

# A Study on Employee Job Satisfaction in Different Sectors

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**Abstract:** *Job satisfaction is considered as an important issue where efforts are taken and programs are initiated to fulfil it. The factors which influence the satisfaction of the employee are level of pay, promotions, type of working conditions, work load and stress level, respect from co-workers, good relationship with supervisors, financial rewards. By safeguarding these factors the company can ensure the job satisfaction of the employee, thereby improve the productivity and grow into a successful organization. In case if employee is unsatisfied with the present job there are chances for more absents, low turnover, less productivity, deliberately doing mistakes, diverting interest for other conflicts. Any kind of dissatisfaction relating to organizational or personal life will influence on the job performance. Therefore, a study on employee job satisfaction helps the organization in knowing employee opinion about the company. The level of satisfaction changes from sector to sector depending on the work load and working conditions and job security. Hence, the study on employee job satisfaction belonging to different sectors helps to understand the overall job satisfaction of the employees. In this study only four sectors are considered they are Education Sector, Public Sector, Private Sector and IT Sector. Though job satisfaction in each sector individually is not considered, the study gives the overall rate of job satisfaction, the reasons for job satisfaction and also the extent of satisfaction with various factors of employees belonging to different sectors.*

**Keywords:** Employee Satisfaction, Motivation, Working Condition

## 1. Introduction

In this modern society of regular corporate restructuring and technological changes companies should concentrate on employees who are innovative and can adapt to new changes easily. Employees who are adaptive, social and productive are those who are mostly satisfied with their work. Job satisfaction an extremely useful weapon for evaluating and adjusting the management rules in accordance with employee opinion. An employee's level of satisfaction is very important factor for a manager or organization to predict an employee's rate of absenteeism, desire to resign or quit the job. Employee satisfaction is also based on his perceptions of the future development.

The factors affecting the satisfaction of the employee are good pay, promotions, good working conditions, work load and stress level, respect from co-workers, relationship with supervisors, financial rewards. By safeguarding these factors the company can ensure the job satisfaction of the employee, thereby improve the productivity and grow into a successful organization. If an employee is not satisfied with the job there are chances for absenteeism, low turnover, lower productivity, committing mistakes, diverting energy for different types of conflicts. Any kind of dissatisfaction relating to organizational or personal life will influence on the job performance. Therefore, a study on employee job satisfaction helps the organization in knowing employee opinion about the company.

## 2. Objectives

- To know the employee satisfaction in their present job.
- To know the factors those are influencing the level of satisfaction of employees.
- To know the overall rate of satisfaction of the employees in various sectors.

## 3. Literature Review

**Hoppock (1935)** in his study defined job satisfaction as any combination of emotional, physical and ecological conditions that help a person to agree that he is satisfied with his job. According to Hoppock method although job satisfaction is influenced by many factors, it remains a bit internal that depends on the way how employee feels.

**Vroom (1964)** definition focuses on the part of the employee in the workplace. He defined job satisfaction as tender guidelines on the part of individuals toward work roles which they presently inhabit.

**ChitraKhirshnaswamy(1985)** says job satisfaction is looked with three scopes, the Job, employee holding the job, group relation influencing the individual in and outside the business. When expectations of both the employer and the employee match then they are found to be satisfied and become productive, and also tend to work longer in the organization.

**Rajendran (1987)** says employee satisfaction is correlated with work culture in public sector industry.

**Armstrong (2006)** defined job satisfaction as attitude and feelings employees have towards their work. Positive and good attitudes regarding job show job satisfaction. Negative and bad attitudes about the job indicate job dissatisfaction.

**George et al (2008)** defined job satisfaction as a collection of feeling and beliefs employee has regarding present job. Employee level of satisfaction can range from extreme satisfaction to extreme displeasure. In addition to the attitude to job as a whole, employee also have attitudes about few traits of their jobs like kind of work they do, co-workers, managers or subordinates and also pay.

**Chandrasekar (2011)** says organization has to take responsiveness to make a work environment which enriches the ability of employees to become productive in order to increase profits. He even argued that employee to employee interactions and relations are more important than money but management skills and energy are required to improve the performance of the organization.

**Mahmood B. (2012)** found that job security and Co-worker's conduct influence the public sector whereas private sector universities educators are more concerned with Supervision, Salary and Promotional opportunities. The public and private university faculty members show variation in the level of job satisfaction.

