



ORIGINAL RESEARCH PAPER

Management

A Study on Employee Satisfaction with special reference to Neeyamo Enterprises Solutions

KEY WORDS: Satisfaction, Employees, Attrition and Morale.

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ABSTRACT

The success of an organization depends on the employee satisfaction level. Higher satisfaction of employees directly leads to lesser rate of attrition. Every employer should ensure contending the career needs of all the employees as priority. The culture of the organization should stimulate Teamwork.

It is essential to satisfy the employees to face the progressive and steadily augmenting challenges. The workforce should consistently be engaged and motivated according to the everyday updation. On the other hand external situations like environmental calamities, health costs and other uncertain events pose a threat for the management. Developing a work environment that conserves the employee satisfaction and provides work life balance directly motivates employees to perform exceptional well.

Higher rate of morale will result in massive benefit to any organization because happy workers are more likely to have higher productivity, regular to work and remains loyal. But for that it is necessary to measure the satisfaction level of employees. Everyone from Top management, Middle management and HR must handle the employee loyalty and the satisfaction- how devoted is the workforce to the organization and if they are really satisfied with the benefits of the organization.

The major aspect of Human Resource is to measure the satisfaction. Factors like co workers, supervision, age, marital status, remuneration and work environment can affect the job satisfaction level of employees. Job satisfaction is a state where employees are in urge to work effectively and efficiently and they are not reluctant to changes. The employee turns out be a proud people ambassador for the organization. There can be chances where the difference between top and low lower level management needs satisfaction but the organization should ensure that there is no scope for difference and all the employees are treated equally.

Objective:

1. To study the job satisfaction level among the employees of Neeyamo.
2. To study the factors which affects the job satisfaction of the employees of Neeyamo

I INTRODUCTION:

According to **Locke E.A** Job satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience"

Satisfaction is a relationship between what an individual expects from the world, and he/she gets in return. Job satisfaction is the agreeable or disagreeable of the views of employees towards work. It explains the reconciliation between one's expectation of the job and the rewards that the job provides.

It is a part of life satisfaction. It is a measure of the happiness of work and the work environment. There are many factors that influence the satisfaction and the organizational effectiveness. An effective organization promotes employee satisfaction.

Importance of Employee Satisfaction:

The quality of the work will be very good: The biggest benefit of job satisfaction is the work you perform will be a superior quality. This is simply because you love what you do you are willing to do whatever it requires. The unsatisfied employees will never make any attempt to go extra mile in order to complete the task, rather they will be simply doing the monotonous way with bare minimum effort.

Eagerness to work: The employees will always be eager to take up new responsibility and the attitude towards work will be positive. The eagerness will pay a way to learn number of new things. This will take the organization and the employees to new heights. Most of them come to work with less interest every day.

Job security: Each day going to work with a dilemma whether job is secured or not , it creates a lot of stress . If the organization creates a sense of security and transparency about the

organization's health the employees in turn gets satisfied.

Pay and Benefits: High wages aren't the only reason employees get satisfied out of the job but they rank high on the list. Market standard pay makes employee feel valued and reduces the chance of to look somewhere else for work. Satisfied employees are the one who remains loyal to the organization even in worst scenario.

LITERATURE REVIEW:

This paper: A **Study on Employee Satisfaction** (with special reference to A.P.S.R.T.C Sangareddy Bus Depot) by **Anita D'Souza** concentrates on the success of the business is possible through employee satisfaction. Employee contentedness is directly related to the turnover rate. The major priority of employer is to keep employees satisfied with their career needs. "The average annual turnover rate in the United States. Depending on the industry, this can range from 15- 40%. With that in mind, consider also that it costs 10 times more to hire and train a new employee than it does to retain one." The measure to evaluate personal attitude to professional activity of organization can be done by satisfaction. The employee feedback is the source of information for the future improvement of the organization. The recent research proves that the organization that encourages their employees to provide ideas have consistently higher employee retention rates, productivity and job satisfaction. This study was conducted for 2 months and the data was collected from the selected samples of employees of A.P.S.R.T.C and the size was 100 respondents. Percentage analysis was the statistical tool used for the study. The results shows the majority of employees are very much satisfied with the compensation paid. The accident insurance paid to them at all required situation. The work environment is customer -centric approach and employees can contribute their suggestions for the growth. The role of employees is justified. The single contributor to the feelings of satisfaction depends in the day-to-day relationship between employees and their managers.

