



INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

A Study of Employee-Satisfaction with respect to the Tenure of the Job at Workplace

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Abstract: *The research work was widely undertaken in a renowned company in the service sector, established in 2000. The study was initiated after looking at the rate of attrition in the company which was at the growth phase. It was decided to organize the survey wherein the top management would understand whether any grievance or problem exists in the organization and could remove it out from root; so that attrition rate could be reduced. For this purpose, a questionnaire was developed. In all there were nine parameters in the questionnaire. Different variables were taken into consideration to understand the employees' attitudes towards various factors associated with the satisfaction. The various factors which were taken into consideration include Job Satisfaction, Benefits, Grievance, Safety, Training, Reward and Recognition, Working Relationship, Job Design and Communication. The parameters were chosen very carefully to cover all the aspects of the organization and the employees.*

The objective of this research paper was to find out whether tenure of the employees in the organisation, could have an impact with respect to various parameters related to job satisfaction. For this purpose, Employees were categorised in the following manner: employees associated with the organisation for less than one year, employees who were there for one to three years, employees who remained with the organisation for three to five years, employees who were there for five to seven years, employees who continued for seven to ten years and those who continued for more than ten years.

Keywords: Job Satisfaction, Benefits, Grievance, Safety, Training, Reward and Recognition, Working Relationship, Job Design and Communication, Job Tenure.

Objectives:

to examine several facets of job satisfaction among the employees and also overall Job Satisfaction level in employees.

to find out whether tenure of the employees in the organisation, can have an impact with respect to the overall Job Satisfaction, Benefits, Grievance, Safety, Training, Reward and Recognition, Working Relationship, Job Design and Communication.

Literature review:

According to Davy, Kinicki, & Scheck (1997)ⁱ there is a strong relation between job satisfaction and organizational commitment. Again, according to Dirani, Khalil M.; Kuchinke, K. Peter (2011)ⁱⁱ. Job satisfaction was a good predictor of commitment and as we know if employees were not committed, no business strategy can be successful. Therefore, the topic related to job satisfaction was taken into consideration to develop the research paper.

Researchers and scholars in the field of industrial psychology agree that a positive relationship exists between job satisfaction and psychological contract. Therefore, this aspect was taken into consideration for literature review. Argyris (1960)ⁱⁱⁱ introduced the term 'Psychological contract' by mentioning that a psychological contract could be developed between employer and employee. In a business firm, 'psychological contract' by and large denotes to be perceived ((from the employee's perspective) fair-mindedness or sense of balance between how the employee is treated by the management and what is he contributing to the organisation. If employees were satisfied with their jobs, psychological contract gets created which in turn might lead to better productivity for the organisation.^{iv}

Employee satisfaction describes whether employees were contented, joyful and gratifying their needs and wants while they were the job. Many researches have mentioned that employee satisfaction is a significant aspect for boosting positive employee morale, driving employees to attain organizational goals.^v

One of the most widely used definitions in organizational research was that of Locke (1976)^{vi}, who defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

Again, according to Lawson et al (2009)^{vii} and Jones, Hohenshil & Burge (2009)^{viii} compensation is a major cause for employee satisfaction. According to ILO^{ix}, workers would have a grievance when they believe that some aspect of their rights and entitlements, recognised in laws, employment contracts, collective agreements and workplace rules, as well as in custom and practice is not being respected by their employer. Grievances addresses infringements of existing rights and entitlements, from bullying or harassment, to underpayment of wages, refusal to grant rest periods, weekly rest days or public holidays, discrimination or underpayment of bonuses or other entitlements.

Any dissatisfaction related to handling of grievances can have negative impact on workplace relationships (Gordon and Bowlby 1988)^x. It can lead to low satisfaction of employees, Eaton, Adrienne E., Gordon, Michael E. and Keefe, Jeffrey H. (1992)^{xi}.

In this service-oriented company, safety contributes to a lot in the daily operation. Many of the employees risk themselves doing demanded jobs on site. Many of the sites are under constructions. Therefore, safety as a parameter was considered during the making of questionnaire.

Analysis of job satisfaction and perceptions of safety show that workers with high job satisfaction have a positive view of safety in the work environment and that those who were dissatisfied have a negative view of safety in that environment^{xii}.

