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Research Article

JOB SATISFACTION OF EMPLOYEES IN PUBLIC AND PRIVATE SECTOR ORGANIZATIONS

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ABSTRACT

Human resource is considered to be the most valuable asset in any organizations. It is the sum total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise executives, supervisors and the rank and file employees. It may be noted here that the human resource should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. Job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. This paper surveys both the sectors in most of the aspects of analysis. The paper compares job satisfaction of employees of private and public sector companies situated in Bhopal. Bharat Sanchar Nigam Limited was selected to represent the public and government owned company. Manappuram Finance limited was selected to represent the private sector company. Sixty employees from each of these two companies represented the sample study. A structured questionnaire was used to collect the data. The questionnaire solicited the perception of the respondents of the two organizations on various elements of job satisfaction. The study found that the employees of the private sector company were significantly more satisfied with HR policies, comment and feedback and incentives. The employees working in public sector organizations were comparatively more satisfied with the working conditions, job security and fairness. The study also aimed at collecting manager's perception for performance consistency, and provided a comprehensive diagnosis of job satisfaction indices of the two organizations, the factors causing the dissatisfaction and suggestions to improve them.

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INTRODUCTION

Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job satisfaction; some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, and the job itself. The happier people are with their jobs the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance the job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction

is very important attribute which is frequently measured by organizations.

Job satisfaction represents the extent to which expectations are and match the real awards. It is closely linked to the individual's behavior in the work place. Satisfaction is fulfillment of a need or desire and the pleasure obtained by such a fulfillment. It is a good measure to evaluate personal attitude to the professional activity of enterprise. It also expresses a level of happiness of a person in his professional environment connected with interpersonal relations with colleagues and superiors. Employee satisfaction is a key part of successful business. Knowing the employee needs and achieving satisfaction is a key part of successful business activities the employee feedback is most important source of information for improving product and services. Satisfied and convinced employees ensure the company's success in the long term. Even through organizations cannot directly impact employee personality, the use of sound selection methods and a

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good match between employees and job will ensure people are selected and placed into the jobs most appropriate for them, which, in turn will help enhance their job satisfaction.

Job satisfaction is the collection of tasks and responsibilities regularly assigned to one person, while a job is a group of positions, which involves essentially the same duties, responsibility, skill and knowledge. If the employees are satisfied it will automatically reduce absenteeism, labor turnover and accidents. Job satisfaction increases employees morale, productivity etc., it creates innovative ideas among the employees. Individuals may become more loyal towards the organization, employees will be more satisfied if they get what they expected, job satisfaction related to inner feelings of workers. Naturally it is the satisfied worker who shows the maximum effectiveness and efficiency in his work. Most people generalize that workers are concerned more about pay rather than other factors which also affects their level of satisfaction, such as canteen facilities, bonus, working conditions, flexibility in the rules, flow of authority, etc. these conditions are less significant when compare to pay.

Sources of Job Satisfaction

There are three broad sources of job satisfaction:

1. Salary and other monetary benefits: salary or wages affects the employees mind and satisfaction towards job. If salary is low and work is high then employees dissatisfied and wants to turnover.
2. Working environment: Spector (1997) observed that many organizations tend to ignore the working environment of their organizations resulting in a downfall in the employee's performance. According to him work environment consists of safety to employees, job security, good relations with co workers, recognition for good performance and participation in decision making process of the organization.
3. Supervision: immediate supervisors are now the most important people in the workplace. If there is no supervision or the supervisor is not a kind, cooperative, helpful, supporter and problem solver then the employees won't be satisfied and would show absenteeism.

Objectives

The primary objective of the study is to study the job satisfaction level of employees in both public and private organizations and to suggest measures, which might be of help to the organization in improving the job satisfaction level among the employees.

The secondary objectives are as follows:

- To understand the level of employee satisfaction
- To find out the satisfaction level regarding the compensation plans, transparency and leadership.
- To analyze employee loyalty towards company and to understand the commitment of management towards employees, in terms of trust empowerment etc.
- To find the effectiveness of current motivation policy for the employees.