A study of Employee's Job Satisfaction and its impact on their performance by **Jitendra Kumar Singh and Dr Mini Jain** explains that happy workers are productive workers and

productive workers are likely to be happy. To face the dynamic and augmenting challenges of maintaining productivity of the organization by keeping their workforce engaged and motivated. Job satisfaction is one of the most popular and widely researched topics in the field of organizational psychology (Spector, 1997). Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives (Lease, 1998). There are different factors that influence an employee satisfaction like level of pay, benefits, promotion system, the quality of working conditions, leadership and social sector happy employees are important because they project the organization to the public or the customers. In today's scenario the manager faces the most complex situation of managing the team. The team managing will be easy only through job satisfaction. The employee work performance can be increased by providing good working environment. It can also be increased through clear and consistent communication, training and other development programmes, empowering the employees, fair compensation, providing honest feedback and opportunity for career development.

A Study of Employee Satisfaction and its Impact on Employees Retention in Retail Sector by Prof. (Dr.) Parul Jhajharia, Havisha Gupta talks about .Satisfaction is used to measure the workers happiness towards their work and working environment. Increasing employee morale can be a benefit to any organization highly motivated employees is likely to be more productive and the rate of absenteeism is less and remains loyal to the organization. Retail is the sale of goods to the public in relatively small quantities for use or consumption rather than for resale. Shopping is the action or activity of buying goods from shops. Satisfaction is the studied field of organizational behavior. Manager's job is not just to recruit best candidates but also to retain them. In most scenario a manager cannot retain all the best employees but can definitely reduce the turnover by developing a strategy .The sampling technique is simple random convince. Likert scaling is used for the study. The result shows that the employees are satisfied by the benefits like employee leave benefits, salary and compensation. The employees agree to foster an environment where diverse individuals can work as a team and that they concentrate on providing excellent customer service .the employees agree that there is a proper flow of communication. The training has been provided to the employees to perform their work effectively. The appraisal system helps to forecast the future and the required tools and equipment to do the job is given. The workers can walk to the supervisor if there is any problem and helps resolving it and meet regularly to discuss for the improvement.

In the current competitive market to sustain it is compulsory to retain good employees who contribute to the attainment of the organizational goal and also customer satisfaction. The organizational success had an impact on the staff well being and their level of satisfaction and engagement. Dissatisfied employees can be identified with their performance which is below to the capabilities they possess. Employee satisfaction surveys creates a platform to employees to raise voice and also pinpoints the problematic areas, causing the raising of staff satisfaction levels, developing and reviewing of staff management, and optimizing corporate communications. This is research is done in the similar field with special reference to KRIBHCO, Surat. The research design is descriptive. The data collection tool was a structured questionnaire with 23 parameters like salary, job rotation, work environment welfare measures at the organization etc. measured on Likert five point scale, which was reduced to 5 factors with help of factor analysis. The sampling technique was systematic sampling. The sample size was 150 employees. The 23 parameters were converted into 5 factors like "Empowerment & work Environment", "working relationship", "Salary & Future Prospects", "Training & work Involvement" and "Job Rotation. The employees of KRIBHCO, Surat were satisfied with the organization. The results of the study were, with respect to experience the satisfaction level of the employees differs

significantly regarding the compensation. There is no significant difference between the genders in the satisfaction level of employees in concern to job rotation policy of the organization. **A research work on Employee Satisfaction measurement with special reference to KRIBHCO, Surat** by Ekta Sinha Asst. Professor, Uka Tarsadia University, Gujarat.

