

# A Study on Job Satisfaction Level to the Employees in BSNL, Thanjavur

M. Umamaheshwari<sup>1</sup>, S. Venkatesh<sup>2</sup>

<sup>1</sup>MBA Student, Department of MBA, PRIST University, Thanjavur, India

<sup>2</sup>Associate Professor, Department of MBA, PRIST University, Thanjavur, India

**Abstract:** This paper presents a study on job satisfaction level to the employees in BSNL, Thanjavur.

**Keywords:** Job satisfaction level

## 1. Introduction

Employee satisfaction survey provides a channel for employees to communicate their view on a wide range of issues in total confidence. Employee satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees' satisfied with their careers should be a major priority for every employer.

Job satisfaction is the long-term prospect of employment in the organization, which creates a sense of contribution and dedication to the employees. This is with regard to the feelings or mental state with respect to the nature of their work. It can be influenced by various factors, for eg, the quality of one's relationship with their manager, the quality of the physical atmosphere in which they work, degree of accomplishment in their work, etc. Job satisfaction is also provides positive emotional circumstances when a person fulfill his requirements and aspirations and it may be general or specific.

While this is a well-known fact in management practices, economic downturns like the current one seem to cause employers to ignore it. There are numerous reasons why employees can become discouraged with their jobs and resign, including high stress, lack of communication within the company, lack of recognition, or limited opportunity for growth. Management should actively seek to improve these factors if they hope to lower their turnover rate.

Even in an economic downturn, turnover is an expense best avoided. Employee satisfaction survey provides a channel for employees to communicate their view on a wide range of issues in total confidence. Employee satisfaction survey was conducted to find out the satisfaction level of the employees. The other objective was to find out the areas of low satisfaction where corrective measures can be taken.

The Employee Satisfaction Survey helps companies to determine how their employees think and to identify employees' needs and concerns so that improvements can be made and stronger teams can be formed.

## A. Typical dimensions of employee satisfaction

Employee satisfaction surveys can cover as many or as few topics as are required by your organization. Some of these topics include: Job satisfaction, Company as a place to work, Organization direction, strategy and goals, Employee morale, Organizational relationships, Supervision, Management, Leadership, Culture, values and behaviors, Company image, Benefits, Compensation and rewards/incentives, Recognition and promotion, Training and development, Career opportunities, Quality products and services, Internal/external communications, Organizational change, Any other topics of interest to managers.

## B. Meaning of employee's satisfaction

Employees 'satisfaction is the individual employee general attitude towards the job. It is also an employee cognitive and affective evaluation of his or her job.

## C. Definition of employees' satisfaction

job satisfaction or employee satisfactions a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.

## D. Increase employee's performance

Employee Satisfaction has a great impact upon the performance of an employee. (Judge, Theresa, Bono. & Patton, 2001) conducted an extensive meta- analysis about the relationship between these two critical organizational factors and concluded true correlation between employee satisfaction and employee performance. Performance of the job by an employee also requires that his expectations and aspirations in terms of rewards, consideration and fulfillment of his needs etc. can be met. If these are fulfilled, he/she will be satisfied with the outcome of job performance and greater employee satisfaction would generally motivate the employees in performing their tasks more efficiently and that results in increasing company's productivity.

## E. Methods of employee's satisfaction

Employee job satisfaction is a qualitative aspect and cannot be understood in strict quantitative terms. It is an intangible and psychological concept. There are a number of methods of

measuring employee satisfaction. The commonly applied techniques to measure employee satisfaction have been discussed below.

## 2. Review of literature

1. Saba Salem et al., (2013) in their study on determinants of job satisfaction examine its impact on employees of the banking industry has found that all the variables such as organizational policy and strategy, nature of work, communication, job stress, employee personality and recruitment and selection procedures have significant association with employee's job satisfaction.

2. Muhammad Zeeshan Shaukat et. al. (2012) found that provision of support at work and higher leader-member exchange relations positively predicts employees job satisfaction. It shows that when organization provides support to its employees or when supervisor is supportive and employees have good exchange relation with their supervisor, they reciprocate it with good relations and increase job satisfaction.

