitude will be obtained, also the efficiency of worker and the organization as a whole will benefit from the results. To conclude the summary of literature review is to guide this study in the following research objectives;

Describe relationships between selected job satisfier factors (achievement, advancement, recognition, responsibility, and the work itself etc) and the overall job satisfaction of workers.

Describe the relationship between selected job dissatisfy factors (interpersonal relations, policy land administration, salary, supervision, and working conditions etc) and the overall job satisfaction of workers.

8. RESEARCH METHODOLOGY
8.1. Data
8.1.1. Primary data
It is first hand information for the study. Primary data regarding the various factors that influences the job satisfaction of company workers includes employee designation, working conditions, salary, recognition in job, self satisfaction in job, level of motivation etc.

8.1.2. Secondary data
It is required to analyze the primary data. It will be gather from the organizations web site, journals, brochures, web site etc.
9. TARGETED RESPONDENTS
This study has been conducted in the real time environment of the company. The relevant data has been collected from the following targeted respondents.

1. Male worker
2. Diploma holder
3. People with above Rs.3000 as monthly income.
4. 20-50 yrs of aged workers (at different Age intervals)

10. LIMITATIONS
1. The study is based on primary data. The information may be biased since people keep their views and expectations.
2. Permanency for contract workers has been assumed in the study
3. The study was based on the respondent’s attitude and their awareness on questionnaire.

11. CONSTRAINTS
At the end of the study the final results and suggestions are submitted to the top Management to take necessary actions. It includes money and other important factors. So the decision taken is based on perception and view of their people.

12. SAMPLING
12.1. Sampling Unit
A unit of “VEWL – Thuvakudi, Trichy”.

12.2. Sampling Techniques
A group of respondents are pertinent to same type of job in the unit. Convenient sampling has been adopted based on company real time environment.

NUMBER OF SAMPLES 25

RESEARCH INSTRUMENT Questionnaire

12.3. Hypotheses
Ho : There is no significant relationship between job description, work environment and compensation package with total year of experiences.

Ho : There is no significance relationship between department and friendly relationship of the superior.

Ho : There is no significance relationship between self respect and income of staff.

Ho : There is significant relationship between total year of experience and promotional policies.

Ho : There is no significant relationship between team work and nature of job.

12.4. Data Analysis
Ho = There is no significant relationship between job description, work environment and compensation package with total year of experiences.

<table>
<thead>
<tr>
<th>Source of variable</th>
<th>Sum of Square</th>
<th>Degree of freedom</th>
<th>Mean</th>
<th>F. ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between the sample</td>
<td>150</td>
<td>4</td>
<td>37.5</td>
<td>3.57</td>
</tr>
<tr>
<td>Within the sample</td>
<td>208</td>
<td>20</td>
<td>10.4</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>358</td>
<td>24</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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Table Value = 2.8661
The table value for F (4, 20) at 1% level of significance is 2.8661. The calculated value of F is greater than the table value. A null hypothesis is rejected.

From this the researcher concluded that there is a significant relationship between the job descriptions, work environment and compensation package with total year of experience.

Ho = There is no significance relationship between department and friendly relationship of the superior.

From this the researcher concluded that there is no significant relationship between department and friendly relation of the superior.

\( \text{Ho} = \text{There is no significance relationship between self respect and income of staff.} \)

\[
\begin{array}{|c|c|c|c|c|}
\hline
\text{Source of variable} & \text{Sum of Square} & \text{Degree of freedom} & \text{Mean} & \text{F. ratio} \\
\hline
\text{Between the sample} & 21.1 & 5 & 4.22 & 1.167 \\
\text{Within the sample} & 117.6 & 24 & 4.9 & \text{} \\
\hline
\text{Total} & 138.7 & 29 & \text{} & \text{} \\
\hline
\end{array}
\]

Table Value = 2.6207
The table value for F (5, 24) at 1% level of significance is 2.8661. The calculated value of F is lesser than the table value. A null hypothesis is accepted.

From this the researcher concluded that there is no significant relationship between the department and friendly relation of the superior.

