

# A Study on Employee Appraisal and Job Satisfaction in context of Pay Scale

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**Abstract:** Employee appraisal is one of the critical phases of the every industry. With respect of seniority and pay scale it would be more critical. Employee appraisal, job satisfaction both the terms are directly associated with pay scale of the employee. As per the pay group and level of job satisfaction are some where gives a critical result that high and low both the grade are quite satisfied where the mid level are not supporting the theory. In this study we are trying to solve this critical problem. For sake of this survey of several industries of Udaipur city has been carried out with 350 employees and findings were evaluated.

**Key Words:** Appraisal, Job Satisfaction, Employee, Pay Scale, Industries.

## 1. INTRODUCTION:

It is quite obvious that employee is core for production in the industry. The sustainability of employee is always concern with employee appraisal and his job satisfaction. And it also affects the productivity. Pay scale of the employee is one of the factors of appraisal and job satisfaction. The present study tries to explore the appraisal and job satisfaction of employee in context of pay scale. According to the Pay group and level of the job satisfaction, the whole finding will be test as per the pay range we are having. As per the data we collected from the assessment questionnaires filled by the candidate themselves, the whole data cannot be convey collectively in a common head for the motivation that job satisfaction consists of a variety of segment like Work place environment, Salary and Monetary benefit, Career advancements and welfare schemes also. So now there is matrix of four Pay Group and four indicators in every pay grade to demonstrate the views of the responders.

## 2. OBJECTIVES OF THE STUDY:

- Study the relationships between job satisfaction, employee appraisal and organizational pledge among employees of some selected small scale industries in Udaipur.
- To evaluate the employee appraisal and job satisfaction and organizational pledge in contest of pay scale.

With the results of the above objectives, this study would provide some suggestions to human resources managers in handling employees' productivity intention better and also with the understanding of determinants to turnover intention.

## 3. SCOPE OF THE PRESENT STUDY:

The finding of the study will assist the management/employer of the small scale industries as well as public/private sector undertaking and government department to know the individual and collective effect of job satisfaction, job involvement and organizational pledge on this result. This in turn will help the manager to plan out the change in strategic plan to minimize the employee turnover.

### Hypothesis Framed:

The current research study undertaken by research scholar is to discover an assortment of levels of job satisfaction and employee appraisal existing among various groups working as employees in the well defined small scale industries. The major assumption is there is significant relationship that employee job satisfaction is effectively concern with the Pay range of the employee.

### Hypothesis:

**Null Hypothesis (H<sub>0</sub>):** There is significant relationship that employee job satisfaction is effectively concern with the Pay range of the employee.

**Alternate Hypothesis (H<sub>1</sub>):** There is no significant relationship that employee job satisfaction is effectively concern with the Pay range of the employee.

### Data Recording and Scaling:

Data collected through survey with the help of questionnaire. In totality 350 responders participated in the interview. The responders were 70% male and 30% female. The data recorded on the Five point Liker scale which is as follows:

Code	Opinion	Responses	Significance
0	Highly Dissatisfied	Very Poor	Not Aspect
1	Dissatisfied	Poor	Not Aspect

<b>2</b>	Moderate	No Comments	May be
<b>3</b>	Satisfied	Good	Accepted
<b>4</b>	Highly Satisfied	Very Good	Accepted

There are four grade pay mansion in the survey sheet / questionnaire.

1. Pay Group-1 15000-25000
2. Pay Group -2 25000-35000
3. Pay Group-3 35000- 50000
4. Pay Group-4 50000- above

The grade pay of the employee distinguishes as follows:

<b>GRADE PAY OF EMPLOYEES</b>			
<b>S. No.</b>	<b>Particulars</b>	<b>Respondents</b>	<b>Percentage</b>
<b>1</b>	<b>Grade Pay -1</b>	144	41.14%
<b>2</b>	<b>Grade Pay -2</b>	146	41.71%
<b>3</b>	<b>Grade Pay -3</b>	30	8.57%
<b>4</b>	<b>Grade Pay -4</b>	30	8.57%
<b>TOTAL</b>		<b>350</b>	<b>100 %</b>

#### 4. ANALYSIS PROCESS:

To find out the relationship between the Pay group and job satisfaction there is need to make available data on a single palate farm. As opinion of a single responder responded with four group or we can say indicators namely:

1. Work environment
2. Salary and Monetary Benefit
3. Career Advancements
4. Welfare activities

Therefore, the average values of opinions according to indicators are separately recorded for each grade pay.

