

RESEARCH ARTICLE

OPEN ACCESS

A Study on Relationship between Employee Satisfaction and Its Determinants

N.Silpa, Dr. P. ChittiBabu

Assistant Professor, Department of Business Administration, Annamacharya P.G college of Management Studies, Rajampet, Andra Pradesh, India.

Principal, APGCCS, Rajampet, Andhra Pradesh, India.

Abstract

Satisfaction refers to the level of fulfillment of one needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets. Employee satisfaction is a measure of how happy workers are with their job and working environment and may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Effective organizations should have a culture that encourages the employee satisfaction. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. So the present study to explain the relationship between employee satisfaction and its determinants by using statistical tools.

Keywords: Effectiveness, Factors, Needs, Measures, satisfaction.

I. INTRODUCTION

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. It enhances employee retention and the company has not need to try employees repeatedly. The overall productivity of the company is increase assists in achieving the goals of the company. When the employee gets satisfactory services from the company initially, he tends to believe that same treatment would be offered in long run and Employee would start taking interest in his work. Employee starts feeling sense of responsibility towards the organization. They would try to produce better results in order to get appreciation from the company.

1.1 REVIEW LITERATURE

1. Alam Sageer, Dr. Sameena Rafat, and Ms. Puja Agarwal: Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization: every organization should develop strategies that strengthen the work environment and increase the employee morale and employee satisfaction to enhance employee performance and productivity.
2. Bulent Aydin; Adnan Ceylan: The employee satisfaction in metalworking manufacturing: The employee satisfaction in metalworking manufacturing depending on the factors of organizational culture and organizational learning capacity.
3. Larry E. cole, Michael S. cole: Employee satisfaction and organizational performance: employee satisfaction is related to meaningful

business outcomes and that these relationships generalize across companies.

4. E.J. Lumley, M. Coetzee, and R. Tladinyane & N. Ferreira: Exploring the job satisfaction and organizational commitment of employees in the information technology environment: job satisfaction of individuals employed in the IT environment relates to their levels of organizational commitment.
5. Neeraj Kumari: A Live Study of Employee Satisfaction and Growth Analysis: Satisfied employees are more likely to be creative and innovative and come up with breakthroughs that allow a company to grow and change positively with time and changing market conditions.
6. Michael Townsend, Ronald Lowitz, Karel Stanz: An exploration of issues around employee satisfaction assessment strategies: The organization understands the link between employee satisfaction and customer satisfaction as it makes a point of measuring both of these aspects on an on-going basis.
7. Ekta Sinha: A research work on employee satisfaction measurement with special reference to Kribhco, surat: The innovativeness and creativeness of employees also took a back seat as far as satisfaction level was concerned.
8. Adeel Daniel, Muhammad Ashar, Hafiz Ihsan-ur-Rehman and Wahab Shahbaz: An impact of employee satisfaction on customer satisfaction in service sector of Pakistan: The satisfied customer is a permanent advertisement and good will of the company, so they are now putting their

efforts to satisfy the customer up to maximum level.

9. Krzysztof Błoński and BartłomiejJefmański: Determinants of Satisfaction of the Employees of Local Government Units: the complexity of the „employee satisfaction” concept is reflected in the variety of methods of its measurement, and also affects the number of variables used for its measurement.
10. Mrs.P.Vidya andMrs.S.Deepa: A Study on Employee Satisfaction to Enhance the Present Working Conditions and Relationship among the Employee in Retail Outlets in Bangalore: The employee should know about their performance contribution ratio and the importance of his work contribution to the organization.
11. Manisha Gupta: Employees’ Satisfaction towards Monetary Compensation Practices: Money is a good motivator, actually all employees’ work for money, employees need the money, a good salary and good compensations are key factors in satisfying the employee.
12. Rianne appel-meulenbroekandjangerard hoendervanger: Differences in employee satisfaction in new versus traditional work environments: provides opportunities to improve the satisfaction levels of new wow office environments, if problems can be solved adequately.

II. RESEARCH METHODOLOGY

It deals with research on employee satisfaction towards their work done. Research is primarily concerned with investigation analysis and measurement of work done by these.

2.1 NEED FOR THE STUDY:

One of the main aspects of Human Resource Management is the measurement of employee satisfaction. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, and quality and customer service.

