

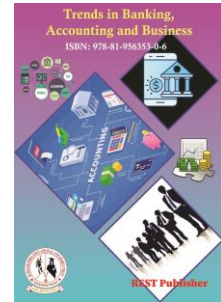


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# A Study on Employees Job Satisfaction in Av-Tech Limited at Hosur

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**Abstract:** Job satisfaction is one of the important factors which have drawn attention of managers in the organization as well as academicians. Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organization. Though there is no conclusive evidence that job satisfaction affects productivity directly since productivity depends on so many variables, it is still a prime concern for managers. Job satisfaction is the mental feeling of favorableness which an individual has about his job. It is often said that "A happy employee is a productive employee." Job satisfaction is very important because most of the people spend a major portion of their life at their working place. Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well-being. The study tries to evaluate how human resource factors affect the satisfaction level of employees in AV-TECH Limited. It assesses how far welfare and financial factors motivate the employees in the company. The study also attempts to analyze the opinion of employees towards the working life in the company.

**Keywords:** Job Satisfaction, Job Security, Job Rotation

## 1. INTRODUCTION

Job is one of the important elements of people's life. Their living style and their social lives depend on their jobs. Therefore, every organization must have a satisfied workforce. Nowadays, the private sector plays a significant role in uplifting the economy of Pakistan. They are not only providing good services but are also providing job opportunities to a large group of people. Keeping in view the contribution of the private sector to society and the significant role of job satisfaction to improve the employees' performance, the present study aims to know the job satisfaction of employees and its relationship with the performance level. There is a general understanding that the overall productivity and success of an organization depends on the effective and efficient performance of employees and that better performance depends on the employees' job satisfaction. For that purpose, researchers have identified various aspects of job satisfaction, its relative importance, and its relationship with performance and productivity. Job satisfaction is the positive and negative feelings of an employee towards his job or it is the amount of happiness connected with the job. Therefore, job satisfaction is one of the most widely spread researched topics in the field of organizational psychology. According to Locke, job satisfaction is the positive and enjoyable feeling that results from the evaluation of one's job or job experience. It is observed from the previous studies that when an employee is satisfied, he will perform at his level best to achieve the organizational objectives. Highly satisfied employees are usually regular and punctual, more productive, more committed, and more satisfied in their lives. For that purpose, to boost the level of job satisfaction to improve performance, employees should be given opportunities for advancement, i.e., pay scales, participation of the employees in policy-making, and taking efforts to increase

organizational commitment. Similarly, safety and good relationships with supervisors and co-workers are the biggest satisfiers nature of the job, way of supervision, job security, recognition, and advancement are important factors for employees' organizational commitment. Likewise, participation of employees in pension, profit-sharing plans, and job security is positively correlated with job satisfaction, whereas many studies have recommended opportunity for professional development as the biggest determinant of job satisfaction. Job satisfaction is one of the complex areas, consisting of various kinds of feelings and conditions. As the environment becomes competitive and complex day by day, the importance of job satisfaction and its relationship with employees' performance also increases.

## 2. LITERATURE REVIEW

Gohil (2018) "Employee satisfaction of Industry report," Istanbul Chamber of Commerce Economic and Social Research Department, pp. 4-5, 2018 Studied on the motivation vis-à-vis Employee satisfaction and organizational perception of industry in region and was confined to the officer and clerical staff of the public sector commercial industry of the region. The study was conducted on employees and a significant difference was found in the average scores of Employee satisfaction of managerial cadre and clerical. A significant difference was also observed between (a) academic qualification and means scores of Employee satisfaction, (b) family tension and means scores of Employee satisfaction, (c) family environment and means scores of Employee satisfaction. The study also highlighted correlation in length of service and mean scores of Employee satisfaction.

