



A STUDY ON JOB SATISFACTION WITH SPECIAL REFERENCE TO PRIVATE SECTOR EMPLOYEE IN THANJAVUR DISTRICT

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ABSTRACT

“Job satisfaction is explained as the level of contentedness that employees have with their jobs.” This study is conducted with the aim of exploring the linkage that inhere between Intrinsic and Extrinsic Factors and Job satisfaction, which is specifically conducted to address the outcome by employees working individuals in Private sector especially Electronic and Home appliances retail stores in Thanjavur district, Tamil Nadu. The main goal of the study is to enumerate the association between Intrinsic and Extrinsic factors and Job satisfaction.

Keywords: Job satisfaction, Intrinsic and Extrinsic factors, Employee loyalty, Quitting Intention.

I INTRODUCTION

Predominant component of someone's life is their job. Their employment influences their social and lifestyle choices. As a result, a satisfied workforce is critical for any business. The triumph of the organization depends upon employees. The private sector currently contributes significantly to the Indian economy. This study aims to analyze the stimulus of job satisfaction and its impact on private-sector employees. This drags beyond their regular responsibilities to include happiness with team members and managers, satisfaction with the rules of the company, and the impact of their jobs on employees' personal lives. It is not satisfaction with oneself, happiness, or fulfillment, but rather job satisfaction.

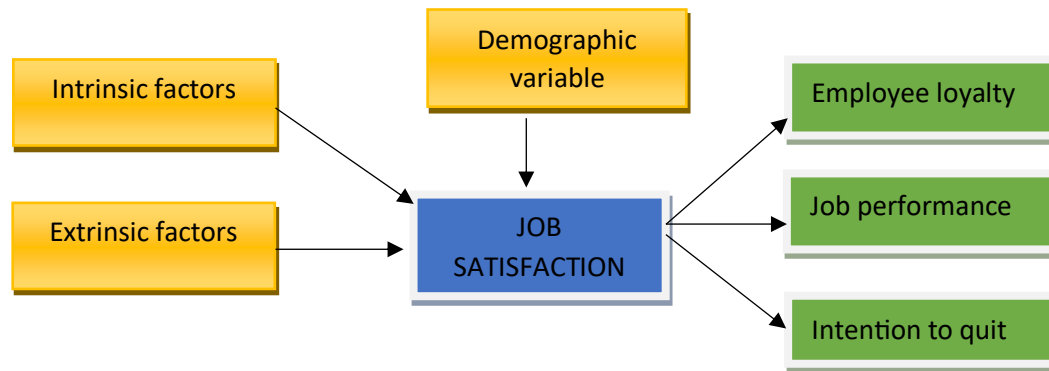
II STUDY VARIABLES

The study variables include demographic variables such as Age, Gender, Income, Years of Experience, Position and Qualification, Marital status, and the independent factors such as Intrinsic and Extrinsic Factors. To measure the employee job satisfaction, the **variables were** used which led to the **Outcome variables** viz., Employee loyalty, Employee performance and Intention to quit.

III STATEMENT OF THE PROBLEM:

Competition is the most significant difficulties that firms confront when it comes to employee retention. The level of satisfaction differs from one employee to another, so proper identification of variables is important to gage job satisfaction. The presence of satisfaction in job is a basic requirement to achieve employee loyalty. In this era, Loyal employees are difficult to find. To take measures to change their quitting intention and to retain them. Typically, workers will be more delighted when they experience that they are awarded plausibly for the work they have done. Hence, those employees are more devoted to the company, have elevated retention rates, and boosts higher productivity.

IV CONCEPTUAL FRAMEWORK:



V OBJECTIVES OF THE RESEARCH:

- To study the relationship between demographic factors of respondents and job satisfaction.
- To understand the variation between the independent factors and job satisfaction among the private sector employees.
- To study the effect of independent factors on Job satisfaction.
- To understand the effect of Job satisfaction on outcome variables

VI RESEARCH METHODOLOGY:

This study is based on the primary data collected through structured questionnaire. The researchers have collected the data from 324 respondents of private sector employees. Statistical tools used for the analysis are ANOVA, Chi-Square, Multiple regression, and correlation. The result of the study was intended to be Employee loyalty, job performance and Quitting intention. The reliability of the study was discovered as .841 – Cronbach’s Alpha Value.

VII SCOPE AND LIMITATIONS OF THE RESEARCH:

The study is based on 324 samples from some of the selected retail sector employees in Thanjavur district. The results may vary as per the perspective of various respondents.

VIII HYPOTHESIS STATEMENTS:

1. There is no association between the demographic factors and job satisfaction.
2. There is no significant effect of individual factors on job satisfaction.
3. There is no relationship between independent variables and job satisfaction.
4. There is no relationship between job satisfaction and outcome variables.