According to Wood, Veldhoven, Croon, Menezes (2012)^{xiii} in their article mentioned the impact of enhanced job design on high performance and job satisfaction. Researchers have pointed out that that effective communication plays an important role in increasing employee job satisfaction level. Again, according to Abugre (2011)^{xiv}, organizational communication takes on language that formulates various kinds of social structures that bring up teams and networks which ensure employees were committed and were satisfied with their jobs. Communication in the organisational set up ensures that all employees were aware of what is expected of them and consequently employees can become satisfied.

Lau, Wong & Eggleton (2008) observed that there is strong relationship between employee satisfaction and equality at work, especially satisfaction and performance evaluation were having domineering relationship. On the basis of this study it can be stated that promotion recognition in terms of promotion or reward plays a major role in employee job satisfaction. In this paper reward and recognition were taken into consideration.^{xv}

According to Maitra R (2020)^{xvi}, in an organisation, when people at work were helpful, all the departments together work- well leads to a satisfactory situation for many employees. Job tenure is the period of time an employee has worked for his specific employer^{xvii}. Job tenure has not received enough research attention as a determinant of job satisfaction like all other variables that have been isolated in the literature^{xviii}.

All the factors mentioned above were taken into consideration as parameters for conducting the research.

Methodology:

Data was collected from primary and secondary sources. Literature review was done based on various primary and secondary sources e.g., library resources and on-line database. To attain the objectives, primary data collection method was followed.

The various factors considered as dependent variables include Job Satisfaction, Benefits, Grievance, Safety, Training, Reward and Recognition, Working Relationship, Job Design and Communication. The parameters were chosen very carefully to cover various aspects in the organization because the literature review revealed these factors to be possible predictors of job satisfaction. The independent variable chosen in this study was 'job tenure.' Job tenure is the number of years a person has been employed in an organisation. Chambers (2008)^{xix} concluded that the longer a person is employed in one industry, job, or corporation, the greater the attachment.

For the purpose of our study a sample of on-site employees was drawn. 68 percent of the on site employees were covered in this study.

Research Instrument:

This study will utilize a survey research method. The data was collected from a service sector organisation that run its business in Mumbai Region in India. For that purpose, questionnaire was developed relying on previously developed instruments related to the variables of interest. The questionnaire was then translated into Hindi and Marathi language so that the target employees who were mostly uneducated and lower grade employees can understand more properly. Data was collected with a paper and- pencil survey format based on the choice of individual respondents.

Items in the questionnaire were measured with a five (5) point Likert type attitudinal scale with possible choices ranging from 'strongly disagree' (1), to 'disagree' (2) to 'neither agree nor disagree' (3), to 'agree' (4) to 'strongly agree' (5).

