

Factors Influencing Job Satisfaction- An Empirical Study with Special Reference to ITES Industry in Bengaluru

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Abstract

Job satisfaction is one of the extensively researched variables in organizational behavior. Since high level of job dissatisfaction are often associated with a variety of negative work outcomes, a considerable amount of attention has been devoted to identifying the individual and workplace characteristics that influence job satisfaction. Job satisfaction refers to general positive attitude of employees towards their job.

This study is aimed at exploring the factors that would lead to job satisfaction. In the present study data is collected through questionnaire. Various Organizational, Group, and Individual factors were considered to study Job Satisfaction. The findings revealed that group factors are key to Job satisfaction than individual and organizational factors. Among the group factors Team spirit was found to have contributed more towards Job Satisfaction. Self-interest, Job security are the Individual factors contributing highest to Job Satisfaction. Organization factors like working conditions, challenging work, Daily shifts contributes to Job Satisfaction.

Keywords: Challenging Work, Job Security, Job Satisfaction, Working Conditions

Introduction

The Indian Information Technology Enabled Services (ITES) industry has revolutionized global sourcing and has emerged as one of the sunrise sectors for the country. The success of the outsourcing of IT services was followed by global sourcing of business processes which in turn has increasingly become an absolute value addition for the global companies, and India with its large skilled manpower and favorable government policy initiatives has grabbed the opportunities by both hands.

This paper is an empirical examination on job satisfaction of employees who mainly use computers on their jobs. All the individuals in the sample are employed at an ITES company, and use computing extensively in their work environment. In this paper we examine conventional variables, such as group, individual and organizational factors, which have been found to be associated with job satisfaction.

The success of any organization depends on the effective utilization and motivation of human Resources. Job satisfaction is an integral of the

organizational climate and importance element in Management and employee relationship. Job satisfaction refers to an employee's general attitude towards the job. Job satisfaction is the ultimate function of all the factors such as situational factors, individual factors, group factors and social relationship outside the job.

Many thinkers consider it a collective force and not a unitary phenomenon. Every individual has some needs and desires that need to be fulfilled. Any job, which fulfils these needs, provides satisfaction. Satisfaction is one's contentment towards job that induces motivation and interest in work, which creates pleasure or happiness from job. Hence satisfaction plays a vital role in every aspect of individual's life, without satisfaction in life it becomes very difficult to survive.

The most-used research definition of job satisfaction is by Locke (1976), who defined it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). Implicit in Locke's definition is the importance of both affect, or feeling, and cognition, or thinking.

Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

There are many theories of Job satisfaction and there are vital differences among experts about the concept of job satisfaction. Basically, there are five approaches/theories of job satisfaction. They are: Fulfillment theory, Discrepancy theory, Equity theory Two-factor theory and Locke's value theory

- **Fulfillment Theory**

The main aim of this theory is to measure satisfaction in terms of rewards a person receives or the extent to which his needs are satisfied. Job satisfaction cannot be regarded merely as a function of how much a person receives from his job but it is the strength of the individual's desire of his level of aspiration in a particular area.

The main difficulty in his approach as observed by willing is that job satisfaction is not only a function of what a person receives but also what he feels he should receive, as there would be considerable difference in the actual and expectations of persons.

- **Discrepancy Theory**

The proponents of this theory is that satisfaction is the function of what a person actually receives from his job satisfaction and what he thinks to receive or expects to receive. This approach does not make it clear whether or not over satisfaction is a part of dissatisfaction and if so, how it differs from dissatisfaction.

- **Equity Theory**

The proponents of this theory are of the view that a person's satisfaction determined by his perceived equity which in from is determined by his input-output balance when compared to others input-output balance. Input-output balance is the perceived ratio of what a person received from his job relative to what he contributes to the job.

- **Two-Factor Theory**

This theory was developed by Herzberg, Paterson and Cap Well who identified certain factors as satisfiers and dissatisfies. Factors such as achievement, recognition responsibility etc., are satisfiers, the presence of which causes satisfaction but their absence does not result in dissatisfaction on the Other hand the factors such as supervision salary, working conditions etc are dis-satisfiers the absence of which cause dissatisfaction however their presence does not result in job Satisfaction. This theory is considered invalid as a person can get both satisfaction and dissatisfaction at the same time.