Locke (2019) Industry Distributors Association Economic Policy Research Foundation of Turkey, World and Turkey Industry 2013, pp. 24-26, 2019 Defines Employee satisfaction as the pleasurable emotional state that results from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Increase in Employee satisfaction will reflect better organizational citizenship behaviour. According to Locke Employee satisfaction can be viewed as an emotional state; positive in connotation which is because of the goodness emanating from the job the individual is doing. On the other hand, increased organizational performance has been linked to employee Employee satisfaction.

Kati Kõrbe Kaare, Tauno Otto (2019)ways to Improve Employee satisfaction Performance in Manufacturing Procedia Engineering Volume 100, 2019, Pages 826-833 Available online 24 February 2019 In today's economic context the input via productivity of highly skilled employees are crucial assets in manufacturing. The ageing of skilled workforce and conducive work environment are some of the challenges that hold back competitiveness. Employee performance and productivity are influenced by a number of factors including satisfaction, health, safety, comfort, welfare. This emphasizes the human factor as a critical asset in the value chain and presents new approaches for motivating and safeguarding the employees.

G. Sureshkrishna (2019) "Employee satisfaction the industry in Turkey and clustering in Marmara region," Turkish Studies, vol. 8, no. 6, pp. 779-805, 2019 Employee satisfaction is promoted through favourable perceptions of job characteristics, supervisors and co-workers and is also influenced by differences in individual personality. The positive feeling associated with high Employee satisfaction that result form favourable evaluations of what organization supplies make people more willing to carry out behaviours associated with tasks that contribute to organizational effectiveness. In the vast literature based on Employee satisfaction one may find that Employee satisfaction has been investigated through differing methodologies, serving as a predictor, outcome, moderator and mediator variables.

P.Lakshmi Narayanamma (2019) "Culture, Industrialisation and multiple domains of employees job satisfaction: a case for HR strategy redesign in India," The International Journal of Human Resource Management, vol. 21, no. 13, pp. 2438-2451, 2019 Employee satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the Employee satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in our region, Employee satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations. Employee

satisfaction is all about how a person likes the job.

D.G.Kulkarni, (2020) "Salary and employee Satisfaction: Private-Public Sectors in J&K", SCMS Journal of Indian Management, 2020. It focus the effects of perceived work life balance and Employee satisfaction on organizational commitment among employees. It was predicted that perceived work life balance fosters Employee satisfaction which leads to the organizational commitment among employees in the long run. Results showed that respondents have moderate level of perceived work life balance, Employee satisfaction and organizational commitment. Author concludes that work life balance and Employee satisfaction are important for developing and enhancing organizational commitment among healthcare workers.

Monalisa Mohapatra, (2020) "job satisfaction and promotions", Industrial Relations, vol. 50, no.1, 2020. This study states that Employee satisfaction is related to work, co-workers, promotion, pay, supervision relates to customer orientation. In the industry front line people are the one who interact with the customers on a regular basis and influence the customer perception by their behaviors as well as the appearance of the product /service knowledge. Promotion is a key factor in Employee satisfaction. It is the duty of the manger to monitor and improve the employee satisfaction level related to supervision quality, working conditions, intrinsic compensations and benefits and company policies so that it helps in achieving the desired level of satisfaction within the employees.

Nirav Dave, (2020) "The Effects of employee Satisfaction and Work Experience on Employee-Desire for Empowerment: A Comparative Study in Canada and India," International Journal of Management, vol. 29, no.1, 2020 The study on predictors of Employee satisfaction among selected faculty members have found that generally, faculty members specializing in the areas of agricultural faculty member education, communication, leadership and additional room education were reasonably contented with their work. Faculty members specializing in agricultural communications reported the maximum level of overall job contentment.

YannisMarkovits et.al (2021) "Economic crisis and the employee: The effects of economic crisis on employee job satisfaction, commitment, and self-regulation" European Management Journal, online 19 October 2021. Participants reported their employee satisfaction, organizational commitment and their self-regulatory focus. Results show, as expected, that participants after start of the crisis were lower in extrinsic employee satisfaction, affective organizational commitment and were also (unexpectedly) lower in normative commitment, while these attitudinal changes were explained by decreased promotion orientation and increased prevention focus. Rather unexpectedly, pre-crisis and crisis samples did not differ in levels of continuance commitment.