- To analyze the satisfaction level of the employees working conditions.
- To analyze the satisfaction level of the employees rewards.
- To suggest some measures for improving the satisfaction level of the employees.

Sample

A sample of 60 employees from both private and public organizations were studied. Sixty employees from each of these two companies represented the sample study i-e (N = 30) Government employees and (N = 30) Non-government employees. Among the sample of 60; there are 34 male respondents and 26 female respondents. The sample included both senior and junior employees. Yet employees who have been working not less than five years in the organization were selected for the study.

Tools

The data was collected by distributing questionnaire. Closed ended questions were used, where respondents were expected to answer in the specific limited alternatives. Self-administered questionnaire is used as data collected in such a way provides a more standardized information. This provides more objectivity as compared to other methods. Besides, it is also quick and easy to collect first-hand information.

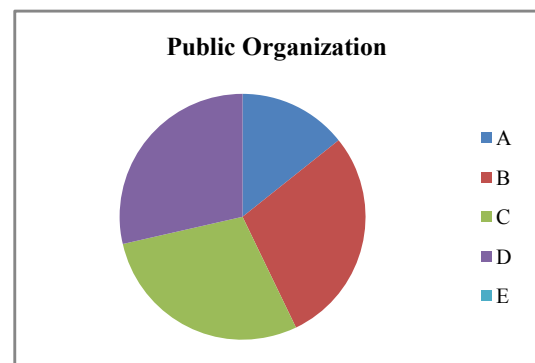
Research Design

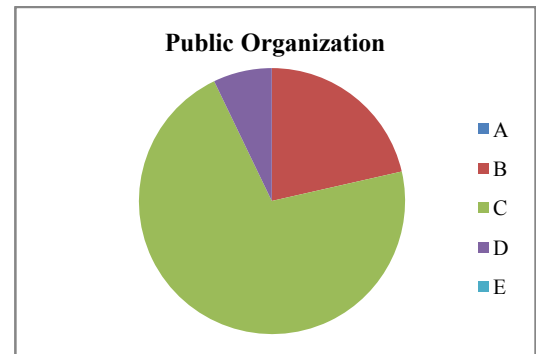
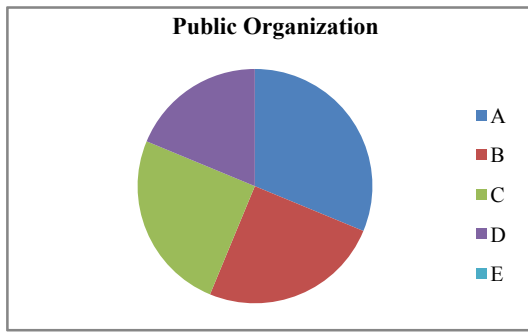
The topic includes the conceptual structure within which research has been conducted. Descriptive method has been used in this research for the collection of data. As the study aims to study employee satisfaction which can be more effectively being studied through direct questions, experimental research was not employed and descriptive research was considered as the most efficient design.

RESULTS & DISCUSSION

Data was collected through questionnaire method where the questions were designed in such a way that it covered as many aspects of consumer behavior as possible. Job satisfaction of 60 employees working in BSNL, Bhopal and 60 employees working in Manappuram Ltd, Bhopal, within the city was studied. The researcher collected samples from different branches of the company to reduce the biases which may come through difference in locality, attitude of people etc.