3. Jahirul Hoque et al., (2012) concludes that the determinants of job satisfaction such as job status, salary fringe benefits, job security, promotional opportunities, working environment, job autonomy, recognition for good work, co-workers, and supervising have been assigned by both the level of executives, junior and top level as the major determinants of their respective job satisfaction. It is also revealed that each of their determinants has significant positive relation with the overall job satisfaction of the executives. Therefore, increase in values/standard of each of these determinants would definitely increase the level of job satisfaction of the selected executives.

4. Lai (2011) found that an efficient compensation system result in organizational growth and expansion and exhibit a positive relationship between employee satisfaction and job-based salary, skill- based pay and performance-based pay. The study concludes that the intrinsic factors of motivation, including recognition, work, career opportunities, professional growth, responsibility, good feeling about the organization that has a significant correlation with job satisfaction, while hygiene factors have no significant relationship with job satisfaction of employees satisfaction.

5. Mallik (2011) in their study they found that the faculty member is generally satisfied with their job, however male faculty members were less satisfied than female faculty member.

6. Azash (2011) have tested the hypothesis of Herzberg's two-factor theory. The results found that job satisfaction is caused by both motivation and hygiene factor. The important motivational factors perceived by public sector employees are achievement, advancement, interpersonal relations, working conditions, policy, personal life, the perceived important motivational factors by private sector bank employees are achievement, interpersonal relation, supervision, policy.

7. Khalid et al., (2010) observed that there is a positive relationship between autonomy, leadership behavior and

teamwork environment influence more than autonomy on employees job satisfaction. The results also depict a significant difference of level of job satisfaction between male and female employees.

8. Ahmed et al., (2010) conclude that the salary, promotion and training positively and significantly influence the job satisfaction.

9. Orisatoki and Oguntibeju (2010) in their study they found that there was no significant difference in satisfaction between genders or between age groups. There was positive correlation between job satisfaction with understanding the goals and objectives of the management and sense of belonging. There was no significant correlation of job satisfaction with other factor such as knowledge about work place, work stress, relationship with colleagues, but negative correlation of job satisfaction with salary.

10. Ali and Ahmed (2009) concludes that due to the changes in reward or recognition program, there will be a corresponding change in work motivation and satisfaction, this means that if there is a greater focus on remuneration and recognition, can have a positive impact as a result of motivation and thus lead to higher levels of job performance.

## 3. Research methodology

### A. Meaning of research

Research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability.

### B. Research methodology

It is a systematic and scientific process of conducting research. It gives the researcher a framework within which the research has to be carried out.

### C. Objective of the study

- To know the demographic profile of the employees in the study unit.
- To study the job satisfaction level of employees according to selected individual factors.
- To offer suggestions and recommendations to improve job satisfaction in the study Unit.

### D. Research design

Research design adopted for this research is "Descriptive Research". It includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present.

- Type of Research
- Title of research
- Area of research
- Period of research
- Sampling techniques

- Data collection methods
- Tools used for analysis
- Problem Statement
- Limitations on the study

**E. Type of research**

The research is descriptive in nature. It includes surveys and fact finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present.

**F. Title of the research**

A study on job satisfaction level to the Employees in BSNL, Thanjavur.

**G. Area of research**

The study is conducted in Thanjavur.

**H. Period of research**

The study is conducted from Dec 2018 to Apr 2019. The total Duration of the study is 5 months.

**I. Sampling techniques**

The sample size for the study was selected on the basis of simple random sampling method. 100 employees are randomly selected as sample.

**J. Data collection methods**

The Data required for the study are collected from both primary & secondary sources. Primary data's are collected through structured questionnaire and secondary data's are collected from websites, textbooks, journals, articles etc.

**K. Questionnaire design**

Questionnaire used for data collection is designed based on the fulfillment of the objectives of the study. The Questionnaire contains demographic of the respondents, various attributes & factors related to job satisfaction level to the Employees used in the Questionnaire, some close ended& dichotomous questions were used.

**L. Tools used for analysis**

The following statistical tools are used for data analysis

- a) Percentage b) Chi-Square Analysis d) Anova d) Correlation

**M. Scope of the study**

- The study is helpful to the organization for identifying the area of dissatisfaction of the

employees.