IX LITERATURE REVIEW:

According to **porter & wolf** ‘‘Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. As it is generally assessed, job satisfaction is an attitudinal variable. In the past, job satisfaction was approached by some researchers from the perspective of need fulfillment that is, whether the job met the employee's physical and psychological needs for the things provided by work, such as pay’’

Locke (1970). This article offers a theoretical rationale for recognizing the linkage between job satisfaction and job performance. It states that job satisfaction and dissatisfaction arise out because of actions. Employee performance is the direct outcome of work goals or specific tasks that are bound by individual’s knowledge, skill, and faith in the circumstance he/she undergoes.

Irabor et al., (2019). The study focuses on factors that sway employee retention and approaches to improve and to assist the organization to avoid high attrition. Employees job satisfaction and retention are the two main components that determine organizations success and survival. In today’s HR world organization that attract, motivate, retaining skilled workforce will be in a better position. The study propose that every company should exclusively frame a retention strategy.

Matzler et al., (2006) The aim of this study is to investigate the causes of job satisfaction. Interpersonal trust firmly affects employee satisfaction and, consequently, employee loyalty. The researcher used structural equation model with partial least square to assure a strong linkage between trust, employee satisfaction and employee loyalty.

Randhwa.G. (2007). The study examines the linkage between job satisfaction and turnover intention among scientists working in Karnal. The study concludes that higher the job satisfaction lowers the turnover intention. people who satisfied in their work are found to be loyal and gives maximum input to produce output or to achieve organization goals.

Brush D.H(1987). The study suggests that demographic differences among the employee affects the job satisfaction. The ability possessed by each employee to perform the job differs. The area of demographic moderators is discussed in this study.

Bhagwandeem T.P(2021). According to this study employee turnover costs more for the employer in terms of employee's annual remuneration to recruitment, hiring, and training him to be efficient in his/her work. understanding the employee intention is important to reduce turnover. The study was anchored on Herzberg's two factor theory. The suggestion made in this study is to focus on the extrinsic factors like compensation, career advancement will reduce turnover. The inference positive social change provides opportunity for employees to earn steady employment to contribute to their families.

Judge T.A.et al., (2000) The researcher aims to study the connection between intrinsic job and job satisfaction. Self-evaluations are done based on Personality conception in 4 specific qualities: "self-esteem, generalized self-efficacy, locus of control, and low neuroticism". The model postulated the linkage between core self-evaluations and job satisfaction that is mediated by perceived work characteristics and job complexity.

Rinny et al., (2020). This study probes the compensation, job promotion & job performance on the job satisfaction of Mercur Buana University's teaching staff. The above-mentioned variables had a great effect on satisfaction. Partial compensation promotion and lacks positive impact.

Tietjen et al., (1998) The study concludes that satisfaction in job for an employee creates Loyalty, improved quality, confidence. The study further explores Locke's theory and Herzberg's theory aligned with motivation.

X DATA ANALYSIS AND DISCUSSION:

Table No:1

Demographic profile of the respondents

S.No	Variable	Demographic Factors					
		Below 20	21-30	31-40	41-50	Above 50	
1.	Age (Yrs)	14	186	99	22	3	324
		4%	57%	31%	7%	1%	100
	Percentage (%)	4%	57%	31%	7%	1%	100
2.	Gender	Male		Female			324
		163		161			
	Percentage (%)	50.3%		49.7%			100
3.	Marital Status	Married			Unmarried		324
		155			169		
	Percentage (%)	48%			52%		100
4.	Education Qualification	HSC/SSLC	Diploma	Graduate	Post Graduate		
		34	35	195	60	324	
	Percentage (%)	10.5%	10.8%	60.2%	18.5%	100	

5.	Level of employment	Lower level		Middle level		Upper level		324		
		158		147		19				
	Percentage (%)	49%		45%		6%		100		
6.	Experience	0-2 Years		2-5 Years		6-8 Years		9Years & Above		324
		129		113		58		24		
	Percentage (%)	40%		35%		18%		7%		100
7.	Income per month	Below 20,000	20,001-30,000	30,001-40,000	40,001-50,000	Above 50,000		324		
		169	94	42	14	5				
	Percentage (%)	52%	29%	13%	4%	2%		100		

Source: Primary Data

The above table depicts that 57% of respondents were in the age range of 21-30 years. The table also shows that 50.3 % of respondents were male and the rest of respondents were female. 52% of respondents are drawing a monthly income group of below 20,000. Table 1 also portrays that 18.5% of the respondents were qualified with a PG Degree. 40% of respondents were having 0-2 years of experience. 49% of the respondents were in the lower level of employment.