1. Which of the following factors motivates you the most?



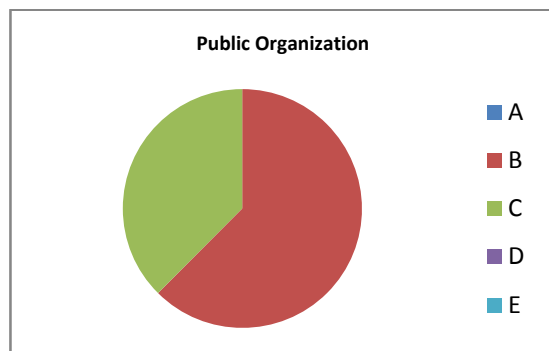
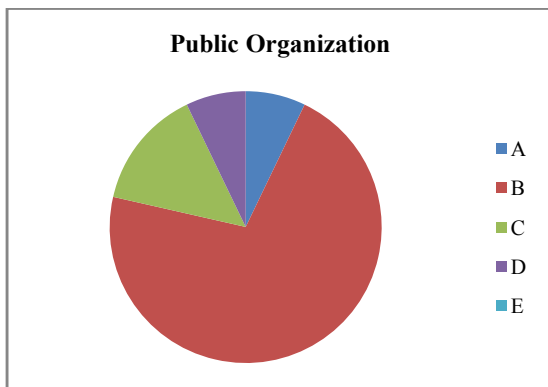
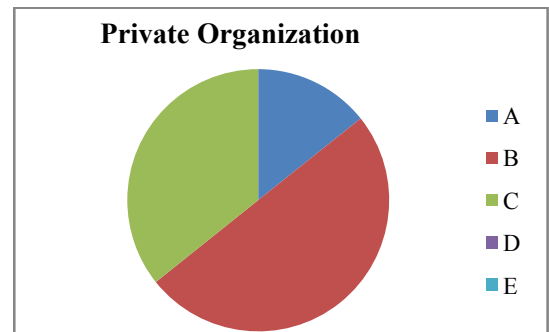
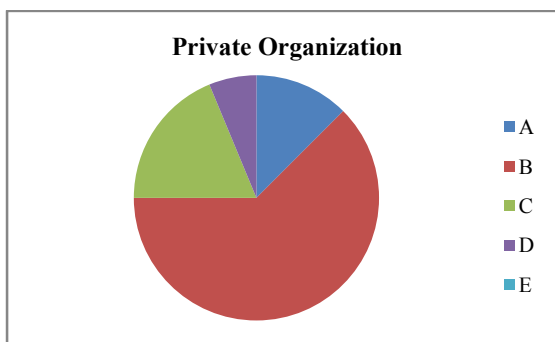


From the above chart, it can be seen that 28.57% of the government employees are motivated by promotion, leave, motivational talks and 31.25% of the employees in private organizations are motivated with increment in salary.

From the above graphical representation, it is apparent that 50% of the employees working in private organization and 71.43% of the employees working in government organization are neutrally satisfied with the bonus plans of their organizations.

2. How satisfied are you working in your department?

4. What is your satisfaction level regarding retirement plans of your company?

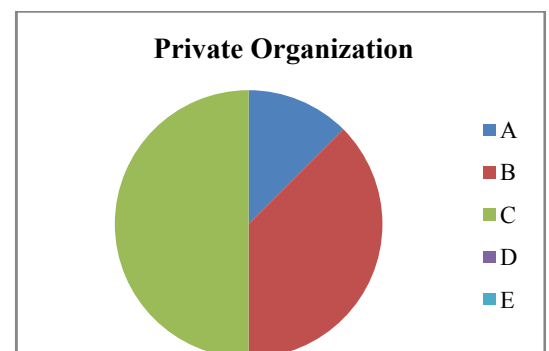
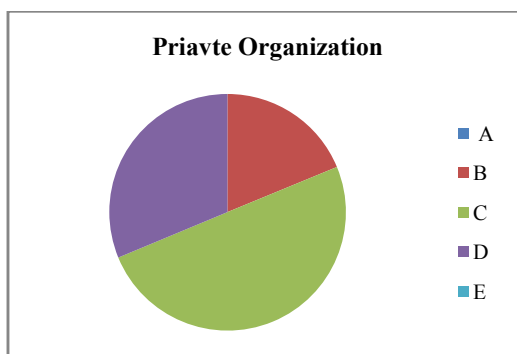


