



## ORIGINAL RESEARCH PAPER

## Engineering

### JOB SATISFACTION AND ITS IMPACT ON THEIR PERFORMANCE OF EMPLOYEES' IN BHARAT HEAVY ELECTRICAL LIMITED THIRUVERUMBUR, TIRUCHIRAPPALLI DISTRICT.

**KEY WORDS:** Employee Performance, Satisfaction, turnover.

**Dr. S. Sudha**

Associate Professor, Cauvery college for women Trichy 18.

#### ABSTRACT

Happy workers are productive workers and productive workers are likely to be happy. Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. Furthermore, environmental pressures, rising health costs and various needs of the workforce also create a challenge for the management. This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work-life balance. This paper outlines the broad contour of various variables responsible for employee satisfaction and various ways by which one can maximize employee satisfaction.

#### 1.1 INTRODUCTION

Human resource is considered to be the most valuable asset in any organization. The role of human resources is changing as fast as technology and the global marketplace. Historically, the human resource department was viewed as administration, kept personal files and other records, managed the hiring process, and provided other administrative support to the business. The positive result of these changes is that human resource professionals have the opportunity to play a more strategic role in the business. The challenge for human resource managers is to keep up to date with the latest human resource innovations – technological, legal, and otherwise. Human resource is an increasingly broadening term with which an organization or other human system describes the combination of traditionally administrative personal functions with acquisition and application of skills, knowledge and experience, employee relations and resource planning with various levels. The field draws upon concepts developed in organizational psychology and system theory. A satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. An employee who expresses satisfaction is said to have a positive attitude towards the job, unlike a dissatisfied employee who has a negative attitudes towards the job. A person having negative attitudes shows the personality disposition which is inclined to experience nervousness, tension, worry, upset and distress, whereas those with positive attitudes will feel happy with themselves, others, and with their work.

#### 1.2 LITERATURE REVIEW

Pankaj Deshwal<sup>29</sup> (2011) investigated the level of Job Satisfaction among engineering faculty members in engineering colleges of technical Universities in Uttar Pradesh and also examined the effects of the dimensions of the job on level of Job Satisfaction among them. He collected data from 360 engineering faculty members. Investigate the levels of Job Satisfaction among engineering colleges on technical University, examine the effects of the dimensions of the job on levels of satisfaction among them, and give suggestions to maintain or improve faculty member's Job Satisfaction were three objectives of the results study. The study revealed that the faculty members were found to be neutral with Organisation policies, independence, and promotional opportunity and satisfied with work variety, creativity, compensation and social status of Job, Job security, achievement but the faculty members dissatisfied with working conditions and recognition.

Raghunatha Reddy and Krishna Sudheer<sup>30</sup> (2011) studied the Employee Involvement and Job Satisfaction in Indian Corporate sector. This study meant to find out the employee's attitude towards job satisfaction and job involvement. The findings of the study show that the managerial level of employees has low level of satisfaction and Engineers have low level of Job Involvement and supervisors have low level of commitment towards the organisation.

Natarajan,<sup>31</sup> (2012) conducted a study in a public sector organisation with an all India presence. This study explored the relationship of personal and organisational values with Job

Satisfaction. 220 participants from a large public sector organisation were asked to rate on a 7 point scale the 24 items value taxonomy developed by McDonald and Gandz. Results revealed that perceived organizational values emerge as potent predictor of all the three components of job satisfaction as compared to personal values.

Samanvitha and Jawahar, (2012) aimed at determining and establishing a relationship between strategic emotional intelligence and job satisfaction among faculty members in Arts and Science Institutions. Sample consists of 98 faculty members in Tami Nadu. The result of the study showed that the emotional intelligence at work has a great influence on the level of job satisfaction and in turn on work performance.

#### 1.3 NEED FOR THE STUDY

Job satisfaction plays a vital role in motivating the employees to perform their jobs more perfectly. When employees are allowed to operate freely, job satisfaction can contribute substantially to the organizational effectiveness. It can contribute to productive output in the form of high quality and quantity of products or services, as well as to organizational maintenance as represented by low absenteeism and turnover yet in a great many instances, aspects of the individual, the organization, or the environment constrain the satisfaction-productivity relationship to the point where its practical importance is minimal. Ultimately stress may catch up with such a person and signs of poor corporate citizenship may appear, but such denials of nature satisfaction output patterns can maintain themselves for long periods.

#### 1.4 STATEMENT OF THE PROBLEM

One of the main roles of human resource departments is to ensure that employees are sufficiently satisfied with their jobs. Typically research has shown that satisfied employees or corporations are thought to be more productive. On the other hand, if the workers are dissatisfied in their jobs, they are thought to be less productive. So human resource departments need to measure employees job satisfaction and examine the correlations between these three variables (productivity, absenteeism, and turn over) with regard to possible extraneous variables. The general job satisfaction feedback will help human resource in identifying the percentage of satisfied employees in the areas of compensation, benefits, training, and supervisor.

#### 1.5 OBJECTIVES OF THE STUDY

- To measure the job satisfaction of the employees in Bharat Heavy Electricals Limited, Thiruverumbur, Tiruchirappalli district.
- To identify the factors that influencing the job satisfaction of the employees.

