



# An impact of Employee's Job Satisfaction on their performance: A research study on Ramky Infrastructure Limited, Hyderabad

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## ABSTRACT

Job Satisfaction is one of the key factors to increase employee morale. It blazons the amount of acceptance between one's expectation of the job and the return that the job provides. Job Satisfaction is a part of life satisfaction. The job environment plays vital role to get the job satisfaction, moreover it resembles life satisfaction. Job Satisfaction is the result of various attitudes possessed by an employee. The expected output of the research is understood the policies and procedures of job satisfaction in the company. To meet this aim well structured questionnaire was prepared and data analysis has been done with percentage analysis.

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## Introduction

### Employee Job Satisfaction

Job satisfaction is the psychological element of positiveness, which an individual has about his job. Job satisfaction is one of the important factors that have drawn attention of managers in the organization as well as academicians. Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organization. Though there is no conclusive evidence that job satisfaction affects productivity directly because productivity depends on so many variables, it is still a prime concern for managers.

#### Definition

- Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, -Davis et al.,
- Job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying.-Vroom

There are many methods for measuring job satisfaction. Likert scale used as common method for collecting data regarding job satisfaction. Other methods for gauging job satisfaction include dichotomous questions, point systems, checklists, and forced choice answers. This data are sometimes collected using an Enterprise Feedback Management (EFM) system. There are vital differences among experts about the concept of job satisfaction basically there are three theories of job satisfaction.

### Herzberg's Motivation - Hygiene Theory:

This theory was proposed by Herzberg & his assistants in 1969. On the basis of his study of 200 engineers and accountants of the Pittsburgh area in the USA, he established that there are two separate sets of conditions, those are motivation & hygiene factors of workers. When one set of conditions (called 'motivator') is present in the organization, workers feel motivated but its absence does not dissatisfy them. Similarly, when another set of conditions (called hygiene factors) is absent in the organization, the workers feel dissatisfied but its presence does not motivate them. The two sets are unidirectional, that is, their effect can be seen in one direction only.

According to Herzberg following factors acts as motivators:

- Recognition
- Advancement
- Work itself
- Achievement
- Possibility of growth
- Responsibility

Hygiene factors are:

- Company policy & administration
- Technical supervision
- Inter-personal relations with supervisors, peers & Subordinates
- Salary
- Job security
- Personal life
- Working Conditions
- Status

Herzberg used critical incident method. In this technique subjects were asked to describe those events on the job which had made them extremely satisfied or dissatisfied. Herzberg noticed that elements which led people to high satisfaction were generally named by 'motivators' & those which led people to high dissatisfaction were generally named by a totally different set of factors which were called 'hygiene factors'.

#### **Need Fulfillment Theory:**

According to this theory it is believed that a person is satisfied if he gets what he wants & the more he wants something or the more important it is to him, the more satisfied he is when he gets it & the more dissatisfied he is when he does not get it. Needs may be need for personal achievement, social achievement & for influence.

##### **a) Need for personal achievement:**

Desires for personal career development, improvement in one's own life standards, better education & prospects for children & desire for improving one's own work performance.

##### **b) Need for social achievement:**

A drive for some kind of collective success is relation to some standards of excellence. It is indexed in terms of desires to increase overall productivity, increased national prosperity, better life community & safety for everyone.

##### **c) Need for influence:**

A desire to influence other people & surroundings environment. In the works situation, it means to have power status & being important as reflected in initiative taking and participation in decision making. Social References - Group Theory:

It takes into account the point of view & opinions of the group to whom the individual looks for the guidance. Such groups are defined as the 'reference-group' for the individual in that they define the way in which he should look at the world and evaluate various phenomena in the environment (including him).

C.L. Hulin checks level of job satisfaction of female clerical workers employed in 300 different catalogue order offices. He found that with job conditions held constant job satisfaction was less among persons living in a well-to-do neighborhood than among those whose neighborhood was poor. Hulin, thus provides strong evidence that such frames of reference for evaluation may be provided by one's social groups and general social environment. To sum up, we can say, Job satisfaction is a function of or is positively related to the degree to which the characteristics of the job meet with approved & the desires of the group to which the individual looks for guidance in evaluating the world & defining social reality. absenteeism, increase number of accidents etc.

