

Mortal Were Withal Customs Related to Job Satisfaction and Employee Motivation



Commerce

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ABSTRACT

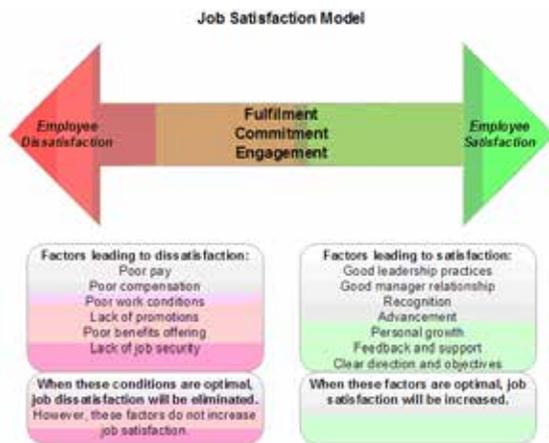
To present a comprehensive review of HR practices and to report the results of a survey on HR practices in hydro prokav pumps in India. This paper attempts to propose a conceptual framework consisting of human resources management (HRM) practice related to job satisfaction, and employee motivation and to explain the relationships among these variables. Job satisfaction played an important role in employees' turnover because it would lead employee resigned when their job satisfaction is low. Employee retention is a serious issue for an organisation. Companies is innovatively attracting highly skilled employee. Job satisfaction deals with how people feel about different aspects of their jobs. Factors associated with the job, such as the organization, and policies and procedures, can positively influence job satisfaction while organizational constraints that interfere with job performance such as task preparation can negatively influence job satisfaction. Motivation theory examines the process of motivation. It describes what organizations can do to encourage employees to exercise their maximum efforts and abilities for the achievement of an organization's goals as well as satisfying their own needs. The form and structure of an organization's HRM system can affect employee motivation levels in several ways. Incentive compensation systems that provide rewards to employees can be used by organizations for meeting specific goals. Best HRM system is used as tool to attract and retain employees. In backdrop of above situation, this study will attempt to find effect of certain HR practice on perceived employee performance of hydro prokav pumps. HRM practices influence employee skills through the acquisition and development of a firm's human capital. The findings of this research will reveal that Human Resource Management practices are significant predictors of employee satisfaction, commitment and retention.

Introduction:

Job Satisfaction:

Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. There are often two different levels of job satisfaction: affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling towards the job as a whole. Cognitive job satisfaction is how satisfied a person feels concerning an aspect of his or her job, such as pay, hours, or benefits. It isn't always easy to measure job satisfaction, as the definition of satisfaction can be different for different people. Whether a person is satisfied with his or her job can impact their job performance. Some studies have shown, however, that some high performing employees didn't feel satisfied with their job at all. If an organization is concerned about job satisfaction of their employees, management may want to conduct surveys to determine the current level of job satisfaction experienced by employees and employees say would need to improve to increase their level of satisfaction. Because job satisfaction can vary for individuals, management may want to implement several different strategies in order to help the majority of employees within an organization feel satisfied with their place in the company. There have been studies that show when human resources implement a series of positive practices there is financial gain for the organizations, creating a belief that there is a link between flexible work environments and shareholder value.

Models of job satisfaction:



Affect theory

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

Employee motivation

Organizations become successful when employees have abilities and desire to accomplish given tasks. Motivation in simple terms may be understood as the set of forces that cause people to behave in certain ways. The framework shown in below chart helps us to understand the nature of the motivation better.



The framework comprises of seven steps. Motivation process begins with the individual's needs. Needs are felt deprivations which the individual experiences at a given time and act as energizers. These needs may be psychological, psychological or social. These deprivations force the individual to search for ways to reduce or eliminate them.

Motivation is goal directed. A goal is a specific result that the individual wants to achieve. An employee's goals are often driving forces and accomplishing those goals can significantly reduce needs. The needs and expectations often create uncomfortable tension within these individuals. Believing that certain specific behaviors can overcome this tension, these employees act to reduce it. Employees striving to advance may seek to work on major problems facing the organisation in order to gain visibility and influence with senior managers. Promotions and raises are two of the ways that organizations seek to maintain desirable behaviors. They are signals to employees that their needs for advancement and their behaviors are appropriate. Once the employees have received either rewards or punishments, they reassess their needs. To sum up, motivation refers to the way behaviour gets started, is energized, is sustained, is directed, is stopped, and what kind of subjective reaction is present in the organisation while all this is going on.

Importance of Motivation

The increased attention towards motivation is justified by several reasons.

1. Motivated employees are always looking for better ways to do a job. It is the responsibility of managers to make employees look for better ways of doing their jobs.
2. A motivated employee, generally, is more quality oriented. A clear understanding of the way motivation works helps a manager make his employees quality oriented.
3. Highly motivated workers are more productive than apathetic workers. The high productivity of workers is attributable to many reasons, but motivation is the main factor. Productivity of

workers becomes a question of the management's ability to motivate its employees. An appreciation of the nature of motivation is highly useful for managers.

