

Employee Job Satisfaction

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ABSTRACT

In the modern era, organizations are facing several challenges due to the dynamic nature of the environment. One of the many challenges for a business is to satisfy its employees in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition. In order to increase efficiency, effectiveness, productivity and job devotion of employees, the business must satisfy the needs of its employees by providing good working conditions. The objective of this paper is to analyse the impact of working environment on employee job satisfaction. The study employed a quantitative methodology. Data was collected through a self-administered survey questionnaire. The questionnaire is adopted from a previous validated assessment. The target population consists of educational institutes, banking sector and telecommunication industry operating in the city of Hyderabad. Simple random sampling is used for collection of data from 80 employees. The results indicates a positive relationship between working environment and employee job satisfaction. The study concludes with some brief prospects that the businesses need to realize the importance of good working environment for maximizing the level of job satisfaction. This paper may benefit society by encouraging people to contribute more to their jobs and may help them in their personal development and development. Hence, it is vital for an organization to motivate their employees to work hard for achieving the organizational goals and objectives.

Keywords--- Working Environment ; Job satisfaction, Employee , organization, productivity , efficiency

DEFINITION OF JOB SATISFACTION

Due the popularity of job satisfaction within the field of industrial and organisational psychology, various researchers and practitioners have provided their own definitions of what job satisfaction is. However, the two most common definitions describe job satisfaction as: “the delightful emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values” and “the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs “.

In general, most definitions cover the affective feeling an employee has towards their job. This could be the job in general or their attitudes towards specific

aspects of it, such as: their colleagues, pay or working conditions. In addition, the extent to which work outcomes meet or surpass expectations may determine the level of job satisfaction. However, job satisfaction is not only about how much an employee enjoys work. Taber and Alliger found that when employees of an American educational institute rated how much they enjoyed individual tasks within their role, their scores were reasonably correlated to satisfaction with the work itself, and associated (although weakly) with global job satisfaction. Taber and Alliger also found that other measures (such as, level of concentration required for the job, level of administration, and task importance) all had no impact on satisfaction. This study demonstrates that the accumulating gratification of work tasks added up to overall job satisfaction. However, the low relationship does suggest that other factors, besides enjoyment, contribute to how satisfied employees feel at work.

I. INTRODUCTION

Many businesses fail to understand the importance of working environment for employee job satisfaction and thus face a lot of difficulties during their work. Such organizations are internally weak therefore unable to introduce innovative products into the market to outshine their competitors (Aiken, Clarke, & Sloane, 2002). Employee is an essential component in the process of achieving the mission and vision of a business. Employees should meet the performance criteria set by the organization to ensure the quality of their work. To meet the standards of organization, employees need a working environment that allows them to work freely without problems that may restrain them from performing upto the level of their full potential. The objective of this research paper is to analyse the impact of working environment on employee job satisfaction.

1.1. Job Satisfaction

According to Vroom (1964) Job satisfaction is an orientation of emotions that employees possess towards role they are performing at the work place. Job Satisfaction is the essential component for employee motivation and encouragement towards better performance .Many people have defined job satisfaction

over the years. Hoppok & Spielgler (1938) defines job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs. Further, the role of employees at workplace is emphasized as there is an influence of various elements on an employee within the organization.

Clark (1997) argue that if employees are not satisfied with the task assigned to them, they are not certain about factors such as their rights, working conditions are unsafe, co-workers are not cooperative, supervisor is not giving them respect and they are not considered in the decision making process; resulting them to feel separate from the organization. Furthermore, he highlighted that in current times, firms cannot afford dissatisfied employees as they will not perform up to the standards or the expectations of their supervisor, they will be fired, resulting firms to bear additional costs for recruiting new staff. So, it is beneficial for firms to provide flexible working environment to employees where they feel their opinions are valued and they are a part of the organization. Employee morale should be high as it will be reflected in their performance because with low morale, they will make lesser efforts to improve.

1.2. Working Environment

The working environment consists of two broader dimensions such as work and context. Work includes all the different characteristics of the job like the way job is carried out and completed, involving the tasks like task activities training, control on one's own job related activities, a sense of achievement from work, variety in tasks and the intrinsic value for a task. Many research papers have focused on the intrinsic aspect of the job satisfaction Results have shown that there is a positive link between work environment and intrinsic aspect of the job satisfaction. Further they described the second dimension of job satisfaction known as context comprises of the physical working conditions and the social working conditions (Sousa-Poza & Sousa-Poza, 2000; Gazioglu & Tanselb, 2006; Skalli, Theodossiou, & Vasileiou, 2008). Spector (1997) observed that most businesses ignore the working environment within their organization resulting in an adverse effect on the performance of their employees. According to him, working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision making process of the firm. He further elaborated that once employees realize that the firm considers them important, they will have high level of commitment and a sense of ownership for their organization.

Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees & management may affect job satisfaction (Lane, Esser, Holte, & Anne, 2010). Arnetz (1999) argue that in organizations, can be

observed that mostly employees have problems with their supervisor who is not giving them the respect they deserve. Supervisors also show harsh behaviours to employees due to which they are not comfortable to share good and innovative ideas with their supervisors. Furthermore, he describes that top management limits employees to their tasks rather than creating a sense of responsibility in employees by making them work in teams to attain high performance. Petterson (1998) argues that the interaction between employees within a business is crucial for accomplishing the organizational goals. Further he describes that the communication of information must be properly done in a timely manner so that the operations of the business are running smoothly. If there is a clash between co-workers then it is difficult to achieve the objectives of organization.

1.3 Objectives

- To identify the job satisfactory level of the whole employee
- Perception of employees towards Management.
- To identify the factors that influence the level of job satisfaction.
- To identify the factor that helps to enhance the level of job satisfaction.

1.4 Scope

The scope of the study is that by analyzing the job satisfaction of the employees, then organisation further improve themselves with more benefits and facilities to overcome the drawback and improve the performance level of employees.

- To identify the employees level of satisfaction upon that job.
- This study is helpful to that organisations for conducting further research.
- It is helpful to identify the employer's level of satisfaction towards welfare measure.
- This study is helpful to the organisation for identifying the area of dissatisfaction of job of the employees.
- This study helps to make a managerial decision to the company.

1.4 Limitations

- The data have been collected from the present employees only. So it may vary in the future.
- The duration of the study is limited. So it may not be able to cover the entire scope.
- The study was restricted to only in Le-Shark Global LLP and sample size was 50.
- The survey is subjected to the bias and prejudices of the respondents. Hence 100% accuracy can't be assured.
- The researcher was carried out in a short span of time, where in the researcher could not widen the study.
- The study could not be generalized due to the fact that researcher adapted personal interview method.

1.6 IMPORTANCE OF JOB SATISFACTION

The study of job satisfaction enriches management with a range of information pertaining to

job, employee, environment etc. which facilitated it in decision making and correcting the path of organizational policies and behaviour. It indicates the general level of satisfaction in the organization about its programmes, policies etc. Secondly, it is a diagnostic instrument for knowing employees' problems, effecting changes and correcting with least resistance. Thirdly, it strengthens the communication system of the organization and management can discuss the result for shaping the future course of action. Fourthly, it helps in improving the attitudes of employees towards the job and facilitates integration of employee with the organization. It inspires sense of belongingness and sense of participation leading to the overall increase in the productivity of the organization. Fifthly, it helps unions to know exactly what employees want and what management is doing. Thus, it facilitates mutual settlement of grievances and other unwanted situations. Lastly, it facilitates in determining the training and development needs of the both, employees and the organization.¹⁴ If we can improve job satisfaction and morale, we can improve job performance as well. Soon the management set about to take advantage of this newly found insight and they took action on two fronts. First, they initiated attempts to measure the state of employee- feeling in order to know where to concentrate their efforts in improving employee- satisfaction. Secondly, they set about to train their managers, especially first-level supervisors, to pay attention to the attitudes and feelings of their subordinates so that performance could thereby be improved.¹⁵ The topic of job satisfaction at work is getting wider attention at this time. Job satisfaction is the satisfaction one feels while doing the job. Job satisfaction is one of the important factors, which affect not only the efficiency of the labourers but also such job behaviour as absenteeism, accidents, etc. Job satisfaction is the result of employee perception of how well the job provides those things that are viewed important. For the success of any organization, job satisfaction has vital importance. The employees who are satisfied are the biggest assets to an organization whereas the dissatisfied employees are the biggest liabilities.

In fact no organization can successfully achieve its goal and mission unless and until those who constitute the organization are satisfied in their jobs. Dissatisfaction leads to frustration and frustration leads to aggression. It is believed that employees dissatisfied with their job may be militant in their attitude towards the management. Dissatisfaction is infectious and quickly spreads to other employees and is likely to affect the morale and working of other employees and image of organization. A dissatisfied worker may seriously cause damage to the reputation and property of the organization and harm its business interest. Job satisfaction/dissatisfaction is the result of various factors which are related to the present job situations.

