



ASSESSING THE KEY FACTORS WHICH INFLUENCE JOB SATISFACTION OF EXECUTIVES AT SAIL

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Abstract: *Today the business world is full of volatility, uncertainty, complex and ambiguous. In this VUCA world, the success of company depends on its effective and efficient employees. To be effective and productive an employee has to be satisfied as it is always said that 'A satisfied employee contributes more towards organizational successes, 'but there is no conclusive confirmation which states that job satisfaction influences productivity directly as productivity depends on different variables, but still it holds a primary concern for managers. Today job satisfaction has become of utmost concern for an organization because majority of the people spends the major portion of their life at their working place. Moreover, it has its impact on the personal life of the employees too, because a satisfied employee is a happy and productive human being. The prime motive behind this research paper is to "Asses the key factors influencing the job satisfaction level of executives in an organization (at SAIL) ". Thus, as a part of my research paper, I have tried to get insight into the job satisfaction level of executives of SAIL. There are various factors which result in the feeling of contentment from the job. The research also analyses the factors that are instrumental in job creating. A descriptive study was made using structured questionnaire method from 100 employees.*

Key Words: *Job Satisfaction, Assessment, Monetary and Non- Monetary benefits.*

1. INTRODUCTION:

One of the most valuable resources in an organization is human. They are the summation of inherent abilities, acquired knowledge and skills which are showcased by the talents and aptitude of person employed. Human resource in an organization is utilized to the maximum possible extent, to achieve individual and organizational goals. It is thus the performance of employee, which sets the goal of an organization. However, motivation and job satisfaction, largely influences the performance. The term Job Satisfaction associate to the whole relationship between an employee and the employer for which he is remunerated. Satisfaction does not merely mean the simple feeling state escorting the achievement of the goal instead it is the end state of feeling which goes along the attainment by an impulse of its objective. Job satisfaction also does not mean absence of motivation at work rather it discloses the likes and dislikes of employee. A study is made regarding the assessment of the key factors which influences job satisfaction level of employee at SAIL which facilitate and enables the management to know the perceptions and feelings of employees regarding the job they are performing on day-to-day basis. In this study I try to identify the key factors affecting satisfaction and dissatisfaction among the employees. So, this is the most effective and selective instrument for diagnosing and getting into the employee's problems.

1.1. STATEMENT OF THE PROBLEM

Employees are the central forces of an industry and only with their efficiency, an organization can move towards success. Only with the contribution of satisfied employees can the company lead the path of success. For this a survey has been undertaken to assess the key factors which influence the job satisfaction level of employees at SAIL.

2. OBJECTIVES OF THE STUDY:

The study aims to achieve the following objectives: -

- To assess the key factors which influence the job satisfaction level of executives at SAIL



- To determine the opinion of employees about the key factors which influence job satisfaction in SAIL

3.LITERATURE REVIEW:

The adage "A happy employee is a productive employee" is frequently repeated. Job satisfaction is very important because majority of the people spend a major portion of their life at their workplace. Moreover, job satisfaction has its impact on the personal life of the employees too, because a satisfied employee is a dedicated and happy human being. Though it is debatable point as to which one is the cause and which one is the effect, but they are correlated to each other.

Job satisfaction survey can give the most valuable information about the perception and causes. The employee's attitude towards job satisfaction may be either positive or negative. The positive feeling can be built up and negative feeling can be rectified. This survey can be treated as the most effective and efficient way, which make workers to express their inner and real feeling undoubtedly.

The contentment and satisfaction motivate an employee to be confident with a high morale; it is an asset to organization as a whole. Thus, the high motivation and morale of employee make him to remain in the organization and encourage him to face cutthroat competition and gives him enough dynamism to face challenge in this VUCA world.

Thus, Job satisfaction refers to a person's feeling of satisfaction on the job which acts as a motivation and contentment for him to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction earned on the job.

Locke (1976) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" which is the most widely accepted definition in organizational behavior.