Need for the Study

Job satisfaction is vital to high productivity, motivation and low employee attrition. To stay competitive employers need to find the ways in order to increase job satisfaction and face the challenge of making their employees stay and work happily with their organization. This is a global challenge in front of the employers. The critical challenges faced by employers are the challenges of maintaining productivity, profitability as well as keeping their personnel engaged and satisfied with their jobs.

Because of the above discussed issues, those employers who could not improve job satisfaction of their employees can be said to face the threat of losing their top talented people to the competition. Managers who maximize the potential, creative abilities and talents of the entire workforce have a greater competitive advantage than those who do not possess. Those employees who are engaged and happy in their work have a higher level of job satisfaction. Hence in this regard there is a need for the organization to understand the factors that influence the job satisfaction in employees has to be identified to address the above said issue. This study focuses mainly on identifying these factors that contribute to job satisfaction among employees of ITES.

Research Objective

- i. To study the level of job satisfaction of ITES employees
- ii. To explore the factors influencing the job satisfaction of ITES employees

Review of Literature

Baird. L. S. (1976) in his study on "Relationship of performance to satisfaction on stimulating and non-stimulating jobs" tried to find out the theoretical reason for making jobs stimulating. He says it can be done by enabling the job holders to experience satisfaction when they perform well. It was, therefore, hypothesized that on stimulating jobs, satisfaction would be positively related to performance. Job stimulation was determined by having 3 observers rate the jobs using the Job Diagnostic Survey (JDS). Analysis of variance and correlation analysis revealed that the relationships between performance and satisfaction were exactly opposite to those hypothesized. Satisfaction with work was correlated with performance only in non-stimulating jobs.

Lise M. Saari et al (2004) in his study on "Employee Attitudes And Job Satisfaction" identified three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular – job satisfaction: first one being the causes of employee attitudes, secondly the results of positive or negative job satisfaction, and thirdly how to measure and influence employee attitudes. Suggestions for practitioners are provided on how to close the gaps in knowledge and for evaluating implemented practices. The findings revealed that there is need for the organizations more with respect to HR than someone else to administer the tactical aspects of an employee survey and to check that managers are holding feedback discussions and have suitable saction plans.

W.R. Boswell, et al (2005) has given the concept of Honeymoon Effect and Hangover Effect in relation to Job Satisfaction. According to them, Honeymoon effect is the tendency to enjoy high level of satisfaction on new jobs that they have taken in response to dissatisfaction with their old jobs, while hangover effect is the tendency for people's level of satisfaction to drop over time from when a position is brand new to when one gains more experience with it.

Timothy A Judge et al (2001), in their study on "The job satisfaction-job performance relationship: A qualitative and quantitative review" studied the relationship between job satisfaction and job performance. The findings revealed that there exists positive relationship between job satisfaction job performance because individual who like their jobs are more likely to be in good moods at work, which in turn facilitates including creative problems, solving motivation and other processes.

Muhammad Rizwan et al (2012) in their empirical study on "Employee job Satisfaction" their main objective was to find the crucial problems, faced by the employees while working in organizations and find the ways how to make employees loyal towards their organization. The findings revealed that there is positive relationship between workplace environment, reward and recognition, training and development and team work. These factors help to make the policies effective and through this, efficiency can be seen in the management process.

Hoppock R (2014) in his study on "Job satisfaction", collected data on 500 teachers in 51 urban and rural communities who estimated the degree of their satisfaction on with their jobs indicated relationships between job satisfaction and emotional

adjustment, religion social status, interest ,age, fatigue, size of community and other factors. The result suggested that the proportion of dissatisfied workers is probably less than a third. Earnings and 22 others factors are considered as they are related to job satisfaction.

Conceptual Background

The base for this research is Locke’s Value Theory by Edwin A Locke (1968). The theory hypothesizes that job satisfaction in the relationship between job outcomes received as compared to those desired. Job satisfaction is high when an employee receives outcomes which he or she values high. Satisfaction is less when the outcomes received are valued less by the employee. Locke’s approach focuses on any outcomes that people value, regardless of what they are and not necessarily lower order needs. The key of satisfaction, according to the theory, is the discrepancy between those aspects of the job one has and those one wants, the greater the discrepancy, lesser the satisfaction.

