Employee Satisfaction in Private Engineering Colleges in India: A Study

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Abstract:

Employee satisfaction is the results of having a job or a personal consideration of current circumstances in work. The environmental design of an organization plays a very important role in job satisfaction at the same time it also plays an important role in employee's high job involvement. A good environmental design of an organization helps in resolving the conflicts and confusion. The author even cites that it is the responsibility of the management to design the environment in such a manner that it reduces the dissatisfaction where in the work tasks, working patterns are properly mentioned. The category of research papers included in this article are faculty members and their gender, faculty members and the type of employer, faculty members and their job satisfaction factors, faculty members and their satisfaction and dissatisfaction, faculty members and their academic profession, faculty members and their relationship with age, faculty members and their correlation between satisfaction commitment and performance, faculty members and their relationship with their ethnicity, faculty members and their superiors, faculty members and their motivator and hygiene factors, faculty members and its impact on performance and commitment, faculty members and their state, demographic factors and satisfaction, faculty members and their student's achievements or feedback and teacher's satisfaction, faculty members and their student salary and satisfaction. This research paper is useful for understanding factors affecting job satisfaction and further research work.

Key Words: Employee Satisfaction, Private Engineering Colleges, India

Introduction:

As organisations grow in size and complexity, it is easy to lose sight of what really makes a company tick. HR managers may realise that a company's workforce is its most important asset, but overall policies, procedures and budget allocations usually do not reflect that same people-centric focus. Today we take a sneak peek inside the walls of companies with fantastic staff satisfaction levels, discovering which characteristics are linked to fabulous employee results. Both individual employees and the company at large must have goals and

milestones agreed in order to meet strategic objectives. Successful firms set organisational goals independently of their employees, but develop employee goals that cascade down from the organisation's objectives in consultation with the people who'll be achieving them. Kreitner and Kinicki (1995) described, Job satisfaction is an affective or sensitive response toward various facets of one''s job. This definition means job satisfaction is not a singular concept. Oshagbemi (1997) highlighted on the characteristics of job satisfaction of UK university teachers. It grouped the university teachers into three categories i.e. "Happy", "Satisfied", "Unhappy". Satisfied employees had higher job satisfaction level as they enjoyed their primary functions of teaching & research. Their satisfaction with organizational facilities was also very high. On the other hand, unsatisfied categories of employees were dissatisfied on all these aspects. This limitation can be reduced by the management of the organization by taking appropriate steps in reducing the dissatisfaction and giving a comfort level and a sense of belongingness to the employees in the organization and ultimately achieving job satisfaction leading to more job involvement.

Objective of Study:

1. To study the present scenario of 'Employee Satisfaction' in Private Engineering Colleges in India.

2. To determine the factors influencing 'Employee Satisfaction' in Private Engineering Colleges in India.

Research Methodology:

The study based on secondary data. The secondary data is collected from various published documents available in the form of articles, reports, internet, news, white papers etc. It is not a new primary source research; it is a collection of available information in the market to create an interest for further discussion about this concept.

Literature Review:

As per Spector (1997), employee satisfaction is the feeling of person about different points of your work (Shooshtarian, Ameli & Aminilari, 2013). Tietjen & Myers (1998) discusses the theories of job satisfaction mentioned by Herzberg and Lockers. Salary, perks always doesn't lead to job satisfaction it is the inherent feelings of an individual which leads to job satisfaction. Saari & Judge (2004) discussed on employee attitudes leading to job satisfaction. The employee attitude is related to the job, when a person has an affinity towards his or her job the satisfaction level increases there by increasing the organizational production as a whole. Omey (2007) defined the relationship between employee satisfaction and educational level. He said though there is a