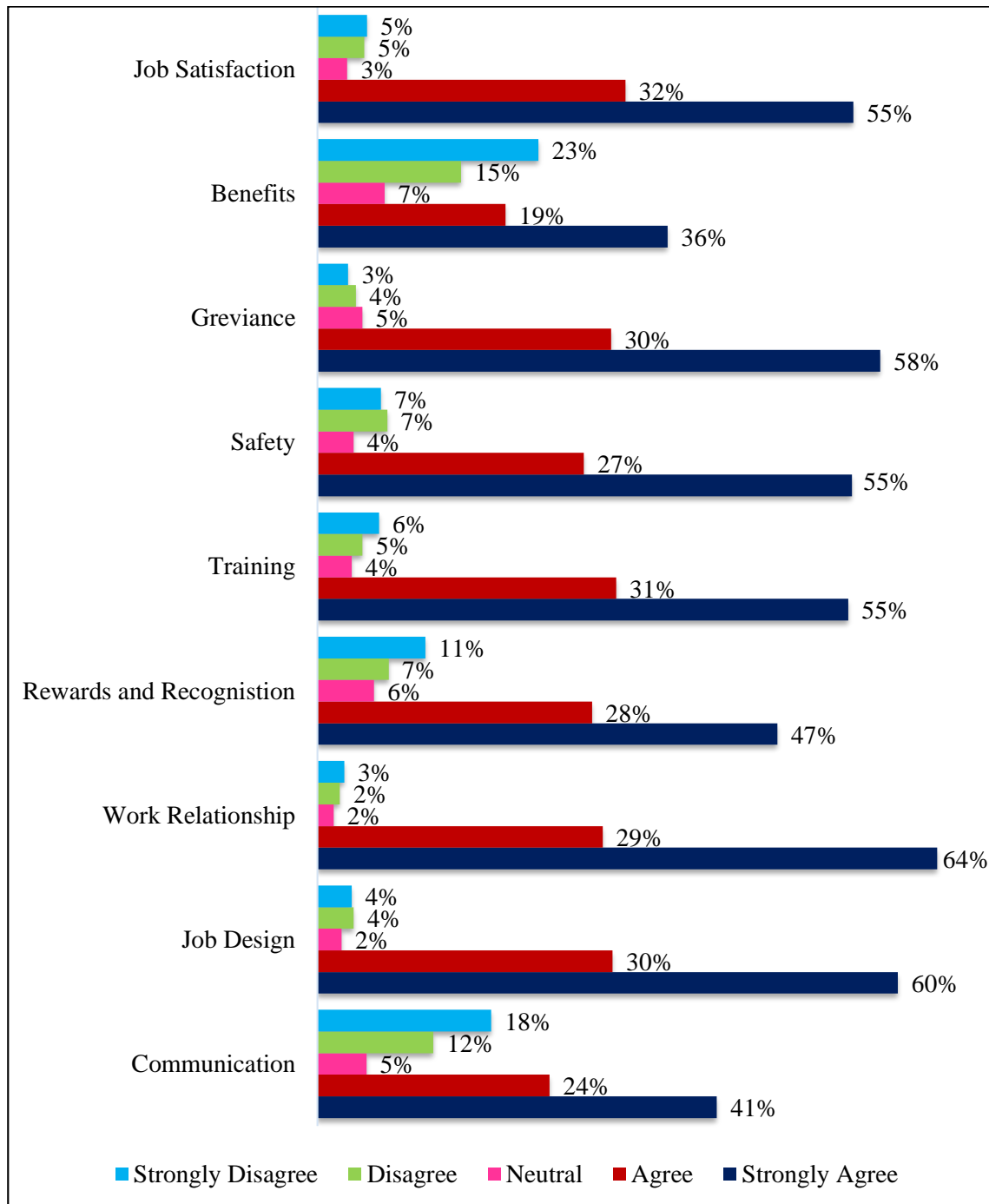
Analysis & Findings:

There were nine parameters like Communication, Job Design, Work Relationship, Rewards and recognition, Training, Safety, grievance, benefits, Job Satisfaction which were taken into consideration while measuring the job satisfaction level of the employees. On the basis of previous research in the same organisation the following results were evolved. If overall without considering the tenure opinions of the employees are considered the following results were observed. The employees were satisfied with the training programs about the level of teaching and standard of teaching. 52% strongly agreed and 32% agreed which indicate that employees were satisfied with the level and standard of conducting training. 88% of the employees had agreed that they feel safe at work. This was a good sign for the company. In the area of grievance, 53% employees "strongly agree" that the complaints are resolved immediately. 56% of the employees strongly agree that they get appreciation from the supervisor or head indicating they were satisfied with the reward and recognition

systems within the organisation.. With respect to work relationship of employees with others, the survey result shows that employees were happy with other employee on job and maintained good relation with them. They were also considerably good with the helpfulness of other employees to them. They also believed that they work as a team- member in the organization. ^{xx}

The analysis based on the basis of the parameters is represented in the form of the graphs.

Tenure A (less than 1 year)

