

Volume 2 / Issue 1 & 2
January – December 2012

ISSN-2231-4326

AAYAM

AKGIM Journal of Management

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Job Satisfaction of Employees A Study in the Taliparamba Weavers Cooperative Society Ltd

AAAYAM

Vol. 2, No.1&2 Page 27-33

January-December 2012 ©AKGIM



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Abstract

Job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say, "I am satisfied with my job". It is the end state of the feeling. Job satisfaction is a reintegration of effect produced by individual's perception of fulfillment of his needs in relation to his work and the situations surrounding it. The study on job satisfaction was carried out in Taliparamba Weavers Cooperative Society (TWCS). The society has a total strength of 120 employees. The sample size selected for the study was 60 employees, consisting of 5 office staff, 4 dyers, 33 weavers and 18 other workers. 20 parameters concerning job satisfaction have been studied, viz. Ability utilization, Achievement, Activity, Advancement, Authority, Company policies and practices, Compensation, Co-workers, Creativity, Independence, Moral values, Recognition, Responsibility, Security, Social service, Social status, Supervision - Human Relations, Supervision - Technical, Variety and Working Conditions. The analysis revealed that most of the employees of TWCS belong to the lower strata of the society. The general satisfaction of the employees is of average level. Income and length of service are the factors which influence the job satisfaction of most of the employees. There is considerable scope for improving the degree of job satisfaction of the employees of TWCS. Therefore, the society should take necessary steps to improve job satisfaction of the employees, thereby increasing the performance of the society as a whole.

Introduction

Job forms an essential part of man's life and job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job and an attitude towards one's job. This has a direct bearing on the day to day activities of an organization and to productivity of the organization. The workers, who are satisfied, are the biggest assets of an organization, whereas the dissatisfied workers are the biggest liability. Therefore, job satisfaction plays a key role not only in the happiness and prosperity of the individuals, but also in the progress and growth of the organization as a whole. It is influenced by a variety of factors such as relationship between

employees and their supervisors, the quality of physical environment in which they work, degree of fulfillment in their work, etc. Therefore, the level and components of job satisfaction of the employees and its determinants is an interesting area of analysis.

Statement of the Problem

Job satisfaction is an important indicator of how the employees feel about their jobs. According to Happode (1997), job satisfaction is a combination of psychological, physiological and environmental circumstances that causes a person truthfully to say "I am satisfied with my job". It also reflects the state of mind as regards nature

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of the work and culture of the organization and has relation with various aspects of work behaviour like absenteeism, adjustments, productivity, etc. It is an established fact that job satisfaction usually leads to qualitative and quantitative improvement in performance. Satisfaction in job induces motivation and interest in work. When work becomes interesting, the worker gets pleasure. Every individual has certain needs and motives which he wants to fulfill. Any job which fulfills the needs of these workers enables them to get maximum satisfaction from their job. Those jobs which provide the worker chance to fulfill his interest and aptitudes give him satisfaction and pleasure and motivate him for efficient and qualitative performance. Job satisfaction and work motivation had been subjected to analysis by many scholars Bender *et al.* (2005), Newton (2008), Hildebrand (2007) etc. The degree of job satisfaction and the factors contributing to it are an interesting area for research, having both academic and operational significance. Moreover, there are not much studies conducted on job satisfaction in weavers cooperative societies. Therefore, the Taliparamba Weavers Cooperative Society (TWCS) having 120 workers is taken up for empirical analysis.

Objective of the Study

The objective of the study is to assess the degree

of job satisfaction of the member workers and employees of TWCS and to examine the degree of relation between socio economic factors and level of satisfaction.

Methodology

Methodology of the study is presented in the following sequence (a) Sampling Design, (b) Major Parameters (c) Method of Data Collection, and (d) Tools for Analysis

(a) **Sampling Design:** The population of the study is constituted by 120 employees of TWCS. For the purpose of study, proportionate sample from each category of the employees of TWCS have been selected at random. The total number of respondents selected was 60. They were classified into four categories such as:

1. Office Staff comprising of 5 employees namely Secretary, Accountant, Clerk, Dyeing Master and Weaving Master.
2. Dyers, comprising of 4 members.
3. Weavers, numbering 33.
4. Other Workers 18, consisting of 4 Warp Winders, 4 Bobbin Winders,
5. 8 Pern Winders and 2 Twisters.

