A STUDY ON EMPLOYEE STATISFACTION

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ABSTRACT :

One important element affecting both employee performance and organizational success is employee satisfaction. It includes a number of components, including possibilities for advancement, connections with coworkers and superiors, pay, work environment, and job security. This study examines the variables influencing employee happiness and emphasizes how it affects morale at work, productivity, and retention. Developing a motivated workforce and attaining long-term company success depend on comprehending and meeting employee demands.

INTRODUCTION

The degree to which workers are happy, appreciated, and satisfied in their positions and workplaces is known as employee satisfaction. Since contented workers are typically more dedicated, motivated, and productive, it is a crucial component of organizational success. Beyond financial remuneration, employee happiness includes things like recognition, opportunity for professional growth, work-life balance, good connections with coworkers and superiors, and a happy and encouraging work environment.

The significance of employee happiness has changed dramatically throughout time. Wages and job security were the main concerns of employers in the past. Nonetheless, contemporary businesses today acknowledge the equal importance of communication, a sense of purpose, work enrichment, and emotional well-being. In order to improve overall happiness, companies are consequently spending more money on HR procedures that emphasize employee involvement, growth, and feedback.

In addition to improving performance, high employee satisfaction also lowers absenteeism, attrition, and conflict at work. It fosters a favorable employer brand and increases organizational loyalty. Maintaining employee happiness is both a problem and a must in the cutthroat and quickly evolving workplace of today. Businesses that put their workers' needs first are more likely to succeed and expand over the long run.

The evolution of employee satisfaction

- **Industrial Era Focus on Basic Needs**

In the early industrial era, physical working conditions, steady pay, and job security were major factors in determining employee contentment. Employers paid little attention to employee motivation or morale, placing a higher priority on productivity than on the welfare of their workforce.

- **Human Relations Movement and Psychological Needs**

In the mid-20th century, theories like Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory shifted focus toward psychological and social needs. Employee satisfaction began to include factors like recognition, interpersonal relationships, and a sense of belonging at work.

- **Modern Era Emphasis on Work-Life Balance and Purpose**

Today, employee satisfaction includes flexible work arrangements, mental health support, career development, and alignment with company values. Organizations now see satisfaction as a strategic priority linked to performance, retention, and innovation.

The Challenges Of Employee Satisfaction

- **Work-Life Balance and Burnout**

With increasing workloads and blurred boundaries between work and personal life—especially in remote or hybrid setups—employees often struggle to maintain a healthy work-life balance, leading to stress and burnout.

- **Lack of Recognition and Career Growth**

Employees may feel undervalued if their efforts go unrecognized or if there are limited opportunities for advancement. This can result in low motivation and a higher likelihood of turnover.

- **Ineffective Communication and Management**

Poor communication from leadership or lack of transparency can create misunderstandings, distrust, and disengagement among employees, negatively affecting overall satisfaction.

Review Research

1. **Wiggins & Bowman (2000)** studied the relationship among career experience, life satisfaction, and organizational factors for managers. The study was conducted in healthcare organizations. Nine domains of important job skills, knowledge, and abilities necessary for success as healthcare managers were identified in a two stage Delphi analysis of American College of Healthcare Executives (ACHE) members. Cost/finance, leadership, professional staff interactions, healthcare delivery concepts, accessibility, ethics, quality/risk management, technology, and marketing were the nine domains.

2. **Resheske (2001)** examined job satisfaction among full time faculty of the College of Human Development at Wisconsin University. Thirty-six full time faculty members were included in the study. The results indicated that overall, the faculty of the College of Human Development at Stout was satisfied with their current employment and that group cohesion does play a role in overall job satisfaction. The study also determined that job autonomy, working with the students and fellow colleagues and supervisors were the top three best reasons for working here. It was also concluded that pay, having more time and assistance with meeting deadlines and having equal workloads between colleagues were the three top priorities for improving the work environment.

3. **Harter (2002),** selected 7,939 business units in 36 organizations for the sample of the study on job satisfaction sentiments and employee engagement. The study examined aggregated employee job satisfaction sentiments and employee engagement. Schneider (2003) studied the relationships between several facets of employee satisfaction and organizational financial (return on assets; ROA) and market performance (earnings per share; EPS). The study included 35 organizations over a period of eight years. Significant positive relationships were found between attitudes concerning satisfaction with security, satisfaction with pay, and overall job satisfaction with financial (ROA) and market performance (EPS).