These various factors are opportunities for career advancement, amount of tension at work, work involvement, relations with colleagues and supervisors,

due recognition of merit, sufficient emoluments and good working conditions, grievances removal, feeling of fatigue and loneliness and prestige of the organization.¹⁶ Job satisfaction is a complex and important concept for human resource managers to understand most employees do not believe their work is being properly rewarded. Nor do they believe that their companies are doing enough to attract high quality performers, train them, or manage them effectively. Since Herzberg's 1959 work on satisfiers and dissatisfiers in the work place, job satisfaction has frequently been held up as means of improving employee motivation. With the improvement come increasing individual productivity, job longevity and organizational efficiency. The salience of the concept of job satisfaction has become so ingrained in thinking about jobs and employees that its importance is now taken for granted, as though it is a tenant of managerial faith. Today human resource managers want to know how to have satisfied employees, not why employees should be satisfied. In truth, employees and managers may have different reasons for wanting organizational conditions that foster job satisfaction. Employees spend most working hours at work, thinking about work, resting up for work, or preparing for work, because work provides "daily meaning as well as daily bread." Yet work is not always a place where workers feel satisfied.

Human resource manager may be concerned about employees' job satisfaction for different reasons than their employees. Altruistic managers want satisfied employees because they care about their employees. Result-oriented managers want satisfied employees because satisfied employees may perform better and have less absenteeism and greater longevity. Satisfied employees also tend to produce higher-quality work than their dissatisfied cohorts. In fact, studies on humanizing the workplace indicate that satisfied employees are more productive and that organizations with satisfied employees are more efficient. Satisfied employees are more likely to experience high internal work motivation, to give high quality work performance and to have less absenteeism and turnover.

II. LITERATURE REVIEW

Work has been done to understand the relationship between work environment and job satisfaction all around the world in different contexts over the years. The study is gaining more and more importance with the passage of time because of its nature and impact on the society. The findings of a Danish study suggest that a firm can increase its productivity through the improvement of physical dimensions of work environment (internal climate) and may have a positive impact on firms' productivity (Buhai, Cottini, & Nielsen, 2008). Herzberg et al. (1959) developed motivational model for job satisfaction and through research he found that the job related factors can be divided into two categories, Hygiene factors and motivation factors. Hygiene factors can not cause

satisfaction but they can change dissatisfaction into no dissatisfaction or short term motivation, where a motivational factors have long lasting effect as they raise positive feelings towards job and convert no dissatisfaction into satisfaction. In the absence of hygiene factors (that are working conditions, supervision quality and level, the company policy and administration, interpersonal relations, job security, and salary) the employees chances of getting dissatisfied increase .

Baah and Amoako (2011) described that the motivational factors (the nature of work, the sense of achievement from their work, the recognition, the responsibility that is granted to them, and opportunities for personal growth and advancement) helps employees to find their worth with respect to value given to them by organization. Further, this can increase motivational level of employees which will ultimately raise internal happiness of employees and that the internal happiness will cause satisfaction. Hygeine factor can only cause external happiness but they are not powerful enough to convert dissatisfaction into satisfaction but still its presence is too much important. According to them the Herzberg Two Factor Theory, both Hygiene and Motivation factors are linked with each other, as Hygiene factors move employee from Job dissatisfaction to No Job dissatisfaction, whereas motivation factors moves employees from no job dissatisfaction to job satisfaction (Herzberg et al., 1959). Sell and Cleal (2011) developed a model on job satisfaction by integrating economic variables and work environment variables to study the reaction of employees in hazardous work environment with high monetary benefits and non-hazardous work environment and low monetary benefits. The study showed that different psychosocial and work environment variables like work place, social support has direct impact on job satisfaction and that increase in rewards does not improve the dissatisfaction level among employees.

The supervisor's availability at time of need, ability to interlink employees, stimulate creative thinking and knowledge of worth of open mindedness in view of workers, and ability to communicate with employees, are the basic supervision traits. Results revealed that with

good and effective supervision, employees' satisfaction level was high whereas with poorer communication ability, dissatisfaction level among employees was high (Schroffel, 1999). Another study by Catillo & Cano (2004) on the job satisfaction level among faculty members of colleges showed that if proper attention is given towards interpersonal relationships, recognition and supervision, the level of job satisfaction would rise.