Locke’s theory calls attention to those aspects of the job that need to be attended for job satisfaction to results. Specifically, the theory suggests that these aspects might not be the same for all people, but any valued aspects of the job about which people perceive serious discrepancies.

The causes and consequences of job satisfaction: Job satisfactions comprise organizational factors, group elements and individual needs. These factors contribute to satisfaction or dissatisfaction. Between the causes and consequences of job satisfaction, there are two variables, out comes valued /expected and outcomes received. Based on the above Locke’s Value Theory the following variables are considered for each of the three factors viz., Organizational Factors, Group Factors, and Individual Factors. They are(as Shown in Figure 4.1.)

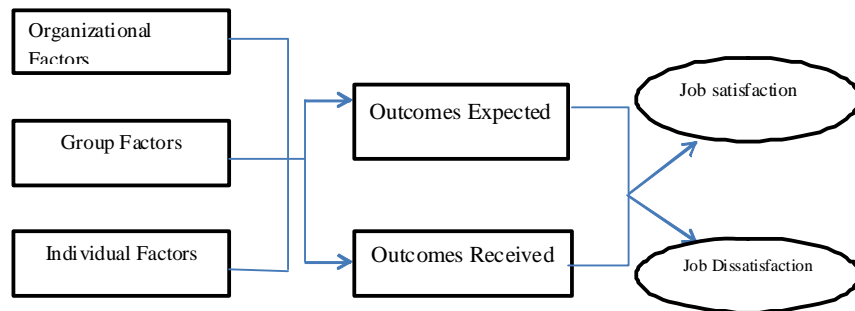


Figure 4.1

- **Organizational Factors:** There are five major organizational factors which contribute to an employee’s attitude towards his or her job: pay, opportunities for promotion, the nature of work, policies of the organization and working conditions. For the study the following organizational factors related to job satisfaction considered are Pay system, Promotions, Nature of work, Organizational policies and procedures, Working conditions, Shifts, and Team Co-ordination.

- **Group Factors:** The social process by which people interact in group environment .It influences of personality, power and behavior on the group process. For the study the following group factors that were considered are Team spirit, Supervision and Rewards for team success.
- **Individual Factors:** In addition to organizational and group factors, there are certain personal variables that have a bearing on job satisfaction. For the study the following individual factors that were considered are Job stress, Self esteem, Salary, Status/ position, Recognition for work, Work life- balance, Fringe benefits, Self interest and Job security.

Research Methodology

This study is descriptive in nature. The primary data was collected from 300 employees of ITES working in Bengaluru by administering a structured questionnaire. The data was collected using convenience sampling method.

Data Analysis and Interpretation

Demographic profile of the respondents:

Female respondents constituted about 45% where as male respondents constituted 55%. The respondents with 21-30 years of age group comprised of 60% than compared to those belonged to the age group of 31-40 years comprised of 40%. Graduates constituted 72% whereas post graduates constituted the remaining 28% of the total sample.

Percentage analysis

The respondents were asked to rate their overall satisfaction towards their job on a five point Likert scale. The details are as shown in the below table 1.

Table 1 : Satisfaction towards job

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE (%)
Extremely satisfied	48	16.00
Satisfied	219	73.00
Neutral	11	3.66
Dissatisfied	11	3.66
Extremely dissatisfied	11	3.66
Total	300	100

The analysis of the above table 1 reveals that 73.00% of respondents say that their satisfied, 16.00 % of respondents say that are extremely satisfied and 3.66% of respondents say neutral and 3.66% of respondents say that they are extremely dissatisfied and dissatisfied. Therefore, it can be inferred that the majority number of respondents are satisfied with their Job.

Descriptive analysis:

A set of brief descriptive coefficients that summarizes a given data set, which can either be a representation of the entire population or a sample. The measures used to describe the data set are measures of central tendency and measures of variability or dispersion.