4. **Niranjana and Pattanayak (2005)** tried to explore the dynamics of organizational citizenship behavior, learned optimism, and organizational ethos represented by OCTAPACE in service and manufacturing organizations in India. The manufacturing sector was found to have a better work culture whereas service sector had high organizational citizenship behavior and learned optimism. Singh (2009) revealed a significant difference between high and low work culture groups which is related to their satisfaction with management. The possible reason for it being the obligation towards others produced a sense of responsibility within individuals which made them more satisfied in comparison to low scorers on this dimension.

5. **Rashid Saeed et al., (2014),** in his study found promotion, pay, fairness and working condition to be the key factors that contribute to employee job satisfaction. The study was conducted on 200 telecom sector employees of Pakistan. It was concluded that money and compensation play an important role in the job satisfaction of the telecom employees of Pakistan.

OBJECTIVE OF THE STUDY

1. Interest level in your job: To gauge the level of enthusiasm and engagement employees have towards their roles, which can indicate overall job satisfaction and potential areas for improvement in job design or tasks.

2. Satisfaction of salary package: To determine if the compensation offered aligns with employee's expectations and industry standards, aiming to attract and retain talent while ensuring fair remuneration.

3. Pressure level in the company: To understand the extent of stress or workload employees experience, with the goal of maintaining a balanced and manageable workload to prevent burnout and enhance performance.

4. Employee health is considered as important during illness: To determine if the company prioritizes employee well-being by providing adequate support and accommodations during times of illness, fostering loyalty and commitment.

5. Women treated with equal respect and opportunities: To ensure gender equality within the organization by assessing if women are provided with the same level of respect, opportunities, and advancement prospects as their male counterparts.

BARRIERS TO EMPLOYEE SATISFACTION: ORGANIZATIONAL VS. MANAGERIAL PERSPECTIVE

Employee satisfaction plays a critical role in productivity, retention, and overall organizational success. However, various barriers—arising from both organizational and managerial levels—can hinder an employee's contentment and engagement at work.

Organizational-Level Barriers

These are systemic issues that stem from the overall structure, policies, or culture of the organization.

a. Rigid Organizational Structure

- Lack of flexibility or excessive hierarchy can make employees feel restricted and disconnected from decision-making processes.

b. Inadequate Compensation & Benefits

- Company-wide policies that do not align pay or perks with market standards can result in dissatisfaction across the workforce.

c. Limited Career Advancement Opportunities

- Absence of clear growth paths, promotions, or up skilling programs can make employees feel stagnant.

d. Poor Work-Life Balance Policies

- Organizations that do not promote flexible work schedules or provide mental health support often see higher burnout and turnover rates.

Managerial-Level Barriers

These arise from direct interactions between employees and their immediate supervisors or team leads.

a. Ineffective Leadership

- Poor communication, micromanagement, or lack of direction from managers leads to confusion and disengagement.

b. Lack of Recognition

- Managers who fail to appreciate or acknowledge employee efforts demotivate their team.

c. Unclear Expectations

- Employees may feel frustrated if their responsibilities are not clearly defined or frequently change without explanation.

d. Lack of Support During Stress or Workload Peaks

- Managers who do not help in managing workloads or fail to show empathy during high-pressure periods cause added stress.

ANALYSIS AND INTERPRETATION OF THE DATA

1. SHOWS THE RESPECT AND APPRECIATION OF THEIR WORK FREQUENCIES

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	63	63.0	63.0	63.0
	Agree	22	22.0	22.0	85.0
	Unsure	9	9.0	9.0	94.0
	Disagree	5	5.0	5.0	99.0
	Strongly Disagree	1	1.0	1.0	100.0
	Total	100	100.0	100.0	
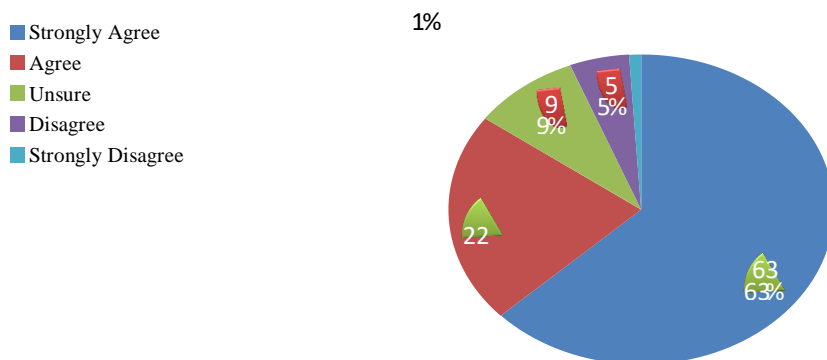
INTERPRETATION :

From the above table and chart it is inferred that 63% of employees are strongly agreeing that their work is respected and appreciated, 22% of employees are agreeing and 5% of employees are disagreeing that their work is not respected and appreciated.

