A Study on Employee's Satisfaction Level of Uttar Gujarat VIJ Company Ltd

HUKMARAM DEVILAL PAWAR

(M.COM, MBA, M.PHIL, NET, SET, Ph.D. pursuing), ASSISTANT PROFESSOR, SMT. S.S. PATEL NOOTAN SCIENCE AND COMMERCE COLLEGE, VISNAGAR

ABSTRACT *Highly satisfied employees of any organisation or company are considered as a precious asset of the company. Employee's satisfaction is a measure of how happy employees are with their job and working environment. Keeping morale high among workers can be of great benefit to any organisation, as employees are more satisfied will be given more production, and stay devoted to the company. There are many factors in improving or maintaining high employee's satisfaction, which employers would do well to implement. Various monetary and non monetary factors affect on satisfaction level of employees and all factors are not equally important for all the employees but that are important to determine the satisfaction level of employees.*

1. INTRODUCTION:

Highly satisfied employees of any organisation or company are considered as a precious asset of the company. Employee's **satisfaction is a** measure of how happy employees are with their job and working environment. Keeping morale high among workers can be of great benefit to any organisation, as employees are more satisfied will be given more production, and stay devoted to the company. There are many factors in improving or maintaining high employee's satisfaction, which employers would do well to implement.

UTTAR GUJARAT VIJ COMPANY LIMITED is one of the pioneer Power Distribution Utilities in India in the Electricity Industry. Incorporated under the Companies Act, 1956 in Sept-2003 as a result of unbundling of erstwhile Gujarat Electricity Board pursuant to Power Sector Reforms initiated by the Central and State Governments, the Company became commercially operational since April-2005. The Company is a wholly-owned subsidiary of Gujarat Urja Vikas Nigam Limited (A Govt. of Gujarat Undertaking).

The Company operates through the network spread over 50000 Sq. Km. covering six full districts in northern region of Gujarat and three part districts in western and central areas. The consumers' mix consisting of various categories such as residential, commercial, industrial, agricultural and others, is served by 129 Sub Division and 21 Division Offices throughout its operational area divided into four Circles Mehsana, Sabarmati, Himmatnagar and Palanpur. The business affairs are managed/taken care of by Corporate Office presently headquartered at Mehsana. The operations are managed by more than **7,300 employees** who contributed to business turnover of more than Rs. 5000 Crores in 2012-13.

In this research the researcher have used sincere effort to study and analyze the satisfaction Level of employee's of UGVCL (Uttar Gujarat Vij Company Limited). The researcher tried to check the satisfaction level of employees with various factors like salary, bonus, behavior of higher authority, training, performance appraisal, motivation policy, facilities, etc. the researcher has selected topic "A STUDY ON EMPLOYEE'S SATISFACTION LEVEL OF UGVCL (UTTAR GUJARAT VIJ COMPANY LTD.)" (With reference to

Vijapur Division and Kukarvada sub-division of Mehsana circle North Gujarat).

2 LITERATURE REVIEW:

Employee satisfaction is connected to usage of human resources and influences the quality and amount of work done (Kaplan and Norton ,2001; Copeland, Koller and Murrin, 1991, Lamming and Bessant, 1995, Belcourt and Wright, 1998).

Styblo (2001) describes the impact of employee satisfaction on customer satisfaction. Donelly, Gibson a Ivancevich (1997) examine a similar problem.

The importance of employee satisfaction can be supported by a statement of a Nobel price winner – G. S. Becker (1997) – about the rational behavior of individuals, which states: "Individuals maximize utility in a consistent way and in decision-making process they consider impact of their own activities on utility – current and future."

Delaney and Huselid (1997) surveyed more than 1400 American organizations. Their research indicated that employee satisfaction, motivation and keeping high output have certain significance in the evaluation of company performance.

The relations between employee satisfaction and company performance are monitored within BSC methodology by Kaplan and Norton (2008), Harris and Moran (2000), Keaveny (2001) and others.

Connection between satisfaction and employee motivation has been noted for many years (Bernard, 1948; Porter,1993; Becker, 1997; and Vebr, (2009). Nenadál (2001), Rosa (2000) and others emphasize the importance of employee satisfaction and warn that measurement of employee satisfaction is not easy.

Myskova, R. (2011). A new measure of employee satisfaction

Research Gap: After study of the above literature, I found that there has no any study found on employee satisfaction of UGVCL so I decided to work on this topic to know

about employee satisfaction level of UGVCL and to put my suggestion and recommendation on it.