relationship it also said that there was no relationship as well. Highly educated employees are always satisfied in comparison with the lower educated employees. The fact was highly educated employees obtain a job of better quality. The author added lower educated employees could also have higher level of job satisfaction from the psychological benefits of a "good job". Quality of jobs offered to the employees differs with the educational level leading to different degree of job satisfaction. Kumari and Pandey (2011) states that public sector and private sector both are equally important for any nation and these two are the basic requirement for any nation to prosper and grow. Here the job satisfaction level was tested in relation to job ambivalence (the state of having mixed feelings or contradictory ideas about something). Higher performance rating was given to the supervisor when the job ambivalence faced by the employees is less and vice-e-versa. Job satisfaction and performance has no relation when the job ambivalence increases towards the job. Therefore, organizations should focus on bringing clarity to the employees about their work, the process to be followed for the better understanding of the job. In a unique study conducted by Harter et al. (2002), based on 7,939 business units in 36 organizations, the researchers found positive and substantive correlations between employee satisfaction-engagement and the business unit outcomes of productivity, profit, employee turnover, employee accidents, and customer satisfaction. The predominant view has focused on the situational context (e.g., supervisory support) as a cause of satisfaction and has argued that high-performance work practices and thus a positive working climate foster employee satisfaction (see, e.g., Bowen, & Ostroff, 2004; Wright, Dunford, & Snell, 2001; Wright, Gardner, Moynihan, & Allen, 2005). Mudor and Tookson (2011) discusses about the link between human resource management practices, job satisfaction and finally the turnover. Supervision, training and pay practices which are the three variables in HRM Practices are very adversely associated with job satisfaction. Effective jobs help in achieving job satisfaction with continuous training and good pay. Job satisfaction is directly related to turnover. In other study, Houston et al. (2006) have found out that when academic staff do their responsibility levels and jobs, they are partly satisfied in terms of freedoms on selecting their methods, the amount of job differences. When the other studies are analysed upon employee satisfaction, Pop Vasileva et al. (2011) have proved that employee satisfactions are partly low, stress levels are partly high, and increase trend proceed in their studies that relations between business manners of 750 academic staff from 37 universities in Australia and organizational, institutional and demographical factors are analysed. Nir (2012) studies the importance of teachers' perceived organizational support on Job Satisfaction. There are two aspects to satisfaction mainly intrinsic and extrinsic. Earned status and respect are those of the extrinsic factors which plays an important role in employee satisfaction. Self-efficacy as an intrinsic factor helps as it promotes individual self-fulfillment. When organization value its employees contribution, cares about their well being then employees are satisfied intrinsically and extrinsically. In another study, Byme et al. (2012) haven't encountered an important effect of demographical variables upon general employee satisfaction of academicians in their studies on academic staff of finance and accounting departments. It has been determined

that it significantly affected business content, some of business text factors and satisfaction levels. When the studies are checked in our country, it has the similar results with the other countries. When these studies are probed, it has been determined that relation between employee satisfaction levels of academic staff and various factors.

Purpose of the Study:

Everyone from managers, retention agents to HR need to get a handle on employee loyalty and satisfaction – how committed is the workforce to the organization and if workers are really contented with the way of things for gauging their likelihood to stay with the company. One of the main aspects of Human Resource Management is the measurement of employee satisfaction. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, and quality and customer service. According to Heskett et al (1994), more satisfied employees, stimulate a chain of positive actions which end in an improved company performance. In another research it is said that employee satisfaction influenced employee productivity, absenteeism and retention, Derek R. Allen & Merris Wilburn, (2002). The success of any company is directly link to the satisfaction of the employees who embody that company, that retaining talented people is critical to the success of any organization, Freeman, (2005) .Studies shows that businesses that excel in employee satisfaction issues reduce turnover by 50% from the norms, increase customer satisfaction to an average of 95 % & lower labor cost by 12%., Carpitella, (2003). The more satisfied an employee is, the less turnover and absenteeism occurs, Maloney, & McFillen, (1986). Judge, et. al, (1993), on the other hand, mentions that employee satisfaction is positively correlated with motivation, job involvement, organizational citizenship behavior, organizational commitment, life satisfaction, mental health, and job performance, and negatively related to absenteeism, turnover, and perceived stress and identify it as the degree to which a person feels satisfied by his/her job. In contrast, Rousseau (1978) identified three components of employee satisfaction: they are characteristics of the organization, job task factors, and personal characteristics. Profit and growth are stimulated directly (and primarily) by customer loyalty. Customer loyalty is a direct consequence of customer satisfaction. Customer satisfaction is heavily influenced by customer perceptions of the value of services they receive. Value is created by satisfied, loyal and productive employees. Employees who feel a sense of teamwork and common purpose, a strong commitment to communication, and managerial empowerment are most able, and willing, to deliver the results that customers expect (Employee Satisfaction", 2005). Human Relations perspective posits that satisfied workers are productive workers (e.g., Likert, 1961; McGregor, 1960). Thus, organizational productivity and efficiency is achieved through employee satisfaction and attention to employees" physical as well as socio emotional needs. Human relations researchers further argue that employee satisfaction sentiments are best achieved through maintaining a positive social