"The amount of pleasure or contentment associated with a job" is how Andrew J. DuBrins defines job satisfaction. High job satisfaction is the result of having a job you love deeply. Work-related discontent arises when one's hate for their employment is extreme.

Keith Davis and Newstrom had come up with a view that "Job satisfaction is the set of favourable or unfavourable feelings with which employees' view their work. It is the outcome of how well workers believe their position delivers the essential elements.

The study of employees' positive or negative reaction to their jobs had fully begun from Elton Mayo study" the effect of lightning at the Western Electric Hawthorne Works" in Chicago popularly known as Hawthorne Experiment. The Hawthorne Studies began in 1924 and continued till 1932, and in the five-intervals. The scope of the study was expanded to include variables including working hours, breaks, weariness, and temperature. Mayo's work although seems marginally relevant to the concept job satisfaction today, but he discovered that the mere act of studying workers and providing them with more attention increased their motivation and productivity. Mayo had stumbled upon the essence of human motivation, making a new era of humanistic job satisfaction research, and revolutionizing the research and theories of job satisfaction.

Research has shown that work and home (or family) is the two most important sphere of an employed individual's life (Kofodimos, 1993; Lewis and Copper, 1995; Greenhaus, Collins and Shaw, 2003). While some scholars argue that we get ourselves through work – being able to self-actualize – attaining towards the peak of the chosen career, a truly all-encompassing self-actualization however, it will integrate both our work and life (family, personal life, community service). Thus when an individual employed in an organization, he does not surrender his life in exchange for work rather he attempts to maintain a balance between them. This balance is essential for a healthy life which today we refer as Work Life Balance.

Vitality of Job Satisfaction in an Organization

Today Job Satisfaction as a part of study has continued to emerge as a separate domain, and the results are often valued for both humanistic and financial benefits. When employees are satisfied, they tend to care more about the quality of their work, they are generally more committed to the organization, they have higher retention rate, and they are generally more productive suggest that job satisfaction data is helpful in evaluating the emotional wellness and mental fitness of employees and that organizations can use the information to improve departmental policies and practices where dissatisfaction is expressed. Training programs at higher institution also value the research for evaluating their practices and addressing areas of dissatisfaction with practicing professionals in the field.

From the study I have derived the variables (Key factors) affecting Job Satisfaction. They are as follows:

1. Compensation
2. Benefits
3. Security
4. Work environment



5. Resources
6. Workplace Cooperation
7. Organizational Structures
8. Role Clarity
9. Empowerment
10. Decision Making
11. Communication
12. Meaningful job
13. Career
14. Learning & Development
15. Management Style
16. Workplace Culture.

4. METHODOLOGY:

To study the assessment of key factors influencing job satisfaction level of employees at SAIL; both primary and secondary data are collected. Primary data are collected through observation, interview method and through well-structured questionnaire which is closed ended in structure. An informal interview was also conducted with the executives.

On the other hand Secondary data are collected from the various publications, journals, books and company's website. Likert's 5-point rating scale technique is used for data analysis.

A descriptive research design is used for the study for analysing the key factors influencing the job satisfaction level of employees at SAIL. A Descriptive research design is a research design which involves observing and describing the behaviour of a subject without influencing it in any way.

- **Sample Design**

For this study we have use Probability Sampling, which is also known as Random Sampling or Chance Sampling. Under this sampling method every item of the universe has an equal chance of inclusion in the sample.

- **Sample size**

100 people were selected randomly as sample. These people were employees of SAIL. The sample consists of both the male and female employees.