- In the survey an attempt has been made to analyze the job satisfaction of employees of BSNL.
- Study tries to understand the level of satisfaction among the employees of BSNL. it further explains the area on which employees are mostly dissatisfied.

**N. Statement of the Problem**

An unhappy employee, however, can cause severe damage to the organizational effectiveness. Performance management system should be based on ideological underpinnings and a holistic context by strengthening the linkages among the key components such as performance planning, performance execution, performance appraisal, recognition and reward, and performance improvement on a continuous basis. The study on job satisfaction helps to know their preference and problem of the employees. Mainly six factors influenced on the job satisfaction they include payment package, career development, interpersonal relations, inspiration, work circumstances, training and development. When these factors were high Job satisfaction was high in all organizations. When these factors were low, Job satisfaction is also low. In the present research, an attempt has been made by the researcher to analyze the job satisfaction of the employees working in the BSNL.

**O. Limitations on the study**

- Data collected may have biased response.
- The researchers had difficulty in explaining the research problem to the respondents. Hence the level of understanding of research problem and concept by the respondents may affect the study result.
- The research results (findings and suggestions) are applicable only to the selected region.

**4. Chi-Square test**

**Hypothesis**

**Null hypothesis:** There is no significant relationship between. Working environment and working hours.

Calculated value  $\chi^2 = 31.9428$

Degree of freedom = (R-1) (C-1) = (4-1) (5-1) = 12

The table value of  $\chi^2$  for 12 degree of freedom at 5 per cent level of significance is 21.026

**Conclusion:** Calculated value of chi square is more than the table value, so the null hypothesis is rejected. Hence it is concluded that there is a significant relationship between. Working environment and working hours.

Table 1

Relationship between working environment and working hours at your organization

Working Environment	Working hours at your organization					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Excellent	12	12	8	0	0	32
Good	10	42	0	0	0	52
Satisfactory	0	14	0	0	0	14
Not Satisfactory	0	2	0	0	0	2
Total	22	70	8	0	0	100

Table 2  
Observed frequency and Expected frequency

Group	Observed Frequency	Expected Frequency	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
Aa	12	7.04	4.96	24.6016	3.4945
Ab	12	22.4	-10.4	108.16	4.8285
Ac	8	2.56	5.44	29.5936	11.56
Ad	0	0	0	0	0
Ae	0	0	0	0	0
Ba	10	11.44	1.44	2.0736	0.1812
Bb	42	36.4	5.6	31.36	0.8615
Bc	0	4.16	-4.16	17.3056	4.16
Bd	0	0	0	0	0
Be	0	0	0	0	0
Ca	0	3.08	-3.08	9.4864	3.08
Cb	14	9.8	4.2	17.64	1.8
Cc	0	1.12	-1.12	1.2544	1.12
Cd	0	0	0	0	0
Ce	0	0	0	0	0
Da	0	0.44	-0.44	0.1936	0.44
Db	2	1.4	0.6	0.36	0.2571
Dc	0	0.16	-0.16	0.0256	0.16
Dd	0	0	0	0	0
De	0	0	0	0	0
				$\chi^2$	31.9428

Table 3  
ANOVA

Gender wise classification	Really enjoy your break time		
Male	58	Yes	76
Female	42	No	24
Total	100	Total	100

*Hypothesis*

*Null hypothesis:* There is no significant relationship between gender wise classifications and really enjoy your break time.

*Conclusion:* Calculated value is 0.659, so I concluded it gender wise classification and really enjoy your break time.

**5. Findings**

The study is conducted to know the study on role of motivation and improving the performance of employees in BSNL a detailed survey is conducted among 100 employees and following are the findings from the study

Table 3  
Anova: Single Factor

Summary				
Groups	Count	Sum	Average	Variance
Column 1	100	141	1.424242	0.246753
Column 2	100	123	1.242424	0.185529

ANOVA						
Source of Variation	SS	Df	MS	F	P-value	F crit
Between Groups	1.636364	1	1.636364	7.570815	0.006488	3.889341
Within Groups	42.36364	196	0.216141			
Total	44	197				

*Conclusion:* Calculated F value is 7.570815 and F critical value is 3.889341 so calculated values is less than a table value, so the null hypothesis is accepted. Hence it is concluded that there is no significant relationship between gender wise classification and really enjoy your break time.