**Gurusamy and Mahendran (2013)** say that Salary occupies the First Rank for defining job satisfaction when compared with other determinants based on their study.

**Raziq and Maulabakhsh (2015)** found that working environments, career growth chances, and progresses are the important factors in the job satisfaction and motivation.

**Machado-Taylor et al. (2016)** found that job satisfaction depends on several demographic factors like age, gender and psychology of the employee.

**Waaiker et al, (2017)** found that temporary employment affects the level of satisfaction and well-being of workers. Also there might be inequalities between permanent and temporary employees. Whereas highly educated employees consider temporary jobs to be stepping stones to permanent jobs.

**Clara Viñas-Bardolet (2018)** based on his study found that knowledge based employees are more satisfied than

less knowledge employees. The satisfaction of knowledge based employees depends mainly on the financial and non-financial rewards given by the firm.

## 4. Research Methodology

### Methodology

The study is based on the primary data collected from sample of public and private sectors. Questionnaire had been constructed to understand the contribution of various components towards employee job satisfaction. The data has been collected through online survey along with demographic details of the respondents. Secondary data has been gathered from various sources such as books, journals, and online sources.

### Sources of Data

The survey method was used in this study to gain insight and knowledge as how the various components impact on employee job satisfaction. The primary data of the study is collected through a questionnaire. The relevant secondary data was collected through journals, magazines, newspapers, research articles, published information. The study is based on sample size of fifty five.

### Sampling Method

As the population considered is all the employees from different sectors, the population is infinite and thus probabilistic sampling methods had not been followed. The sampling methods followed in this research are convenience sampling and snowball sampling which are non-probabilistic sampling methods.

## Hypothesis

**Table 1: Hypothesis Table**

S.No	Null Hypothesis	Alternate Hypothesis
1	Gender has no significant effect on employee job satisfaction with the working conditions	Gender has a significant effect on employee job satisfaction with the working conditions
2	Marital status has no significant effect on job satisfaction	Marital status has a significant effect on job satisfaction

## Sector Profile

### Public sector:

Public sector undertakings are very huge and mostly operated and organized by the government. The major functioning of the country or state or an area depends on the effective and efficient working of the employees in the public sector. The level of performance of employee depends on his job satisfaction. Hence, the satisfaction level of employees in public sector is taken into consideration.

### Private sector:

Private sector mostly includes all types of consumer goods industries and also involves majority of the working

section. Private sector is very vast and hence becomes platform for many new innovations and firms in order to raise the economy of the country. The employees of the private sector are the key players in safe guarding and satisfying few common needs of the society. Hence, the job satisfaction of the private sector employees is also considered in the study.

### IT sector:

Information technology (IT) sector has grown tremendously as a result of rapid technological changes and modernization of the society. The boom in IT sector created a lot of job opportunities, which resulted in high rate of employment in IT sector. Hence, the employees of IT sector are also considered in the study as they form the major part of the employees compared to all the sectors.

**Education sector:**

Education is considered to be an important factor of civilization. Its importance can be observed from the fact that all developing societies tend to consider education as a mode for economic development. There is a great demand

for education in modern societies. The employees in education sector are the important means to mould and define the future of society. Hence, the level of satisfaction of the employees in education sector is also considered in the study.

**Data Analysis and Interpretation**

**Table 3: Chi square test**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.770	2	.046
Likelihood Ratio	5.938	2	.051
N of Valid Cases	55		

**Table 4: Marital status\*Satisfaction cross tabulation**

		Satisfaction			Total	
		Satisfied	Neutral	Not Satisfied		
Marital Status	Married	Count	38	5	3	46
		% within satisfaction	88.4%	71.4%	60.0%	83.6%
	Unmarried	Count	5	2	2	9
		% within satisfaction	11.6%	28.6%	40.0%	16.4%

**Table 5: Chi square test**

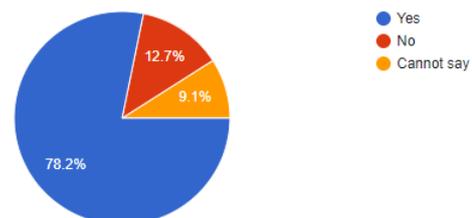
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.508	2	.173
Likelihood Ratio	3.003	2	.223
N of Valid Cases	55		

