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EMPLOYEE SATISFACTION AND WORK ENVIRONMENT- AN INDIAN SCENARIO

Abstract: In this paper, discuss about the key work environment parameters impacting employee satisfaction. Also, one case study related to employee satisfaction from India have been discussed in this paper

Keywords: Reward & Recognition, Employee Satisfaction, Employee Motivation, Leadership,

1. INTRODUCTION

The term “Employee Satisfaction” generally used for describing whether employees are happy and their expectations are met at work place. This is also known as job satisfaction which means at what extent an individual is satisfied with the activities they are doing for their particular role.[1,2] Prior researches revealed that employee motivation, zeal to achieve goal and positive employee morale are correlated with employee satisfaction. Work environment is also a key factor for employee satisfaction. It has been observed that sometimes mediocre employee leaves organization as they are unhappy and dissatisfied with the work environment.

Several researches has been done for identifying the factors impaction employee satisfaction. Factors like, treating employees with respect, reward are recognition, empowerment, industry compatible benefits and compensation, and positive management [3] with proper vision, mission and goals, are very important employee satisfaction. Also, the extent to which the employer will take employee satisfaction as an important factors is vary form organization to organization.

2. MEASURING EMPLOYEE SATISFACTION

Employee satisfaction is generally done through anonymous employee satisfaction

surveys that are administered time to time for measuring employee satisfaction [4, 5]

In an employee satisfaction survey, employee satisfaction is looked at majorly in the areas but not limited to as described below [6]:

- Monetary benefits
- Reward and Recognition
- Equal Opportunity
- The feel of belongings
- A mixture of formal and informal approach
- Carrer Growth
- Work condition
- Addressing grievances
- Leadership
- Frequent changes
- Safety and security

Most of these parameters are related to work environment. The procedure of measuring employee satisfaction vary from organization to organization.

There is another informal method of conducting the employee satisfaction is the focus group discussion. It is used to measure employee satisfaction is meeting with small groups of employees and asking the same questions verbally [7, 8]. The employee provide their responses, and based on the analysis outcome of the responses the action items are defined.

Depending upon the organizational culture, and comfort level of the employees to provide feedback, one of the method can be

selected. Sometimes, both methods are used to ensure the response integrity.

Some organizations used attrition rate and exit interviews as another way to assess employee satisfaction. It is assumed that in the organizations with high employee satisfaction will have low attrition rates and exit interview analysis will reveal comparatively good comments compared to opportunities for improvement as suggested by the leaving employees [9, 10].

3. EMPLOYEE SATISFACTION – IMPACT OF PARAMETERS

Monetary benefits: It is not the primary factor but it is an important factor for employee satisfaction. It is, needless to say that everyone is looking to the compensation based on the role they are performing.

Reward and Recognition: Appreciation is an important factor for the employee satisfaction as it improve the motivation level and the morale of the employee.

Equal Opportunity: It is highly noticed that wherever the organization tends to be partial between employees the level of job satisfaction drastically falls down. It is not only for the employee towards whom the organization is partial but also amongst others.

The feel of belongings: Researches has revealed that, when an employee feels that he is considered as an important part of the team, he belongs to the organization then there are higher chances of job satisfaction.

A mixture of formal and informal approach: In an environment where everything is too formal, an employee is going to feel suffocated. Whereas on the contrary in an informal environment where there is no completion and pressure, nothing would motivate him or her. In both the cases job satisfaction would be lesser. Hence, mixed environment may be a better choice.

Carrer growth: Employee feel satisfied if he/she think there is a chance for his/ her career growth in the organization. This also contribute for lesser attrition rate.

Work conditions: If an organization is not keeping or providing an appropriate working condition, then it is natural for employees to feel dissatisfied and unhappy

about the same. If adequate facilities are provided to each and every employee it assures that there won't be any complaint from the employees' side. Having a proper working condition adds up to the level of job satisfactions.