3. OBJECTIVE OF THE STUDY:
- To know the overall employee's satisfaction level of UGVCL
- To know the employees satisfaction level on the basis of various factors.
- To analyze the relation between employee's satisfaction level and wages, salary, experience, age, gender and other facilities provided to employees.

4. RESEARCH METHODOLOGY:
To commence the study a satisfaction level of employees of UGVCL research has opted exploratory research design. In this study to collect the reliable information about satisfaction level of employees of the company the researcher has drawn opinion from 100 employees of Vijapur Division and Kukarvada Subdivision of Mehsana Circle of UGVCL. The collections of opinion of employees were recorded in the well structured questionnaire. The secondary data were collected from the records, reviews, books and internet.

5. HYPOTHESIS:
- H_0: All the factors are equally important for employees to determine the satisfaction level of employees
- H_0: There is no significant relation between employee satisfaction level and Salary, experience, age, education, income, gender and department.

6. STATISTICAL ANALYSIS:
6.1 Employees' satisfaction level on the basis of various factors:
There are so many factors which affects the satisfaction level of employees. These factors are monetary factors or non monetary. Monetary factors include Salary, employers' contribution in provident fund, bonus etc. while non monetary factors are various facilities provided to employees, behavior of higher authority and behavior of colleagues etc. In this research the researcher has used both kinds of factors to analyze the satisfaction level of employees of Uttar Gujarat Vij Company Ltd. by using five rector scales. Five rector scales are:

1 = Highly Satisfied, 2 = Satisfied, 3 = Neither Satisfied nor Dissatisfied, 4 = Dissatisfied and 5 = Highly Dissatisfied.

Satisfaction level of employees:

Table 1

Satisfaction level of employees towards various factors

1.Monetary Factors:	Number of Respondents					
	1	2	3	4	5	Total
Amount of Salary	38	42	18	2	0	100
Employer's Contribution in P.F.	40	42	9	7	2	100
Festival Advance	17	47	24	8	4	100
Amount of Bonus	10	24	26	12	28	100
Amount of TA/DA	43	32	16	4	5	100
2.Facilities provided to Employees:						
Uniform Facility	56	36	7	1	0	100
Medical Facility	56	30	9	3	2	100
Residential Accommodation Facility	27	28	25	13	7	100
Insurance Facility	25	43	17	3	12	100
Entertainment Facility	19	27	29	14	11	100
3. Behavior of Higher Authority towards Employees:						
Co-operation	29	47	18	1	5	100
Explanation of Work	28	49	14	4	5	100
Coordination	28	44	20	3	5	100
Settlement of Issue	23	41	20	11	5	100
Communication	30	42	20	3	5	100
4. Behavior of Colleague:						
Cooperation	33	48	15	4	0	100
Communication	33	46	18	0	3	100
Emotional	36	38	23	2	1	100
Discipline	41	29	20	10	0	100
Dealing with Customer	41	27	28	4	0	100

Above table no. 4.9 shows level of satisfaction of employees towards various factors. From the observation of the above table the researcher can conclude that level of satisfaction of employees of UGVCL is mostly 'highly satisfied or satisfied' towards all the factors stated above. Only in case of payment bonus the respondents given dissatisfied response. Otherwise employees of UGVCL are highly satisfied or satisfied that kinds of conclusion can be derived from the above table.

6.2 Overall Satisfaction Level of Employees of UGVCL:

Table 2

Overall Satisfaction Level of Employees of UGVCL

Overall how you satisfied?	Number of Respondents	Percentage
Highly Satisfied	30	30.0%
Satisfied	54	54.0%
Neither Satisfied nor Unsatisfied	8	8.0%
Dissatisfied	4	4.0%
Highly Dissatisfied	4	4.0%
Total	100	100.0%

Graph-1 Overall Satisfaction Level of Employees

Graph 4.8 Overall Satisfaction Level of Employees
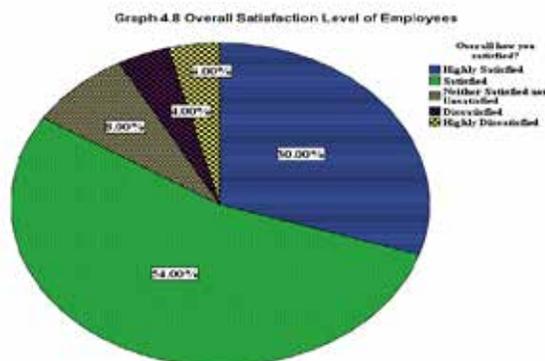
From the above table and graph it is clear that satisfaction level of employees of UGVCL (Vijapur Division and Kukarvada subdivision) is highly satisfied and satisfied. 54 percent of the total respondents said they are satisfied and 30 percent respondents are highly satisfied. Overall 84 percent employees are satisfied. Highly dissatisfied and dissatisfied employees are only 4 percent and 8 percents respondents' gives neutral response that means neither satisfied nor unsatisfied.

