

## A Study of Job Satisfaction Level (JSL) of Employees

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**Abstract:** In any type of organisation Job Satisfaction Level (JSL) is a term used to describe the broader job-related experience of an individual. The JSL movement provides a value frame work and a philosophy which has a long term implication for the human development and enrichment. It tries to balance both the work and family life. Hence integrated approach with regard to JSL is required for the success of an individual and an organization. This underlines the necessity of searching studies on the nature of human relations and the problems of human relations, human behaviour in the organization and suggests measures to cope with the problems. Hence, an in depth on aspects like JSL can throw light on many non-identified aspects of human behaviour which may help in understanding the issues involved and improving the overall performance of these organizations. There is a need of a study in greater detail about the topic.

The aim of the study highlights that to understand the JSL of employees in Tasavade MIDC area, Karad. This involved study of functioning and operations in industrial area with special emphasis on the different activities related to management of Human Resource at Tasavade MIDC area, Karad such as training and development, compensation and rewards, welfare activities, job security etc.

The success of any organisation is depends upon the contribution of every employees and how the organisations are provides JSL to their staff. So keeping in a view the importance of JSL of employees researcher has focuses the important issues in this research study.

**Key Words:** JSL, frame work, human behaviour, satisfaction level etc.

### 1. INTRODUCTION:

Job Satisfaction Level is viewed as an alternative to the control approach of managing people. The JSL approach considers people as an 'asset' to the organization rather than as 'costs'. It believes that people perform better when they are allowed to participate in managing their work and make decisions.

This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives.

Successful organizations support and provide facilities to their people to help them to balance the scales. In this process, organizations are coming up with new and innovative ideas to improve the quality of work and JSL of every individual in the organization. Various programs like flex time, alternative work schedules, compressed work weeks, telecommuting etc., are being adopted by these organizations. Technological advances further help organizations to implement these programs successfully. Organizations are enjoying the fruits of implementing JSL programs in the form of increased productivity, and an efficient, satisfied, and committed workforce which aims to achieve organizational objectives. The future work world will also have more women entrepreneurs and they will encourage and adopt JSL programs.

### 2. OBJECTIVES OF THE STUDY:

- To know the overall JSL and its impact on employees work culture.
- To measure the level of satisfaction of employees towards the JSL.
- To suggest suitable measures to improve the JSL.

### 3. SCOPE OF THE STUDY:

The term JSL in its broader sense covers various aspects of employment and non-employment conditions of work. The present study covers various factors which influence JSL in Tasavade MIDC area, Karad Pvt. Ltd. Kolhapur. The important components of JSL were comprehensively discussed.

JSL is a multi-dimensional aspect. The workers expect the following needs to be fulfilled.

- Compensation the reward for the work should be fair and reasonable.
- The organization should take care of health and safety of the employees.
- Job security should be given to the employees.
- Job specification should match the individuals.
- An organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work

### 4. RESEARCH METHODOLOGY:

Research methodology is the investigation of specific problem in detail.

At first problem is defined carefully for conducting research. There should be a good research plan for conducting research. No research can be done without data collection. After all this analyze is made for getting solution for problem.

#### COLLECTION OF DATA:

##### Primary data:-

The primary data has been collected through the Questionnaire. The Questionnaire has been properly prepared in order to cover all the Information required for the study. The primary data has been obtained by interaction with the officials and staff in the division in the organization and also obtained through the Questionnaire distributed to the persons in different departments in that particular division.

##### Secondary data:-

Through the Annual reports of the corporation, from the Manuals and also from records available in the organization. Some other data also collected from the reports, registers and books and from the files available in the organization. Information collected from various HRM books.

- **Observation Method:**

A keen observation was made on the following activities in the Tasavade MIDC area, Karad office

- ✓ Punctuality of employees.
- ✓ Behavior of employees with one another.
- ✓ Maintenance of discipline by the employees.

- **Interview Method:**

Face to face interviews of the employees were taken on how they feel in the organization and how they feel about the JSL provided by the organization.

- **Structured Questionnaire Method:**

In this a sample of size 50 was taken covering different levels of organization structure and different departments.

#### SAMPLE SELECTION:

The sampling plan calls for three decisions.

- Sample Type: Researcher has opted for Probability Sampling/Random Sampling.
- Sample Unit: Researcher has completed survey in Tasavade MIDC area, Karad.
- Sample Size: The selection of 50 respondents out of 250 employees was done for the study

### 5. LIMITATIONS OF THE STUDY:

- The information provided by the respondents it may not be true.
- The samples of respondents are not representative for all the workforce.

- The workers hesitate disclosing the true facts in order to secure their job.
- The individual perspective appears to be different.