#### 1.6 RESEARCH METHODOLOGY

Both primary and secondary data were collected from the employees of Bharat Heavy Electricals Limited, Thiruverumbur, Tiruchirappalli district. The data were collected by the researcher with the help of structured questionnaire. Simple random sampling method was used for the study. 50 employees were

chosen. The researcher also used SPSS packages for interpretation of data. The tool that used are as follows:CHI-SQUARE& FREQUENCY

### Analysis and Interpretation

**HYPOTHESIS -1Ho:** There is no significant relationship between job satisfaction of the employees and benefits of the employees

#### Chi-Square Tests

Variables	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	215.895a	72	.000
Likelihood Ratio	111.673	72	.002
Linear-by-Linear Association	37.698	1	.000
N of Valid Cases	50		

#### SOURCE:Primary data

The calculated value of chi-square is 215.895 which is greater than the table value 79.08 and the significant level is 0.000 which is lesser than the p value (0.05). Hence the null hypothesis is not accepted and alternative hypothesis is accepted. Therefore it shows that there is a association between job satisfaction of the employees and benefits of the employees.

### HYPOTHESIS – 2

**Ho:** There is no significant relationship between job satisfaction of the employees and recognition of the employees.

#### Chi-Square Tests

Variables	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	178.810a	63	.000
Likelihood Ratio	93.883	63	.007
Linear-by-Linear Association	36.765	1	.000
N of Valid Cases	50		

#### SOURCE:Primary data

The calculated value of chi-square is 178.810 which are greater than the table value 90.53 and the significant level is 0.000 which is lesser than the p value (0.05). Hence the null hypothesis is not accepted and alternative hypothesis is accepted. Therefore it shows that there is an association between job satisfaction of the employees and recognition of the employees.

### 1.8Limitations of the Study

As in other researches, this research has its own limitations as well. One of the limitations of this study is that this study only focuses on the job satisfaction of the non-administrative employees within an organization in Bharat Heavy Electricals Limited. Thiruverumbur, Tiruchirappalli district. The other limitation of the study is this result is not applicable to the employees of other jobs such as teachers, lawyers, office employees and so on. So, the individuals who refer to this study have to be aware that the participant of the present study is on the employees working in a factory.

### CONCLUSION

On the basis of above deliberations, we can say that employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public. Every organization should develop strategies that strengthen the work environment and increase the employee's morale and employee's satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention.

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. The researcher reveals that job satisfaction and commitment are the most important variables in human resource management. Job satisfaction is an attitude which results from balancing and summation of many specific likes and dislikes experienced in connection with job. Job satisfaction benefits the organization includes reduction in complaints and grievances, absenteeism, turnover and termination; as well as punctuality and work morale.

Job satisfaction is also linked with healthier work force and has been found to be a good indicator of longevity., orientation programs, skills and ability, communication, job satisfaction, recognition in this organization If the organization takes care of its employees, the employees will take care of the organization.

### REFERENCES

1. Aiken,L.,Clarke,S.,Sloane,D.,Sochalski,J., Busse,R.,Clarke,H.,Giovannetti,P., Hunt, J., Rafferty, A.,and Shamian,J.,(2002). Nurses' reports on hospital care in five countries. *Health Affairs*. 20 (3),43-53.
2. Barrington and Franco (2010).Quarterly survey report.Chartered Institute of Personnel and Development. Retrieved August 19, 2010, from <http://www.cipd.co.uk>.
3. Cambridge University Press. (2007).Cambridge advanced learner's dictionary. United Kingdom: Cambridge University Press.
4. Carducci, B.J. (2009). *The Psychology of Personality: Viewpoints, Research, and Applications*. United Kingdom: Wiley-Blackwell.
5. Cheal,D.J.(2002). Aging and demographic change in Canadian context. Canada: University of Toronto Press.
6. Crossman,A.,andAbu-Zaki,B.(2003).Job satisfaction and employee performance of Lebanese banking staff. *Journal of Managerial Psychology* 18, 368-376.
7. Evans,L.(1999).Managing to motivate: a guide for school leaders. United Kingdom: Continuum International Publishing Group.
8. Fallon,L.F.,andZgodzinski,E.J.(2008).Essentials of Public Health Management .Sudbury, MA,USA: Jones and Bartlett Publishers.
9. Finn,C.P.(2001).Autonomy:an important component for nurses' job satisfaction. *International Journal of Nursing Studies* 38, 349-357.
10. Frazier,D.W.P.(2005).Job satisfaction of international educators. United State:Universal-Publishers.
11. Haneberg,L.(2010). *The High-Impact Middle Manager: Powerful Strategies to Thrive in the Middle*. USA: American Society for Training and Development.
12. Jewell, J. D., Brown, D. L., Thompson, R., & Smith, G. (2010). Examining the influence of caregiver ethnicity on youth placed out of the home: Ethnicity matters—for some. *Children and Youth Services Review*, 32, 1278-1284.
13. Kreitner, R. (2006).Management. United States: Houghton Mifflin Harcourt (HMH).
14. Lundberga,C .,Gudmundsonb,A.,andAnderssonc,T,D.(2009).Herzberg's Two-Factor Theory of work motivation tested empirically on seasonal workers in hospitality and tourism. *Tourism Management*.(30), 890-899.
15. Madura, J.(2006).Introduction to business. United States: South-Western College Pub.