Empirical study of Employee job Satisfaction by Muhammad Rizwan, Waqas Mehmood Khan , Hafiz Muhammad Aqeel Tariq , Abdul Ghaffar , Malik Zubair Anjum and Ehsan Ullah Bajwa. The objective of this paper is to identify the crucial problems faced by the employees during the course of employment in an organization and finding solution to make employees loyal to their organization. The key factors for contributing for the employee's satisfaction are workplace environment, reward and recognition, training and development and team work. These factors make the policies effective and through this effectiveness, efficiency is achieved in the management process. Organizations faces situations like latest running trends and statement, fast change of technology, new policy, environment and public aspects. Attitude affects the behavior of employees and attitudes of employees are concerned with job satisfaction, job involvement, and organizational commitment. Many researchers found that Job satisfaction, Environment, pay, work place, and change in technology all of these are main factors that influences employee's behavior in any organization. (Igalens and Roussel, 1999; Brewer et al., 2008). Employee satisfaction depends factors like interpersonal skills, work place, pay, promotions, and relations with co-workers. Broad (2007) described that to achieve the organizational quantitative and qualitative goals and enhancing employee's performance effective intrinsic and extrinsic incentives must be given to employees. Monetary, non- monetary benefits (given to employees), recognizing their work and developing good and healthy employee and employer's relationship is a key factor in motivating employees to work hard. Intrinsic motivation is achieved by accomplishing personal goals and objectives, which motivate employees and enhance job satisfaction. The sample size was 200. The sampling technique used was non probability sampling technique i.e. is convenience sampling technique. The result of the study concludes 23% of employees are satisfied with the working environment and 45 % of employees agreed team work contributes to job satisfaction.

RESEARCH METHODOLOGY

The research methodology used for this paper was the distribution of questionnaires. The questionnaire prepared was a structured one. It was distributed among 500 employees and 423 responses were received. These respondents belonged to Neeyamo Enterprise Solutions Chennai. The employees were from different centers like Chennai, Madurai, Pune and Manila.

DATA ANALYSIS AND RESULTS

The analysis was done using SPSS software and the results were analyzed and interpreted.

RELIABILITY TEST

Scale: ALL VARIABLES

Table 1: Reliability Test

Cronbach's Alpha	N of Items
.905	8

Inference: Since Cronbach alpha is 0.905 which is more than 0.7 the data is considered to be reliable. The statements used for conducting the survey are classified into 8 factors.

Table 2: Statements classified into factors

FACTORS	STATEMENTS
Communication	<ul style="list-style-type: none"> There is a proper employee communication. Adequate opportunity is given to interact with other employees on a formal level. My responses to all the queries are prompt. There are no incidents of any kind of discrimination.

Motivation	<ul style="list-style-type: none"> My work gives me a feeling of personal accomplishment. My job makes good use of my skills and abilities. I accomplish my task in a productive manner. I am satisfied with my contribution towards the task assigned. I feel proud to work for Neeeyamo. I would recommend people to work in Neeeyamo. I come to work with enthusiasm. I wish to continue serving Neeeyamo.
Peers & Colleagues	<ul style="list-style-type: none"> Team work is encouraged and practiced in Neeeyamo. I am comfortable with my team. The team helps me to perform better.
Recognition, Reward	<ul style="list-style-type: none"> My performance is fairly evaluated. I have a clear path for career advancement. My contribution is recognized and rewarded. I have adequate opportunities for professional growth in Neeeyamo.
Supervision	<ul style="list-style-type: none"> I receive constant support from my manager. My ideas are considered for decision making. Timely feedbacks are given. I understand my KRA. Quality goals for my role are clearly defined. Foremost importance is given to quality at work. On the job training is provided. The management style in my company brings out the best in employees Morale in my project is high. My manager is actively interested in my professional development and advancement. My manager treats all his/ her employees fairly. My manager expectations are clear. My manager and I trust each other. My targets are realistic.
Vision	<ul style="list-style-type: none"> I trust my management. Neeeyamo considers the employee feedback for better growth. I understand Neeeyamo vision.
Work Environment	<ul style="list-style-type: none"> I have the tools and resources to do my job efficiently. My working environment is satisfactory. The physical working conditions at my location are satisfactory.(Ventilation ,hygiene,space of work) I am able to access the facilities that I know are available in the company when required.
Work Life Balance	<ul style="list-style-type: none"> The amount of stress is manageable. The work provides a good life at home and outside of work.