(b) **Major Parameters:** Job satisfaction was measured on the basis of different dependent and independent variables namely :

<i>Dependant Variable</i>		<i>Independent Variable</i>
1) Ability utilization	11) Moral values	1) Personal variables
2) Achievement	12) Recognition	2) Economic variables
3) Activity	13) Responsibility	3) Social variables
4) Advancement	14) Security	4) Length of service
5) Authority	15) Social service	5) Social welfare variables
6) Company policies and practices	16) Social status	6) Cooperation
7) Compensation	17) Supervision – Human Relations	
8) Co-workers	18) Supervision – Technical	
9) Creativity	19) Variety	
10) Independence	20) Working conditions	

(c) **Data Collection:** The study is based on primary and secondary data collected using pre-structured schedules, which also includes the standardized Minnesota Satisfaction Questionnaire (MSQ). MSQ is the questionnaire

developed by the University of Minnesota, Minneapolis, U.S.A. The advantage of using MSQ is that it helps to obtain a more individualized picture of the employees' satisfaction much deeper than it was possible

before. MSQs have been widely used for various studies relating to job satisfaction of different categories of employees throughout the world.

There are two forms of MSQs - short form and long form. The present study adopted the long form, which consists of 100 statements. Each statement refers to a reinforcer in the work environment. Each MSQ scale, i.e. dependent variable consists of 5 statements. The statements appear in blocks of 20, with statements constituting a given scale appearing at 20 statement intervals. Further, being co-operative institution 8 statements on 'Cooperation' was added to the questionnaire in order to study the cooperative character of the society. The respondents were asked to indicate how satisfied they were with the reinforcer in their present job. 5 response alternatives were presented for each statement, viz. "very dissatisfied; dissatisfied; neither (dissatisfied nor satisfied); satisfied; and very satisfied".

(d) **Tools for Analysis:** The study used simple statistical tools like percentages, averages and indices of satisfaction. To analyse the level of satisfaction, the questions were graded on a five point Likert scale. Response choices were given weightage in the following manner:

Response Scores

Response Choice	Scoring Weight
Very Dissatisfied (VDS)	1
Dissatisfied (DS)	2
Neither (N)	3
Satisfied (S)	4
Very Satisfied (VS)	5

The scale scores were determined by summing up the weights for the responses chosen for the statements in each scale. The raw scores for each MSQ scale were converted into indices which indicate the relative position in a norm group. The indices were calculated using the following formulae:

$$i) \text{ Index} = \frac{\sum_{i=1}^n \sum_{j=1}^m x_{ij}}{\text{maximum score}} \times 100$$

where *x* denotes the actual score obtained
i denotes the individual
j denotes the statements

n denotes the number of persons
m denotes the number of statements

(ii) Overall Satisfaction Index =

$$\frac{\sum_{i=1}^n \sum_{j=1}^m \text{Sum total of the scores of all statements for all Respondents under each scale}}{\text{Maximum Score} \times \text{Number of Statements} \times \text{Number of Respondents}} \times 100$$

All the 20 scales of MSQ mentioned had 5 statements each. The maximum score for all the statements under each scale for a respondent is 25. There were 8 statements under the scale 'Cooperation' with a maximum of 40. The maximum score for different cadres in cooperation is given below: The responses on cooperation were collected only from the worker members. The office staff was excluded from this exercise, as they are not members of the society. After obtaining the indices, the degree of satisfaction was determined on the basis of the following scale:

Degree of Satisfaction

Index	Degree of Satisfaction
≥ 75	High degree of satisfaction
26 - 74	Average satisfaction
≤ 25	Low degree of satisfaction

The degree of dependence between the independent variables and dependent variables were done using the following regression function. The dependent variables are the attributes of job satisfaction, whereas the independent variables are the socio-economic characteristics

$$y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \dots + \beta_{11}x_{11} + u_i$$

Where, *y* is the job satisfaction

β_0 is constant

β_1, β_2, \dots are coefficients of the independent variables.

Analysis of Job Satisfaction of the Employees of The Taliparamba Weavers Cooperative Society Ltd.

The present section explores and explains the degree of job satisfaction of the employees of TWCS. As a prelude to the analysis of job satisfaction, a bird's eye view of the socio-economic factors is presented which is followed

by an analysis of various components of job satisfaction. Analysis of the relationship between degree of job satisfaction and socio-economic characteristics, which are the independent variables as per MSQ, is presented.