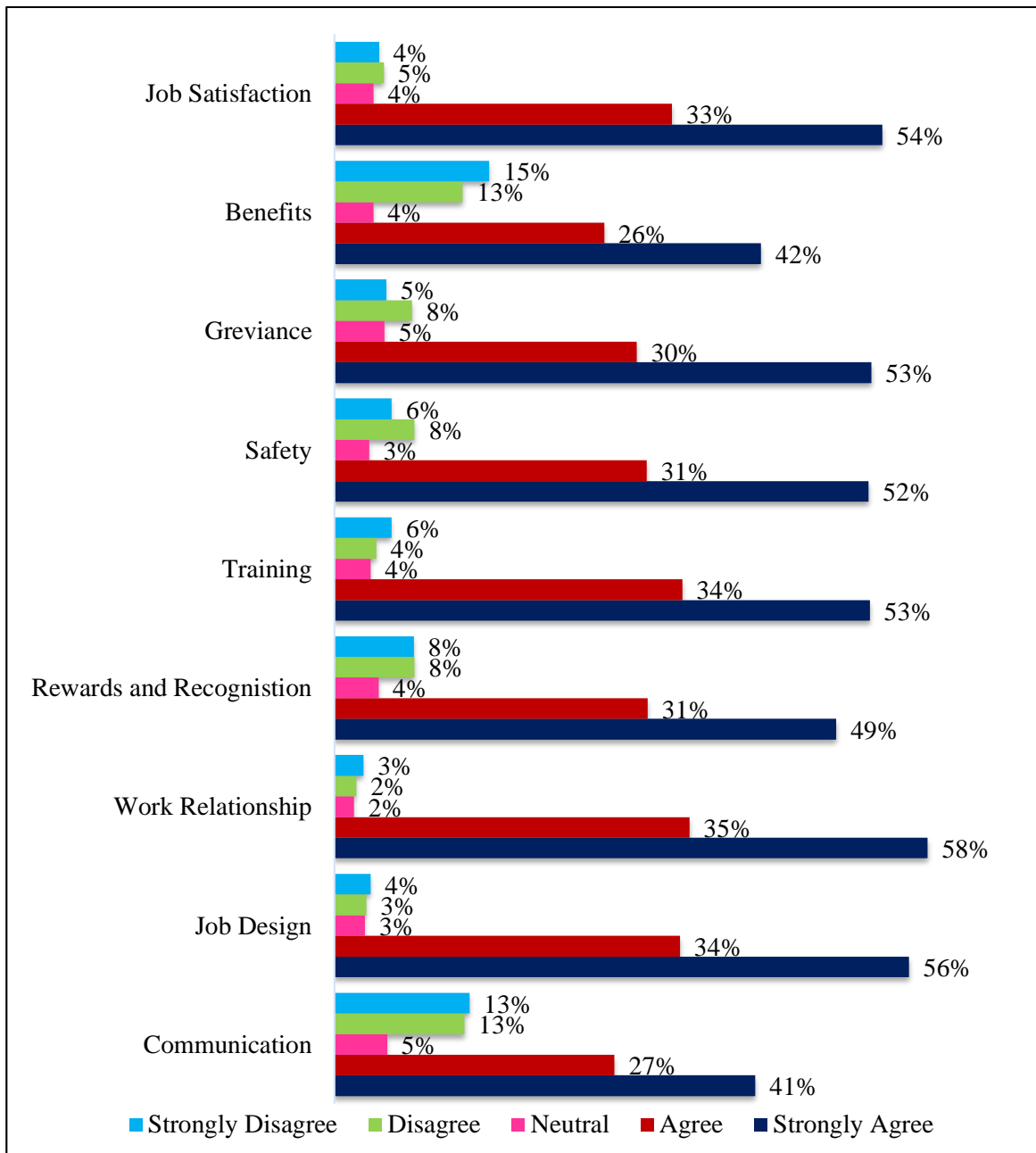


Graph 1.1

less This group of employees who were associated with the organisation for than 1 year of tenure has difficulty in communicating directly with the base office located in Andheri. They were partially blank about what was the company's motto and goals. Communications becomes the major concern in affecting employees' job satisfaction level which needs to be rectifying for this group of people. Further the other problem faced by this group is regarding the benefits. This may be due to they have just started with the organization, their benefits

period hasn't started yet. Therefore, the company can make the employees aware of all the benefits and perks at the start of their job so that they will have a hope that they will get benefits in long run.

