

A STUDY ON JOB SATISFACTION IN ITI LIMITED, BANGALORE

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ABSTRACT

The primary objective of this study is to ascertain the levels of job satisfaction experienced amongst employees in ITI limited, Bangalore. For the purpose of this study convenience sampling design was used to assess job satisfaction. The sample group (N = 100) consisted of permanent workers extending across the various occupational classes. A questionnaire was administered to gather the data. It measures job satisfaction on five job facets, namely, pay, promotions, supervision, co-workers and the work itself. Results indicate that employees in the ITI Limited expressed satisfaction with their co-workers, followed by the nature of the work and the supervision they receive. Opportunities for promotion and pay emerged as major sources of dissatisfaction. With the exception of marital status, the relationship between occupational class, race, gender, educational level, tenure, age, income and job status with job satisfaction was found to be significant. Although the research indicates that job satisfaction is significantly related to variables such as work, remuneration, supervision, promotion, and co-workers, ongoing research is required in this domain.

Key words: Job satisfaction, promotion, pay, supervision, remuneration.

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INTRODUCTION

Job satisfaction can be defined as an individual's total feeling about their job and the attitudes they have towards various aspects or facets of their job, as well as an attitude and perception that could consequently influence the degree of fit between the individual and the organization (Ivancevich & Matteson 2002; Spector 1997). A person with high job satisfaction appears to hold generally positive attitudes, and one who is dissatisfied to hold negative attitudes towards their job (Robbins 1993). Spector (1997) explains that for researchers to understand these attitudes, they need to understand the complex and interrelated facets of job satisfaction. A facet of job satisfaction can be described as any part of a job that produces feelings of satisfaction or dissatisfaction (Spector 1997). Job satisfaction is a result of an individual's perception and evaluation of their job influenced by their own unique needs, values and expectations, which they regard as being important to them (Sempene et al. 2002). Research has indicated that job satisfaction does not come about in isolation, as it is dependent on organizational variables such as structure, size, pay, working conditions and leadership, which represent the organizational climate (Sempene et al. 2002). However, if job satisfaction is absent and other work opportunities present themselves, turnover could well increase (Martins & Coetzee 2007). Job satisfaction can be viewed as a reaction to a job, arising from what an individual seeks in a job in comparison with the actual outcomes that the job provides to the individual (Rothmann & Coetzer 2002). According to Rothmann and Coetzer (2002), job satisfaction among employees is an indicator of organizational effectiveness, and it is influenced by organizational and personal factors. Most employers realize that the optimal functioning of their organization depends in part on the level of job satisfaction of employees, hence the emergence of the statement, "Happy employees are productive employees" (Saari & Judge 2004). For performance to be optimal, an employee's full potential is needed at all levels in organizations; this emphasizes the importance of employee job satisfaction (Rothmann & Coetzer 2002). For the purposes of the research conducted, nine facets of job satisfaction were identified (see Table 1), namely: pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of the work and communication (Spector 1997).

Table 1: Nine facets of job satisfaction

S.No	Facet	Description
1	Pay	Satisfaction with pay and pay raises
2	Promotion	Satisfaction with promotion opportunities
3	Supervision	Satisfaction with person's immediate supervisor
4	Fringe benefits	Satisfaction with monetary and non monetary fringe benefits
5	Contingent rewards	Satisfaction with appreciation, recognition and rewards for good work.
6	Operating procedures	Satisfaction with operating policies and procedures
7	Co-workers	Satisfaction with co-workers
8	Nature of work	Satisfaction with type of work done
9	Communication	Satisfaction with communication within the organization

LITERATURE REVIEW

Job satisfaction is a topic which is concerned by both the people, those who are working in organizations and for the people who study them. It is the variable which is studied most frequently in organizational behavior research, and it is also a fundamental variable in both research and theory of organizational experience range from job design to supervision (Hong et al., 2005). As Job satisfaction is a major concern for the organizational research. On the other hand organizational performance and employee satisfaction are also the key components which are affected by this (Willem et al., 2007). What employee feels and perceived about its job and what are their experiences on work, does they feel positive or negative about job, this all relates to job satisfaction (Kim et al., 2005; Willem et al., 2007). Job satisfaction is the extent to which the employee is satisfied with his present work due to how many his needs and wants satisfied (Finn, 2001). Job satisfaction can also be explained as “the agreeable emotional condition resulting from the assessment of one's job as attaining or facilitating the accomplishment of one's job values” (Yang, 2009). Job satisfaction in traditional model mainly focuses on what an individual feels about his/her job or pleasure feeling about job (Hussami, 2008; Crossman and Abou- Zaki, 2003).

Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depends on the expectation what's the job supply to an employee (Hussami, 2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge and Mullier, 1998; Willem et al., 2007). Job satisfaction is a complex phenomenon with multiple facets (Fisher and Locke, 1992; Xie and Johns, 2000), it is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment (Lane, Esser, Holte and Anne, 2010; Vidal, Valle and Aragón, 2007; Fisher and Locke, 1992; Xie and Johns, 2000). An important aspect of job satisfaction is that when people have to make a choice where they want to work it also influences their intent to stay with the organization at current position (Lane, Esser, Holte and Anne, 2010). If employees are more satisfied with their job it will enhance their ability of creativity and productivity, it is also directly correlated with the customer satisfaction (AL-Hussami, 2008).

OBJECTIVES

1. To study the job satisfaction level of an employee on various parameters – Work, Remuneration and career benefits, Relationship with superior, Communication, Climate /work conditions, organization rules and regulation and Welfare facilities.
2. To provide suggestion on the basis of findings to improve the level of job satisfaction in the organization.

RESEARCH METHODOLOGY

Sample size: Sample size is taken to be 100 employees in ITI Ltd.

Sampling technique: The sampling techniques adopted for this study is convenience sampling techniques, where respondents were chosen randomly in such a way that they represent the entire population in the company.

DATA ANALYSIS AND INTERPRETATION

Table 2: Distribution of respondents based on their gender

GENDER	Frequency	Percentage	Valid Percentage	Cumulative Percentage
male	80	80.0	80.0	80.0
female	20	20.0	20.0	100.0
Total	100	100.0	100.0	

Inference: From the above table that 80% of the respondents belong to male category and 20% of the respondents belong to female category

Table 3: Work condition provided by the organization

Various work factor	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid highly satisfied	11	11.0	11.0	11.0
Satisfied	55	55.0	55.0	66.0
Neutral	20	20.0	20.0	86.0
Dissatisfied	8	8.0	8.0	94.0
highly dissatisfied	6	6.0	6.0	100.0
Total	100	100.0	100.0	

Inference: The above table shows that 55% of the respondents are satisfied, 20% of the respondents are neutral, 11% of the respondent are highly satisfied, 8% of the respondents are dissatisfied, and 6% of the respondents are highly dissatisfied.

TABLE 4: Optimum working hours provided by the organization

Various work factor	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid highly satisfied	5	5.0	5.0	5.0
Satisfied	60	60.0	60.0	65.0
Neutral	23	23.0	23.0	88.0

Dissatisfied	7	7.0	7.0	95.0
highly dissatisfied	5	5.0	5.0	100.0
Total	100	100.0	100.0	

Inference: The above table shows that 60% of the respondents are satisfied, 23% of the respondents are neutral, 7% of the respondents are dissatisfied, 5% of the respondents are highly satisfied, and 5% of the respondents are highly dissatisfied.

Table 5: Work assignment are made based on competency, education, & experience

Various work factor	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid strongly agree	6	6.0	6.0	6.0
Agree	34	34.0	34.0	40.0
Neutral	43	43.0	43.0	83.0
Disagree	11	11.0	11.0	94.0
strongly disagree	6	6.0	6.0	100.0
Total	100	100.0	100.0	

Inference: The above table shows that 43% of the respondents are neutral, 34% of the respondents are agree, 11% of the respondents are disagree, 6% of the respondents are strongly disagree, and 6% of the respondents are strongly agree.

Table 6: Organization maintains flexibility in scheduling the work

Various work factor	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid strongly agree	5	5.0	5.0	5.0

Agree	47	47.0	47.0	52.0
Neutral	41	41.0	41.0	93.0
Disagree	5	5.0	5.0	98.0
strongly disagree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

Inference: The above table shows that 47% of the respondents are agree, 41% of the respondents are neutral ,5%of the respondent are disagree ,5%of the respondents are strongly agree, and 2%of the respondents are strongly disagree.

Table 7: Remuneration provided by the organization

Various work factor	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid highly satisfied	5	5.0	5.0	5.0
Satisfied	41	41.0	41.0	46.0
Neutral	40	40.0	40.0	86.0
Dissatisfied	10	10.0	10.0	96.0
highly dissatisfied	4	4.0	4.0	100.0
Total	100	100.0	100.0	

Inference: The above table shows that 41% of the respondents are satisfied, 40% of the respondents are neutral, 10%of the respondent are dissatisfied, 5%of the respondents are highly satisfied, and 4%of the respondents are highly dissatisfied.

