A Study of Employees’ Job Satisfaction and Its Impact on Their Performance; With Special Reference to Jabalpur Sahakari Dugdh Sangh, Jabalpur.

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Abstract: Work is one of the most absorbing things men can think and talk about. It fills the greater part of the waking day for most of us. For the fortunate it is the source of great satisfaction, for many others it is the cause of grief. In this paper, work is focused on the satisfaction level of employees in the industry, factors which affect their motivation levels and the ways to improve it.

Keywords: job satisfaction, morale, motivation

INTRODUCTION

For better or worse, employees spend many of their hours at work. In addition to working on assigned tasks, they typically interact with other persons (supervisors, fellow employees) and are exposed to organizational policies and practices. All these, in turn, influence employee feelings about their jobs and organizations that employ them.

Jabalpur sahakari dugdh sangh is an cooperative sector organization. A cooperative is defined by the International Cooperative Alliance’s Statement on the Cooperative Identity as “an autonomous association of persons united to voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.” It is a business owned and operated by a group of individuals for their mutual benefit.

Dairy cooperatives are organizations formed and organized by the milk producers. Cooperatives as a form of business organization are distinct from the more common investor-owned firms. Both are organized as corporations, but investor-owned firms pursue profit maximization objectives, whereas cooperative strive to maximize the benefits they generate for their members. Dairy cooperatives follow multi-tier structure: at the bottom, village level primary dairy cooperative societies; at district /tehsil level, milk processing unions; and at the state level state cooperative marketing dairy federations. SANCHI is carrying out its operations in M.P with its mission to get quality milk to each consumer. It could achieve remarkable progress in milk procurement and selling with the implementation of the operation flood programmes. Sanchi is one of the best brands of the state and is known for its regularity of supply and quality of milk.

In Jabalpur dugdh sangh, there are almost 350 employees working in the organization. Out of which only 20 % employees are on payrolls of government, rest of them are on daily wages, Which can be considered prime factor for their job satisfaction.

Employee satisfaction refers to a collection of positive and/or negative feelings that an individual holds toward his or her job. Job Satisfaction is a part of life satisfaction. It is the amount of pleasure or contentment associated with a job. Job Satisfaction is an emotional response to a job. Job satisfaction is one of the most popular and widely researched topics in the field of organizational psychology (Spector, 1997). Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences. Job satisfaction has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives (Lease, 1998). There are a variety of factors that can influence a person’s level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The happier people are within their job, the more satisfied they are said to be. The concept of job satisfaction has gained importance ever since the human relations approach has become popular. Job satisfaction involves complex number of variables, conditions, feelings and behavioral tendencies.
The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employees’ productivity. Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs.

Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee’s work. C.R. Reilly (1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one’s job. J.P. Wanous and E.E. Lawler (1972) refers to job satisfaction as the sum of job facet satisfaction across all facets of a job.

Abraham Maslow (1954) suggested human need from a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to selfactualization. Based on Maslow’s theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment. Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depends on the expectations what the job supply to an employee (Hussami, 2008).

Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge and Mullier, 1998). Job satisfaction is complex phenomenon with multi facets and influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment (Vidal, Valle and Aragón, 2007). Different people interpret compensation differently. Compensation, reward, recognition, and wages are terms used in different situations (Zobal, 1998).

The compensation is defined by American Association as “cash and non-cash remuneration provided by the employer for services rendered”. Salary was found to be the prime factor for the motivation and job satisfaction of salaried employees of the automobile industry in the results of the survey done by Kathawala et al. (1990). The survey tried to assess the various job characteristics and the way the employees ranked them as motivators and satisfiers. The results showed that compensation was ranked as the number one job element for job satisfaction and increase in salary for performance was ranked as the number one job element for motivation. Compensation is very valuable tool for retention and turnover. It is also a motivator for an employee in commitment with the organization which in result enhances attraction and retention (Zobal, 1998; Moncarz et al., 2009; Chiu et al., 2002). It also works as communicator when it is given to employee against his services which shows how much an employee is valuable for its organization (Zobal, 1998).

The mentoring is used for development-orientation (Scandura and Williams, 2004). When a supervisor provides mentoring, the relationship affects the protégés skill development and intentions to remain with the employer (McManus and Russell, 1997). On the other hand non-supervisory mentor may increase mentee’s confidence by providing access to outside organization (Scandura and Williams, 2004). The immediate supervisor support is very important in organizational change. Although the support of supervisor is not very crucial in satisfaction but it has positive impact on satisfaction (Griffin, Patterson and West, 2001). According to Chakrabarty, Oubre, and Brown (2008), “perhaps the finest way in which supervisors can portray himself as a role model is to personally demonstrate proper techniques so that employee could understand how job should be done.” J.D. Politis (2001) has examined the roles played by leadership in the process of knowledge acquisition and a survey was carried out on 227 persons who were engaged in knowledge acquisition activities to examine the relationship between leadership styles and knowledge acquisition attributes. The results showed that the leadership styles that involve human interaction and encourage participative decision-making are related positively to the skills and essential knowledge acquisition. According to the study conducted by Friedlander and Margulies (1969), it was discovered that management & friendly staff relationships contribute to the level of job satisfaction. However, this result contradicts with view of Herzberg (1966) who supported the view that supervision is irrelevant to the level of job satisfaction. Arnold and Feldman (1996), promoted factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions. The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker’s mental
and physical well-being (Baron and Greenberg, 2003). Arnold and Feldman (1996) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

**OBJECTIVES OF THE STUDY**
The objectives of the study is as follows:-

- To identify the factors which influence the job satisfaction of employees.
- To identify the factors which improve the satisfaction level of employees.