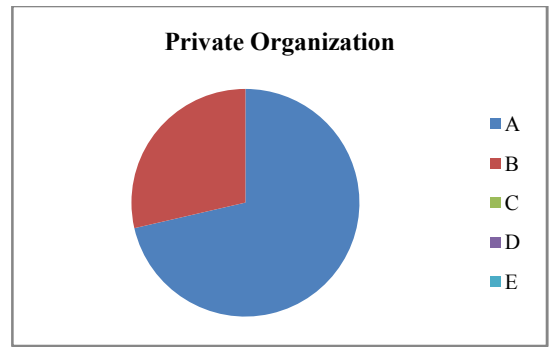
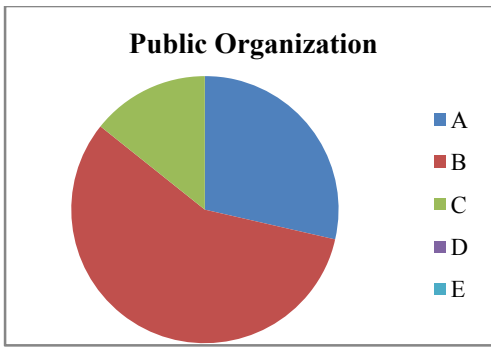
From the above pie chart, it can be observed that 71.43% of the government employees and 62.5% of the private sector employees are satisfied working in their department.

As depicted, it was found that 62.5% of the government employees and 50% of the private sector employees are contented at a satisfactory level.

3. How much are you satisfied with the bonus plans of your company?

5. Are you satisfied with the working conditions of the company (working hours, sick leaves offered)?



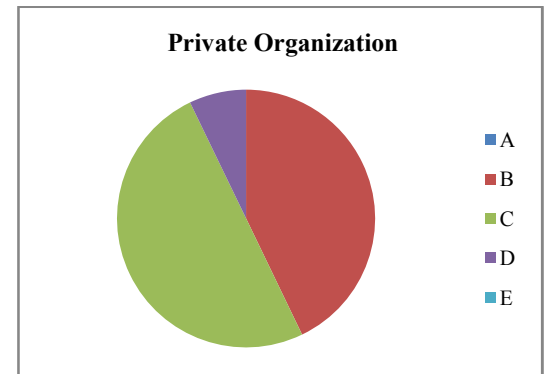
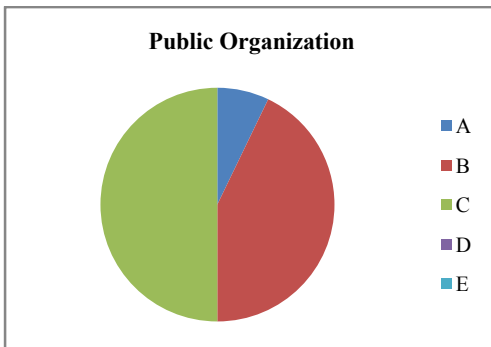
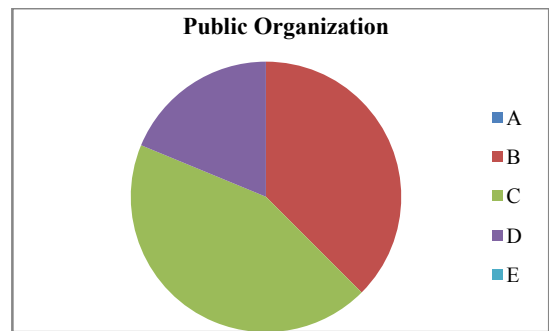
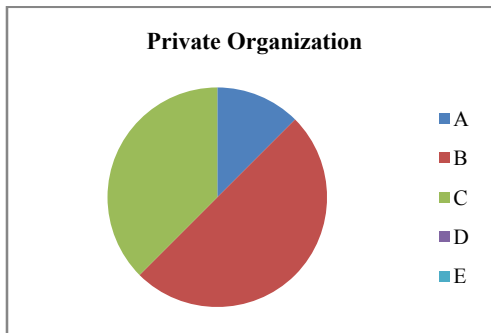


50% of the employees working in private sector organization and 57.14% of the employees working in government sector are satisfied with the working conditions of their organization.