Spector (1997) lists three important features of job satisfaction

- Organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect.
- The behavior of worker will be depended on level of job satisfaction. it will reflect the functions of organizational activities.
- Job satisfaction may serve as indicators of organizational activities.

The problem of job satisfaction has attracted considerable attention and industrial psychologist. It is regarded as very much significant in workers morale absenteeism, accident, and turnover and to some extent productivity, through its relationship with relationship with production is not clear Importance of Job Satisfaction:

The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job dissatisfaction such a lack of loyalty, increased.

The important of job satisfaction is not only for the possible association with productive absents turn over accident. There is little dispute regarding its relationship with mental health of human being. It is generally agreed that poor job satisfaction is dissatisfaction the work one does is more often accompanied by poor mental health may be manifested in a no or condition from anxiety and head ache to depression form loss of appetite to psychometric strategy such as acute hyper acidity, thus the fact that may individual having no productive boring, meaningless job may cause serve social problem.

Since individual join to make small group together make large organization and committed the society. Job satisfaction is great important for the individual in the organization which employ them and the society as whole.

Components of Job satisfaction:-

- Recognition for a job well done: - Mark Twain said he could live for two months on a good compliment.
- A healthy working environment: - clean properly. Clean and green environment will act like a catalyst to increase employee morale.
- Meaningful work: - trading your time in life to help achieve something worthwhile.
- Responsibility: - a belief that people are responsible for their own actions, and indications that they are trusted.
- Accountability: - a feeling of ownership of outcomes; a sense of the proverbial buck stopping with every single person and not in the lap of someone far down the line.
- Equitable compensation: - linked not to longevity or rank, but to performance; being treated like partners; equity, such as ESOP or options, can be important.
- The chance to learn: - opportunities to grow into more significant positions with greater responsibility and ultimately, to increase one's value to the organization.
- The chance to do great work: - not just work that meets minimum standards and expectations, but quality work: A+ work!
- Understanding: - knowing how the work relates to the realization of the overall goals of the business.

Two other elements that will continue to become even more important are job flexibility and personal freedom.

#### **Objectives of the Study**

- To identify the relationship between employees and superiors.
- To find out the level of job satisfaction among employees.
- To elicit the views of employees on Job Satisfaction.
- To suggest measures to improve employee satisfaction and commitment.
- To offer findings, suggestions and conclusions of the study.

#### **Research Methodology**

Methodology is scientific and systematic search for pertinent information on specific topic. The reliability of management decision depends upon the quality of data basically we have two types of data.

There are two types of collections to collect the data. Those are

1. Primary data
2. Secondary data

#### **Primary Data**

Primary data are those that are original in character and are collected afresh. As the primary data is information

collected for the first time, there are several methods in which the data is completed the method.

## 2. Secondary Data:

The secondary data means data that are already available. Secondary data may be either published data (or) unpublished data.

**Sampling Size:** Taking into account the nature and the extent of study, along with the constraint of time, a sample of 100 employees were taken.

**Sampling Technique:** The technique used was the simple random sampling.

Percentage analysis was used to represent the data for better accurate interpretation of the results.

## Data Analysis and Interpretation

### 1. Your nature of relationship with immediate superior?

- Friendly
- Formal
- Informal

S.No	Particulars	No. Of Respondents	Percentage (%)
1	Friendly	25	50%
2	Formal	20	40%
3	In formal	5	10%
	Total	50	100

#### Interpretation:-

I can interpret that more than 46% of the respondents felt that good pay helps to increase the motivation, 30% of the respondents opined that promotion helps to

### 2. Do you agree that the job satisfaction of an employee affects the performance of an organization?

- Strongly agree
- Agree
- Disagree

S.No	Particulars	No. of Respondents	Percentage (%)
1	Strongly agree	15	30%
2	Agree	30	60%
3	Disagree	5	10%
	Total	50	100

#### Interpretation:

The above data shows that 60% of respondents Agree that the job satisfaction affects the performance of the employees, where as 30% of the respondents Strongly Agree with the above statement, only 10% of the respondents Disagree with the statement.