2. EMPLOYEES IDEAS ARE ENCOURAGED.

|	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	62	62.0	62.0	62.0
Agree	19	19.0	19.0	81.0
Unsure	15	15.0	15.0	96.0
Disagree	3	3.0	3.0	99.0
Strongly Disagree	1	1.0	1.0	100.0
Total	100	100.0	100.0	
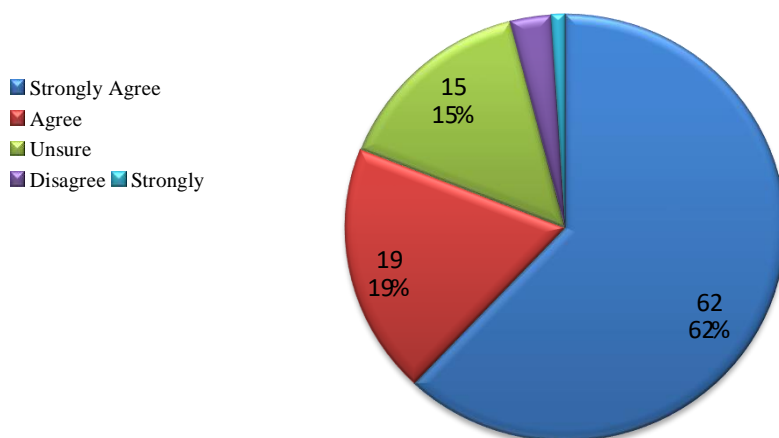
INTERPRETATION

From the above table and chart it is inferred that 62% of employees strongly agree, their ideas are encouraged and appreciated, 15% of employees are unsure of their appreciation of ideas and 3% of employees are disagreeing that employee's ideas are not encouraged and appreciated in their organization.

3 SATISFACTION OF CELEBRATIONS OF FESTIVALS AND PARTIES OF COMPANY.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**Very Dissatisfied**	2	2.0	2.0	2.0
	Dissatisfied	6	6.0	6.0	8.0
	Neutral	21	21.0	21.0	29.0

Satisfied	12	12.0	12.0	41.0
Very Satisfied	59	59.0	59.0	100.0
Total	100	100.0	100.0	

■ Very Dissatisfied
■ Dissatisfied
■ Neutral
■ Satisfied
■ Very Satisfied
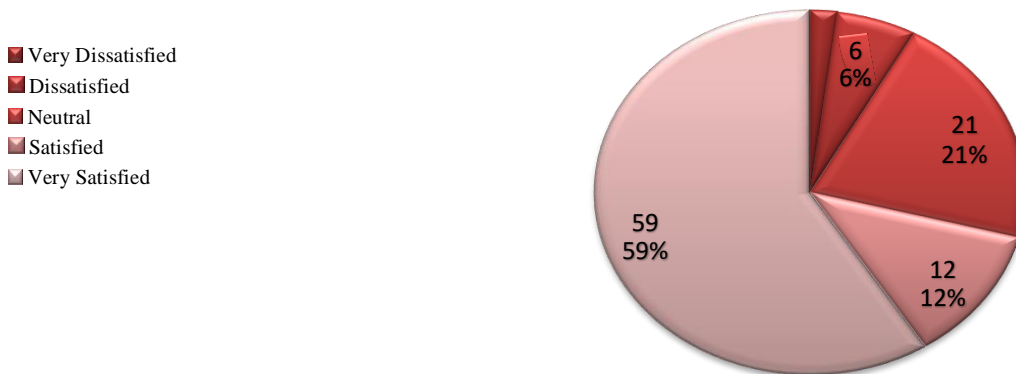
INTERPRETATION :

From the above table and chart, it is inferred that 59% of employees are satisfied with the celebrations of festivals and parties of Company, 21% of employees are neutrally satisfied in the celebrations and 2% of employees are very dissatisfied in the celebrations and parties of Company.

CONCLUSION

In conclusion, understanding and prioritizing employee satisfaction in the workplace is paramount for organizational success. Through this study, we've illuminated the multifaceted nature of job satisfaction, showcasing its significant impact on employee performance, retention, and overall company productivity. By fostering a positive work environment, offering opportunities for growth and development, and actively listening to employee feedback, organizations can cultivate a culture of satisfaction that not only benefits individual employees but also contributes to the achievement of broader organizational goals. Investing in employee satisfaction isn't just a strategic choice; it's an essential component of building a thriving and sustainable workplace ecosystem**.**

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