**FACTORS INFLUENCING JOB SATISFACTION:-**
Job Satisfaction evaluation depends on two components:

1) **Organizational Policies and Practices**

The first and foremost factor which influence the job satisfaction level of employees is organizational policies. The policies has to be transparent enough, so that the employee knows when, where and what has to be done. To be effective, policies aimed at improving satisfaction require correct identification of those job characteristics that employees believe need improvement.

2) **The people one works with, including supervisors and co-workers.**

The employees get satisfaction when the people around them or with whom they have to work with are cordial and like mindedness. All those people we met in our day, leaves a deep impact in our mind, which leads us to perform better or worse. There are things like favouritism and biased in the organization, which leads to dissatisfaction in employees mind set. To provide satisfaction the organization must focus in hiring good and deserving candidates. And work culture must be improved.

3) **The work itself**

The work itself, is the biggest factor which influence the job satisfaction level amongst the employees. The employees must select a job which they really wants to do. If a person is doing what he loves, will definitely lead him to do a better job.

4) **Working Conditions**

Employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On the contrary, poor working condition brings out a fear of bad health in employees. The more comfortable the working environment is more productive will be the employees.

Following these points come under this category:

- Feeling safe and comfort in working environment.
- Tools and equipment.
- Working methods.
- Security guards and parking facility.
- Well ventilated with good light fans and air-conditioning.
- Neat and clean office place, rest area and washrooms.

5) **Promotion and Career Development:**

Promotion can be reciprocated as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. The opportunity for promotion determines the degree of satisfaction to the employee. Following points come under this category:

- Opportunity for promotion.
- Equal opportunity to grow despite being male or female.
- Training program.
- Opportunity for use of skills and abilities.

**DATA ANALYSIS ON JOB SATISFACTION ON EMPLOYEE PERFORMANCE IN JABALPUR DUGDH SANGH**

For the data collection primary data has been used. A questionnaire has been filled by the employees of Jabalpur dugdh sangh; Jabalpur. Analysis is as follows:-

<table>
<thead>
<tr>
<th>S.no.</th>
<th>Response</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Extremely Dissatisfied</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>2</td>
<td>Very dissatisfied</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>3</td>
<td>Somewhat dissatisfied</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>4</td>
<td>Neutral</td>
<td>10</td>
<td>6.66%</td>
</tr>
<tr>
<td>5</td>
<td>Somewhat satisfied</td>
<td>110</td>
<td>73.33%</td>
</tr>
<tr>
<td>6</td>
<td>Extremely satisfied</td>
<td>30</td>
<td>20%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>150</td>
<td>100</td>
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</tbody>
</table>
When asked to the employees about the satisfaction level, 73% of the employees said that they are somewhat satisfied. 20% of the employees said that they are extremely satisfied. And 6.66% of the employees were neutral.

2) Are you satisfied with your department?

Yes/ no

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>120</td>
<td>80</td>
</tr>
<tr>
<td>No</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
<td>100</td>
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</table>

When asked about the satisfaction with the department almost 80% of the employees said that they are satisfied and 20% of the employees said no.

3) How satisfied are you with your possibilities with future career progression at the company?

<table>
<thead>
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<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Completely Dissatisfied</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>Very Dissatisfied</td>
<td>10</td>
<td>6.66%</td>
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<td>4</td>
<td>Neutral</td>
<td>30</td>
<td>20%</td>
</tr>
<tr>
<td>5</td>
<td>Somewhat Satisfied</td>
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<td>33.33%</td>
</tr>
<tr>
<td>6</td>
<td>Very Satisfied</td>
<td>30</td>
<td>20%</td>
</tr>
<tr>
<td>7</td>
<td>Completely Satisfied</td>
<td>20</td>
<td>13.33%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

When asked about the satisfaction level with the future career progression at the company, 10% of the employees are very dissatisfied, 10% of the employees are somewhat dissatisfied, 30% of the employees were neutral, 50% of the employees are somewhat satisfied, another 30% of the employees are very satisfied and 20% of the employees are completely satisfied.

SUGGESTIONS AND CONCLUSION

In Jabalpur Dugdh Sangh, after doing the survey, the following facts were revealed:-

1) Only 20% of the employees are satisfied with the organisation completely, because they are on the government payrolls. Rest all the employees were not on permanent basis.

2) This leads to less pay and more pressure on the employees to perform well.

3) Job security is also one of the major factor in this organisation to deal with.

4) Other than that employees are very much satisfied with the work culture of the organization.

With the increasing unemployment in the country, the employees though dissatisfied, will not leave the job and at the same time will not give their 100% to the organization. This way somewhere productivity decreases.

By providing better working conditions, organizations has to complete their moral duty towards the employees and in this way organizations will be able to increase the overall productivity.

References:-


