



A Empirical Study on Job Satisfaction of Employees in A Retail Firm (with Special Reference to Coimbatore)

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ABSTRACT

Job satisfaction is one of the important factors that increase the efficiency of employees. This paper analyses the job satisfaction level of employees in a retail firm at Coimbatore with respect to various factors provided by Herzberg's two factor theory. This study also indicates the overall job satisfaction level of employees and the influence of demographic features over job satisfaction. The tools of analysis used in the study are simple percentage, Likert scales and chi square analysis. Weighted arithmetic mean was used to find out the factors influencing job satisfaction and Chi square test was used to find the influence of demographic factors over job satisfaction. The findings reveal that that the employees are more satisfied in their relationship with peers (Hygiene factor) and promotion opportunities (Motivation factor). The overall job satisfaction level was medium and the demographic factors have no influence over employee satisfaction.

KEYWORDS : Job Satisfaction ,Behaviour, Supervision & Rewards

INTRODUCTION

Job satisfaction is one of the major interests to the field of organisational behaviour and the practice of Human resource management. Job satisfaction focuses on employees' attitudes toward their job. It is a result of employees' perception of how well their job provides those things that are viewed as important. Job satisfaction has been defined as, "a pleasurable or positive emotional state resulting from appraisal of one's job or job experience" (Locke, 1976). It is defined as a positive feeling about one's job resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feeling about the job, while a person who is dissatisfied holds negative feelings about the job.

Job satisfaction is the extent to which people find gratification or fulfilment in their work. A satisfied employee tends to be absent less often, to make positive contributions and to stay with the organization. In contrast a dissatisfied employee may be absent more often, may experience stress that disrupts co-workers and may be continually looking for another job.

There are three generally accepted dimensions to job satisfaction. **First**, job satisfaction is an emotional response to a job situation. It cannot be seen, only inferred. **Second**, it is often determined by how well outcomes meet or exceed expectations. For example, if organisational members feel that they are working harder than others in the department but are receiving fewer rewards, they will probably have a negative attitude toward the work, the boss, and co-workers. They will be dissatisfied. On the other hand, if they feel they are being treated well and being paid well, they are likely to have a positive attitude towards the job. They will be satisfied. **Third**, job satisfaction represents several related attitudes. Scholars suggest that there are six job dimensions that represent the most important characteristics of a job about which people have effective responses.

MEASURING JOB SATISFACTION

The two most widely used approaches are a single global rating and a summation score made up of a number of job facets. The single global rating method is nothing more than asking individuals to respond to one question, such as "All things considered, how satisfied are you with your job?" respondents then reply by circling a number between 1 and 5 that corresponds to answers from "highly satisfied" to "highly dissatisfied". The other approach is a summation of job facets. It identifies key elements in a job and asks for the employees' feelings about each. Summation of job facets approach is carried out in this study.

The factors included in this study are the intrinsic and the extrinsic factors of the Herzberg's two factor theory.

Company profile

The retail store taken for study is one of the fastest growing retail chains in South India. This has eight retail outlets in Coimbatore district alone. There are 300 retail outlets in South India and the total number of manpower is 8000.

STATEMENT OF THE PROBLEM

In recent times employee retention is one of the major issues in any industry. Retail industry also experiences a significantly higher level of attrition. Retail industry all over the world has an annual staff turnover of 15 per cent with an estimated annual cost of 397 million dollars. Research indicates that one of the major causes for employee turn over is lack of job satisfaction among the employees. Also, job satisfaction has a strong correlation with Job performance, Customer Satisfaction, Absenteeism and work place deviance. Hence this study has its own importance.

OBJECTIVES OF THE STUDY

- To identify the factors which influence the job satisfaction level of employees
- To analyze the overall job satisfaction of the employees.
- To find whether there is any influence between demographic factors and job satisfaction.

RESEARCH METHODOLOGY

This study on Job Satisfaction of employees was restricted to executive cadre alone. The executives include the Store managers, Assistant store managers and the employees working at the administrative office. A well structured questionnaire was administered to 30 of the employees selected through simple random sampling. The questionnaire consisted of few questions relating to demographic factors such as Age, Gender, Designation, Income, Educational qualification and Years of experience. The intrinsic and extrinsic factors responsible for job satisfaction are administered in a 5 point Likert scale. (Very much satisfied to Very much dissatisfied). There were also four attributes administered in 5 point Likert scale to know about the employees' views about their manager at work. There were few open ended questions to identify the overall satisfaction level of employees in that organization and also to find the problems faced by the employees. The tools used for data analysis are the Simple percentage, weighted mean and Chi square test. Weighted arithmetic mean was used to find out the

factors influencing job satisfaction and Chi square test was used to find the influence of demographic factors over job satisfaction.