Table 8: Job benefit provided by the organization

Various work factor	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid highly satisfied	5	5.0	5.0	5.0

Satisfied	48	48.0	48.0	53.0
Neutral	32	32.0	32.0	85.0
Dissatisfied	11	11.0	11.0	96.0
highly dissatisfied	4	4.0	4.0	100.0
Total	100	100.0	100.0	

Inference: The above table shows that 48% of the respondents are satisfied, 32% of the respondents are neutral, 11% of the respondents are dissatisfied, 5% of the respondents are highly satisfied, and 4% of the respondents are highly dissatisfied.

Table 9: Relationship with the superior is smooth and conducive

Various work factor	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid strongly agree	15	15.0	15.0	15.0
Agree	62	62.0	62.0	77.0
Neutral	18	18.0	18.0	95.0
Disagree	3	3.0	3.0	98.0
strongly disagree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

Inference: The above table shows that 62% of the respondents are agree, 18% of the respondents are neutral, 18% of the respondents are strongly agree, 3% of the respondents are disagree, and 2% of the respondents are strongly disagree.

Table 10: Opinion about the overall job satisfaction

Various work factor	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid highly satisfied	9	9.0	9.0	9.0

Satisfied	47	47.0	47.0	56.0
Neutral	32	32.0	32.0	88.0
Dissatisfied	7	7.0	7.0	95.0
highly dissatisfied	5	5.0	5.0	100.0
Total	100	100.0	100.0	

Inference: The above table shows that 47% of the respondents are satisfied, 32% of the respondents are neutral, 7% of the respondents are dissatisfied, 9% of the respondents are highly satisfied, and 5% of the respondents are highly dissatisfied.

Table 11: Co-workers help you to complete your job (when need)

Various work factor	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid strongly agree	7	7.0	7.0	7.0
agree	62	62.0	62.0	69.0
neutral	23	23.0	23.0	92.0
disagree	6	6.0	6.0	98.0
strongly disagree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

Inference: The above table shows that 62% of the respondents are agree, 23% of the respondents are neutral, 6% of the respondents are disagree, 7% of the respondents are strongly agree and 2% of the respondents are strongly disagree.

Table 12: Upper management does a good job communicating its decisions to every one

Various work factor	Frequency	Percentage	Valid Percentage	Cumulative Percentage

Valid	highly satisfied	4	4.0	4.0	4.0
	Satisfied	39	39.0	39.0	43.0
	Neutral	44	44.0	44.0	87.0
	Dissatisfied	9	9.0	9.0	96.0
	highly dissatisfied	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

Inference: The above table shows that 39% of the respondents are satisfied, 44% of the respondents are neutral, 9% of the respondents are dissatisfied, 4% of the respondents are highly satisfied, and 4% of the respondents are highly dissatisfied.

CHI-SQUARE ANALYSIS

TABLE 13: Distribution Showing About Classification Based On Experience and Age

Experience	Age				Total
	25 -35	35 -45	46 – 55	56 and above	
1 – 5	0	1	1	0	2
6 – 10	3	2	2	0	7
11 – 20	0	7	3	0	10
20 – 25	4	6	31	4	45
more than 25	0	1	18	17	36
	7	17	55	21	100

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	62.139(a)	12	.000
Likelihood Ratio	55.048	12	.000

Linear-by-Linear Association	30.162	1	.000
N of Valid Cases	100		

Level of significance: 0.05

Null Hypothesis (H0): There is no relationship between experience and age.

Alternative Hypothesis (H1): There is a relationship between experience and age.

Result: Since the P value is less than 0.05 we reject the null hypothesis and accept the alternative hypothesis.

TABLE 14: Work assignment are based on competency, education and experience

Qualification	WORK ASSIGNMENT ARE MADE BASED ON COMPETENCY ,EDUCATION ,&EXPERIENCE					Total
	strongly agree	agree	Neutral	Disagree	strongly disagree	strongly agree
Post graduate	3	5	8	2	1	19
Graduate	0	12	18	4	3	37
Diploma	2	8	9	4	2	25
PUC	1	7	3	1	0	12
ITI	0	2	3	0	0	5
SSLC	0	0	2	0	0	2
Total	6	34	43	11	6	100

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.492(a)	20	.748
Likelihood Ratio	19.008	20	.521
Linear-by-Linear Association	.371	1	.542
N of Valid Cases	100		

Level of significance: 0.05

Null Hypothesis (H0): There is no relationship between qualification and work assignment based on competency, education and experience.