Socio-Economic Characteristics

Every individual possesses different qualities, which undoubtedly reflects in his general behaviour. This, in turn, influences the performance in his work. Therefore, it is important to examine how these personal characteristics influence one's job satisfaction. Personal characteristics here refer to various socio-economic variables such as age, sex, religion, marital status, educational qualification, period of service in the society, monthly income, other source of income, family size, other working members in the family, and family income. A brief description of the socio economic characteristics of respondents is given below:

The handloom weaving is a traditional industry of Kerala, which provides employment opportunities especially to women folk apart from the agricultural sector. The gender/job satisfaction paradox or the paradox of the contended female worker (Bender *et al*, 2005) refers to the fact that women report higher job satisfaction than men despite a clearly disadvantaged position in the labour market in terms of earnings, recruitment/dismissal, promotions and career prospects. Females constituted 55 percent of our sample. Age was found to be one of the determinants of job satisfaction in a study conducted by Morse (1953), where workers of the higher age group have more job satisfaction than the younger workers. The survey revealed that most of the employees (60 per cent) belong to were below 45 years. It is also to be noted that 95 percent of the respondents belonged to Hindu religion and around 51.67 per cent of the workers were from the weaver community, Saliyas who had migrated from the neighbouring states and settled in north Kerala generations back. While 81.67 per cent of the employees of the society are married and have a family to support, the remaining 18.33 per cent are unmarried.

It is generally believed that education is an important attribute of an individual which will have a bearing on his/her performance and therefore job satisfaction. The survey revealed that the education level of the employees is

relatively low with 65 per cent of the employees have completed secondary level education. In line with the literary status of the state and 3.33 per cent did not have formal education. Since the nature of the job is such that it is the skill in weaving that matters that the society employed people with no formal education. However, this does not affect their job as only the job of office staff demand high educational qualification.

Saiyadain (1988) states that a person who is just starting his career would be more satisfied with it because of initial enthusiasm which might wear off after a while. It was seen that majority of the employees (i.e. 36.67 per cent) had an experience of 11 to 20 years of service and 33.33 per cent 21 to 30 years. Thus it can be concluded that majority of workers in the society are experienced.

Aspirations of the individuals are generally built around the remuneration which they receive. A positive association is presumed between monthly income and job satisfaction. For almost all the employees the income from TWCS is the major source of income. About 86 per cent employees earn an income less than the per capita annual income of Kerala, i.e. Rs. 33,609/-. The monthly income of the employees of (60 per cent) fell in the range of Rs.1001 - 2000 as monthly income. Only about 10 per cent of the employees earn more than Rs. 3000 per month. Thus, it can be seen that the income of the employees is relatively on the lower side. The average size of the family of the employees is 5.15, which is higher than the Kerala average of 4.9. The Table indicates that most of the employees (65 per cent) have a family size of 5 members or less. Only 35 per cent of the employees have families with more than 5 members.

Thus, from the above it could be concluded that the employees of TWCS belong to lower strata of the society, judged on the basis of income, educational qualification, etc.

Analysis of Job Satisfaction of Employees of TWCS

The present section analyses the various components of job satisfaction as mentioned in the introduction of this chapter. Each of these aspects are analysed with the help of different statements, which are scored using a five point Likert scale and the index computed. Job satisfaction of the employees very much depends

on various variables other than the socio-economic variables described above. These dependent variables have been studied in relation to the employees of TWCS and tabulated below:

It is seen from the above Table that only the officers reached the threshold of high degree of satisfaction. Rest of the employees had average degree of over all satisfaction. Least level of job satisfaction was recorded by the dyers. It could be deduced from the Table that the employees expressed high satisfaction over supervision both technical and human, moral values, working conditions etc. However the analysis revealed the areas where interventions are

needed to improve the satisfaction level of the employees of TWCS. Among the various attributes of job satisfaction the least level of satisfaction was recorded in the case of advancement. Advancement refers to 'the chance of getting ahead on the job'. The loyalty and performance of employees should be rewarded with appropriate advancement. This could be done by giving promotions, giving a new title that reflects the level of work he has achieved or by allowing him to pursue further education. This will surely help to enhance job satisfaction of the employees

Table 4.1: Job Satisfaction of different Categories of Employees of TWCS

Attribute	Cadre										
	Office staff		Dyers		Weavers		Other Workers		Total Score		Index
	Score	Index	Score	Index	Score	Index	Score	Index	Score	Index	
Social service	106	84.8	65	65	521	63.15	287	63.78	979	65.27	
Creativity	102	81.6	61	61	498	60.36	267	59.33	928	61.87	
Moral Values	108	86.4	94	94	789	95.64	442	98.22	1433	95.53	
Independence	83	66.4	45	45	522	63.27	290	64.44	940	62.67	
Variety	102	81.6	40	40	336	40.73	179	39.78	657	43.80	
Authority	91	72.8	34	34	311	37.70	166	36.89	602	40.13	
Ability	100	80	81	81	640	77.58	355	78.89	1176	78.40	
Social Status	103	82.4	62	62	489	59.27	289	64.22	943	62.86	
Company Policies and Practices	100	80.0	80	80	655	79.39	364	80.89	1199	79.93	
Supervision, human relations	107	85.6	93	93	734	88.97	404	89.78	1338	89.2	
Security	86	68.8	78	78	590	71.52	360	80.00	1114	74.27	
Compensation	62	49.6	42	42	304	36.84	182	40.44	590	39.33	
Working conditions	103	80	80	80	676	81.94	371	82.44	1227	81.80	
Advancement	59	47.2	29	29	249	30.18	147	32.67	484	32.27	
Supervision Technical	110	88	88	88	740	89.70	388	86.22	1326	88.40	
Co-workers	106	84.8	93	93	730	88.48	412	91.56	1341	89.40	
Responsibility	102	81.6	52	52	444	53.82	234	52.00	832	55.47	
Recognition	103	82.4	82	82	683	82.79	372	82.67	1240	82.67	
Achievement	101	80.8	80	80	618	74.91	349	77.56	1148	76.53	
Acitivity	114	91.2	84	84	661	80.12	363	80.67	1222	81.47	
Co-operation	132	82.5	104	78.86	539	74.86	1733	78.77			
	1948	75.0	1495	56.8	12231	68.6	6760	68.9	22452	68.0	