\( \text{Ho} = \text{There is no significance relationship between self respect and income of staff.} \)

\[
\begin{array}{|c|c|c|c|c|}
\hline
\text{Source of variable} & \text{Sum of Square} & \text{Degree of freedom} & \text{Mean} & \text{F. ratio} \\
\hline
\text{Between the sample} & 49.6 & 4 & 12.4 & 3.16 \\
\text{Within the sample} & 78.4 & 20 & 3.92 & \text{} \\
\hline
\text{Total} & 128 & 24 & \text{} & \text{} \\
\hline
\end{array}
\]

Table Value = 2.8661
The table value for F (4, 20) at 1% level of significance is 4.43 The calculated value of F is greater than the table value. A null hypothesis is rejected.

From this the researcher concluded that there is a significant relationship between the self respect and income of staff.

\( \text{Ho} = \text{There is significant relationship between total year of experience and promotional policies.} \)

\[
\begin{array}{|c|c|c|c|c|}
\hline
\text{Source of variable} & \text{Sum of Square} & \text{Degree of freedom} & \text{Mean} & \text{F. ratio} \\
\hline
\text{Between the sample} & 152.4 & 4 & 38.12 & 4.15 \\
\text{Within the sample} & 183.6 & 20 & 9.18 & \text{} \\
\hline
\text{Total} & 336 & 24 & \text{} & \text{} \\
\hline
\end{array}
\]

Table Value = 2.8661
The table value for F (4, 20) at 1% level of significance is 4.15. The calculated value of F is greater than the table value. A null hypothesis is rejected.

From this the researcher concluded that there is no significant relationship between the total year of experience and the promotional policies in the organization.

\( \text{Ho} = \text{There is no significant relationship between team work and nature of job.} \)

\( \chi^2 \) 0.5 level of significance at 4 degree of freedom is 16.9 since the calculated value is 1.04 is less than the table value 16.9 at 5% level of significance, so, the researcher accepted the null hypotheses. There is no relationship between team work and the nature of job in the organization.

13. FINDINGS

- 44% of the respondents are agreed that they feel proud to work in this organization.
- It is inferred that 50% of the respondents are agreed that they are satisfied with job description, work environment and compensation package.
It is analyzed that 36% of the respondents are satisfied with their work ethics and value system.

Research reveals that 30% of the respondents are satisfied with their team work.

38% of the respondents are agreed that their self-respect is not affected under any circumstance.

54% of the respondents are agreed that their suggestions are considered by their boss.

It reveals that 44% of the respondents are agreed that their promotional policies are clear and motivated.

It is inferred that 40% of respondents are having the neutral opinion for fair performance appraisal.

Research reveals that 40% of the respondents are agreed that their grievances are heard regularly and prompt actions are taken.

40% of the respondents are having neutral opinion that there is frequent recreation program.

It reveals that 42% of the respondents are agreed that their organization gives much importance in discipline.

44% of the respondents agreed that their superior supportive and friendly.

Research reveals that 50% of the respondents are agreed that they like to work with their colleagues.

It reveals that 48% of the respondents said that they never hesitate to work beyond regular time.

38% of the respondents are satisfied with the tools and equipments provided to them.

60% of the respondents are agreed that their boss is directive as well as participative.

It is inferred that 46% of the respondents are agreed that their job promises career growth.

46% of the respondents are agreed that they are assign with new responsibilities that motives them.

Researches reveal that 50% of the respondents agreed that their organization is structured and programmed for professional development.

40% of the respondents having neutral opinion that their job monotony is high and unavoidable.

14. SUGGESTIONS

Teamwork is followed in the organization but it have to be encouraged for more effective result.

Promotional policies can be still clearer so that employees can work hard to reach their destination.

The job assigned to the employee will help to develop their carrier growth, which highly motivate an employee and can continue this policy for employee’s development.

Some more training programmes can be given to the staffs to make them professional.

It is suggested to the company that the participation of employees should be enhanced to have a high level of satisfaction of employees.

15. CONCLUSION

A satisfied worker is an asset to the organization. It has been found that most of the respondents are satisfied. This satisfaction is because of the interaction with their colleagues. The facilities relating to which the respondents have expressed highly neutral opinion should be improved and in which the respondents have dissatisfied feeling and strongly dissatisfied opinion, shall be revised and may be new facilities shall be added to improve the satisfaction of the employees. It the suggestions
given above are implemented, we can reduce the neutral dissatisfied and strongly dissatisfied opinion in future and can increase the assets of the company i.e. satisfied employees.

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