

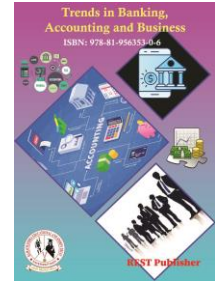


**Trends in Banking, Accounting and Business**

**Vol: 3(1), 2024**

**REST Publisher; ISBN: 978-81-956353-0-6**

**Website: <https://restpublisher.com/book-series/tbab/>**



## **A Study on Employee Job Satisfaction Towards Carborundum Universal Ltd with Reference to Hosur**

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**Abstract:** *Job satisfaction refers to one's feelings towards one's job. If the employee's expectations are fulfilled (or) the employees get higher than what he / she feels satisfied. If the job satisfaction increases organization commitment will be increased. This results in the higher productivity. The main objectives of this paper are to assess the job satisfaction: to identify the effectiveness of job satisfaction and to find out the several factors like personal and organizational factors influencing job satisfaction of employees. This study helped in revealing the level of satisfaction of employees with reference to the various factors provided in the organization. This study clearly shows that employees under organization are more or less satisfied with the job. The organization should consider on the salary, relationship of employees and supervisors, grievance handling and give more opportunity for the new employees. In this study, 120 no's of respondents were been taken as a sample. Percentage analysis and chi-square have been incorporated for research analysis. The study helped in revealing the level of satisfaction of employees concerning the various factors provided in the organization. This study clearly shows that employees under organization are more or less satisfied with the job. The organization should consider the salary, relationship of employees and supervisors, grievance handling, and give more opportunities to the new employees.*

**Keywords:** *Job satisfaction, organizational factors, Employees satisfaction, productivity*

### **1. INTRODUCTION**

Job satisfaction is one of the most researched variables in the area of workplace psychology, and has been associated with numerous psychosocial issues - the changing world of work organizational factors ranging from leadership to job design. This article seeks to outline the key definitions relating to job satisfaction, the main theories associated with explaining job satisfaction, as well as the types of and issues surrounding the measurement of job satisfaction. While it is also important to explore what factors precede and are impacted by job satisfaction, this is covered in a separate article.

### **2. DEFINITION OF JOB SATISFACTION**

Due the popularity of job satisfaction within the field of occupational and organizational 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 pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (pg. 1342)"; and "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (pg. 2). 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 exceed

expectations may determine the level of job satisfaction. However, job satisfaction is not only about how much an employee enjoys work. Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual.

### **3. OBJECTIVES OF THE STUDY**

To identify the factors which influence the job satisfaction of employees in Carborundum Universal Ltd at Hosur  
To access the satisfaction level of employee in the company.  
To identify the impact of working environment factors on employee job satisfaction  
To determine the level of job satisfaction of employees in organization.  
To analyse various factors that influence employee satisfaction,  
To find out the employees engagement level in organization

### **4. SCOPE OF THE STUDY**

To identify the employees level of satisfaction upon that job.  
It is helpful to identify the employer's level of satisfaction towards welfare measure.  
This study is helpful to the organization for identifying the area of dissatisfaction of job of the employees.  
Job satisfaction should be major determinants of an employee organizational behaviour.  
A satisfied employee will be having positive attitude towards his or her job and would go beyond the normal expectation in job.  
A person who places high importance on imagination, independence and freedom is likely to be poorly matched with an organization that seeks conformity from its employees.

### **5. REVIEW OF LITERATURE**

Sinha and Singh (2018) studied the relationship between job satisfaction and absenteeism. A random sample was selected from various departments of districts. The sample consisted of high and low absentee workers. Respondents consisted of each from both the categories. Job satisfaction questionnaire consisted of items of four components of job satisfaction namely nature of work, wages and security, supervisors and supervision and company's overall personnel policy. It was found that low absentees were significantly more satisfied with their job than high absentees.

Ellickson and Logsdon (2018) support this view by defining job satisfaction as the extent to which employees like their work. He defined 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. He studied on employee satisfaction and the main objective of the study was to examine the impact of job satisfaction and employee education on industry with reference to the respondents (machine operators) were selected for the survey. It has been found that there was no positive relationship between employee efficiency, job satisfaction and education and management should improve its strategies

Gardon (2019) in his research on the Job satisfaction of the workers of industrial concern and human needs industries found that if person's individual needs are satisfied then their job satisfaction increases; thereby reflecting a positive relation with the job satisfaction. He studied on employee satisfaction in reference with industries. The main objective of the study was to examine the level of satisfaction of the respondent regarding their job and to find out employee engagement level in the organization. 80 respondents were randomly selected for the study. It has been concluded that there was a fear of reprisal among the employees to reveal their personal feelings and the result may not reflect the actual satisfactions

Bidwel and Charles (2019) studied on the Job satisfaction and industry management and concluded that effective company is necessary to develop good image of the industry and that employee job satisfaction increased by perfect management. He states job satisfaction is the extent to which one feels good about the job. Major constituents of the job satisfaction are salary, promotion policies, career development, work pressure, co-worker, and supervision, leave facilities, perform appraisal, job security. ANOVA and Regression Analysis is used in the research. Author concluded by stating that Job satisfaction of the employees affected by the work pressure, salary package and job security. It also observed that the employees have the fear of losing jobs.