**Table 6: Summary of Hypothesis results**

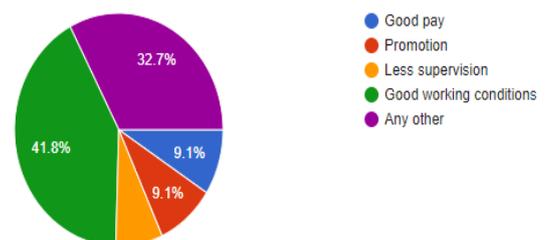
S.No	Hypothesis Parameters	Pearson chi-square value	Result
1	Gender and working condition	0.46	Alternate hypothesis is accepted
2	Marital Status and Satisfaction	0.173	Null Hypothesis is accepted

**5. Findings**

- Among the 55 responses collected 78.2% of the employees are found to be satisfied with their jobs and only 9.1% of the employees are not able to say whether they are satisfied or not.
- 60% of the responses are from male and 40% of the responses are from female.
- 83.6% of the responses are from married employees and 16.4% from unmarried.
- 41.8% of the employees are motivated to work because of the good working conditions and only 7.3% of the employees are motivated to work because of less supervision.
- 76% of the employees are satisfied with the present working hours and only 51% are satisfied with number of leaves sanctioned.
- Marital status has no significant effect on satisfaction with working hours.
- Marital status has no significant effect on satisfaction with number of leaves sanctioned.



**Figure 1: Job satisfaction of employee in present job**



**Figure 2: Factors effecting job satisfaction**

- Among the data collected 38.2% of the employees have been with the company for more than nine years and 12.7% of the employees have been less than one year with their company.

- 80% of the respondents are found to be satisfied with the working conditions and also 85% are found to be satisfied with the respect from the co-workers and only 54.5% are satisfied with the opportunities for advancement in further growth.

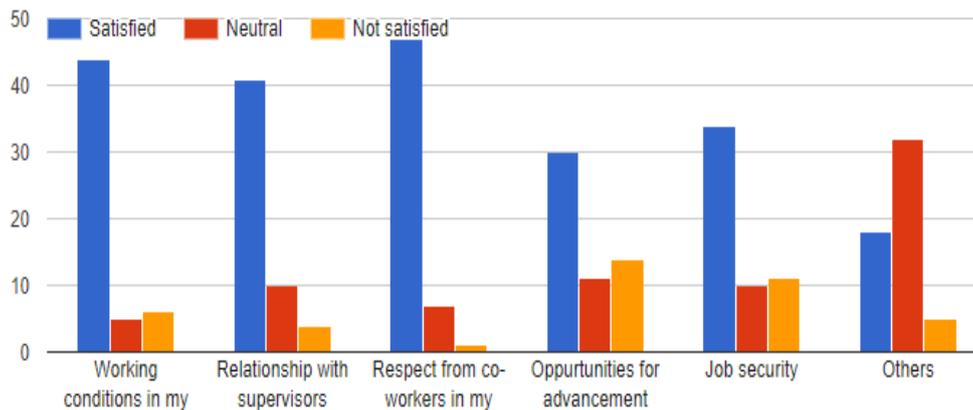


Figure 3: Opinion regarding factors of job satisfaction

- Only 27% of the employees are satisfied with the non-financial rewards.

## 6. Suggestions

Based on the above findings from the study following are suggested

- The working conditions should be good enough for the employees as it is the main factor motivating the employee to work.
- Proper non-financial credits should be awarded to the employees with respect to their performance in order to encourage good performing employees.
- A healthy bond between the supervisor and employee must be developed to retain the employees.
- The work load should not be beyond the stress level of the employee.
- Proper opportunities for advancement should be provided in order to gain employee job satisfaction.

## 7. Conclusion

The employee job satisfaction does not depend on standard factors, it defers from employee to employee based on their psychological and motivational factors. The common factors effecting the satisfaction are working conditions and the financial rewards. Only few employees are motivated by the less supervision, hence proper supervision is required to evaluate the performance of the employee. The overall rate of job satisfaction of the employees in Public, Private, Education and IT Sector is found to be satisfied.

Only the rate of satisfaction and reasons of the job satisfaction are studied whereas the ill effects of job satisfaction are not considered in the study. Some of the factors which determine the level of job satisfaction are taken into study but there are other factors which influence the individual job satisfaction of employees. Gender is one

of the most important factors influencing job satisfaction. Maximum numbers of female employees are dissatisfied with the working environment.

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