**Table-1:** demographic data for relationship between pay group and indicators

<b>Pay Group and Indicators of Satisfactions /Appraisal</b>	<b>Count</b>	<b>Sum</b>	<b>Average</b>	<b>Variance</b>
Pay Group -1	4	10.23	2.5575	0.177092
Pay Group -2	4	11.5893	2.897325	0.269413
Pay Group -3	4	11.025	2.75625	0.180811
Pay Group -4	4	11.794	2.9485	0.366955
Work Environment	4	13.005	3.25125	0.044539
Salary and Monetary Benefit	4	11.9623	2.990575	0.045339
Career Advancements	4	11.222	2.8055	0.070841
Welfare activities	4	8.449	2.11225	0.005911

**Table-2:** opinion of responder for relationship between pay group and indicators

<b>Pay Group</b>	<b>Work Environment</b>	<b>Salary and Monetary Benefit</b>	<b>Career Advancements</b>	<b>Welfare activities</b>
Pay Group -1	<b>3</b>	<b>2.75</b>	<b>2.46</b>	<b>2.02</b>
Pay Group -2	<b>3.345</b>	<b>3.2123</b>	<b>2.846</b>	<b>2.186</b>
Pay Group -3	<b>3.173</b>	<b>2.88</b>	<b>2.808</b>	<b>2.164</b>
Pay Group -4	<b>3.487</b>	<b>3.12</b>	<b>3.108</b>	<b>2.079</b>

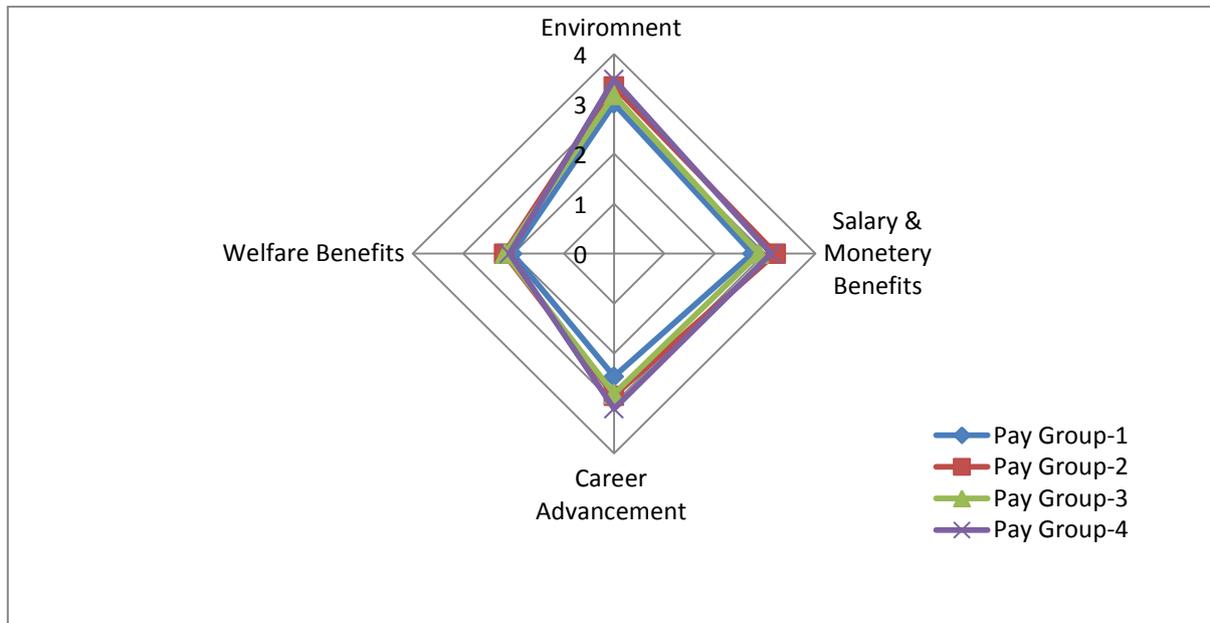
In the delight of the vivid view of the graph 1 and 2 it is extremely obvious that the averages of the responders are between 2.0 to 3.5. According to our rating scheme of the study opinion 2 is Moderate level and 3 are satisfied level. Here data travelling from 2 to 3 level of opinion which is encouraging for the organization. As maximum response are between 2.5 to 3, which give you an idea about that people are satisfied from the services or quite satisfied from the system but they are not highly satisfied from the existing organization in which they are surviving.