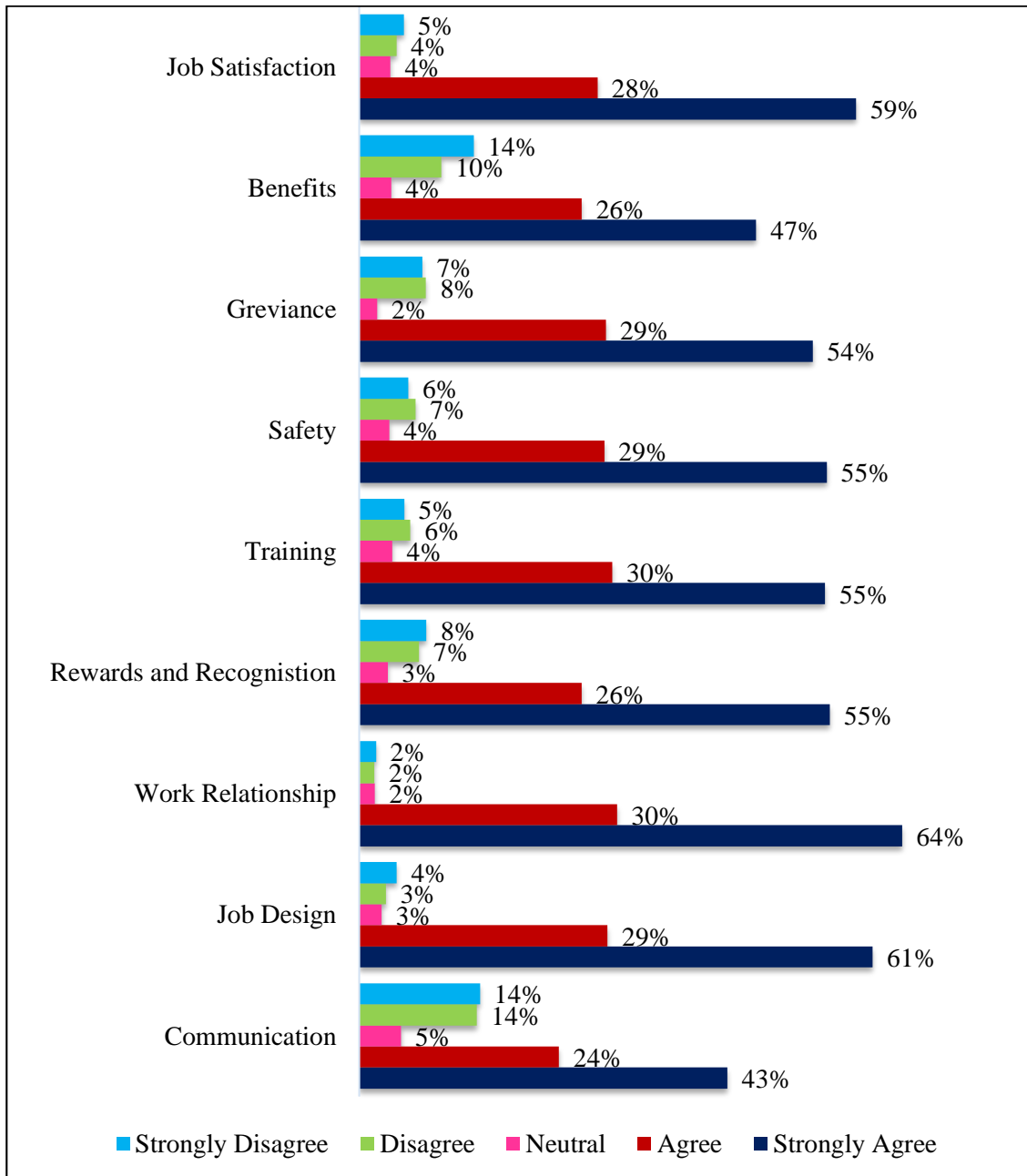
Tenure B (1-3 years)



Graph 1.2

Based on the graph 1.2, it can be stated that majority of the employees having tenure 1-3 year strongly agreed that they were quite satisfied with all the factors required to maintain the employees. Also quite a high percentage agreed that they were satisfied with the organisation.

