

JOB SATISFACTION : RESPONSE ANALYSIS OF EXECUTIVES IN A PUBLIC ORGANIZATION

Sony kumari¹ & L.N. Bhagat²

1. Ph. Research Scholar, University Department of Commerce and Business Management, Ranchi University, Ranchi, Jharkhand, PIN-834008
2. Professor of Economics (Retd.) University Department of Economics, Ranchi University, Ranchi, Jharkhand, PIN-834008.

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ABSTRACT: *This study aims at examining the respondent's responses towards job satisfaction in the case of a public sector organization. The study is basically based on primary data collected from 50 executives using structured questionnaire. The five point response category of Likert type has been employed for examining the respondent's responses towards job satisfaction with respect to its components like kind of work, enough relevant training, availability of necessary items required to work well, working conditions, recognition of good performance by seniors and overall satisfaction with the job. The response analysis revealed that the employees are very much satisfied with the kind of work they perform under the seniors who are very cooperative and encouraging. The employees are also satisfied with the working conditions, availability of necessary human & material items and training facilities required for doing their work well. On the whole the employees are satisfied with their jobs during the present time.*

Key Words: *Executives, Job Satisfaction, Response Analysis.*

Introduction

Job satisfaction is one of the most interesting subject in today's organizational world in general and organizational studies in particular. The concept of job satisfaction is important because it is associated with job performance (George & Jones, 2008) and linked to organizational commitment (Rue & Byars, 2005). Job satisfaction is more of an attitude, an internal state with a personal feeling of achievement. It is revealed by the employees as perceived. It varies from person to person and from time to time. Therefore it is imperative to know the attitude of the employees towards job satisfaction in the present so that suitable strategy could be prepared for the future. The present study is an attempt in this direction and taken up the case of a public sector organization for detailed discussion.

The Concept of Job Satisfaction

Satisfaction refers to the level of fulfillment of one's need, wants and desire (Nancy, 1977). Hoppok defined job satisfaction as 'any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say I am satisfied with my job (Hoppock, 1935, P.47). According to Spector 'job satisfaction has to do with the way how people feel about their job. That is why job satisfaction and job dissatisfaction can appear in any given work situation (Spector, 1997). Job satisfaction can also be defined as 'the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (starr, 2004).

Review of Literature

Large number of studies appeared on job satisfaction and its correlates. Research conducted by Vanderberg & Lance (1992) during which they surveyed 100 professionals in the information services for five months showed a strong relation between job satisfaction and employee loyalty. Aziri (2011) has noted when satisfaction is high, absenteeism tends to be low; when satisfaction is low, absenteeism tends to be high. Additionally, it is important to remember that while high job satisfaction will not necessarily result in low absenteeism, low job satisfaction is likely to bring about high absenteeism (Aziri, 2011, p.85). Tsai (2011) examined the relationship between leadership behavior, organizational culture and job satisfaction and observed positive correlation between them. Singh & Jaiswal (2016) examined the effect of job satisfaction and work values on organizational commitment and observed a positive relationship between work value, job satisfaction and organizational commitment. Saifi & khuram (2017) observed that positive perception of employees in relation to organizational justice was a significant antecedent to employee job satisfaction, which in turn mediated the relationship between justice perception and citizenship behavior.

Quite a few studies appeared on the determinants of job satisfaction. Herzberg et al. (1959) differentiated between motivators or intrinsic aspects of the job and hygiene factors or extrinsic aspects of the job. In addition, some authors added a third type of determinant regarding relationship at work (Drabe et al. 2015) following the perspective of the social exchange theory (Blau 1964). Trust in relationship between superiors and sub-ordinates creates a climate that improves job engagement and satisfaction (Ellinger et al. 2010). Seniwoliba (2013) examined the activity satisfaction level of instructors openly senior secondary school in the female metropolis of Ghana and discovered that extraneous components i.e. compensation motivators, working conditions, security (medical stipend and future annuity benefits) propels the representatives and aides in accomplishing work satisfaction adequately.

Objective of this study

The objective of this study is to examine the respondent's responses towards job satisfaction with respect to the identified components contained in the questions related to job satisfaction in the case of a public sector organization, Central Coalfields Limited (CCL), Ranchi, Jharkhand, a subsidiary of Coal India Limited, a single largest coal producing company in the world.