### 3. Does your organization provide flexible working conditions?

- Highly flexible
- Less flexible
- Not much flexible

S.No	Particulars	No. of Respondents	Percentage (%)
1	Highly flexible	24	48%
2	Less flexible	14	28%
3	Not much flexible	12	24%
	Total	50	100

#### Interpretation:-

From the above analysis it is very clear that majority of the respondents that is 48% of them opined that the organization is providing Highly flexible working hours, and remaining 28% of the respondents opined that the organization is not providing Less flexible working hours and 24% of the respondents opined that the organization is not providing Not much flexible working hours.

### 4. Do you feel satisfied with the physical working conditions?

- Yes
- No
- No comment

S.No	Particulars	No. of Respondents	Percentage (%)
1	Yes	20	40%
2	No	20	40%
3	No comment	10	20%
	Total	50	100

#### Interpretation:-

From the above table, it is clear that 40% of the respondents felt that they are satisfied with physical working conditions, and remaining 40% of the respondents are not satisfied with physical working conditions. So it has been improved immediately 20% of the respondents are not sharing the information.

### 5. Do you agree that there is equal treatment at the work place?

- Strongly agree
- Agree
- Disagree

S.No	Particulars	No. of Respondents	Percentage (%)
1	Strongly agree	10	20%
2	Agree	15	30%
3	Disagree	25	50%
	Total	50	100

#### Interpretation:-

From the above analysis it is clear that 30% of the respondents Agree that there is equal treatment at the work place, and 20% of the respondents Strongly Agree with the above statement, and remaining 50% of the respondents Disagree that there is no equal treatment at work place and this has to be taken care by the management.

### 6. Express your views and suggestions in decision making process?

- Yes
- No
- Can't say

S.No	Particulars	No. of Respondents	Percentage (%)
1	Yes	20	40%
2	No	16	32%
3	Can't say	14	28%
	Total	50	100

#### Interpretation:-

From the analysis it is very clear that 40% of the respondents felt happy that their views and suggestions are considered by top management, and remaining 32% of the respondents are not satisfied with the way that views and suggestions are considered by top management 28% of the respondents are Can't say with the way that views and suggestions are considered by top management

### 7. Do you feel promotions are given in fair manner?

- Yes
- No

S.No	Particulars	No. of Respondents	Percentage (%)
1	Yes	23	46%
2	No	27	54%
	Total	50	100

#### Interpretation:-

From the above table, it is clear that 46% of the respondents Agree that the promotions are given in fair manner, and they are quite satisfied with the promotions, and remaining 54% of the respondents felt that promotions are not given in fair manner. So the HR department has to take an immediate measure to check the promotions area.

### 8. What is the satisfaction level about company policies and procedures?

- Highly satisfied
- Satisfied
- Dissatisfied

S.No	Particulars	No. of Respondents	Percentage (%)
1	Highly satisfied	5	10%
2	Satisfied	25	50%
3	Dissatisfied	20	40%
	Total	50	100

**Interpretation:-**

From the above table, I can interpret that 50% of the respondents are satisfied with the organizational policies and procedures, 40% of the respondents are dissatisfied with above statement, and remaining 10% of the respondents are highly satisfied with their organizational policies and procedures.

**9. Does your organization offer any safety measures?**

- a. Yes  
b. No

S.No	Particulars	No. of Respondents	Percentage (%)
1	Yes	22	44%
2	No	28	56%
	Total	50	100

**Interpretation:-**

From the above table, it is clear that 44% of the respondents are satisfied with the safety measures provided by the company, where as the remaining 56% of the respondents are not satisfied with the safety measures and hence the safety measures of the company has to be improved for the welfare of the employees.

**10. Are you satisfied with the opportunity provided for your growth and job security?**

- a. Fully  
b. Not much  
c. Can't say

S.No	Particulars	No. of Respondents	Percentage (%)
1	Fully	37	74%
2	Not much	7	14%
3	Can't say	6	12%
	Total	50	100

**Interpretation:-**

From the above table, it is clear that 74% of the respondents are Fully that the organization is providing the opportunity for their growth and job security, where as 14% of the respondents are Not much with above statement, and remaining 12% of the respondents Can't say as they don't find any growth and job security in Ramky.