HYPOTHESIS 0: Job satisfaction has no relationship with the vital factors such as communication, peers & colleagues, supervision, vision, work environment & work life balance.

HYPOTHESIS 1: Job satisfaction has a relationship with the vital factors such as communication, peers & colleagues, supervision, vision, work environment & work life balance.

Table: 3 Correlations

Factors	Communication	Motivation	Peers & Colleague	Rewards & Recognition	Supervision	Vision	Work Environment	Work Life balance
Communication	1	.618**	.491**	.564*	.726**	.601**	.615*	.500*
Ranks		2	7	5	1	4	3	6
Motivation	.618**	1	.509**	.625*	.724**	.732**	.553*	.453*
Ranks	4		6	3	2	1	5	7
Peers & Colleague	.491*	.509**	1	.470*	.575**	.520**	.497*	.462*

Ranks	5	3		6	1	2	4	7
Rewards & Recognition	.564**	.625**	.470**	1	.727**	.593**	.430*	.488*
Ranks	4	2	6		1	3	7	5
Supervision	.726**	.724**	.575**	.727*	1	.688**	.572*	.480*
Ranks	2	3	5	1		4	6	7
Vision	.601**	.732**	.520**	.593*	.688**	1	.542*	.453*
Ranks	3	1	6	4	2		5	7
Work Environment	.615**	.553**	.497**	.430*	.572**	.542**	1	.456*
Ranks	1	3	5	7	2	4		6
Work Life balance	.500**	.453**	.462**	.488*	.480**	.453**	.456*	1
Ranks	1	6	4	2	3	6	5	

The above table proves that a positive relationship exists between job satisfaction with all the with the vital factors such as communication, peers & colleagues, supervision, vision, work environment & work life balance. Therefore hypothesis 1 was proved to be true. The job satisfaction of employees are affected by the above 8 factors.

Table 4 : Mean vs. T Test

Factors	Mean	T test	Rank
Communication	3.9527	157.94	4
Motivation	4.1067	173.224	2
Peers & Colleague	4.2537	149.371	6
Rewards & Recognition	3.7683	123.277	7
Supervision	3.7226	166.986	3
Vision	4.1032	154.961	5
Work Environment	4.1052	174.699	1
Work Life balance	3.7813	122.703	8

The level of job satisfaction of the employees of Neeeyamo is ranked among all the factors Work environment is the most important factor which contributes to job satisfaction. The employees prefer an amicable and healthy working environment. A healthy working environment would increase their efficiency and in turn make them more productive. The employees want his/her skills and abilities to be used optimally and that gives them a sense of personal accomplishment, which makes them remain loyal to the organization. The relationship shared among the team members and the manager also makes a major contribution to job satisfaction. The manager should provide continuous support and treat all his/her members fairly. The manager and the employee must trust each other and should also actively participate in the career development and advancement.

Communication, Vision and Peers and colleagues also affect job satisfaction at considerable rate. Though rewards and recognition are not highly ranked among the other factors they are still an important contributor to job satisfaction. The work style of Neeeyamo and the employees doesn't affect their life at home. They are able to maintain equilibrium between professional life and personal life.

Conclusion:

It was found that the employees with special reference to Neeeyamo were satisfied with the organization. It was also found that the work environment of the organization has a great impact on the employee job satisfaction. The motivation techniques implemented in the organization had a direct impact on the satisfaction of the employees. The supervision of the manager ranks 3rd among the level of job satisfaction. The communication process on a formal platform impacts the satisfaction level. The other factors like vision, peers and colleagues, work life balance has secured subsequent ranks in the satisfaction levels.

The employees of Neeeyamo satisfaction depends on significant

factors like communication, work life balance, vision, supervision, peers & colleagues, rewards & recognitions and work environment. The organization should develop a model with these factors in concentration so that employees get satisfied and the attrition level remains low.

The biggest impact on an organization's productivity is the satisfaction of the employees. Extraordinary performing employees leaves the organization because the satisfaction level of job is not as they want and it is much more difficult for the organization to attract new talents if they fail to satisfy the employees. This survey provides valuable input to the organization by which they can improve the level of job satisfaction of the employees.

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