Bakotic & Babic (2013) found that for the workers who work under difficult working conditions, working condition is an important factor for job satisfaction, so workers under difficult working conditions are dissatisfied through this factor. To improve satisfaction of employees working under difficult working conditions, it is necessary for the management to improve the working conditions. This will make them equally satisfied with those who work under normal working condition and in return overall performance will increase. A study in telecom sector by Tariq et al (2013) revealed that there are different variables like workload, salary, stress at work place and conflicts with family due to job leads an employee towards dissatisfaction that further results in turnover. At final stage these independent factors impacts negatively on organizational performance which is negatively influenced by these factors. Chandrasekar (2011) argue that an organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive in order to increase profits for organization. He also argued that Human to human interactions and relations are playing more dominant role in the overall job satisfaction rather than money whereas management skills, time and energy, all are needed for improving the overall performance of the organization in current era. Based on the above literature, the conceptual model tested in this paper is presented in Fig 1. The independent variable in this research is the working environment in which the employees are working within an organization and the dependent variable is the Job satisfaction of employees. Working environment includes the working hours, job safety, job security, relationship among employees, esteem needs of employees and the influence of top management on the work of employees.

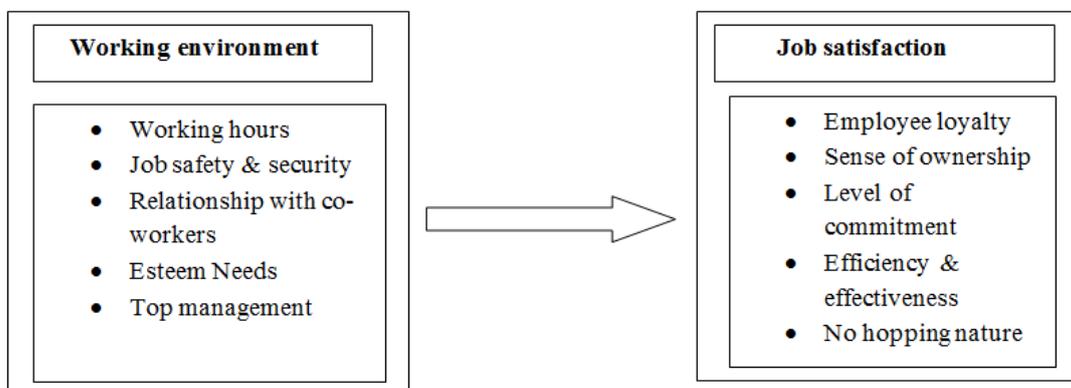


Fig 1: A conceptual model of Working Environment that yields Job Satisfaction

This research study will test the relationship between working conditions and the job satisfaction. The hypothesis below is developed to analyze the relationship between the variables. **H1:** The better working environment will lead to increased job satisfaction.

III. METHODOLOGY

3.1. Population and Sample size

The purpose of the study is to study the relationship between working environment and job satisfaction. The data is gathered randomly from the employees of banks, telecommunication sector and universities in the city of hyderabad, through survey questionnaire. From each sector, 70 respondents were chosen that allow us to get 210 responses from employees working in different institutions through the use of self-administered questionnaires. As evidence suggest that self-administered questionnaire, distributed by hand and via emails, is most suitable in many researches (Werner & Eleanor, 1993). The main aim of selecting employees from various fields is to get opinion from a diverse group of people so that the results can be generalized on the vast group of population.

Sample Size:

Out of Sample 80 respondents were interviewed.

Source of Data

In this Study both Primary and secondary data were used.

i. Primary Data

Employees were interviewed with help of questionnaires.

ii. Secondary Data

Various information's collected from company records..

3.2. Data Instrument and Data Analysis Technique

The 33 items questionnaire adapted from State Statistical Office (SSO, 2009) comprised of questions regarding esteem needs, job safety and security, working hour, trust, relationship with co-workers and Supervisor, and Nature of work to find the impact of overall working environment on employee job satisfaction. . A 5-point Likert scale is used to evaluate answer ranging from not

at all satisfied, dissatisfied, neither, somewhat satisfied and completely satisfied. Many scholars believe that statistical packages are the most suitable and most consistent instruments for comprehensively analyzing large set of data (Buglear, 2005). So, all statistical analysis is performed through the help of software "Statistical Package for Social Sciences" (SPSS). Factor analysis is also performed as it can be used for the data consisting of sample size $n \geq 5$ (Hair et al., 2010). The hypothesis of the study was work environment impacts job satisfaction, so regression analysis was suitable for this research. When we want to study that how does a variable related to another variable? We use simple regression .