Addressing grievances: Wherever number of people work together, the complaints are ought to rise on either of the sides. Be its management or workforce most of the time they are into tassels [7]. There are times when management cannot fulfil the demand demanded by the workforce due to numerous reasons. Whatever the case may be, if the grief of an employee is heard and addressed by the authorities, it restores the faith in the organization. This is another factor that completely contributes to the job satisfaction. In an organization where the workforce is always blamed and their grievances are never answered, chances of low job satisfaction are more amongst the employees.

Leadership: Leadership plays a vital role in the development /transformation of the organization. It is very important factor for the employee satisfaction. If the leadership team have a proper employee friendly vision then there will be employee friendly policies and they will treat employee better manner. This will increase the employee motivation and the morale [10].

Frequent changes: It is going to be a huge turn off for any employee if she or he has to change the place frequently. People seek for a job because they want to gain stability in their lives. Most of the time it is seen that people prefer having a fixed job, and a fixed place. Thus, if an employee is transferred every now and then, it in a way disturbs his or her routine as well as family set up. Most of the working professionals are having children and older aged parents to look after and in such cases transferring or instability at work gives a tough time [11]. Thus, when there is growth, but not instability and frequent changes in the working style and spirit, the chance of having a higher level of job satisfaction is more.

Safety and security: These days companies are taking endless measures in order to see that an employee is catered different kind of facilities like health care and medical checkups. There are a few institutions that also provide insurance policies at a little lower rate

[12]. Hence, this aspect of safety and security plays a major role. If an employee doesn't feel safe and secured at the organization that he or she works in, the level of job satisfaction is ultimately going to fall. It is as necessary for an employee to have the safety and security of his career as it is to have a monthly salary.

4. STUDY DETAIL

In order to study the impact of work environment employee satisfaction, a questionnaire was developed. The questionnaire was comprises of two different types of questions, closed and open ended questions. The closed ended questions were single select direct questions having binary responses Yes or No. Each close ended questions was followed by an open end question for the justification against the selection of responses form binary options. The objective of the questionnaire was to collect the data to find out the impact of advancement of science and technologies in the following parameters;

- Overall Leadership
- Clarity of Vision and Mission of organization
- Organization Policy
- Reward and Recognition
- Clarity in Job
- Grievances Address
- Transparency in evaluating performance
- Remuneration
- Safety and Security
- Reporting Manager
- Colleague
- Culture within the Organization

4.1 Hypothesis

It was decided that, if more than 50% of the respondent agrees that "Work Environment" have impact on employee satisfaction.

One sample proportion test was carried out for validation of hypothesis.

The test hypothesis were;

H0: $p = 0.5$

H1: $p > 0.5$

The significance level of the test

considered as 95%

Where p is the proportion of responses saying "Yes", i.e. "Work Environment" have positive impact on a particular parameter.

4.2 Sample detail

Quota sampling technique was followed to collect the responses from three major sectors i.e. Manufacturing, Service and IT. Around 10000 people were asked to provide their feedback. The summary of responses received in given in Table No-1.

Table 1 – Sector wise Responses Count

Sectors	No of Responses
Manufacturing	2356
Services	3247
IT	2964

4.3 Procedure

Hypothesis testing as stated in the section 4.1 done for all the parameters. Also attempts were made to check whether reposes from all the sectors are homogeneous are not.

4.4 Analysis and Findings

Hypothesis testing was conducted for the parameters under consideration and summary of findings is represented in Table No-2.