5. DATA ANALYSIS:

For the study of "Assessment of the key factors influencing the job satisfaction level of executives at SAIL", a sample survey has been conducted, and data has been collected from 50 employees. The data collected are analyzed and interpreted with the help of bar graphs, observation table and pie chart. The following table 1 shows the age wise classification of the respondents in SAIL Ranchi:

Table 1
Age wise classification of respondent

Sr.No	Age	No. of respondent	Percentage
1	Upto 30	10	10%
2	31-35	10	20%
3	36-40	20	25%
4	41-45	25	25%
5	46-50	30	10%
6	50 and above	20	10%
	Total	100	100%

The following table 2 shows the grade wise classification of the respondents in SAIL Ranchi: Table 2

Sr.No	Grade	No. of Respondent	Percentage
1	E1-E2	20	20%
2	E3-E4	40	40%
3	E5-E6	20	20%
4	E7-E8	20	20%
	Total	100	100%



Grade wise classification of respondent

The following table 3 shows the work type classification of the respondents in SAIL Ranchi:

Table 3
Work Type wise classification of respondent

Sr.No	Work Type	No. of Respondent	Percentage
1	Works	50	50%
2	Non works	50	50%
	Total	100	100%

The following table 4 shows the work experience wise classification of the respondents in SAIL Ranchi:

Table 4
Work experience wise classification of respondent

Sr.No	Work Experience (in years)	No. of Respondent	Percentage
1	Upto 5	5	5%
2	5-10	5	5%
3	11-15	10	10%
4	16-20	20	20%
5	21-25	20	20%
6	26-30	20	20%
7	30 and above	20	20%
	Total	100	100%

6. DETAIL DATA ANALYSIS:

The data are analysed with the help of a well-defined 5-point rating scale. The 5-point rating scale is as follows:

1. Strongly Disagree
2. Disagree to some extent
3. Agree to some extent
4. Agree to good extent
5. Strongly agree

Observation Table:

AREA	STATEMENT NO. (AS PER QUESTIONNAIRE)	PARAMETERS	AVERAGE RATING OF 100 EMPLOYEES	INTERPRATION
COMPENSATION, BENEFITS & SECURITY	1	SALARY PACKAGE	4.92	98.4% respondents are highly happy with their salary package
	2	LEAVES & HOLIDAYS	3.73	74.6% respondents are satisfied that they are able to avail necessary leaves and holidays
	3	WELFARE FACILITIES	3.38	67.6% respondents are satisfied with the welfare facility.
	4	WORK LIFE BALANCE	3.46	69.2% respondents are satisfied with their job as it does not disrupt WLB.
	5	PERSONAL CALAMITY	4.61	92.2% respondent is satisfied that in case of personal calamity, company is taking care of them and their family.
WORK ENVIRONMENT, RESOURCE AND	1	ADEQUATE RESORCE	2.88	57.6% respondents agree that they are providing with adequate resources and personnel to execute the job effectively.



WORK PLACE COOPERATION				
	2	WORK ENVIRONMENT	3.5	70% respondents agree that their work environment and condition are comfortable and safe.
	3	BEHAVIOR	3.8	76% respondent agrees that people in SAIL are ethical and honest in behavior.
	4	COOPERATION	4.11	82.2% respondents agree that their colleagues are cooperative and helpful
	5	MONITORING SYSTEM	4.64	84.64% respondents agree that electronic monitoring system is used for right purpose and it do not invade private policy
ORGANIZATIONAL STRUCTURE & ROLE CLARITY	1	REPORTING STRUCTURE	3.34	66.80% respondents agree that reporting structure is designed in a practical manner which helps in quick execution of responsibilities.
	2	ROLES & RESPONSIBILITY	3.88	77.6% respondents agree that they clearly understand their roles & responsibility.
	3	PROCEDURES & SYSTEM OF THE ORGANIZATION	3.61	72.2% agree with the procedures and system of the organization facilities in effectively doing the work.
	4	APPROVAL PROCESS	3.34	68.80% respondents agree with their approval process for job related issue is not cumbersome.
	5	FEEDBACK	3.34	68.80% respondents agree that they are given objective feedback for improvement in job.
EMPOWERMENT, DECISION MAKING & COMMUNICATION	1	DECISION MAKING	3.5	70% of the respondents agree that they are empowered to take decisions and action to great degree in their work context.
	2	VIEWS AND IDEAS	3.65	73% of the respondents agree that they are able to express views and share their ideas to their seniors without any fear.
	3	COMMUNICATION	3.57	71.40% respondents agree that there is adequate communication between people and departments for completing tasks.
	4	OPPORTUNITIES	3.46	69.2% respondents agree that they are given opportunities where they communicate in a manner with top management.
	5	INTERFERENCE & FREQUENT DEMAND	3.46	69.2% respondents agree that there is no unnecessary interface and frequent demand by seniors while performing the task.
MEANINGFUL JOB, CAREER AND LEARNING & DEVELOPMENT	1	MEANINGFUL JOB	3.38	77.65 % respondents agree that there job is meaningful and they are utilizing their knowledge and skills to a great extent.
	2	CREATIVITY	3.69	73.8% respondent agrees that they are given opportunity to exercise creativity.
	3	SCHEDULES AND TIMINGS	3.39	66% respondents agree that their job is designed in a manner where they have a good degree of control over schedules and timings.