As per the pay score Pay Group-4 are fully satisfied with the current job and its working environment. The level of job satisfaction of pay group 4 is satisfied with all the indicators of job satisfaction level but they are not satisfying as per the welfare point of view. The opinion of the pay group -2 is average as per the others. The employees of the grade pay 2 are moderately satisfied from their job. Again they are not satisfied with the welfare schemes. Pay group-1 and Pay group-3 both are responding between 2.5 to 3 it shows that they are not greatly

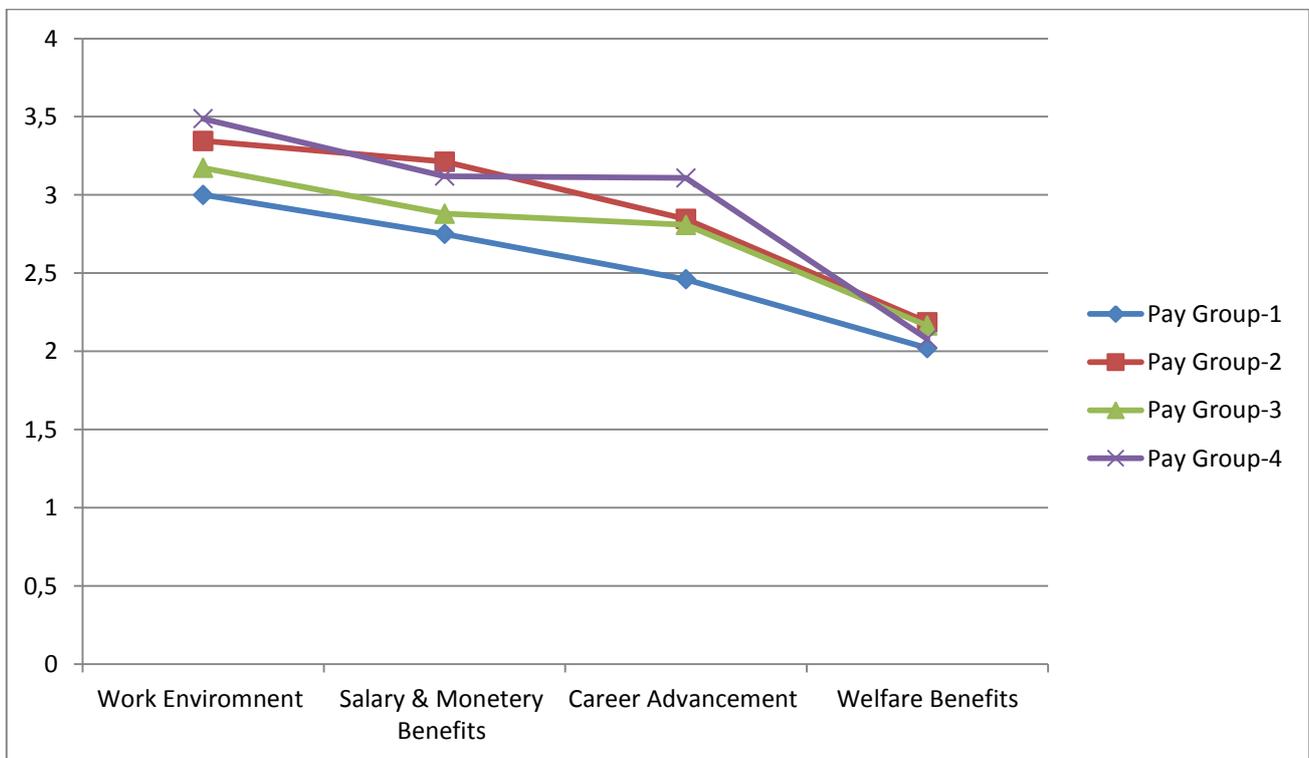
satisfying from the existing job profile and level of job satisfaction is not very good. They are just running in the system.

As per the dissimilar job indicators point of view the indicator Welfare activities is most minuscule one among the entire of the indicators which shows clear dissatisfaction from the welfare provided. Career Advancements an indicator is also not contain good situation; it is just at the touching point of the satisfaction. Consequently as per the career enhancement point of view there is average satisfaction level.

Work place Environment indicator and Salary /monetary indicator equally are on just satisfaction level and everywhere both are above from the satisfaction level. This is excellent mark that employees are satisfy in the area of their fundamental and most important necessities.



Graph-1: opinion of responder for relationship between pay group and indicators of job satisfaction level



Graph-2: Relationship between pay and indicators of job satisfaction level

At this point if we examine without a doubt then we found that, Pay Group 4 is more satisfied as comparison of pay 2. So we can say that pay -4 have much satisfaction level from their job as compare to other pay group.

## **5. CONCLUSION:**

The study explore that the appraisal of employee is one of the most valuable factor to sustain him in the industry and also for the productivity. In this study it is found that industries are not concentrating on employee welfare and career advancement. It is most lacking point and it is de-motivating factor. Employee with higher pay grade is satisfied. Pay scale 3 and 3 is most dissatisfy group as it is middle age group and having more family responsibilities as compare to salary. It is also found that appraisal policy with pay scale is not proper there is need to improve to maintain the job satisfaction.

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