2.2STATEMENT OF THE PROBLEM:

Employees are played important role, so employee satisfaction is a very essential one, hence there arises a need to satisfy the employee satisfaction of cement industry employees

2.3 SCOPE OF THE STUDY:

The scope of study consists of data collection from the employees of Sagar cements limited through the questionnaire regarding facilities provided by company.

2.4 OBJECTIVES OF THE STUDY:

- ⊗ To find out factors which affecting the employee satisfaction.
- ⊗ To know the Relationship between Employee satisfaction and its Determinants.

2.5 RESEARCH DESIGN: Descriptive research.

2.6 SAMPLING DESIGN: Simple random sampling.

2.7 SAMPLING UNIT: Sagar cements limited, Hyderabad.

2.8 SAMPLE SIZE: 120 Employees.

2.9 SAMPLING TECHNIQUE: Questionnaire.

2.10 SOURCES OF DATA: Primary data and Secondary data.

2.11ANALYSIS OF FRAME WORK:

For the project the statistical tools which are used are

- ⊗ Simple percentage method
- ⊗ Chi-square test
- ⊗ Correlation
- ⊗ Mean

2.12 LIMITATIONS:

- Due to the lack of interest of some employees, some questionnaires which were administrated could not be collected.
- The responds given by respondents may not be sent percent accurate and there is scope for bias in giving required data.
- The time for conducting the research was limited

III. ANALYSIS

3.1 Working hours of the job.

Table no: 3.1 working hours of the job.

Opinions	Respondents	Percentage (%)
Highly satisfied	22	18
Satisfied	50	42
Neutral	12	10
Dissatisfied	22	18
Highly dissatisfied	14	12
Total	120	100

Interpretation: From The above table 3.1, it is observed that out of 120 respondents, 22 respondents (i.e.18%) are highly satisfied, 50 respondents(i.e.42%) are satisfied, 12 respondents (i.e.10%) are neutral, 22 respondents (i.e.18%) are dissatisfied, 14 respondents(i.e.12%) are highly dissatisfied working hours of the job.

3.2 Respect from superiors.

Table no: 3.2Respect from superiors.

Opinions	Respondents	Percentage (%)
Highly satisfied	32	27
Satisfied	57	47
Neutral	8	7
Dissatisfied	16	13
Highly dissatisfied	7	6
Total	120	100

Interpretation: From The above table 3.2, it is observed that out of 120 respondents, 32 respondents (i.e.27%) are highly satisfied, 57 respondents(i.e.47%) are satisfied, 8 respondents (i.e.7%) are neutral, 16 respondents (i.e.13%) are dissatisfied, 7 respondents(i.e.6%) are highly dissatisfied with respect from superiors.

3.3 Satisfactory salaries.

Table no 3.3satisfactory salaries.

Opinions	Respondents	Percentage (%)
Highly satisfied	58	48
Satisfied	24	20
Neutral	16	13
Dissatisfied	15	13
Highly dissatisfied	7	6
Total	120	100

Interpretation: From The above table 3.12, it is observed that out of 120 respondents, 32 respondents (i.e.27%) are highly satisfied, 57 respondents(i.e.47%) are satisfied, 8 respondents (i.e.7%) are neutral, 16 respondents (i.e.13%) are dissatisfied, 7 respondents(i.e.6%) are highly dissatisfied with satisfactory salaries.

3.4 Satisfactory welfare facilities.

Table no: 3.4satisfactory welfare facilities.

Opinions	Respondents	Percentage (%)
Highly satisfied	25	21
Satisfied	62	52
Neutral	10	8
Dissatisfied	12	10
Highly dissatisfied	11	9
Total	120	100

Interpretation: From The above table 3.4, it is observed that out of 120 respondents, 25 respondents (i.e.21%) are highly satisfied, 62 respondents(i.e.52%) are satisfied, 10 respondents (i.e.8%) are neutral, 12 respondents (i.e.10%) are dissatisfied, 11 respondents(i.e.9%) are highly dissatisfied with satisfactory welfare facilities.

3.5 Freedoms for decision making.

Table no: 3.5freedoms for decision making.

Opinions	Respondents	Percentage (%)
Highly satisfied	37	31
Satisfied	40	33
Neutral	11	9
Dissatisfied	18	15
Highly dissatisfied	14	12
Total	120	100

Interpretation: From The above table 3.5, it is observed that out of 120 respondents, 37 respondents (i.e.31%) are highly satisfied, 40 respondents(i.e.33%) are satisfied, 11 respondents (i.e.9%) are neutral, 18 respondents (i.e.15%) are dissatisfied, 14 respondents(i.e.12%) are highly dissatisfied with freedom for decision making.