organizational environment, such as by providing autonomy, participation, and mutual trust (Likert, 1961). Employees job satisfaction sentiments are important because they can determine collaborative effort. Consistent with this reasoning, Likert (1961) has argued that collaborative effort directed towards the organization's goals is necessary for achievement of organizational objectives, with unhappy employees failing to participate (effectively) in such efforts.

Factors affecting Employee Satisfaction:

Safety and Security

If an employee didn't feel safe and secured at the organization that he or she works in, the level of employee satisfaction is ultimately going to down. These days' organizations are taking endless steps in order to see that an employee is facilitated with a different kind of facilities like health care. Insurance policies are providing at a lower rate in few organizations. Hence, this aspect of safety and security plays a major role.

Challenges

There are few types of employees who love to experiment; they like it when the challenging job is assigned to them. To them, the challenge is always associated with ability and capability. They feel that if an employee is given a challenging job, it means that the leader trusts his or her capacity to fulfill the expectations. Thus, wherever challenges have involved the level of job satisfaction automatically rises up.

Responsibilities

When bigger responsibility is given to an employee this suggests that it makes the employee conscious about the fact that the employers think employee as a capable and dependable candidate. Jobs responsibility always carries a higher level of gratification. If an employee is not given any responsibility to handle, ultimately the employee feels isolated and doubts about dignity which immediately affects the job satisfaction.

Working Environment

An employee should provide with a good work habitat which is helpful to their overall development. It can be said that a friendly, and supportive, healthy and safe working environment which gratifies for both personal comforts and facilitates doing a good job. The employee will find it easier to carry out their jobs if the working habitats are satisfactory. If the working conditions are destitute, employee will find it more challenging to get things done.

Creativity in Job

Wherever creativity is associated, employee satisfaction is always greater. Whenever any project is completed the creative freedom gives an employee a feeling of attainment. On the other hand, in jobs which are tedious,

the employee won't feel like belongs to the project. The disaffection takes place, and hence the employee satisfaction level decreased awfully.

Age

Age is one of the factors affecting employee satisfaction. Various studies have shown that employee satisfaction tends to increase with age. That is older employees say higher satisfaction, and younger employees say the lowest job satisfaction.

Personal Interest and Hobbies

Employee, who goes after their hobbies and interest as their career, gain the highest level of satisfaction in whatever they are doing at their organization. Job is not a job for an employee, but a way of getting adjacent to their interest and making money.

Respect from Co-Workers

Any person seeks to be treated with respect by anyone. Employees are also seeking respect and attention from their coworkers. A bitter work environment with abusive or undesirable coworkers is one that usually has decreased employee satisfaction. Managers need to take a step and mediate conflicts before they escalate into more serious problems requiring disciplinary action. Employees may need to be cautioned what behaviors are considered incorrect when interacting with coworkers.

Relationship with Supervisors

One of the major reasons employees gives for withdrawing an organization is that their supervisor does not concern about them. A participative climate created by the supervisor seems to have a more substantial effect on workers' satisfaction than does participation in a specific decision. Employees know that their compelled managers knowing their employees who need appreciation and commendation for their work done and accomplished. It will lead their satisfaction at the office. One employee should know that their supervisor is always accessible by them to discuss about anything that are affecting their ability to do their jobs.