4. Every organisation requires human resources, in addition to financial and physical resources for it to function. Three behavioral dimensions of HR are significant to the organizations-

(a) People must be attracted not only, to join the organisation but also to remain in it

(b) People must perform the tasks for which they are hired, and must do so in a dependable manner; and

(c) People may go beyond this dependable role performance and engage in some form of creative, spontaneous, and innovative behavior at work. In other, for an organisation to be effective, it must come to grips with the motivational problems of stimulating both-the decision to participate and the decision to produce at work.

5. Motivation as a concept represents a highly complex phenomenon that affects, and is affected by, a multitude of factors in the organizational milieu. An understanding of the topic of motivation is thus essential in order to comprehend more fully the effects of variations in other reactions as they relate to performance, satisfaction, and so forth.

6. As technology increases in complexity, machines tend to become necessary, yet insufficient, vehicles of effective and operations. Modern technology can no longer be considered synonymous with the term 'automation'.

Many organizations are now beginning to pay increasing attention to develop their employees as future resources (a 'talent bank') upon which they can draw, as they grow, and develop. Evidence for such a concern can be seen in the recent growth of management and organizational development programmers, in the increased popularity of 'assessment centre' appraisals, in recent attention to H.R. planning, and in emergence of HR accounting systems. More concern is being directed, in addition, towards stimulating employees to enlarge their job skills at both blue-collar and white-collar levels, in an effort to ensure a continual reservoir of well-trained and highly motivated people.

Maslow's need hierarchy theory

The need hierarchy of motivation, propounded by Abraham Harold Maslow is, undoubtedly, the simplest and most widely discussed theory of motivation. The essence of the theory may be summarized thus:

1. Human beings have wants and desires which can influence their behaviour. Only unsatisfied needs can influence behaviour, satisfied need do not act as motivators.
2. Since needs are many, they are arranged in the order of their importance, or hierarchy, from the basic to the complex.
3. The person advances to the next level of hierarchy, or from the basic to the complex, only when the lower-level need is, at least, minimally satisfied.
4. Further up the hierarchy the person is able to go, the more individually, humaneness, and psychological health he or she will display.

It is the job of the HR specialists to lift employees from lower-level needs to higher-level needs. Maslow's need hierarchy divides human needs into five levels. Each level represents a group of needs-not one need for each level.



1. Physiological needs- These are the basic needs of air, water, food, clothing and shelter. In other words, physiological needs are the needs for basic amenities of life.
2. Safety needs- Safety needs include physical, environmental and emotional safety and protection. For instance- Job security, financial security, protection from animals, family security, health security, etc.
3. Social needs- Social needs include the need for love, affection, care, belongingness, and friendship.
4. Esteem needs- Esteem needs are of two types: internal esteem needs (self- respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, status, attention and admiration).
5. Self-actualization need- This include the urge to become what you are capable of becoming / what you have the potential to become. It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social-service, creativity and being aesthetic. The self- actualization needs are never fully satiable. As an individual grows psychologically, opportunities keep cropping up to continue growing.

Statement of the Problem

A number of studies have been conducted on employee motivation and job satisfaction, as well as on various combinations thereof. As far as could be ascertained, the relationship between all of these constructs has, however, not been reported on in the same study as yet. In this regard, this study aimed to add to the body of knowledge in this particular domain of organizational psychology. The study, which included measurement of levels of job satisfaction and organizational commitment of employees of 67 firms, found that five percent of the profitability variance, and 16 percent of the productivity variance between companies may be attributed to corresponding variance in job satisfaction levels between their employees. This study demonstrated the importance of job satisfaction and employee motivation in organizational capability and effectiveness. According to Watson (1994) business has come to realize that a motivated and satisfied workforce can deliver powerfully to the bottom line. Against the background of increasing global and local organizational competitiveness it is crucial for any organization, and particularly for those in developing countries with limited skills resources to ensure that it develops and retains a loyal, dedicated, committed and able workforce on a consistent basis. A loyal, dedicated, committed and able staff complement presupposes employees who are satisfied with the work that they do, and with the culture of the organization they are employed by, and who are consequently motivated to continue their relationship with that organization. A thorough understanding of the nature and sig-

nificant sources of employee satisfaction and motivation, insofar as these concepts are related to corporate culture, will enable employers to effect the required positive strategic changes, such as adapt their strategic human resource and organizational development planning and implementation towards optimal employee loyalty and retention.

Objectives

- To Determine the level of job satisfaction of employees
- To Determine the level of motivation of employees
- To Analyze the effect of work motivation on job satisfaction

Review of Literature

Job Satisfaction

Rao (2005) in his study discussed that satisfaction at the job for a person acts as a motivation to work. It is not only self satisfaction and identity pleasure, but also blends of psychological and environmental effect of the people for their happiness with their work.

Velnampy (2008), in his study on job attitude and employees performance concluded that job satisfaction contains positive influence on the performance of the employees as it enhances job involvement and the higher performance also makes people feel more satisfied and committed to the organization. The satisfaction and performance of the employee works in a cycle and are interdependent. Job satisfaction and involvement of the employee leads him to have high levels of performance.