**11. Do you think that Employee Empowerment makes organization's more efficient?**

- a. Highly efficient  
b. Less efficient  
c. No comment

S.No	Particulars	No. of Respondents	Percentage (%)
1	Strongly agree	15	30%
2	Agree	30	60%
3	Disagree	5	10%
	Total	50	100

**Interpretation:-**

From the analysis it has been found that most of the respondents i.e 40% of the respondents Highly efficient that empowerment really makes employees to perform efficiently, and only 36% of the respondents Less efficient have idea about the employee empowerment 24% of the respondents No comment idea about the employee empowerment.

**12. Are you satisfied with the appreciation and reward system provided by your management?**

- a. Highly satisfied  
b. Satisfied  
c. Dissatisfied

S.No	Particulars	No. of Respondents	Percentage (%)
1	Highly satisfied	25	50%
2	Satisfied	15	30%
3	Dissatisfied	10	20%
	Total	50	100

**Interpretation:-**

From the above analysis it is clear that 50% of the respondents are Highly satisfied on appreciation and rewards, and 30% of the respondents are satisfied, and remaining 20% of the respondents Dissatisfied with appreciation and reward system. So the Appreciation and Reward system has to be improved.

**13. Do you agree that the job satisfaction of an employee affects the performance of an organization?**

- a. Strongly agree  
b. Agree  
c. Disagree

S.No	Particulars	No. of Respondents	Percentage (%)
1	Highly efficient	20	40%
2	Less efficient	18	36%
3	No comment	12	24%
	Total	50	100

**Interpretation:-**

The above data shows that 60% of respondents Agree that the job satisfaction affects the performance of the employees, where as 30% of the respondents Strongly Agree with the above statement.

**Findings**

- 52% of the respondents are associated with Ramky for more than 5-10 years.
- Majority of the respondents opined that the organization is providing flexible working hours.
- 48% of the respondents observed that they are satisfied with physical and working conditions.
- 42% of the respondents agree that the employees are treated equally at workplace without any discrimination.
- 50% of the respondents felt happy that their views and suggestions are considered by top management.
- Only 40% of the respondents strongly agree that promotions are given in fair manner.
- Almost half of the employees are satisfied with the organizational policies and procedures.
- 50% of the respondents satisfied with the safety measures provided by company and also it has to be improved for the welfare of the employees.
- 56% of the respondents felt that they maintained relationship with their superior is friendly.
- 50% of the respondents are highly satisfied with human relations that are maintained at different levels of employees in the organization.
- 74% of the respondents are happy that their organization is providing an opportunity to develop and grow in their career.
- 40% of the respondents strongly agree that empowerment really helps employees to perform efficiently.
- 50% of the respondents are highly satisfied on appreciation and rewards and the other half of the employees are not satisfied, so the Human Resource management has to concentrate on the reward system.
- 44% of the respondents highly satisfied with the management's role to motivate the employees.
- 60% of the respondents agree that job satisfaction can affect the performance of employees.

### Suggestions

- The respondents felt that they should be treated equally at work place.
- Safety measures of the company have to be improved for the welfare of the employees.
- It has been suggested that the working conditions have to be improved seriously in the organization.
- Employees should get continuous motivation to perform well in the organization.
- It has been suggested that the management should consider employees views and suggestions.
- The respondents suggested that the promotions should be given in a fair manner.
- The respondents suggested that there should be an improvement on appreciation and reward systems of Ramky.
- The organization has to provide opportunity to develop and they plan for their career.

### Conclusion

Job represents one of the most complex areas for today's managers when it comes to managers when it comes to managing their employees. There is considerable impact of the employees perceptions for the nature of the work and the level of overall job satisfaction. Financial compensation has a great impact on the overall job satisfaction of employees.

Job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels that is job satisfaction presents a set of factors that cause feeling of satisfaction.

The conclusions about various measures at Ramky limited in hyderabad is drawn after analyzing and interpreting the data collected through interviewing the employees by questionnaire method and observation. Although majority of employees are satisfied with the rules and regulations, policies and procedures provided by company. An effort must be made by the management in order to look into the problems of such employees and fill up the gap for the employee's betterment.

The satisfaction levels of the employees based on the procedures which implemented in Ramky Group.

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