Gardon (2021) "Job Satisfaction and Organization Structure as Moderators of the Effects of Empowerment on Organizational Citizenship Behaviour: A Self-Consistency and Social Exchange Perspective," International Journal of Management, vol. 28, no.3, 2021. In his research on the Employee satisfaction of the workers of industrial concern and human needs industries found that if person's individual needs are satisfied then their Employee satisfaction increases; thereby reflecting a positive relation with the Employee satisfaction. Studied on the Employee satisfaction and school management and concluded that effective education is necessary to develop good image of the industry employees, Employee satisfaction increased by perfect management.

GaraziAzanza et.al (2022) "Authentic leadership and organizational culture as drivers of employees' job satisfaction" Volume 29, Issue 2, August 2013, Pages 45-50. The promotion of a flexibility-oriented organizational culture, based on support and innovation, may provide a great value in today's competitive economy. This type of organizational culture may be a breeding ground for authentic leadership, which, in turn, has positive effects on employees' attitudes. This study examines how flexibility-oriented organizational cultures facilitate positive outcomes at the employee level through its impact on authentic leadership. Multiple regression analysis was used to analyze the data from employees belonging to several Spanish private organizations. The results show that authentic leadership partially mediates the positive relationship between flexibility-oriented organizational cultures and employees' employee satisfaction.

Mohammad HoseinLotfi et.al (2022) " Economic crisis and the employee: The effects of economic crisis on

employee job satisfaction, commitment, and self-regulation” European Management Journal, online 19 October 2022. This study is analyzing the relationship between organizational justice and employee satisfaction among the employees of industry. Statistical Society of this study includes all personnel of the organization in 2022 and the sample size includes people that were selected randomly. This study was of correlational descriptive-analytic type and for data collection, organizational justice and employee satisfaction questionnaires were used.

Sinha and Singh (2022) “Psychological Climate as an Antecedent of Job Satisfaction and Job Involvement,” The Indian Journal of Industrial Relations, vol. 46, no.3, 2022. Studied the relationship between Employee satisfaction and absenteeism. A random sample was selected from various industry of Tisco, Jamshedpur. The sample consisted of high and low absentee workers. Respondents consisted of each from both the categories. Employee satisfaction questionnaire consisted of items of four components of Employee 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.

### 3. OBJECTIVES OF THE STUDY

- To study the overall job satisfaction of supervisors in Av-Tech Limited
- To measure the level of satisfaction among employees in Av-Tech Limited
- To find out the most distaining factors which influence their performance in the job
- To give amicable and practical suggestions to improve job satisfaction of supervisors in Av-Tech Limited.
- To analyse the employment conditions of employees in the work place.

### 4. SCOPE OF THE STUDY

The job satisfaction refers to a person’s feeling of satisfaction on their job. It is different from person to person. The researcher has chosen to measure the level of job satisfaction in Av-Tech Limited. The study considers the impact of 10 factors on job satisfaction it concentrates on the effect of factors in general, but no exclusive study is made on them. The study considers only the perceptual elements of employees and does not focus on ground realities. The scope of study cover: work conditions, compensation, extra benefits, conveyance treatment of superiors, colleagues, duly timings, grievance redresal mechanism and promotion policy.