Robbins et al.,(2019) Job satisfaction is enjoyable emotional state ensuing from appraisal of one's job and job experience. Another definition which supports affective component is one which defines it as an affective (emotional) reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired. He states that every organization should develop strategies that strengthen the work environment and increase the employee's satisfaction to enhance the productivity, which results in profits, employee satisfaction and retention. Correlation and regression analysis is used in this research. The author concluded by saying a good working environment and good work conditions will increase employee satisfaction

SakthivelRani(2020) Job satisfaction has identified a number of factors like reward system in work, perceived quality of supervision, working conditions, and individual determinates such as status and seniority, age group, marital status, and years of experience that cause people to become satisfied or dissatisfied with their job. He concludes from the findings that there is a moderate level of job satisfaction among the respondents. The components used for job satisfaction are pay, promotion, supervision, fringe benefits, co-workers, nature of works and communication. This study also shows that employees are dis-satisfied with the fringe benefits. This study shows that employees are satisfied with their job particularly in the dimensions of co – workers. The respondents have highest level of satisfaction in the relationship with co-workers

Prasad (2020) studied the personality and the relative elements of Job satisfaction namely age and experience. In his study he concluded that the age of professionals had no effect on job satisfaction, while job satisfaction increase with the frequencies of experience thereby showing significant relation with the Job satisfaction. He conclude the employees are satisfied but the organizations need to improve some of the facilities so that employee would become highly satisfied and the productivity also increase. The factors used for the research is working conditions, recruitment process, employee stress. Work timings and welfare programmers, grievance redressed procedures, promotions, rewards and recognition. Percentage Analysis and Chi-square Test analysis is used in this research.

Rajgopal(2020) in his study explored the relationship between satisfaction and productivity of workers belonging to high and low productive. (Productivity was indexed in terms of operative hours per unit of Production four the past three years) were chosen for the study. 75 workers each from high Productive and low Productive were chosen for the study. They were asked to indicate their degree of satisfaction/dissatisfaction on a 5-point scale ranging from extreme satisfaction to extreme dissatisfaction on thirty items representing seven aspect of work (i.e., salary, job, management, working condition, welfare facilities, co-workers, and union management relations).

Kapoor and Rao (2021) had examined the age and attitude towards officers in understanding the Job satisfaction of employees. His research highlighted that female employee and married female employee having more than twenty five years of age always oppose against injustice and struggle against management too. He include that the job satisfaction of the employees among the employees are affected by the salary, work environment, promotion. These factors should be considered by the organization to increase the employee's level of job satisfaction. This study shows that the employees are satisfied with the work environment, pay and salary, promotion factors. The employees are dis-satisfied with their benefit systems.

Bhatt (2021) studied the personality determinations of Job satisfaction of employees of the industry and all employees were included in the sample of the study. It was found that some employees were more satisfied than other employees; also no significant difference was found in the mean scores of married and unmarried employees. It was also found

that Job satisfaction had no significant relation with the age, area of the work, educational qualification and experience. He states that job satisfaction is very important to promote well-being of the organization, positive attitude and behavior of employees towards work.

Rain et al., (2021) stated that job satisfaction has a correlation with life satisfaction. People who are satisfied with life will tend to be satisfied with the job and vice versa in a survey of members of the Association for Investment Management and Research found that 81% of the managers were satisfied or very satisfied with their job. Most managers named professional achievement, personal or professional growth, the work itself and their degree of responsibility more important than compensation as the factors that create positive feelings about their job.

Carl and Annie (2022) Describes job satisfaction a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. According to this, employee satisfaction is a “function of the perceived relationship between what one wants from one’s job and what one perceives it as offering”. On the other hand, mentions that employee satisfaction is positively correlated with motivation, job involvement, organizational citizenship behavior, organizational commitment, life satisfaction, mental health, and job performance, and negatively related to absenteeism, turnover, and perceived stress and identify it as the degree to which a person feels satisfied by his/her job

Rajiv (2022) A Study of Job Satisfaction of supervisors Job Satisfaction is an attitudinal variable that can be a diagnostic indicator of how a person is doing in one of the major domains of his or her life. He found that Job satisfaction is more in old age people where younger people shows are some dissatisfaction due to high qualification and salary. According to supervisor’s words. Job Satisfaction will be increased more only through personal Development and training Programs kept by the Organization. Age and Education is the main problem that shows the dissatisfaction by the supervisors.