6.3 TESTING OF HYPOTHESIS:
6.3.1 H0 = All the factors are equally important for employees to determine the satisfaction level of employees.

Below table 4.13 shows the one sample descriptive statistics which consist mean, S.D and standard error of mean. It shows that mean value of monetary factors like salary, bonus, festival advance etc. facilities provided to employees, behavior of higher authority with employees and behavior of colleague is near to 2 revealed that these all the factors are quite more important for the employees to take the decision about the satisfaction level.

Table 3

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Monetary Factors:				
Amount of Salary	100	1.84	.788	.079
Employee's Contribution in PF	100	1.89	.973	.097
Amount of Bonus	100	3.24	1.357	.136
Festival Advance	100	2.35	.989	.099
Amount of TA/DA	100	1.96	1.100	.110
Facilities to Employees:				
Uniform Facility	100	1.53	.674	.067
Medical Facility	100	1.65	.914	.091
Residential Accommodation Facility	100	2.45	1.218	.122
Insurance Facility	100	2.34	1.233	.123
Entertainment Facility	100	2.71	1.241	.124
Behavior of Higher Authority:				
Co-operation	100	2.06	.983	.098
Expiation of Work	100	2.09	1.016	.102
Coordination	100	2.13	1.022	.102
Settlement of Issue	100	2.34	1.103	.110
Communication	100	2.11	1.034	.103
Behavior of Colleague:				
Cooperation	100	1.90	.798	.080
Communication	100	1.94	.886	.089
Emotional	100	1.94	.874	.087
Discipline	100	1.99	1.010	.101
Dealing with Customer	100	1.95	.925	.093

To analyze the above hypothesis the researcher has used one sample t- test. Here, test value for the test is considered to be a 3 (Neutral importance) of factors affecting satisfaction level of employees.

Table 4
One-Sample Test

	Test Value = 3					
	T	df	Sig. (2-tailed)	Mean Difference	95% C.I. of the Difference	
					Lower	Upper
Monetary Factors:						
Amount of Salary	-14.73	99	.000	-1.160	-1.32	-1.00
Employee's Contribution in PF	-11.40	99	.000	-1.110	-1.30	-.92
Amount of Bonus	1.76	99	.080	.240	-.03	.51
Festival Advance	-6.58	99	.000	-.650	-.85	-.45
Amount of TA/DA	-9.45	99	.000	-1.040	-1.26	-.82
Facilities to Employees:						
Uniform Facility	-21.83	99	.000	-1.470	-1.60	-1.34
Medical Facility	-14.77	99	.000	-1.350	-1.53	-1.17
Residential Accommodation Facility	-4.52	99	.000	-.550	-.79	-.31
Insurance Facility	-5.35	99	.000	-.660	-.90	-.42
Entertainment Facility	-2.34	99	.022	-.290	-.54	-.04
Behavior of Higher Authority:						
Co-operation	-9.56	99	.000	-.940	-1.14	-.74
Expiation of Work	-8.96	99	.000	-.910	-1.11	-.71
Coordination	-8.52	99	.000	-.870	-1.07	-.67
Settlement of Issue	-5.98	99	.000	-.660	-.88	-.44
Communication	-8.61	99	.000	-.890	-1.10	-.68
Behavior of Colleague:						
Cooperation	-13.79	99	.000	-1.100	-1.26	-.94
Communication	-11.97	99	.000	-1.060	-1.24	-.88
Emotional	-12.13	99	.000	-1.060	-1.23	-.89
Discipline	-10.00	99	.000	-1.010	-1.21	-.81
Dealing with Customer	-11.35	99	.000	-1.050	-1.23	-.87

Here, two tailed test significant value for all the selected factors is found to be 0.000, except amount of bonus and entertainment facility factor which having 0.08 and 0.022 it shows that all the selected factors are not equally important for measurement of satisfaction level of employee. Means few factors are might be more important and few factors are might be less important for the employees.

Above one sample test table indicates that the upper and lower limit in the confidence interval for all the tested factors is found to be negative which shows that the mean value for all the factors are less than test value that is 3, that means all the tested factors are not equally important but they are might be important or more important for the employees.