Data Collection Instrument

Personal interview based on the questionnaire. The questionnaire was prepared based on the parameters that have to be measured.

Tools used for analysis

Information obtained from the respondents was analyzed and interpreted with the help of Microsoft word 2013. Performed descriptive statistics and regression analysis with the information gathered from primary and secondary sources .

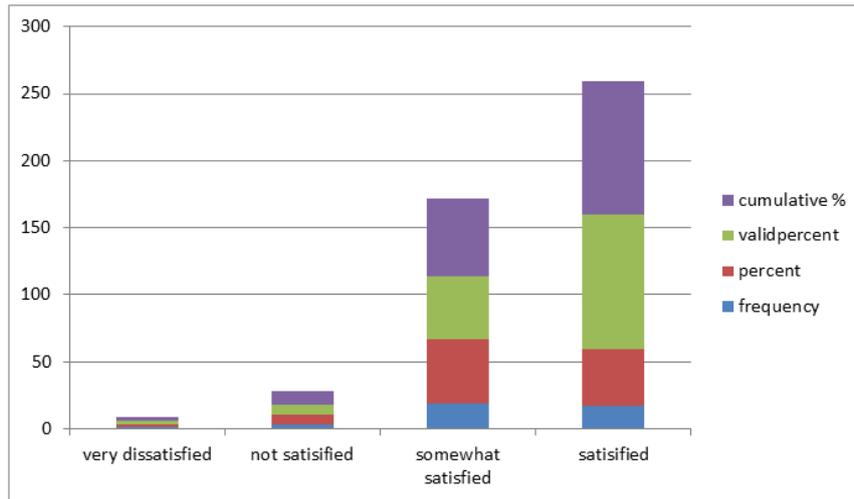
IV. RESULTS

The valuable opinion of employees is displayed below through various statistical tables and graphs that show their responses on the topic about importance of work environment for employee job satisfaction. The Cronbach's Alpha shows the reliability of the data used in the questionnaire. The Tables show that for 6 questions of the questionnaire about working environment, the consistency was 77.1 % whereas for Job satisfaction the value was 81.6%. It makes the responses collected more valuable as the data is proper to analyze the impact of work environment on job satisfaction.

V. DATA ANALYSIS AND INTERPRETATION

1. Does the company communicate its goals and strategies to you?

	Frequency	Percent	Valid percent	Cumulative %
Very dissatisfied	1	2.5	2.5	2.5
Not satisfied	3	7.5	7.5	10.0
Somewhat satisfied	19	47.5	47.5	57.5
Satisfied	17	42.5	100.0	100.0

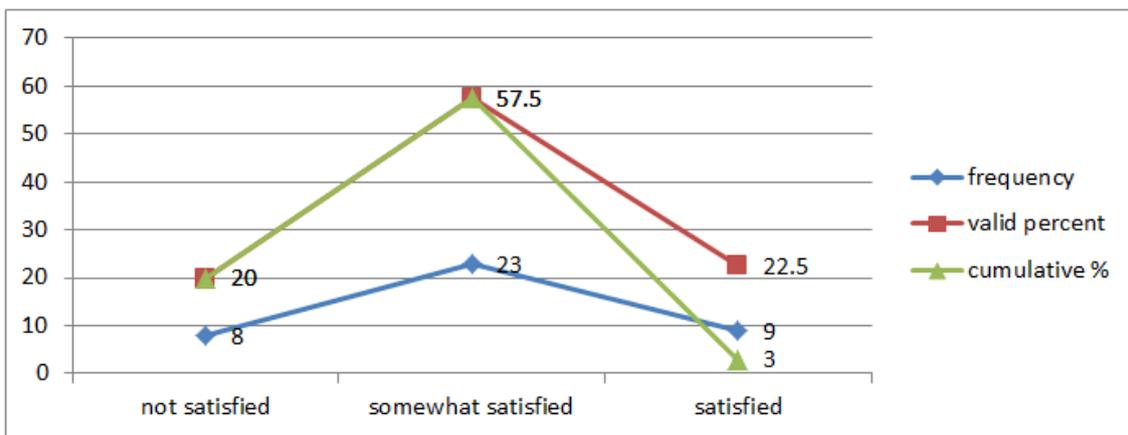


Most of the employees are quite content with the communication and information flow in the Company. This shows that there is an efficient system of information flow within the Organization. The Company

works on an Intranet Application so that the information is readily available throughout the different levels of the Organization.