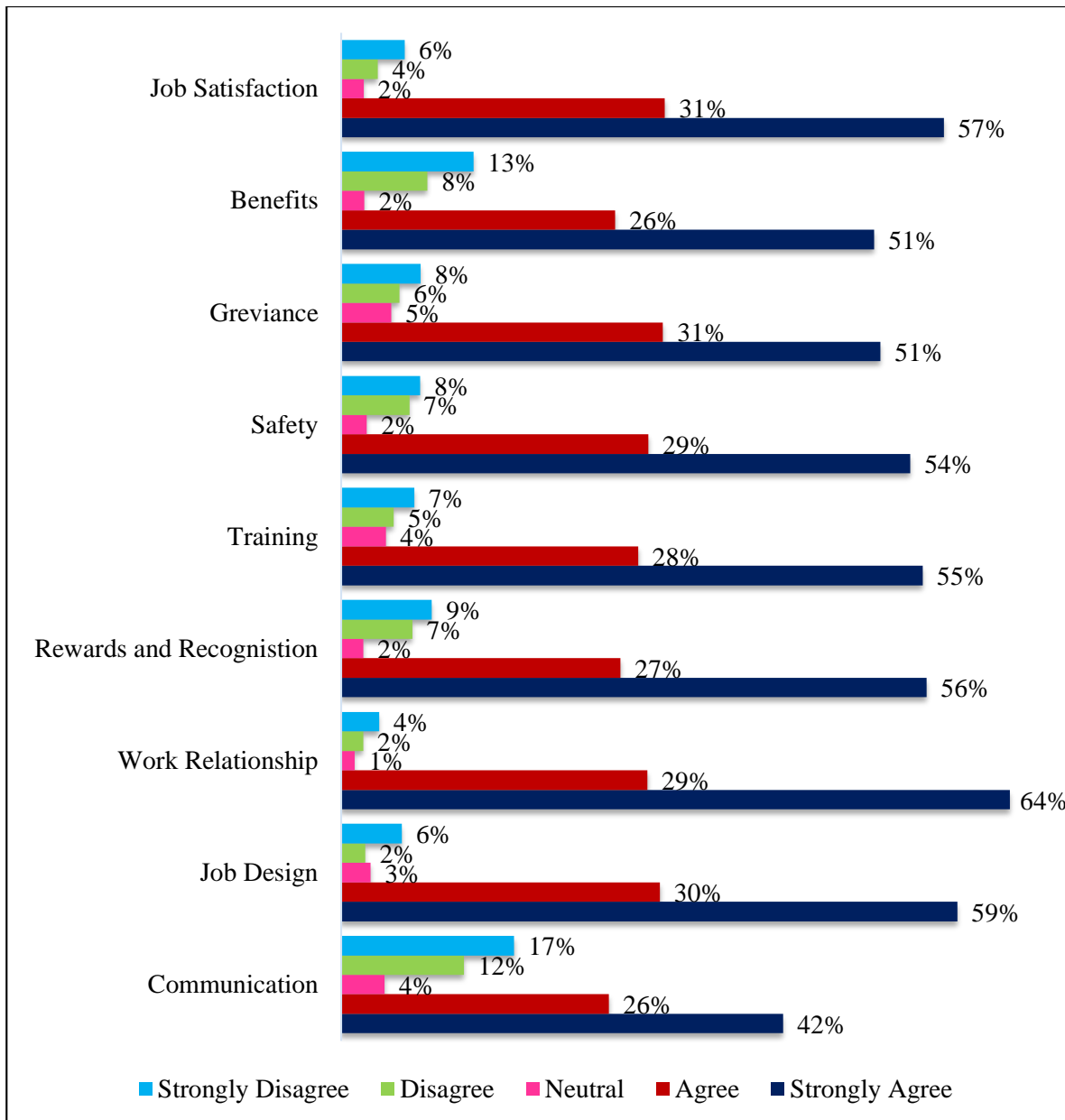
Tenure C (3-5 years)



Graph 1.3

The analysis from the graph 1.3 can be that the satisfaction level for majority of the employees having tenure 3-5, was high in all the nine aspects. They just have slight problem with benefits. Nothing else seems to need improvement in the organization for this set of people.

Tenure D (5-7 years)