3.6 Training opportunities.

Table no: 3.6training opportunities.

Opinions	Respondents	Percentage (%)
Highly satisfied	20	17
Satisfied	52	43
Neutral	12	10
Dissatisfied	23	19
Highly dissatisfied	13	11
Total	120	100

Interpretation: From The above table 3.6, it is observed that out of 120 respondents, 20 respondents (i.e.17%) are highly satisfied, 52 respondents(i.e.43%) are satisfied, 12 respondents (i.e.10%) are neutral, 23 respondents (i.e.19%) are dissatisfied, 13 respondents(i.e.11%) are highly dissatisfied for providing training opportunities.

3.7 Authorities for duties.

Table no: 3.7 authorities for duties.

Opinions	Respondents	Percentage (%)
Highly satisfied	36	30
Satisfied	41	34
Neutral	12	10
Dissatisfied	19	16
Highly dissatisfied	12	10
Total	120	100

Interpretation: From The above table 3.7, it is observed that out of 120 respondents, 36 respondents (i.e.30%) are highly satisfied, 41 respondents(i.e.34%) are satisfied, 12 respondents (i.e.10%) are neutral, 19 respondents (i.e.16%) are dissatisfied, 12 respondents(i.e.10%) are highly dissatisfied authority for duties.

3.8: H0: Organization does not provide satisfactory salaries.

H1: Organization does provide satisfactory salaries.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	48.221	8	.000

Interpretation: The chi-square calculated value is 48.221 and the table value at 8 degree of freedom, at 0.05 level of significance is 15.51 where the chi square calculated value greater than the table value. So H1 is accepted, H0 is rejected that indicates organization does provide satisfactory salaries.

3.9: H0: Organization does not provide training and other improvement programs.

H1: Organization does provide training and other improvement programs.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	44.450	8	1.000

Interpretation: The chi-square calculated value is 44.450 and the table value at 8 degree of freedom, at 0.05 level of significance is 15.51 where the chi square calculated value greater than the table value. So H1 is accepted, H0 is rejected that indicates organization does provide training and other improvement programs.

3.10:H0: Organization does not provide welfare facilities and benefits.

H1: Organization does provide welfare facilities and benefits.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.056	8	.531

Interpretation: The chi-square calculated value is 7.056 and the table value at 8 degree of freedom, at 0.05 level of significance is 15.51 where the chi square calculated value less than the table value. So H0 is accepted, H1 is rejected that indicates organization does not provide fair welfare facilities and benefits.

3.11:H0: Organization does not provide Authority for duties.

H1: Organization does provide regular Authority for duties.

Chi-Square Tests

	Value	Df
Pearson Chi-Square	6.569	8

Interpretation: The chi-square calculated value is 6.569 and the table value at 8 degree of freedom, at 0.05 level of significance is 15.51 where the chi square calculated value less than the table value. So H0 is accepted, H1 is rejected that indicates organization does not provide regular, honest feedback.

3.12:H0: Organization does not provide best equipment and safe working conditions.

H1: Organization does provide best equipment and safe working conditions.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.466	8	.487

Interpretation: The chi-square calculated value and the table value at 8 degree of freedom, at 0.05 level of significance is 15.51 where the chi square calculated value less than the table value. So H1 is accepted, H0 is rejected that indicates organization does provide best equipment and safe working conditions.

3.13: Correlation:

Correlations

Worki nghou rsofth ejob	Auth ority ford uties	Satisfac torywelf arefacili ties	Trainin gandde velop ment	Satis facto rysal ary	Respec tfrom supervi sor	Freed omfor decisi onma king
1	.948 **	.921**	.983**	.941 **	.940**	.964**

Correlation is significant at the 0.01 level (2-tailed).

Interpretation: From the above table3.13, shows which shows Positive Relation between Employee satisfaction and working conditions, Authority for duties, Satisfactory welfare facilities, Training and development, Satisfactory salary, Respect from supervisor, Freedom for decision making.

3.14: Ratings for Mean values.

S. no	Statements	Mean	Ratings
1	Working hours of the job	2.63	1
2	Freedom for decision making	2.43	2
3	Authority for duties	2.40	3
4	Satisfactory welfare facilities	2.35	4
5	Training opportunities	2.30	5
6	Satisfactory salary	2.06	6
7	Respect from superiors	2.05	7

Interpretation: From the above table which shows Determinants of employee satisfaction according to its ratings.