Compensation to the employees is another important arena which requires immediate attention to improve job satisfaction. Compensation refers to 'the pay and the amount of work done'. Many organizations feel that a pay rise is a "cure all", which will make everyone in it happy. The general perception is that if the employees are not adequately compensated monetarily, they would feel unhappy and the impact will reflect adversely in their output, thereby affecting the profitability and development of the organization. Deborah S. Hildebrand (2007), in his study, suggested that while most bosses think that money is a deciding factor in what motivates workers, most employees would not agree. The attributes variety and authority experienced by the employees also call for attention. Variety refers to 'the chance to do different things from time to time'. It is generally perceived that doing the same kind of work leads to monotony. Variety is the spice of life, which reduces monotony and motivates people to work and hence add to job satisfaction. Authority refers to 'the chance to

tell other people what to do'. Authority is the power or right to give orders or take decisions. Every employee would like others to approach him for directions. He will be happy if he is in a position to direct others as and when the need arises. The Table reveals that the employees show only an average level of satisfaction (40.13 per cent) in the area of "Authority" they enjoy in their jobs. Among the different cadres, the degree of satisfaction is the highest among office staff (72.8 percent) and the least among dyers (34 per cent). This is natural as the dyers, weavers and other workers belong to the lower level of the employees.

Relation ship between Degree of Job Satisfaction and Socio-Economic Characteristics

Job satisfaction of the employees, to a great extent is determined by the socio-economic variables. In the present section, an attempt has been made to find out the influence of various socio-economic variables on the degree of job satisfaction of the employees of TWCS.

Regression of job satisfaction with various socio-economic variables:

Attribute	Beta Coefficient	Std. Error
Constant	66.65**	1.63
Age	0.02	0.02
Education	0.59	0.76
Length of service	0.13*	0.05
Membership in other society	0.38	0.68
Monthly salary of the employee	0.00**	0
Family size	(-) 0.02	0.23
Politics	(-) 0.56	0.48
Belongingness to the weaver	(-)0.39	0.46

Note: *refers to 5 per cent level of significance

**refers to 1 per cent level of significance

From the table it is clear that the factors such as average monthly emoluments and length of service have a high level of significance in determining job satisfaction of the employees. Any increase in these factors will improve the degree of job satisfaction as well. The other factors included in the table such as age, education, membership in other society, family size and politics do not seem to have significant influence

job satisfaction. The factors such as monthly salary, family income and bonus are highly correlated. Similarly, religion is highly correlated to caste, i.e. 'belongingness to the weaver community'. Therefore, only monthly salary and caste have been taken into account for the purpose of doing regression, in order to avoid multi-collinearity.

From the analysis of job satisfaction of the

employees of TWCS, it is understood that the employees are not fully satisfied with many of the aspects of their job. Therefore, there is scope for improving the degree of job satisfaction of the employees. Special care should be given to aspects like compensation, advancement, variety in the job and authority enjoyed by the employee, as these are the areas in which the employees are the least satisfied. The degree of satisfaction can be enhanced to a great extent by improving the compensation as discussed above points out that compensation has a high level of significance in determining job satisfaction.

Conclusion

The study has helped to arrive at the conclusion that majority of the employees of TWCS belong to the lower strata of the society. The degree of satisfaction expressed with respect to various parameters by the employees of different cadres was quite different. The overall satisfaction indices of all the attributes have shown only an average level of satisfaction. Still there are gaps which need to be filled in, in order to enhance the degree of job

satisfaction. If proper attention is given to the neglected components of satisfaction, surely, the society could raise the degree of job satisfaction of the employees, which will undoubtedly benefit the organization as well as the employees.

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