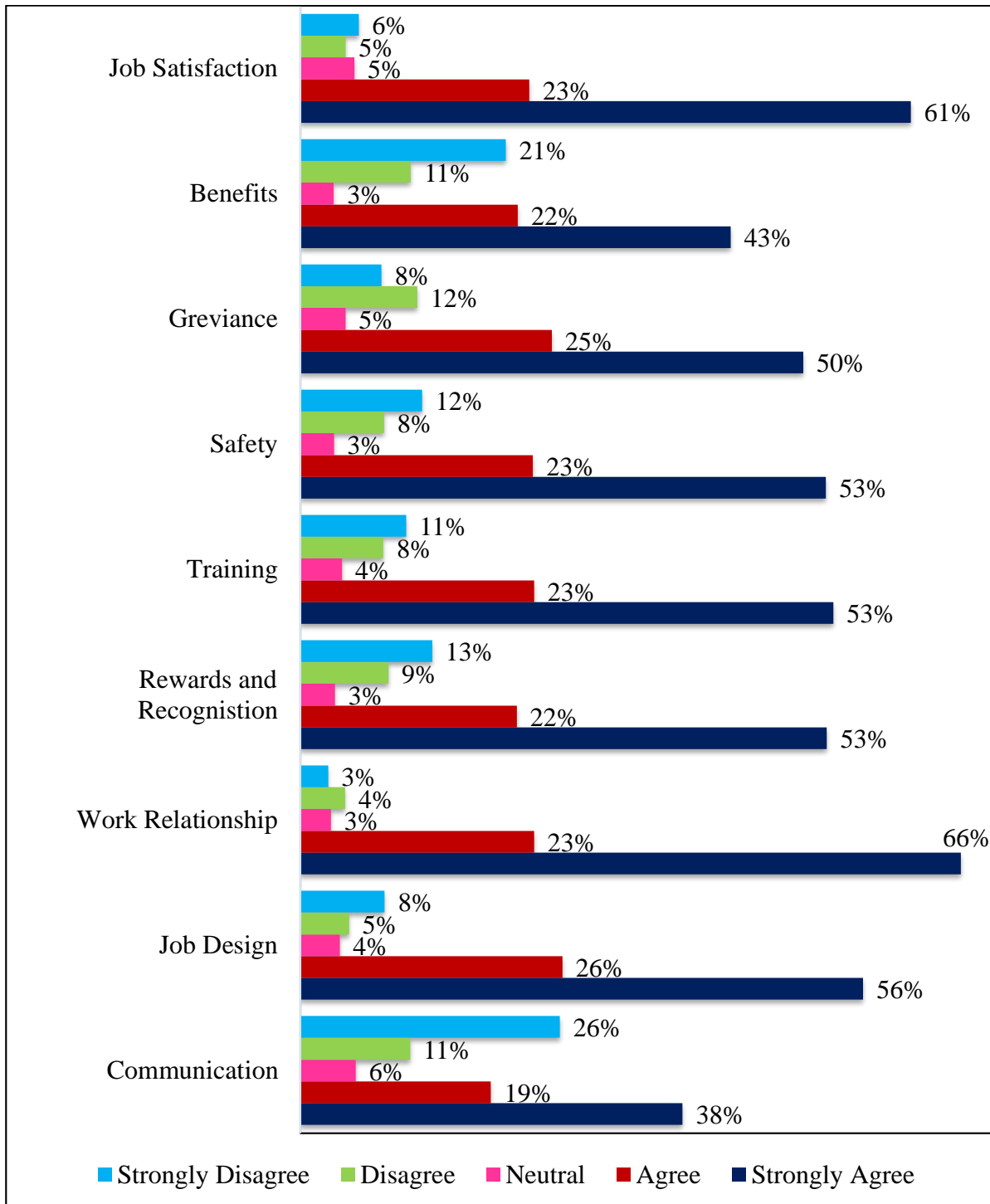


Graph 1.4

The graph 1.4 displays that majority of these group of employees did not have any complain. They strongly agreed that were satisfied with all the nine parameters and a great percentage strongly agreed that they were satisfied with the parameters. The highest level of satisfaction for this category of employees was in work relationship. Implication might be generated that they were quite satisfied to work in this company irrespective of the monetary benefits they receive.

Communication was a matter of concern, because although majority of the employees strongly agreed that they were satisfied with the communication, 17% strongly disagreed and 12% disagreed that they were satisfied. Although this percentage was not very high and management might ignore the same, but if remaining other parameters were considered, it would be observed that percentage of employees who were disagreeing were higher. Nothing else seems to need improvement in the organization for this set of people.