Shahu & Gole (2008), in their research define effects of job satisfaction on performance, they had sum up their findings on a factor that work satisfaction should be considered by the organization as important plan which needs to be extend in order to improve employees performance and where employees can put their best performance. Performance level lowers with lower level satisfaction scores. There should be some awareness programs, pertaining to the stress & satisfaction level in the industries. It will help organizations to understand the benefits of stress knowledge in relation to satisfaction and goal achievement in the industry.

Shah & Shah (2008), in his study of "job satisfaction and fatigue variables" found the negative relationship between the fatigue and satisfaction from the job. The fatigue has found as negative predictor of Job Satisfaction. The study clearly indicates the different issues for Call Centre employees in the context of Indian economy in which the researcher said that there are various factors leading to dissatisfaction that are "on the job" and "off the job". It's also been discussed in the study that if fatigue get minimized, job satisfaction can be improved by various innovative and encouraging strategies.

Job satisfaction has remained a remarkable area of discussion in the field of management, psychology and especially in organizational behavior and human resource management, for a long period. Many economists have paid attention and inclination towards this subject in recent years (Kosteas, 2009).

Work Motivation

Horwitz et al (2003) predicted that employees get high motivation through challenging work environment and support of the top management. If the employees are competitive and want to do work with full efficiency as it will utilize all their capabilities, then challenging work is the best motivator. Many of the employees like to make relationships and thus need to contact more and more to the higher authorities, so making more regular contacts make them feel that they are been observed and work with more motivation.

Locke and Latham (2004, p.388) has evaluated the effectiveness of work motivation as a result of both internal and external factor that forces the employee to work with more vigor and excitedly which result into the job satisfaction .

According to cognitive evaluation theory and self-determination theory (Gagne´ & Deci, 2005), rewards that are interpreted as information about one’s competence and satisfy individuals’ need for autonomy, will enhance intrinsic motivation.

Wright and Pandey (2005) described in their work that emotional attachment and loyalty is one of the most important factors of employee motivation that binds the employee to stick to the organization, many other benefits associated with the organization are also part of motivation.

Relationship between Work Motivation and Job Satisfaction

Brown (1996) examines that when an organization is having some satisfied or delighted employees, it is likely to have satisfied or delighted customers. Brown said the employee satisfied and delightedness as a prerequisite of customer satisfaction.

Wagar (1998) explained that in the global market, one can be successful when it has highly motivated, skilled, and satisfied workforce that can produce quality goods at low costs.

Gupta & Joshi (2008) has argued the impact and the connection between the job contentment and work inspiration for the employees in this research. Productivity in the work of an employee is outcome of satisfaction and productivity can be taken as indicator of satisfaction. Employees have to spend most of their time at workplace and need satisfaction at that place.

Research Methodology

The study covered a sample size of 120 respondents belong to the study area, who are all working in the hydro prokav pumps. Both primary data and secondary data were collected for the purpose of the study. The questionnaire has been framed to collect data from the respondents, which cover all the relevant information needed for study. Initially the questions were devoted on the basis information relating age, gender, monthly income etc.

Findings:

S. No	Statement	Responses (in %)				
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	Are you satisfied with the amount of training offered for advancement?	33.3	35.8	27.5	2.5	8
2.	Are you satisfied with your job?	31.7	38.3	20.0	8.3	1.7
3.	The company has adequate safety & health standard	32.5	43.3	20.0	2.5	1.7

4.	Does the top management recognize your performance?	26.7	44.2	20.8	5.8	2.5
5.	Does the top management motivate you to increase your performance?	31.7	34.2	25.8	5.0	3.3

“ Most of the employees are agreed that they are satisfied with the amount of training offered for advancement by hydro prokav pumps.

“ The employees agree that they are satisfied with their job in hydro prokav pumps.

“ The adequate safety and health policy motivates the employees in hydro prokav pumps.

“ Most of the employees are agreed that the top management recognizes the performance of the employees in hydro prokav pumps.

“ The salary level maintained by hydro prokav pumps is good.

“ Grade points and awards encourage more number of employees to join in hydro prokav pumps.

“ Most of the employees are agreed that the top management motivates the employees in hydro prokav pumps.

Suggestions:

- Hydro prokav pumps should provide training to their employees for their advancement.
- The top management should communicate with their employees accurately and timely.
- Hydro prokav pumps can follow many other motivation methods such as providing awards to the best performing employees, Increments, Grade Points etc to motivate their employees.
- To reduce the stress of the employees the top management can conduct the meetings inside the department and can provide Recreational tours etc.

Conclusion:

Managing a company is not only connected with activities that bring revenues but it also seems to be significant to manage the employees’ motivation and pay systems at the same level because employees’ motivation is an essential part of managing staff. As a result, motivation might be directly associated with job performance. In current business world it is no longer sufficient to provide only salary as employees need additional motivation to achieve better results; therefore they should be satisfied with the pay they receive. Various theories of motivation prompt managers to encourage employees to bigger efforts and better sales outcomes.

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