### 5. RESEARCH METHODOLOGY

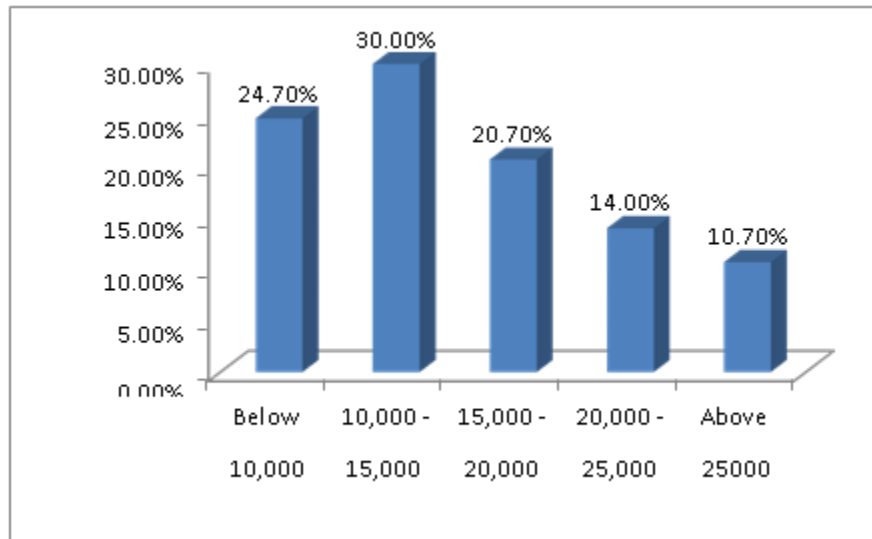
Research methodology is a way to systematically solve research problem. Research methodology is understood as a source of the study how to research is done scientifically. The various steps adopted by a researcher in studying the research problem along with the logic. The project work entitled “A study on employee’s job satisfaction in Av-Tech Limited at Hosur”.

### 6. DATA ANALYSIS AND INTERPRETATION

Simple percentage analysis

Monthly income

Monthly Income	Respondents	Percentage
Below 10,000	37	24.7%
10,000 - 15,000	45	30.0%
15,000 - 20,000	31	20.7%
20,000 - 25,000	21	14.0%
Above 25000	16	10.7%
<b>Total</b>	<b>150</b>	<b>100.0%</b>



**CHI-SQUARE TESTS**

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.313E2 <sup>a</sup>	16	.000
Likelihood Ratio	267.072	16	.000
Linear-by-Linear Association	110.626	1	.000
N of Valid Cases	150		

a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .13.

**7. FINDINGS**

1. Maximum 26.7% of the respondents ages are 26-35 year's
2. Maximum 64.7% of the respondents are male
3. Maximum 28.0% of the respondents have PG qualification
4. Maximum 27.3% of the respondents have below 2 years
5. Maximum 30.0% of the respondents earn 10,000–15,000 of income

**8. SUGGESTIONS**

They have to conduct training programs regularly. Management should provide an opportunity to practice the learned in the workplace. Training program should also include the latest technology and current information. The trainee should make the employees to aware of the personal benefits he can achieve better performance through training. Training provided to employees on their requirements. They should also concentrate on training programs such as achieving self- development, increasing organization stability, helping to handle stress and tension. Management should give adequate remuneration to its employees. It will be helpful in achieving the goals and

objectives of the organization. To get better response from employees the management should mostly concentrate on promotional aspects based on merit and seniority.

## 9. CONCLUSION

The study was conducted to find out the link between job satisfaction and the performance of employees working in the company. While studying the relationship of job satisfaction with different variables such as qualification, gender, occupation and marital status, it is concluded that job satisfaction has no significant association with gender, qualification, family system, as well as marital status. It is determined from the study that job satisfaction is significantly correlated with the occupation of employees. Hence, the employees are more satisfied with their jobs as compared to others. Furthermore, it is also concluded from the above results that the performance of satisfied employees is superior as compared to dissatisfied employees. Hence, the above results suggested that to improve the performance of employees such as quality of work, productivity, and leadership qualities, organizations should consider obvious factors of job satisfaction. Based on the above points we can say that employee attitudes typically reflect the morals of the company. So, every organization should develop strategies that strengthen the work environment and increase employee morale and employee satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention.

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