6.3.2 H$_0$ =There is no significant relation between employee satisfaction level and Experience, Salary, Gender, education, income, marital status and department.

To test the above hypothesis the researcher has used Chi Square Test the result is as follows.

Table 5
Chi-Square Tests

	Chi-Square Value	Df	Asymp. Sig. (2-sided)
Experience	41.164	12	.000
Salary	46.066	12	.000
Gender	2.741	4	.602
Education	27.709	12	.006
Annual Income	24.371	16	0.82
Marital Status	17.058	4	0.02
Department	14.264	8	0.75
Age	17.396	12	0.135

Above table shows the chi-square test value. It revealed that chi-square test value is found to be 41.164 and 46.066 two tailed asymptotic significant value is found to be 0.000 this indicates that the satisfaction level of employees of UGVCL not associated with experience of the of the employee and salary i.e. null hypothesis is accepted.

Apart from above result it was found that asymptotic significant two tailed test value for Gender, Education, Annual saving, Marital Status and Age. This indicates that Gender, Education, Annual saving, Marital Status and Age of the employees is associated with satisfaction level of them. It revealed that there is significant relation between above factor and satisfaction level of employees. Null Hypothesis is reject here the researcher can conclude that there is significant relation between above stated demographic factor and employees satisfaction level.

6.4 FACTOR ANALYSIS:
6.4.1 Reliability Test:
Here, reliability analysis of the set of 30 questions was done to check the internal consistency about the investor's opinion towards the set of 30 variables

Table 6
Reliability Statistics

Cronbach's Alpha	N of Items
.946	30

Cronbach's Alpha reliability test value for the set of 30 items was found to be 0.946. It shows that there is consistency in the opinion of the investors about the set of these all the 30 questions. That is the set of these all the 30 items are reliable for their further analysis.

Here, to reduce the number of variables in to small group, a factor analysis was employed.

6.4.2 Factor analysis of the set of 30 items:

Table 7
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.779
Bartlett's Test of Sphericity	Approx. Chi-Square	2952.3
	Df	435
	Sig.	.000

Moreover Kaiser-Meyer-Olkin measure of sampling adequacy was 0.779 stating the applicability of factor analysis. Bartlett's test of Sphericity indicates that the correlation matrix of the selected variables is not identity matrix.

Before undertaking the factor analysis, variables having less (0.5) communalities were removed from the list. When analyzing a covariance matrix, the initial Eigen values were the same across the raw and rescaled solution and Principal Component Analysis method was employed for the Extraction of the variables. Interpretability of the factors was improved through rotating the factors and rotation maximizes the loading of each factor, so Varimax rotation method was employed in this analysis. Here these all 30 factors have been extracted in the 5 components which are mentioned below.

Table 8
Factor Analysis

Monetary Factors:	
Amount of Salary	.739
Employee's Contribution in PF	.648
Amount of Bonus	.871
Festival Advance	.605
Amount of TA/DA	.734
Facilities Provided to Employees:	
Uniform Facility	.711
Medical Facility	.647
Residential Accommodation Facility	.650
Insurance Facility	.554
Behavior of Higher Authority Towards employees:	
Co-operation	.598
Expiation of Work	.793
Coordination	.786
Settlement of Issue	.819
Communication	.718
Behavior of Colleagues:	
Cooperation	.643
Communication	.557
Emotional	.671
Discipline	.688
Dealing with Customer	.754
Opinion of Employees:	
Possibilities of Future growth will good	.545
Job gives me the opportunity to learn.	.557
Employees Received the right amount recognition of for work	.562
The morale in my department is high.	.729
Enough Training facility	.835
Advancement opportunity exist in the company	.832
Supervisor promotes an atmosphere of team work.	.653
Supervisor actively listen suggestions of employees	.669
Supervisor evaluate performance of employees regular basis	.747
Employees feel like part of the company	.571

From the above factors analysis the researcher can conclude that all the above stated factors are important and considerable to determined the satisfaction level of the employees of Uttar Gujarat Vij Company Ltd.(Vijapur Division and Kukarvada subdivision of Mehsana circle).

7. CONCLUSION:

With this study the researcher came to know that overall satisfaction level of employee of UGVCL is high. According to opinion of employee of UGVCL from different point of view they have found satisfied. Apart from this the researcher came to know that various monetary and non monetary factor affect on satisfaction level of employees and all factors are not equally important for all the employees but that are important to determine the satisfaction level of employees.

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