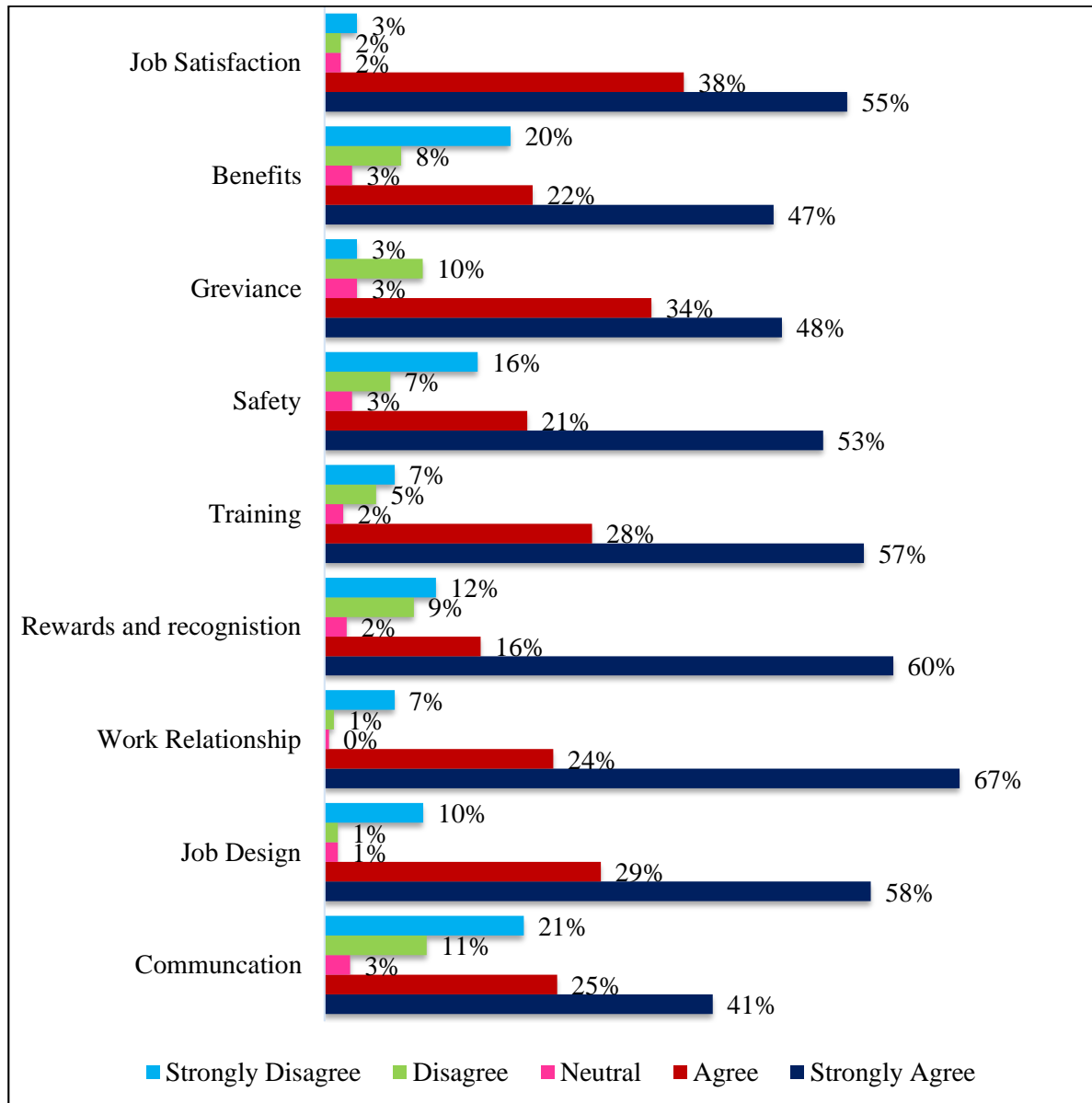
Tenure E (7-10 years)



Graph 1.5

Based on the graph 1.5, it can be stated that majority of these group of employees did not have any complain. They strongly agreed that were satisfied with all the nine parameters. The highest level of satisfaction for this category of employees was in work relationship. Implication might be generated that they were quite satisfied to work in this company irrespective of the monetary benefits they receive.

Communication and benefits were matter of concerns, because although majority of the employees i.e. 38% strongly agreed that they were satisfied with the communication, 26% strongly disagreed. Again, as far as benefits were concerned, although majority i.e.. 43% strongly agreed that they were satisfied with the benefits in the organisation, 21% strongly disagreed that they were satisfied.

Tenure F (more than 10 years)

Graph 1.6

The graph 1.6 displays that majority of these group of employees have no complains. They strongly agreed that were satisfied with all the nine parameters and a great percentage strongly agreed that they were satisfied with the parameters. The highest level of satisfaction for this category of employees was in work relationship. Implication might be generated that they were quite satisfied to work in this company irrespective of the monetary benefits they receive.

The main complaint this setoff people have is lack of communication from the head office. They do not get required response from the office where all the major decisions were taken. The company should only look for the communication and the benefits of this people rest all were best. To assess perceptions of employees on sharing of resources throughout the bank.

Conclusion and recommendations: Based on the analysis it has been observed that the overall job satisfaction level of the employees in this organisation was high. They were quite satisfied with most of the aspects related to job satisfaction. Although majority of the employees were satisfied with the benefits and communication from the head office; for many groups these two areas were matter of great concern reason being noticeable percentage of employees were also dissatisfied. Might be because the employees were on site employees who were staying far away from the head office who might not get required response from the office and therefore, they were not satisfied with the flow of communication. The company should focus on these two areas which might be a matter of concern. The highest level of satisfaction for many groups of employees was in work

relationship. Implication might be generated that they were quite satisfied to work in this company irrespective of the monetary benefits they receive. To conclude it can be stated that the company was doing well.

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