Table No: 2
Chi-Square Test between Demographic factors and Job satisfaction

S. No	DEMOGRAPHIC FACTORS	(Sig)	RESULT
1	Age	0.000	Rejected
2	Gender	0.019	Rejected
3	Education	0.199*	Accepted
4	Employment level	0.002	Rejected
5	Experience	0.000	Rejected
6	Income	0.001	Rejected
7	Marital status	0.111*	Accepted

(* = H_0 accepted at 5% significance level)

Hypothesis (H_0): There is no association between demographic factors of respondents and job satisfaction.

The table 2 shows the Chi-Square test between demographic factors and Job satisfaction. From the above table the researcher found that the null hypothesis is accepted ($p>0.05$) and it is concluded that there is no significant association between the demographic factors viz., education and marital status with the Job satisfaction. The researcher also summarised that there is a significant association between age, gender, years of work experience, Income, employ level of the respondents with the Job satisfaction, since the null hypothesis is rejected ($p<0.05$).

Table No:3
Unstandardized coefficients of Regression Model – Independent factors and Job satisfaction

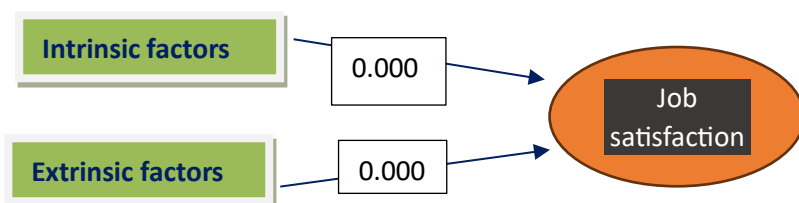
PREDICTORS	UNSTANDARDIZED COEFFICIENTS		Sig.
	B	Std. Error	
(Constant)	-0.130	0.964	0.892
Intrinsic Factors	0.170	0.029	0.000*
Extrinsic Factors	0.228	0.022	0.000*
R = 0.894 R Square = 0.799			

* = significance at 5%level

Hypothesis (H0): There is no significant effect of independent factor on Job satisfaction.

The table 4.19 shows Regression model in the independent factor on Job satisfaction. The above table shows the result of regression shows that the independent factors viz., Intrinsic factor and Extrinsic factor are statistically noteworthy ($p<0.05$) towards Job satisfaction. The value of R represents the simple correlation and is 0.894, indicated a high degree of correlation and R² indicated that 79.9% of variance in dependent variable “Independent Factors”, is explained by Job satisfaction.

The significant independent factors with forecasters’ values towards job satisfaction are shown in the figure:1



Regression Model: $Y=a+b_1+b_2+b_3\dots b_1$

Job satisfaction= -0.130+0.170(Intrinsic factors) +0.228(Extrinsic factors)

Figure: 1
Regression model- Individual Factors and Job satisfaction

Table: 5
Chi-Square test between Job satisfaction and Outcome Variables

S. No	Dependent variable	(Sig)	RESULT
1	Employee Performance	0.000	Rejected
2	Employee Loyalty	0.000	Rejected
3	Intention to quit	0.000	Rejected

(* = Ho accepted at 5% significance level)

Hypothesis(H₀): There is no association between Job satisfaction and Result variable.

The table 5 shows the Chi-Square test between Job satisfaction and Outcome variable. From the above table the researcher concluded that there is a signification association between Worker loyalty, performance of employee and Intention to quit with the Job satisfaction, since the null hypothesis is rejected ($p < 0.05$).

Table No:6
Unstandardized Coefficients of Regression Model – Job satisfaction
And outcomes

PREDICTORS	UNSTANDARDIZED COEFFICIENTS		Sig.
	B	Std. Error	
(Constant)	6.967	0.894	0.000*
Employee performance	0.542	0.054	0.000*
R = 0.883 R Square = 0.779			

Hypothesis (H₀): There is no significant effect of Job satisfaction on Employee performance.

The above table shows the result of regression shows that the Dependent factor viz., Job satisfaction is statistically significant ($p < 0.05$) towards Employee performance. The value of R represents the simple correlation and is 0.883, which indicated a high degree of correlation between the Job satisfaction and Employee performance and R Square indicated that 77.9% of variance in performance of employee explained by Job satisfaction.

REGRESSION MODEL: $Y=a+b1$

$$\text{Job satisfaction}=6.967+0.542(\text{Employee Performance})$$

PREDICTORS	UNSTANDARDIZED COEFFICIENTS		Sig.
	B	Std. Error	
(Constant)	9.721	0.882	0.000*
Employee Loyalty	0.304	0.043	0.000*
R = 0.913 R Square = 0.833			

Hypothesis (H0): There is no significant effect of Job satisfaction on Employee Loyalty.