Umar Fawad Sharif (2022) states that satisfaction of employees leads to improves service quality and job satisfaction. Regression Analysis and ANOVA Analysis is used in this research. The most important factors used for the employee satisfaction are working environment, pay & promotion, job security, level of fairness, relationship with co-workers and relationship with supervisor. A finding of this study states that the pay and promotion factor helps the employees to get satisfied to their job. The author concludes that the work experience of the employee does not have a impact on their satisfaction level. The outcome shows that level of job satisfaction of the employee be subject to on the various factors with Income, job liking and importance of opinions, work facilities and co - worker relationship

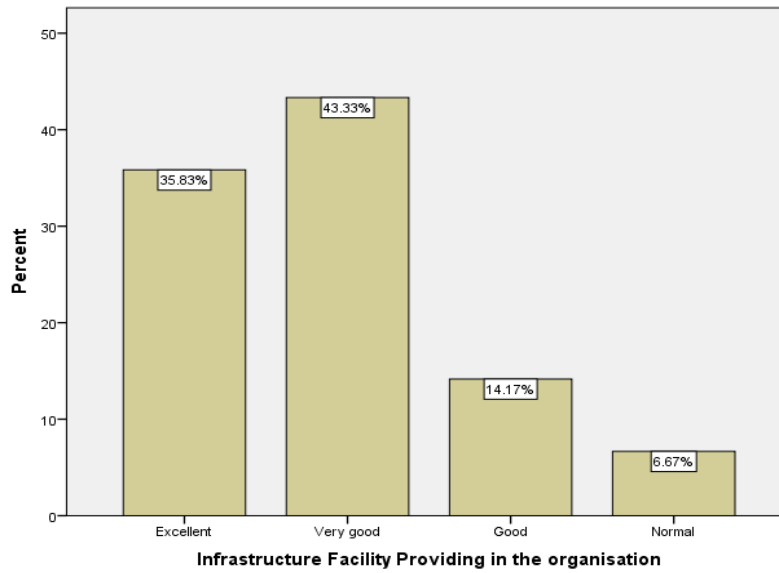
## 6. RESEARCH METHODOLOGY

Research methodology is the systematic way to solve the research problem. It gives an idea about various steps adopted by the researcher in a systematic manner with an objective to determine various manners.

### Data Analysis

Infrastructure Facility Providing In The Organization

INFRASTRUCTURE	NO OF RESPONDENTS	PERCENTAGE %
Excellent	43	35.8%
Very good	52	43.3%
Good	17	14.2%
Normal	8	6.7%
<b>Total</b>	<b>120</b>	<b>100.0%</b>



**Chi-Square Test**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	89.722 <sup>a</sup>	3	.000
Likelihood Ratio	112.477	3	.000
Linear-by-Linear Association	75.904	1	.000
N of Valid Cases	120		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.02.

**7. FINDINGS**

1. Majority (43.3%) of the respondents age are 36-45 years.
2. Majority (61.7%) of the respondents are male.
3. Majority (51.7%) of the respondents are married.
4. Majority (39.2%) of the respondent’s qualification are under graduation.
5. Majority (35.0%) of the respondent’s income are below Rs.15,000.
6. Majority (40.8%) of the respondent’s experience are 4-10 years.
7. Majority (43.3%) of the respondents are work half shift.
8. Majority (43.3%) of the respondents are said very good in infrastructure facility.

**8. SUGGESTIONS**

Supervisors have to guide their subordinates with advices and assistance which satisfy the employees. The mutual cooperation between employees at work place is very important to carry out the work at the right time. Training programs should be conducted for both personal as well as technical development Management should identify abilities and encourage them to produce in the organization Organize trips with the employees, this will motivate to work more effectively. Follow some modern technologies which is highly competitive. Use modern machines to improve the physical environment. Proper guidance and counselling should be provided to the employees to improve their mental satisfaction. Administration should provide more openings to employee in order to take part in decision making.

## 9. CONCLUSION

The aim of the study was to evaluation of the dynamics effective over work satisfaction of employees. It analyses the psycho-social, economic, organizational and managerial tools effective over individuals" motivation in terms of maintenance of work satisfaction of the employees in the enterprise. Analysis has shown a close relationship between several dimensions of work satisfaction. Job satisfaction is a very important attribute which is frequently measured by organizations. The happier people are within their job, the more satisfied they are said to be. One common research finding is that job satisfaction is correlated with life satisfaction. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as non-work satisfaction and core self-evaluations are taken into account. An important finding for organizations to note is that job satisfaction has a rather tenuous correlation to productivity on the job. Employers face the challenges of maintaining productivity as well as keeping their workforce engaged and motivated

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