From the table 2, working condition scored a Mean value of 4.37, Daily shifts scored 4.33, work challenging 4.23, pay system scored 4.20, training performance and team co-ordination, company policies and medical benefits scored 4.00, safety measures and existing promotion scored 3.83 career growth scored 3.70, overall Mean for organization factor is found to be 4.05. Hence it can be inferred that most of the employees felt working conditions are very important Organizational factor that contributes towards Job Satisfaction. Among the Organization factor working conditions, shifts and challenging work are the top three influencing factor.

From the table 3. Team spirit scored a Mean value of 4.48, supervision scored 4.4, Reward system scored 3.7 overall Mean for Group Factors is found to 4.19. Hence it can be inferred that most of the respondents felt Team spirit is very important Group Factor that contributes towards Job Satisfaction. Among the Group Factor Team spirit, supervision by superior is the top two influencing factors.

From the table below 4, Job Security scored a Mean value of 4.40, Good status scored 4.33, self-interest scored 4.17, and overall Mean for Individual Factors is found to 4.13. Hence it can be inferred that most of the employees prefer Job Security as important factor that will lead to Job Satisfaction. Among Individual factor Job Security, Good Status, and Self Interest are the top three influencing factors.

Table 2 : Organizational factors

ITEMS	N	Mean	Std. Deviation	Variance
1. Pay system of the organization	300	4.20	.997	.993
2. The existing promotion strategies	300	3.83	1.117	1.247
3. Challenging routine work	300	4.23	.935	.875
4. The company policies	300	4.00	.871	.759
5. Safety measures for employees at your organization	300	3.83	.791	.626
6. The medical/ insurance benefits	300	4.00	1.174	1.379
7. Career growth opportunity	300	3.70	1.489	2.217
8. Training to improve your Performance	300	4.07	1.202	1.444
9. Working conditions and working Environment	300	4.37	.765	.585
10. Daily shifts	300	4.33	.758	.575
11. Co-ordination between group members	300	4.07	1.112	1.237
Organization factors (OVERALL MEAN)	300	4.05		

Table 3 : Group factors

ITEMS	N	Mean	Std. Deviation	Variance
12. Team sprit	300	4.48	.738	.544
13. Supervision given by your superior on your job	300	4.40	1.003	1.007
14. The reward system	300	3.70	1.119	1.252
Group factor(Overall Mean)	300	4.19		

Table 4 : Individual factors

ITEMS	N	Mean	Std. Deviation	Variance
15. Stress/pressure	300	3.77	1.104	1.220
16. Respect and appreciation for yourself as an employee in the organization	300	4.17	.874	.764
17. Present salary	300	4.00	1.145	1.310
18. Good status from your job	300	4.33	.758	.575
19. Recognition for your work	300	4.00	1.232	1.517
20. Work life balance	300	4.07	.907	.823
21. fringe benefits	300	4.21	1.114	1.241
22. Company policies	300	4.28	1.251	1.564
23. Job security	300	4.40	1.070	1.145
Individual factor(Overall Mean)	300	4.13		

Findings:

- It can be observed from the results that satisfaction level of ITES employees towards their job is quite good with 73%.
- Employees felt Group factors as an important factor contributing towards Job Satisfaction, followed by Individual factor and Organization factor.
- Among Group factors Team spirit, supervision by Superior and Reward system were top three influencing factors.
- With respect to individual factors Job Security, Good Status, Self-interest was top three factors.
- Among Organization factors employees felt working conditions, Daily shifts, and Challenging work as top three influencing factors towards job satisfaction.

Conclusion

Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. Job satisfaction is an important indicator of how employees feel about their job and a predictor of work behaviour such as organizational citizenship, absenteeism, and turnover.

Besides several other factors Employees prefer Group factor as an important factor contributing towards Job Satisfaction, followed by Individual factor and Organization factor. Therefore organizations can take care of managing team and improving team performance.

Finally it can be said that continuous evaluation should be a nonstop activity that should include a specific cycle of steps. The primary purpose of evaluation must be to measure progress and determine what needs to be improved. Continuous evaluation includes, but is not limited to, the measurement of attitudes, morale, and motivation of the workforce. It must also include the identification of problem areas needing improvement and the design and implementation of an improvement plan. Good organizations must conduct a job satisfaction survey at least once a year, so that everything would fall on the safer line.

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