Satisfaction Level Of Employees With Respect To Extrinsic Factors

Factors	VMS	S	N	DS	VDS	MEAN
Pay	2 (6.66%)	9 (30%)	8 (26.66%)	7 (23.33%)	1 (3.33%)	2.83
Physical work conditions	3 (10%)	6 (20%)	4 (13.33%)	10 (33.33%)	7 (23.33%)	2.6
Flexibility of working hours	8 (26.66%)	13 (43.33%)	4 (13.33%)	1 (3.33%)	1 (3.33%)	3.56
Job security	6 (20%)	8 (26.66%)	11 (36.66%)	5 (16.66%)	0	3.5
Relationship with peers	17 (56.66%)	10 (33.33%)	3 (10%)	0	0	4.46
Company policies	2 (6.66%)	11 (36.66%)	8 (26.66%)	6 (20%)	3 (10%)	3.1

*Note: VMS – Very Much Satisfied, S-Satisfied, N-Neutral, DS-Dissatisfied, VDS-Very dissatisfied

The mean score of these hygiene factors indicate that the employees are more satisfied with their Relationship with peers followed by Flexibility of their working hours, Job security, Company policies and Pay (Medium satisfaction). They are dissatisfied in case of Physical Working Conditions. Regarding pay nearly 30 per cent of the employees are satisfied. Nearly one half of the employees are satisfied with the flexitime of work and 37 per cent of the employees have a neutral satisfaction towards job security. More than one half of the employees are very much satisfied with their relationship with peers and nearly 37 per cent of the employees are satisfied with the existing company policies.

SATISFACTION LEVEL OF EMPLOYEES WITH RESPECT TO INTRINSIC FACTORS

Factors	VMS	S	N	DS	VDS	MEAN
Recognition of talents	7 (23.33%)	6 (20%)	7 (23.33%)	6 (20%)	4 (13.33%)	3.2
Promotion opportunities	6 (20%)	10 (33.33%)	11 (36.66%)	3 (10%)	0	3.63
Career development	2 (6.66%)	5 (16.66%)	10 (33.33%)	10 (33.33%)	3 (10%)	2.76
Interesting Projects	0	4 (13.33%)	7 (23.33%)	1 (3.33%)	18 (60%)	1.96
Performance linked Pay	5 (16.66%)	5 (16.66%)	6 (20%)	10 (33.33%)	4 (13.33%)	2.9
Nature of work	5 (16.66%)	7 (23.33%)	5 (16.66%)	10 (33.33%)	3 (10%)	3.03

*Note: VMS – Very Much Satisfied, S-Satisfied, N-Neutral, DS-Dissatisfied, and VDS-Very dissatisfied

Considering the mean of motivation factors (from table 8), it is evident that the employees are more satisfied with the promotion opportunities than others and they have medium satisfaction towards recognition of talents followed by their nature of work, performance linked pay and carrier development. Employees are dissatisfied in their areas to work in interesting projects. Nearly 37 per cent of the employees have only a neutral satisfaction towards promotion opportunities and most of the employees have a neutral or dissatisfaction towards career development. More than one half of the employees are very much dissatisfied in their areas to work in interesting projects. Nearly 34 per cent of the employees are dissatisfied with the nature of work given to them.

The relationship between the demographic factors such as the age, educational qualification, gender, years of experience and marital status and the job satisfaction level of employees are found out using chi square analysis. The chi square analysis results showed that there is no association between gender, education, marital status, age and years of experience and job satisfaction. For the job nature of this retail outlet, the demographic factors do not influence the job satisfaction level of its employees. This shows that the employees' satisfaction lies in their contentment with the hygiene and motivation factors.

SUGGESTIONS

- The lowest mean of the extrinsic factor (Physical working Condition) reveal that most of the employees are not satisfied with the physical working conditions. On a personal visit, one could identify that the physical working conditions are not good both at the store level and also at the administrative office. Hence the work conditions may be improved by providing adequate space and ventilation.
- The lowest mean of the motivational factor (Interesting projects) reveal that had a feel of boredom towards the existing projects. Hence works may be assigned with certain changes periodically to enhance their satisfaction.
- Employees have only a medium satisfaction towards performance linked pay. Pay may be linked with performance and this will ensure efficiency among employees
- Similarly, employees have a medium satisfaction towards talent recognition and rewarding them. Talents should have a good recognition from the organization. They may be given additional pay, benefits and allowances
- Match people with jobs that fit their interests and skills. Getting the right fit is one of the ways to have satisfied employees.
- Works may be planned and scheduled so that their work could be shared and the burden of load could be minimised
- Changes and innovations and carrier growth oriented programs would enhance the satisfaction level of employees.
- Few of the employees have a low level of overall satisfaction towards their jobs Those employees could be identified and their problems analysed in order to increase their satisfaction level.

CONCLUSION

The employees' have only medium satisfaction towards their job. Hence the organization should ensure a higher satisfaction in order to improve their efficiency. The organization should ensure ways and means to increase the happiness of their employees. Happier the people are, more contented the job would be. Happy workers are the productive workers.

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