The above table shows the result of regression shows that the Dependent factor viz., Job satisfaction is statistically significant ($p<0.05$) towards Employee Loyalty. The value of R represents the simple correlation and is 0.913, which indicated a strong degree of correlation between the Job satisfaction and performance of employee and R Square indicated that 83.3% of variance in Employee Loyalty explained by Job satisfaction.

REGRESSION MODEL: $Y=a+b1$

$$\text{Job satisfaction}=9.721+0.304(\text{Employee Loyalty})$$

PREDICTORS	UNSTANDARDIZED COEFFICIENTS		Sig.
	B	Std. Error	
(Constant)	16.394	0.384	0.000*
Intention to quit	-0.057	0.044	0.200
R = 0.877 R Square = 0.769			

Hypothesis (H0): There is no significant effect of Job satisfaction on Quitting Intention.

Job satisfaction is not statistically significant ($p>0.05$) towards Employee intention to quit. The value of R represents the modest correlation and is 0.877, which indicates a strong positive degree of correlation between the Job satisfaction and Employee quitting intention. And R Square indicated that 76.9% of variance in Employee quitting intention explained by Job satisfaction.

REGRESSION MODEL: $Y=a+b1$

$$\text{Job satisfaction}=9.721+ [(-0.0057) \text{ Employee Loyalty}]$$

XI MAJOR FINDINGS:

Researchers found that 50.3% of respondents are male and 49.7 % of respondents are female. The table showed that 4% of the respondents are in the age group of below 20 and the percentage of respondents in the age group of above 50 is 3% which is the least among all.

Analysis also depicts that 40% of the employees have less experience of 0-2 years; experienced employees in the set of 9 years & above are only 7% and 60.2% of the employees are Graduates and only 10.5% have completed diploma.

From the analysis of the researchers, null hypothesis is rejected and it was concluded that there is association between the demographic factors viz., Education and Marital status with the Job satisfaction. The researcher also concluded that there is a significant association between Age, Gender, years of work experience, Income, Employment level of the respondents with the Job satisfaction, since the null hypothesis is rejected ($p < 0.05$).

The result of regression shows that the independent factors viz., Intrinsic and Extrinsic factors are statistically significant ($p < 0.05$) towards Job satisfaction. The value of R represents the simple correlation and is 0.894, indicated a high degree of correlation and R² indicated that 79.9% of variance in dependent variable "Independent Factors", is explained by Job satisfaction.

The chi square test concluded that there is a significant association between Employee loyalty, Employee performance and Intention to quit with the Job satisfaction, since the null hypothesis is rejected ($p < 0.05$).

The result of multiple regression shows that the Dependent factor viz., Job satisfaction is statistically significant ($p < 0.05$) towards Employee performance. The value of R represents the simple correlation and is 0.883, which indicated a high degree of correlation between the Job satisfaction and Employee performance and R Square indicated that 77.9% of variance in Employee performance explained by Job satisfaction.

Then the result of regression shows that the Dependent factor viz., Job satisfaction is statistically significant ($p < 0.05$) towards Employee Loyalty. The value of R represents the simple correlation and is 0.913, which indicated a strong degree of correlation between the Job satisfaction and Employee performance and R Square indicated that 83.3% of variance in Employee Loyalty explained by Job satisfaction.

Also, the value of R represents the simple correlation and is 0.877, which indicated a strong positive degree of correlation between the Job satisfaction and Employee quitting intention. And R Square indicated that 76.9% of variance in Employee quitting intention explained by Job satisfaction. From the table, it can be inferred that there is ($p < 0.05$) statistically significant effect of Job satisfaction on the outcome factors viz. Employee loyalty and Performance.

XII RECOMMENDATIONS

The outcome of the regression analysis, it is explored that the independent factors viz., Intrinsic and Extrinsic factors influence the Job satisfaction of the employees in the private sector (Retail). A vital part of promoting job satisfaction can be providing a positive and supportive work culture. Thus, gives an affinity to employees will be motivated and contributes more to the company.

XIII CONCLUSION

The foremost objective of this study was to assess influence of Intrinsic factors and Extrinsic factors of job fulfilment of workers working in private sector of Thanjavur district. The study has been successful in accomplishing its research objectives and wrapped up that there is a crucial positive relationship between factors of Job satisfaction viz., Intrinsic, and extrinsic factors. If an employee feel factors such as Autonomy, Recognition, Respect, Job security, Personal growth in his/her work, they will feel motivated thus it results in more performance and productivity. Employees who have more satisfaction in their job, they will be loyal to the group and they do not want to quit. As reported by the study factors, the organization must consider to give more importance.

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