Table 4  
Correlation

Gender wise classification	Really enjoy your break time		
Male	58	Yes	76
Female	42	no	24
Total	100	Total	100

	Column 1	Column 2
Column 1	1	
Column 2	0.659004	1

Respondent's perception about job satisfaction of employees.

Majority of the respondents (80%) having more than 5 years of working experience in BSNL.

- Majority of the respondents (52%) working environment good.
- Majority of the respondents (50%) smooth relationship with your employers and coworker high.
- Majority of the respondents (50%) bonus and incentive given need improvement.
- Majority of the respondents (56%) satisfied with the overall compensation package satisfied
- Majority of the respondents (76%) relax time really enjoy your for case yes /no.
- Majority of the respondents(64%) manager supervisor



continuous feedback to help me achieve agree.

- Majority of the respondents (60%) management involve employee in the management decision yes.
- Majority of the respondents (84%) satisfied with the welfare facilities providers employee by the organization yes.
- Majority of the respondents (40%) factors which motivation you most recognition.
- Majority of respondents say (60%) agreed that satisfied in all the ways as an employee of this organization.
- Majority of respondents say (52%) agreed that recognize and acknowledge your work.
- Majority of respondents say (60%) agreed that satisfied salary according to the work.
- Majority of respondents say (64%) agreed that qualification and skills.
- Majority of respondents say (44%) agreed that good career prospect for its employee.
- Majority of respondents say (64%) agreed that qualification and skill.
- Majority of respondents say (52%) agreed that company share experience to help each other.
- Majority of respondents say (70%) agreed that working organization is satisfied.
- Majority of respondents say (50%) agreed that satisfied with the top management.
- Majority of respondents say (50%) agreed that appreciation and reward if the decide work/ targets are accomplished.
- Majority of respondents say (56%) agreed that working environment condition in the organization satisfied.
- Majority of respondents say (52%) agreed that manager gives constructive and valuable feedback.
- Majority of respondents say (56%) agreed that necessary to do your job well.
- Majority of respondents say (36%) agreed that respected to your family responsibility.
- Majority of respondents say (48%) agreed that position at to organization.
- Majority of respondents say (52%) agreed that levels of yours job stress.
- Majority of respondents say (80%) dissatisfaction because of colleagues.
- Majority of respondents say (60%) agreed that job.
- Majority of respondents say (92%) agreed that encouraged to learn from your mistake if anyone identified your mistake.
- Majority of respondents say (62%) agreed that roles responsibility work place.
- Majority of respondents say (62%) agreed that enjoyment in my work.

#### A. Suggestions

- The following suggestions are offered to maximize satisfaction on the career of Employees in the study unit.
- The study discloses that the most of the respondents are dissatisfied with the Payment package.
- Therefore, the organization must take necessary steps to modify the Payment package to improve the job satisfaction of the employees.

### 6. Conclusion

This chapter defines the introduction, meaning and significance of employees satisfaction along with the factors affecting employees satisfaction, methods of finding employees satisfaction, procedure of getting result of employees satisfaction and as well as implications on employer failing employees satisfaction.

Low employee satisfaction can contribute to multiple organizational problems and has been associated with increased levels of turnover and absenteeism, which ultimately cost the organization in terms of low performance and decreased productivity. The factors that affect employee satisfaction are varied and dynamic in nature. It is important to be aware of the needs and composition of their workforce as well as the impact of environmental factors when developing their programs and policies. As the job market expands, it will be particularly important to pay close attention to the aspects that are important to employee satisfaction in general and by employee age, gender and other workforce characteristics.

There are a number of methods of measuring employee satisfaction e.g. survey, rating scale, interviews etc. which provide proper result for measuring employees' satisfaction in organization. Most commonly organizations are using survey methods to get proper results. This chapter defines the complete step by step procedure of survey technique for getting employees satisfaction level.

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