	4	CAREER GROWTH AND ADVANCEMENT	3.39	60% respondents agree that they have a clear path for career growth and advancement.
	5	TRAINING & LEARNING OPPORTUNITY	3.53	70.60% respondent agrees that they are provided with adequate training and learning opportunities to enhance their knowledge and skills.
MANAGEMENT STYLE AND WORKPLACE CULTURE	1	MANAGEMENT OF DIVERSITY	3.15	63% respondents agree that there is an effective management of diversity without any discrimination at workplace.
	2	MISTAKES	3.38	67.70% respondents agree that there is not too much hue and cry when mistakes are made.
	3	QUALITY RELATIONSHIP	3.76	75.2% respondents agreed that they trust their senior and have quality relationship with them.
	4	APPRECIATION	3.65	73% respondents agree that they are appreciated for good performance by their seniors.
	5	PERFORMANCE MANAGEMENT SYSTEM	3.07	61.4% respondents agree that the performance management system is implemented fairly.

7. FINDING OF THE STUDY:

The following are the major findings of the study: -

- SAIL provides adequate job security to the employees which motivate them to do their work.
- The employees are free from various tensions regarding their family security and thus they devote more time for their work.
- SAIL should give more emphasis on training and development programs.
- There is open communication between peer groups, superiors, and subordinates.
- Inter departmental relationships in SAIL is excellent.
- The grievance handling system is favored and unfavored by the employees equally.
- Only personnel who are goal-oriented and strive for success are allowed to further their careers inside the organization.
- There is no increased employee participation in decision-making.
- The company's medical benefits have received great marks from the staff. The employees are satisfied with the sick, casual, maternity and personal leave provided to them.
- The leave /holidays facilities provided by SAIL are satisfactory.
- SAIL provides good salary package to employees, which energizes them to work more and reduce labor turnover.

8. LIMITATION OF THE STUDY:

- The likelihood exists that an employee's response to the surveys may reflect a lack of focused attention due to their hectic work schedule
- Insufficient time lead to inadequate focus in all sections.

9. CONCLUSION:

An employee's evaluation of their level of job satisfaction is a sophisticated synthesis of several distinct employment components. The purpose of this job satisfaction study was to find out how people felt about their jobs and



the workplace. It was a useful diagnostic tool for determining the nature of employee issues. An additional advantage of the study is enhanced communication. The upward communication that occurs when staff members are encouraged to share their thoughts is very advantageous to the business. This job satisfaction research found that there is a need for improvements to the grievance management system, promotion policy, job rotation, and decision-making participation. It aided management in identifying the reasons behind employees' performance gaps, planning more effective problem-solving strategies, and determining what type of training are necessary. This survey demonstrates that workers are content with the social services, pay scales, and medical care offered by SAIL. Therefore, it becomes clear how valuable human resources are and how important it is to meet their needs.

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