IV. FINDINGS

- ⊗ 60% respondents are highly satisfied, 10% respondents are neutral, and 30% respondents are dissatisfied with working hours of the job.
- ⊗ 74% respondents are highly satisfied, 7% respondents are neutral, and 19% respondents are dissatisfied with respect from superiors.
- ⊗ 68% respondents are highly satisfied, 13% respondents are neutral, and 19% respondents are dissatisfied for satisfactory salaries.
- ⊗ 73% respondents are highly satisfied, 8% respondents are neutral, and 19% respondents are dissatisfied for satisfactory welfare facilities.
- ⊗ 64% respondents are highly satisfied, 9% respondents are neutral, and 27% respondents are dissatisfied for provide freedom for decision making.
- ⊗ 60% respondents are highly satisfied, 10% respondents are neutral, and 30% respondents are dissatisfied for providing training opportunities.

V. SUGGESTIONS

- ⊗ Still the company has to furnish the employees with appropriate training facilities.
- ⊗ The company needs to improve the employee strengths by improving their self recognition in the company.
- ⊗ The company has to improve the benefits to that the employees completely satisfy in the organization.
- ⊗ Relaxation programs enhance the workers to worth effectively since the company need to give more scope on it.
- ⊗ Career growth opportunity can be increase to employees for their improvement.
- ⊗ The employees are expecting better working condition, so the organization advised to provide the same to the employees.

VI. CONCLUSION

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. So, the organization should develop strategies that strengthen the work environment and increase the employee morale and employee satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention.

REFERENCE

- [1.] AlamSageer, Dr. Sameena Rafat, and Ms. Puja Agarwal: Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization, IOSR Journal of Business and Management ISSN: 2278-487X. Volume 5, Issue 1 (Sep-Oct. 2012), PP 32-39.
- [2.] Bulent Aydin; Adnan Ceylan: The employee satisfaction in metalworking manufacturing, JIEM, 2008 – 01(02):143-168 - ISSN: 2013-0953, doi:10.3926/jiem.2008.v1n2. p 143-168.
- [3.] Larry E. cole, Michael S. cole: Employee satisfaction and organizational performance.
- [4.] E.J. Lumley, M. Coetzee, R. Tladinyane& N. Ferreira: Exploring the job satisfaction and organizational commitment of employees in the information technology environment, Southern African Business Review Volume 15 Number 1 2011.
- [5.] NeerajKumari:A Live Study of Employee Satisfaction and Growth Analysis, European Journal of Business and Management, ISSN 2222-1905 (Paper) ISSN 2222-2839, Vol 3, No.10, 2011.
- [6.] Michael Townsend Errol SundelowitzkarelStanz: An exploration of issues around employee satisfaction assessment strategies, sa journal of human resource management, 2007, 5 (1), 28-34 SA Tydskrifvir Menslikehulpbronbestuur, 2007, 5 (1), 28-34.
- [7.] Ekta Sinha: A research work on employee satisfaction measurement with special reference to kribhco, surat, International Journal of Modern Engineering Research (IJMER) www.ijmer.com Vol.3, Issue.1, Jan-Feb. 2013 pp-523-529 ISSN: 2249-6645.
- [8.] Adeel daniel, Muhammad ashar, hafiz ihsan-ur-rehman and wahab shahbaz, Journal of Asian Scientific Research 2(10):548-561.

- [9.] Krzysztof Błoński, BartłomiejJefmański, Determinants of Satisfaction of the Employees of Local Government Units, *Economics & Sociology*, Vol. 6, No 2, 2013, pp. 158-170. DOI: 10.14254/2071-789X.2013/6-2/14.
- [10.] Mrs.p.vidya and Mrs.s.deepa: A study on employee satisfaction to enhance the present working conditions and relationship among the employee in retail outlets in bangalore, *IJSR -International journal of scientific research*,,volume:3,Issue:8,August 2014.Issn No 2277-8179.
- [11.] Manisha Gupta: Employees' Satisfaction towards Monetary Compensation Practices, *Global Journal of Finance and Management*. ISSN 0975-6477 Volume 6, Number 8 (2014), pp. 757-764.
- [12.] Rianne appel-meulenbroek andjan gerard hoendervanger: Differences in employee satisfaction in new versus traditional work environments, 14thh EuroFM Research Symposium EuroFM Research Papers 2015.