Table 2 – Parameters and corresponding test p values

Parameters	P value
Overall Leadership	0.047
Clarity of Vision and Mission of organization	0.007
Organization Policy	0.001
Reward and Recognition	0.016
Clarity in Job Role	0.060
Grievances Address	0.579
Transparency in performance evaluation	0.01
Remuneration	0.101
Safety and Security	0.032
Supervisor	0.002
Colleague	0.034
Culture within the Organization	0.011

Also for each and every parameters, Chi-Square test of independence performed to check if there is a difference in the response for a particular parameter for different regions. The summary of the results in represented in the Table No-3

Table 3 – Parameters and corresponding test p values

Parameters	P value
Overall Leadership	0.009*
Clarity of Vision and Mission of organization	0.528
Organization Policy	0.793
Reward and Recognition	0.542
Clarity in Job Role	0.036*
Grievances Address	0.012*
Transparency in performance evaluation	0.141
Remuneration	0.561
Safety and Security	0.711
Supervisor	0.932
Colleague	0.762
Culture within the Organization	0.982

*Note: In all the cases where there is differences responses the difference is mostly due to non-agreement of the respondents from IT organizations
The summarized result in the Table No-3, provides strong evidence to suggest that apart from three parameters there is no differences of opinions from the respondents of different sectors.

4.5 Result and Discussion

In the analysis and outcome section, it has been observed that;

- Apart from “Grievances Address” all other parameters indicates that work environment have positive impact in the employee satisfaction
- Organization need to work on these specific parameters for improving employee satisfaction, if required
- Responses form the different sectors shows similar trend for clarity in vision and mission, organization policy, reward & recognition and transparency in performance evaluation. Also the responses from the IT sector shows

different trend for the parameters like overall leadership, clarity in job role and grievances address while comparing the responses with other sectors.

Some of the key comments made by the respondents for the parameters is summarized in Table No-4

Table 4 – Summary of Comments

Parameters
<p>Clarity of vision and mission In most of the organizations employee feel difficulties in aligning their role with the vision and mission of the organizations. Hence, alignment and integration of vision and mission with the role is suggested</p>
<p>Organization Policy Most of the respondents are of opinion that regular updation and revisit of organization policies is required to make them more effective and meaningful for the employees.</p>
<p>Reward & Recognition 1. In most of the organization “Reward & Recognition” policy is available but either these are not effective or not implemented properly 2. Periodical update is required for organizational “Reward & Recognition” policy</p>
<p>Remuneration The employee in the same grade will have similar remuneration. That is there shouldn’t be huge deviation in remuneration between the employees belonging to the same grade.</p>
<p>Grievance Addressal Apart from work place harassment cases, there should be a proper mechanism to address the grievances of the employees</p>

5 CONCLUSION

A satisfaction survey is used by the organization to measure the liking and approval of a particular group of stakeholders for its services, work environment, culture, or employment. An employee satisfaction survey is the survey most frequently used mechanism to capture voice of the employees.

This survey comprises of series of questions that employees answer to inform the employer about how they feel about or how

they experience their work environment and culture.

The questionnaire usually offers both questions that ask employees to rate a particular aspect of the work environment and open-ended questions that allow them to express opinions.

With carefully chosen questions that do not lead to particular answers, an employer can get the feel for the happiness, satisfaction, and engagement of employees. When a satisfaction survey is used at specific intervals, such as annually, an employer can track employee satisfaction over time to see if it is improving.

The employer who chooses to use a satisfaction survey with employees must be committed to reporting the results to employees. Additionally, the employer should be committed to making changes to the work environment, with the help and involvement of employees and teams of employees.

Communicating transparently about the changes, their impact, and future plans are all part of a positive satisfaction survey process.

Without the transparent communication, results reporting, and employee updates, employees will not trust the employer's motives in collecting survey data.

Over time, employees will cease to respond or respond only with answers that they believe the employer wants to hear. This makes the data collected on the survey useless.

The involvement of employees in improving the work environment based on survey results creates an environment of shared responsibility for workplace culture and improvements. Employers should avoid leading employees to believe that satisfaction at work is the employer's responsibility. Employee satisfaction is a shared responsibility.

The outcome of the case study suggests that organizations have to work on several satisfaction factors to improve employee satisfaction. Also, they need to improve the status of the work environment, so that the employee satisfaction improve as a consequence the performance or the organization will also improve.

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