## 6. DATA ANALYSIS AND INTERPRETATION:

**Table No. 1**

Sr. No.	Particulars	Satisfied		Dissatisfied		Neutral	
		Respondents	%	Respondents	%	Respondents	%
1	Job Environment and Physical Working Condition	46	<b>92</b>	4	8	--	--
2	Current Job Satisfaction	40	<b>80</b>	10	20	--	--
3	Perception about the pay structure in the organization	16	32	26	<b>52</b>	8	16
4	Leave Facility Provided	12	<b>84</b>	6	12	2	4
5	Satisfaction with welfare facilities:	23	46	27	<b>54</b>	--	--
6	Promotion system:	18	36	32	<b>64</b>	--	--
7	JSL (JSL) available in the organization	44	<b>88</b>	6	12	--	--
8	Good Career Prospect in the Organization	46	<b>92</b>	4	8	--	--

The above table shows that, 92% of the employees are satisfied with the job environment and physical working conditions, 80% of the respondents are satisfied with current job. It is interpreted that, majority of the employees are happy with the job environment and physical working conditions and also with current job provided in the organisation.

The Sr. No.3 it shows that 32% of the employees are satisfied with the pay structure provided by the organization, 52% of the employees are unsatisfied. Hence it can be interpreted that, less number of the employees are partially satisfied with the pay structure provided in the organisation and majority of the employees are feeling dissatisfaction. So management should provide the suitable pay structure to the employees according to their performance in order to increase their satisfaction.

The employees are responded their satisfaction levels for provision of leave facility 84% of employees are satisfied with leave facility provided by the organization, 12% of employees are dissatisfied. Therefore, it is inferred that, most of the employees are fulfilled with the leave facility provided in the organization. Organization should maintain the same for the interest of the employees.

In the above analysis Sr. No. 5 is also seen that 46% of employees are satisfied with welfare facilities provided by the organization, 54% of employees are dissatisfied with welfare facilities provided by the organization. Accordingly it is inferred that, several employees are gratified with the welfare facilities provided in the organization and most of the employees are displeased with the welfare facilities available in the company. So there is necessity to add some welfare facilities in the organization and improve the quality of existing facilities.

It is also seen that 36% of the employees are satisfied with the promotion system in the organisation, 64% of the employees are dissatisfaction feel that the promotion system in the organisation is poor. So it is interpreted that, the promotion system available in the organization is good. But the chances for promotion are not attractive among the workers even though most of them agree to it.

It is reveals that 88% of employees are satisfied with the JSL available in the organization, 12% of employees are dissatisfied. Therefore it is inferred that, JSL in the organization is satisfactory but by using and improving proper techniques management can improve the JSL of employees.

It is seen that 92% of employees think that there are good career prospect in the organization, 8% of employees think that there are good career prospect in the organization. So it is interpreted that, majority of the employees are satisfied with the career prospect available in the organization. That is management is focusing on the career development of the employees, which is an important factor which decides the JSL.

On the basis of the above analysis with respect to the provisions, it is seen that majority of the respondents are responded satisfactory level but there is scope to the organisation to improve satisfaction level towards pay structure, welfare facilities and promotion system in the organisation.

## 7. FINDINGS:

- It is observed that, majority of the employees are not satisfied with pay structure provided by the organisation.
- It is a good sign of the organisation because majority of the employees are satisfied with the current job.
- Several employees are gratified with the welfare facilities provided in the organization and most of the employees are displeased with the welfare facilities available in the company.
- It is found that, most of the employees are satisfied with the training program and some of the employees are partially satisfied with the training program provided in the organization.
- It is found that, the responses for the provision of promotion system are not satisfactory, it shows that majority of the employees are happy with promotion policy.
- It is also seen that Interesting Work, Recognition, Awards and Rewards, Compensation and Friendly Co-workers are the factors are the motivational insights for all the employees in the organization which helps to improve their JSL.
- It is found that majority of the employees are not satisfied with the performance appraisal system available in the organization.
- Majority of the employees are satisfied with the career prospect available in the organization. That is management is focusing on the career development of the employees, which is an important factor which decides the JSL.

## 8. SUGGESTIONS:

- Management should provide the suitable pay structure to the employees according to their performance in order to increase their satisfaction level.
- Management should improve the quality of the welfare facilities currently available in the organisation such as parking facility, canteen facility by adding lunch, rest room, increasing number of latrines & urinals etc.
- Provision of required training program which allows almost all the employees to fulfill their basic needs for performing job efficiently and effectively.
- It is also suggested that company should arrange some stress management programs, good entertainment and recreational activities for their employees to reduce their stress.
- Adopting and implementing proper performance appraisal system like 360 degree feedback, Management by Objective (MBO) etc.
- Company should framed promotion policy to get the benefits for concerned employees.
- Management should concentrate to solve the complaints and problems of the employees through proper grievance handling procedures.

## 9. CONCLUSION:

In order to use the maximum potential of the human resource, the organization has to provide the best quality of their working life. Therefore every organization needs to update and improve the JSL of the employees who make better contribution for the development of the organisation.

JSL of employees in the organisation is found good. On the basis of the research study it is seen that there is gap of organisations provision and employees satisfaction level. Since employees are the backbone of the company. So company should try to overcome the dissatisfaction level of the employees and satisfy them in order to improve the business.

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