2. Are you satisfied with the communication and interpersonal relationship in your organization ?

	frequency	percent	Valid percent	Cumulative %
Not satisfied	8	20.0	20.0	20.0
Somewhat satisfied	23	57.5	57.5	77.5
Satisfied	9	22.5	22.5	100.0

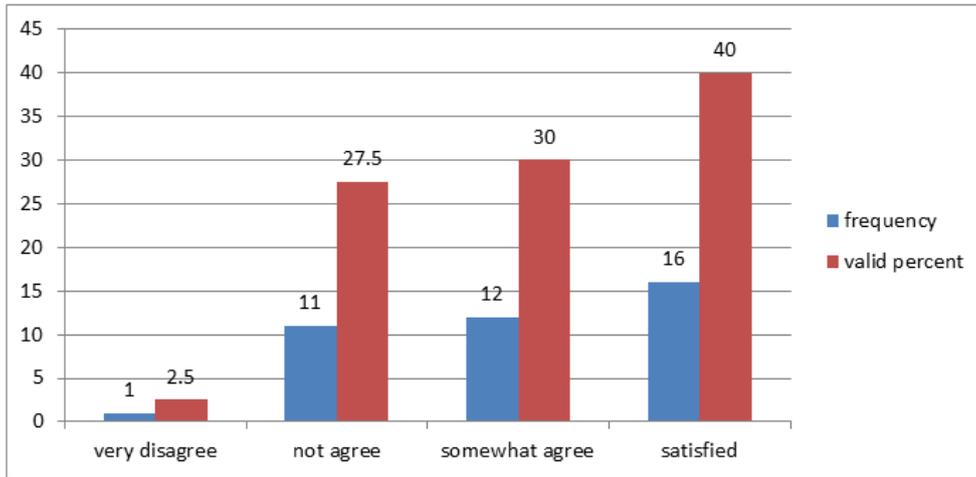


People enjoy their work if they are having good interpersonal relationships with those people whom they are working with. They may be their colleagues, their subordinates or supervisors. Thus, building a strong

interpersonal relationship is very important to increase Job Satisfaction. The results from our survey show that more than 70% of the employees believe that a strong working relationship exist in the Organization.

3. Do you receive enough opportunities to develop your career and ?

	frequency	percent	Valid percent	Cumulative %
Very disagree	1	2.5	2.5	2.5
Not agree	11	27.5	27.5	30.0
Somewhat agree	12	30.0	30.0	60.0
agree	16	40.0	40.0	100.0

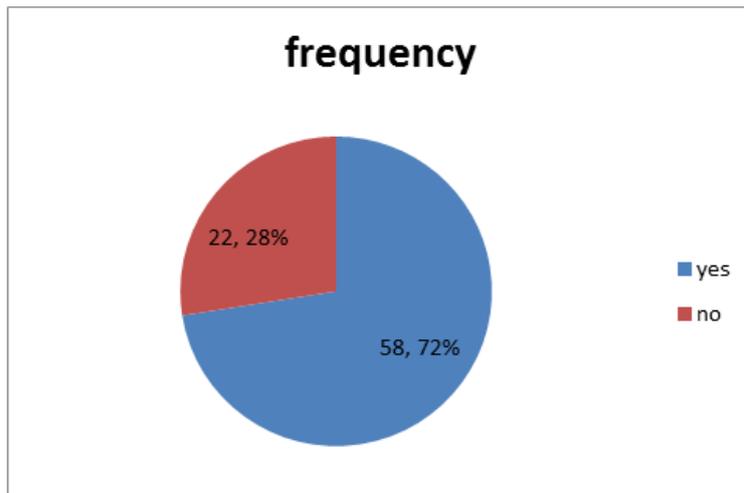


One of the most effective ways of achieving goals is to determine that how much the employees are interacted with one another. The result shows that around 70% of the employees are given various opportunities to interact with one another. These

opportunities are group meetings, seminars, & other get together activities. The purpose of the gathering is to have a formal talks and discussions over various issues and problems which the employees face during their work.