Nature of Work

The nature of work can define the willingness to work. Most individuals have a liking for certain tasks and would prefer to handle these tasks. One should make sure that he/she is going for firms where he/she gets to apply the skills, abilities, and knowledge to the fullest. Recent research has found that such job characteristics and job complexity mediate the relationship between personality and employee satisfaction, and if the creative requirements of employees' jobs are met, then they tend to be satisfied. For each working personal job satisfaction has a different meaning. There are different factors that influence the level of job satisfaction. The ones that are listed above are the most common ones. It is vital for an employee to have a satisfaction level derived from the job that he or she is doing.

Pay Package

The most intellectual and multifaceted factor in employee satisfaction is Wages and salaries (Carraher, & Buckley, 1996). Money not only helps people as auxiliary in providing upper-level need satisfaction. Money is also helpful to attain the basic needs in society. Fringe benefits are also significant, but they are not as influential. One reason undoubtedly is that most employees do not even know how much they are receiving in benefits. Moreover, most tend to undervalue these benefits because they do not realize their significant monetary value.

Promotion

Promotional opportunities in the traditional sense of climbing the hierarchical corporate ladder of success seem to have a confirming effect on employee satisfaction. This is because promotions take some different forms and have a variety of rewards.

Fair Policies and Practice

Employees are generally dissatisfied with their jobs because unfair policies and practices dominated at their place of work. Individuals who receive promotion, decisions are made in a fair and just manner are likely to experience satisfaction from their jobs. It is therefore of utmost importance for an organization to have a fair and equal system regarding rules and regulations so that there is no discrimination and frustration.

Flexibility

Offering flexibility at workplace is a great way to show the team members that what is expected from them. Flexible hours and flexible job specification can increase engagement, productivity and working skills. But keep in mind that these may decrease association.

Feel of Belongings

Most of the organization fails to understand this fundamental factor, whereas many have started acting towards it. If 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. Texting Or mailing an employee on his/her birthday, communicating the crisis to even at the ground level employee, making special efforts during festive seasons, all these small little gestures make an employee believe that he or she belongs to the firm. This brings job satisfaction and loyalty together.

Recommendations:

Disciplinary horizon should be extended in order to avoid the traps of biased partial correlations, especially because variables in the psychological dimension may be omitted, and because new interdependent links may arise. Extending the horizon obviously makes the picture more complex, but it may also provide suggestions on

how to handle the most serious problems. Human resource practices must be effectively and fairly used to enrich one's job. HR practices can be potentially used to chalk out employees' career paths by ensuring the proper disbursement of growth and training programs. Job security has long been one of the most negative aspects of private sector organizations. Institutions need to build upon an open and developmental climate, where employees have been given more autonomy, where these same employees are heard and participate in the decision-making process and where there is less of a hierarchical and formal relationship between supervisors and subordinates.

Conclusion:

Job satisfaction is a very big concept as it includes various factors associated with job satisfaction of employees. Satisfaction varies from employee to employee. The overall satisfaction of bank employees is associated with different factors of job satisfaction which includes nature of job, working environment, salary and incentives linked job, promotional methods, performance appraisal, relationship with other employees and management, and grievance handling etc., While concluding, it could be said that with the change of satisfaction determinants, level of job satisfaction also varies. This study mainly investigated the relation between of job satisfaction with employee's performance and organizational commitment. Organizational commitment is likely to be strongly associated with employee retention. To ensure organizational commitment, companies must promote job satisfaction. The organizations lack the relationship between workers and supervisors, it should be given due consideration. The organizations also lack on certain factors such as working conditions, training development facilities and long working hours. Employee's welfare measures and Job security should be given utmost importance, so that the employee's turnover may be restricted. If these factors are given little more care, the company can maintain good workers with high level of satisfaction, organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity. Researcher concluded that overall the job satisfaction of bank officers though is not very high but still satisfactory. But there is still considerable room for improvements. An organization should try to take every possible step to enhance job satisfaction among employees because if employees are satisfied then customers associated with it will also be satisfied.

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