The data and Methodology

The study is basically based on the primary data collected from a sample of 50 respondents i.e. executives (out of 328 executives), using well structured questionnaire. The judgment sampling technique - one of the non-parametric sampling - was considered appropriate and used for conducting the survey. It took about six weeks time during November-December 2019.

The five point response category of Likert type (Likert, 1932) pertaining to respondent's responses has been employed with a view to examine the responses of respondent's towards job satisfaction with respect to the kind of work, enough relevant training, availability of items required to work well, working condition, recognition of good performance and overall satisfaction with the job as contained in the questions. The five point Likert responses are quantified by allocating numerical value 1 for Strongly Disagree (SD) and 5 for Strongly Agree (SA) with the question. The question-wise analysis made on the basis of the percentage of respondents responded against the five point response category of Likert type. The data sorted out with the help of Excel-07 and Cronbach's alpha computed through SPSS-20.

Results and Discussion

Reliability Analysis

The reliability results are presented in Table-1.

Table 1: Descriptive Statistics

Scale	No. of items	Sample Size	Mean	Standard Deviation	Cronbach's alpha
Job satisfaction	06	50	3.99	0.58	0.819

Source : Computed from survey data.

The descriptive statistics of job satisfaction with Cronbach's alpha is presented in Table-1. The computed value of Cronbach's alpha for Job satisfaction is 0.819 which is greater than the minimum value (0.70) required for reliability (Nunnally, 1978). Thus the internal consistency of questionnaire can be considered to be reliable and suitable for further analysis.

Response Analysis

The response analysis is presented in Table-2.

Table 2: Question-wise Respondent's Responses

Question	Respondent's Responses					Total	
		SA	A	N	D		SD
1. Do you agree that you are satisfied with your job and kind of work you do?	f	07	33	09	01	00	50
	%	14	66	18	02	00	100
2. Do you agree that you get enough relevant training for your job?	f	08	20	14	08	00	50
	%	16	40	28	16	00	100
3. Do you agree that CCL provides all necessary materials/ equipments/ human resources/ tools required to work well?	f	04	26	13	05	02	50
	%	08	52	26	10	04	100

4. Do you agree that the working condition in CCL is very satisfactory to you at the present time?	f	06	24	17	03	00	50
	%	12	48	34	06	00	100
5. Do you agree that your superior recognizes and acknowledges your good performance?	f	07	30	08	05	00	50
	%	14	60	16	10	00	100
6. Do you agree with the statement that overall, I am satisfied with my present job?	f	10	30	09	01	00	50
	%	20	60	18	02	00	100

Source : Computed from the survey data.

Notes: SD= Strongly Agree, A= Agree, N=Neutral, D= Disagree, SD= Strongly Disagree

The results presented in Table - 2 revealed that eighty percent of respondents have expressed for positive response in term of either agreed or strongly agreed responses (question number 1) indicating the kind of work they do. This information sufficiently supports the view that employees are very much satisfied with the kind of work they perform. The positive response with respect to question number 2 is only 56 percent. This might indicate that the employees are not very satisfied with the exiting training facilities made available to the employees. Sixty percent positive response for question number 3 and 4 indicated that the respondents are quite satisfied with the availability of required human and material resources to work well and working condition in the CCL campus respectively. The seventy four percent positive response in the case of question number 5 indicated that employees are very much satisfied with superiors who recognizes and acknowledge their good performance. The positive response in the case of question number 6 (80%) representing the overall satisfaction with the present job may be taken to indicate that the employees are very much satisfied with the present job. Thus considering all components taken together, it can, very safely, be said that the employees of CCL are quite satisfied with their jobs at the present time.

Conclusion

The response analysis revealed that the employees are very much satisfied with the kind of work they perform under the superiors who are very cooperative and encouraging. The employees are also satisfied with the working conditions, availability of necessary human & material resources and training facilities required for doing their work well. On the whole the employees are quite satisfied with their jobs during the present time.

Limitations and Future Directions

The sample size was confined to only 50 executives. Greater sample size could have produced more constructive results. The response analysis is based on five point Likert scores indicating respondent’s responses towards job satisfaction, which are subject to the respondents-bias. This is single method and a single respondent study, which as a limitation can be addressed in future researches as an extension to this methodology.

The components considered for measuring job satisfaction are mainly organizational in character. It is suggested that the future studies should take demographic characters into accounts because motives and perceptions of employees may differ between gender, age, qualification, experience etc. The studies on antecedents and consequences of job satisfaction may be helpful in understanding the issue of job satisfaction in a much better way and preparing long term strategies.

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