4. Does your efforts in achieving the goals valued ?

	frequency	Percentage
Yes	58	72.5
no	22	27.5

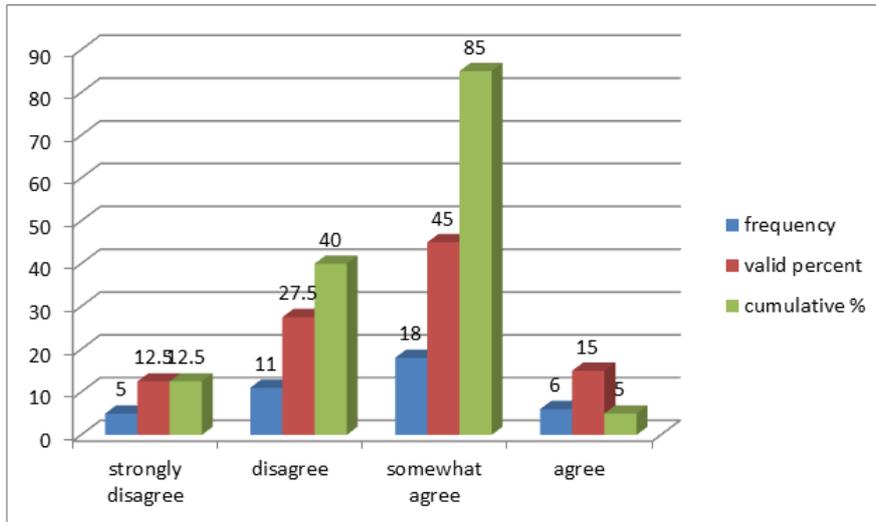


The employees get more committed and dedicated towards their work if their efforts in achieving the Organizational Goals are valued. They feel their presence and importance in the Company which

ultimately affects the overall satisfaction level of the employees. The results have shown that more than 80% of the employees are happy with the outcome of their efforts.

5. Degree of motivation as far as the job is concerned ?

	frequency	Valid percent	Cumulative %
Strongly disagree	5	12.5	12.5
Disagree	11	27.5	40.0
Somewhat agree	18	45.0	85.0
agree	6	15.0	100.0

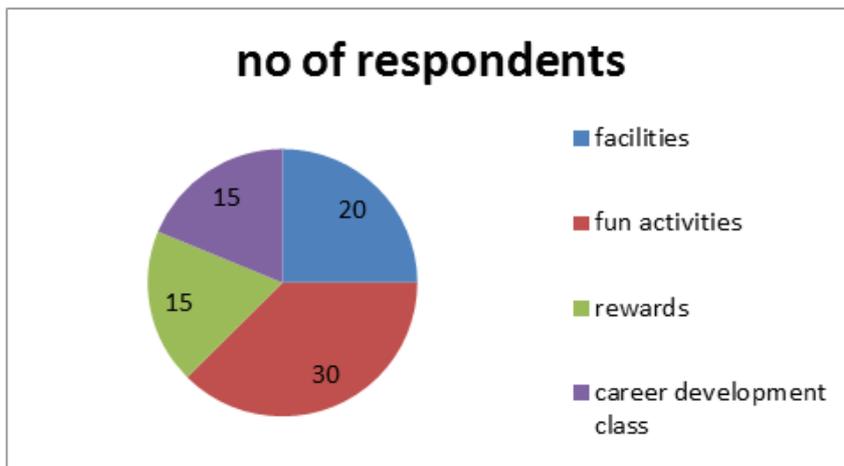


Employees should feel motivated in the jobs they are performing at the workplace. The degree of motivation is achieved through many ways, that is, interaction with others, job security, personal growth and other factors. The analysis of our survey shows that

27.5% of the employees are not happy in performing their tasks and only 15% showed that they enjoy their work. The majority of the employees do not have any say about it.

6. What motivates you to do best work and obtain job satisfaction?

	No of respondents	Percentage
Facilities	20	25
Fun activities	30	37.5
Rewards	15	18.75
Career development classes	15	18.75

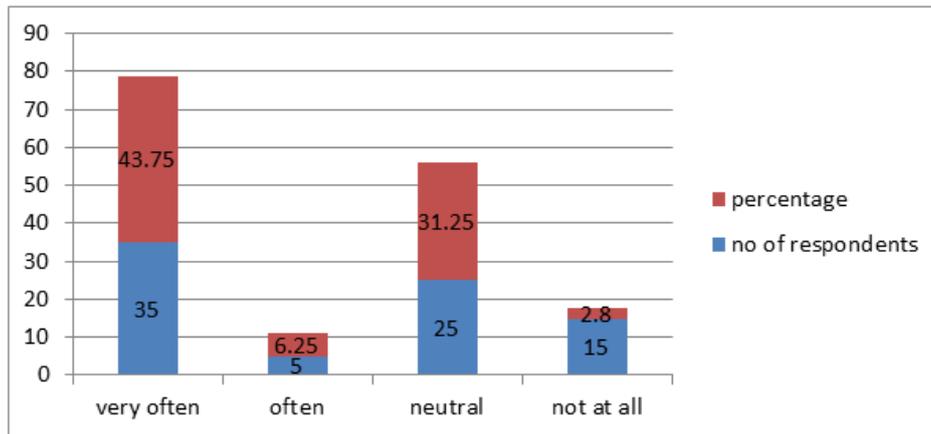


From the above analysis we can see that employees are satisfied and give their best work when the organisation provides fun activities