Alternative Hypothesis (H1): There is a relationship between qualification and work assignment based on competency, education and experience.

Result: Since P value is greater than 0.05 we accept the null hypothesis, and reject the alternative hypothesis

Table 15: Association between Qualification and remuneration provided by the organization

Qualification	REMUNERATION PROVIDED BY THE ORGANIZATION					Total
	highly satisfied	Satisfied	Neutral	dissatisfied	highly dissatisfied	highly satisfied
Post graduate	0	12	3	3	1	19
Graduate	2	14	16	3	2	37
Diploma	2	7	12	3	1	25
PUC	1	4	6	1	0	12
ITI	0	3	2	0	0	5
SSLC	0	1	1	0	0	2

Total	5	41	40	10	4	100
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Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.329(a)	20	.904
Likelihood Ratio	15.404	20	.753
Linear-by-Linear Association	.188	1	.665
N of Valid Cases	100		

Level of significance: 0.05

Null Hypothesis (H0): There is no relationship between qualification and remuneration provided by the organization

Alternative Hypothesis (H1): There is a relationship between qualification and remuneration provided by the organization

Result: Since the P value is greater than 0.05, we accept the null hypothesis and reject the alternative hypothesis.

FINDINGS

- Majority 80% of the respondents belong to male category and 20% of the respondents belong to female category
- Majority of the respondents 55% are satisfied and 20% of the respondents are neutral with respect to the working conditions provided by the organization.
- Majority of the respondents 60% are satisfied and 23% of the respondents are neutral with respect to the optimum working hours provided by the organization

- Majority of the respondents 43% are neutral and 34% of the respondents are agreed with respect to the work assignment are made based on competency, education and experience.
- Majority of the respondents 47% are agreed and 41% of the respondents are neutral, with respect to the organization maintains flexibility in scheduling the work.
- Majority of the respondents 41% are satisfied, and 40% of the respondents are neutral with respect to the remuneration provided by the organization.
- Majority of the respondents 48% are satisfied, 32% of the respondents are neutral, with respect to the job benefit provided by the organization
- Majority of the respondents 62% are agreed, 18% of the respondents are neutral and 18% of the respondent are strongly agreed to the relationship with respect to the superior is smooth and conducive
- Majority 47% of the respondents are satisfied, and 32% of the respondents are neutral, with respect to the opinion about the overall job satisfaction
- Majority of the respondents 62% are agreed, and 23% of the respondents are neutral, with respect to the co-worker(s) help to complete job.
- Majority of the respondents 39% are satisfied, and 44% of the respondents are neutral, good job in communicating its decisions to everyone.

Chi-square result

- There is a relationship between experience and age.
- There is no relationship between qualification and work assignment based on competency, education and experience
- There is no relationship between qualification and remuneration.

Suggestion

- Employees should be utilized in those areas, where they are qualified and experienced.
- Work allocation is to be properly distributed.
- On-line working is absolutely necessary and always suggested.

- For internal growth of an individual, internal exams with regard to work manual can be conducted, can be awarded /appreciated.
- Team work and a good communication between top official and the workers will increase the level of job satisfaction.
- Organization should –give benefit and scope for their education level.
- Identification skill, education and competency of each individual help to increase job level growth and development
- The organization should provide enough opportunity towards expressing the skills at the work Place.
- The organization Should provide the right type of additional training to meet the job requirements

CONCLUSIONS

The research findings reported in this study make a valuable contribution to the awareness of understanding the concept of job satisfaction and the effect of underlying variables work, supervision, co-workers, promotion and pay have on job satisfaction. However, additional research is needed to further investigate the potential relationship and effect these variables and other extraneous variables, such as role ambiguity, job level, contingent rewards and working conditions have on job satisfaction.

Finally, future research of this nature may assist personnel managers and operational managers on all levels to be aware of the status of job satisfaction and allow them to pro-actively put mechanisms in place to enhance job satisfaction of employees and ultimately, improve service delivery. Schneider and Vaught (1993) contend that being aware of the job satisfaction of employees afford personnel managers the opportunity to be proactive and decide on interventions that will ensure commitment and involvement from employees. An overall study of the research reveals good satisfaction level of the employees in their job. Employees were satisfied on majority of the factors.

The findings and suggestions provided by the researcher will help the organization to increase the satisfaction level of an employee and to motivate them in their job.

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