It was observed that 93.75% of the government employees and 71.42% of the private sector employees are satisfied with the level to which they are involved in the decision making process.

6. Do you feel that employees are recognized as individuals?

8. Rate the statement “you receive regular and helpful feedback on your performed job”

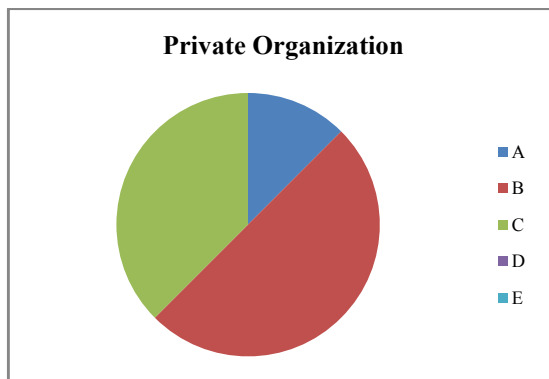
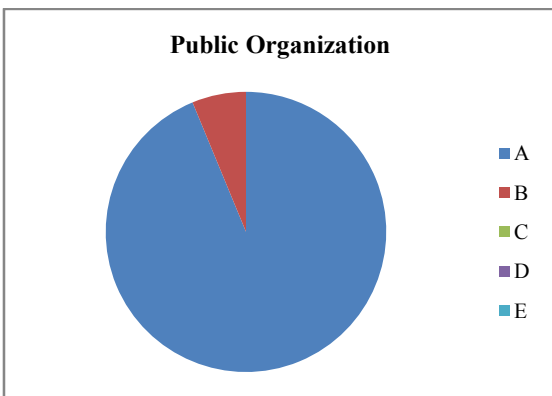


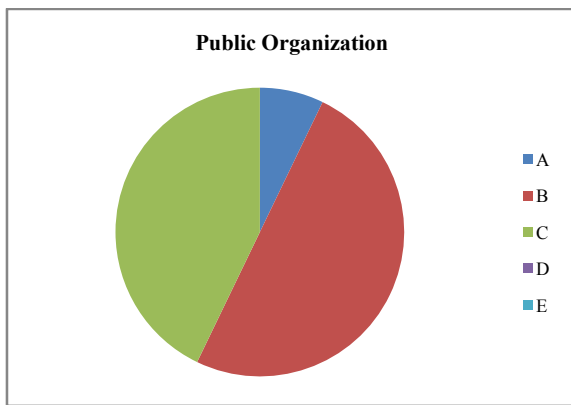
50% of the employees of both government and private organizations feel that employees are recognized for their work at a satisfactory level.

The above chart shows that 43.75% of the government employees and 50% of private sector employees rated “satisfied” for the statement – you receive regular and helpful feedback on the performed job.

7. Whether the employees are involved in the decision making process that affects your job?

9. Whether your organization provides you with job security?





50% of the employees in both public and private sector are satisfied with the job security in the organization.

CONCLUSION

Job satisfaction is one of the most important aspects a company needs to look after as it has a significant correlation with job performance and productivity. Specifically, this relationship appears stronger on collective bias, which has a greater effect to the units and organizational performance, including productivity, work process efficiency, and most importantly, profit. Then, personality traits and emotional states seem to have an important role in determining individual satisfaction. Concurrently, work environment and organization strategy are more likely determinant to increase collective job satisfaction. Thus, organizations should consider implementing both personal and organizational approach to ensure greater level of employees' satisfaction is achieved.

The findings of this research can act as a medium for the employers and employees to determine the level of satisfaction in order to enhance company's growth and development. This knowledge may influence the work productivity, work effort, employee absenteeism and staff turnover. Also, job satisfaction and dissatisfaction of employees should be evaluated periodically for evolving dynamic and pragmatic policies for organization's growth and development. The private sector organizations can increase the satisfaction of their employees by increasing the pay increments and employee empowerment.

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