or elements to rejoice and contribute more for their work. Not only fun activities but also other elements if provided by the organisation delights the employees .

7. How often do you feel work loaded and pressurized in your company?

	No of respondents	Percentage
Very often	35	43.75
Often	5	6.25
Neutral	25	31.25
Not at all	15	18.75



From the above we can see that employees are very often stressed this shows that organisation do not provide enough facilities and appraisals to the employees. About 50% of employees are not satisfied in their job.

VI. FINDINGS

- It is found that the way organisation communicate with employees about goals and objectives is somewhat satisfactory to the workers.
- It is found from the study that majority (53%) of the respondent revealed the reason for the happiness of the place of posting as the good interpersonal relationship with colleagues.
- It is observed from the analysis of the study that majority (70%) of the respondent revealed that they are satisfied and are valued for the work they have done.
- It is learned from the study that (85%) of the respondents are having satisfaction and the remaining are not having the fullest satisfaction in the degree of motivation obtained from their higher authorities .
- It is learned that most of the employees(60%) are satisfied in the job because of the career opportunities provided by the organisation .
- Employees are stressed out more often and work load on the employees have diverted them to job dissatisfaction and from above we can see that 50% of employees feel pressurized because of provision of less fun elements and rewards to the employees.

VII. SUGGESTIONS

- The top management decision shall be highly rational and should be in the interest of the organization and also communicate the needs and goals of the employee. Then every decision should be explained to every employee in the corporation.

- To main good relation in the organisation, management should conduct fun activities and make sure all the employees from each and every department should actively be indulged in the activities or events.
- Every organisation should encourage corporate entrepreneurship for the employee to feel motivate in where they can put forth the innovative ideas for career development as well as organisation development.
- The top management must motivate employees who are lagging in any area of their work but conducting frequent training and giving analysis report on the work they have done, such that they can enhance more in their work.
- Performance appraisal like rewards, bonus, awards etc., should be held often in an organisation so that employees could feel that their work is being valued and supported by the organisation.
- Organisations must give high preference to employees and should consider their health and safety, such a way that they should take measures in providing good environment to the employees.

VIII. CONCLUSION

Working environment has a positive impact on the Job satisfaction of employees. Bad working conditions restrict employees to portray their capabilities and attain full potential, so it is imperative that the businesses realize the importance of good working environment. This research paper contributes towards the welfare of society as the results create awareness about the importance of good working environment for employee job satisfaction. The study impacts upon the future performance of businesses by taking working environment more seriously within their organizations to increase the motivation and commitment level of their employees. This way their work force can achieve better results. It also ensures that the employees of the organization will have the ease of working in a relaxed and free environment without burden or pressure that

would cause their performance to decline. The progress that will be achieved in the business will directly help the economy of a country as developmental efforts will increase. In such conditions, the country will be able to handle the minor problems prevailing as it will be in a strong state to deal with them. The benefits of providing a good working environment to the employees are tremendous for both the organization and its employees. During the research certain limitations were there, such as the availability of time to conduct research for obtaining the required data. Time was one of the limitations faced which has restricted us to add more information about the importance of this topic. Another limitation was the access to data that was to be collected from various organizations. The information gathered was difficult to acquire since the employees of some organizations were hesitant to share their true opinions. We took special care of the ethical aspect related to the research by ensuring the respondents that their responses will be anonymous and confidential to which no one will have access. The issue has not been considered previously therefore, now firms have an opportunity to utilize the information from this research paper to design their future line of action that can help them ensure their long-term success. Such working environments where employees are made a part of the overall decision making process, being given flexible working hours, less work load, a team work approach and a supportive top management have positive impact on the performance of employees. This leads to high level of employee job satisfaction thus making the employees more committed towards their business, more motivated to work hard and more inclined to get high productivity for their firms benefiting their respective businesses in the long run.

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