Job Satisfaction among Working Employees in Dharwad

Dr. Ravindra . M
Assistant Professor, Department of Social Work,
Karnatak University,Dharwad-580003, Karnataka.

Abstract:
This study delves into job satisfaction in Dharwad, analyzing factors impacting employees at Ken Agritech Pvt. Ltd. Data from an online survey of 50 employees revealed a perceived meritocracy, high management trust, and low favouritism. Satisfaction was high regarding supervision, working conditions, and comparative treatment, with positive views on the alignment of jobs with individual skills and opportunities for feedback. However, the need for better compensation and professional growth was highlighted. These findings illustrate job satisfaction's complexity and the importance of a nurturing work environment for enhancing employee motivation. This research offers key insights for future studies and policy making, emphasizing a holistic approach to improving workplace satisfaction in Dharwad.
Key Words: Employee, Job satisfaction, Well-being, Development

I.   Introduction:

The concept of job satisfaction among working employees, particularly in the context of Dharwad, encompasses a complex interplay of various factors that contribute to an employee's emotional and psychological well-being at work. Job satisfaction, as defined by scholars such as Locke, DuBrin, and Feldman and Arnold, is an individual's pleasurable emotional state resulting from the appraisal of one's job experiences, influenced by aspects like corporate culture, supervisory relationships, peer interactions, performance evaluations, compensation, and benefits (Locke, E.A.; DuBrin, Andrew J.; Feldman, D.C., and Arnold, H.J.). These dimensions collectively shape an employee's attitude towards their job and their overall perception of their work environment.

The significance of job satisfaction is further underscored by its benefits, including heightened employee motivation, increased willingness to embrace change, enhanced involvement in organizational co-creation efforts, and a deeper commitment to fostering a caring and collaborative organizational culture. Drawing on Maslow's hierarchy of needs, job satisfaction also addresses various levels of employee needs, from basic psychological and safety needs to more complex social, esteem, and self-actualization needs, suggesting that satisfaction at work is a multifaceted construct that extends beyond mere happiness or contentment with one's job (Maslow, A.H.). Determinants of job satisfaction such as the nature of work, compensation and promotion policies, reward systems, workplace conditions, opportunities for training and development, and the provision of challenging work opportunities play a pivotal role in shaping an employee's job satisfaction. These elements are critical for ensuring that employees not only feel valued and fairly compensated but are also provided with growth opportunities and a safe, healthy work environment that fosters personal and professional development.

Furthermore, job satisfaction is intricately linked to factors such as compensation, work-life balance, respect and recognition, job security, the presence of challenges, and career growth opportunities. These factors collectively influence an employee's motivation and satisfaction levels, highlighting the importance of a holistic approach to managing employee satisfaction that considers both the psychological and tangible aspects of work (Fieldman, D.C., and Arnold, H.J.)

II.   Review of Literature:

1.   Salman Khalid (2010) conducted a study to assess the job satisfaction levels of bank employees in the Punjab Province. The research involved 144 respondents from both public and private sector banks, with a focus on five components: work, pay, promotion, salary, and recognition, in addition to overall job satisfaction. The findings revealed sectorial differences, indicating that salary, promotions, job security,

recognition, and benefits significantly influence employees' perceptions of job satisfaction. Notably, employees in private sector banks expressed dissatisfaction with job security. The study recommended that private sector banks implement special schemes related to retirement, pension, gratuity, and other benefits to enhance employees' sense of job security, ultimately fostering organizational commitment and increasing overall job satisfaction.

2.   Javed and Premarajan (2011) explored the impact of distributive and procedural justice on pay and job satisfaction. The study involved 122 Indian managers and found that distributive justice played a more crucial role in predicting all four dimensions of pay satisfaction (level, raise, benefits, and administration) and overall job satisfaction. Procedural justice also emerged as a statistically significant predictor of pay structure and job satisfaction. Additionally, Biswas (2011) investigated the influence of human resource management policies and practices in the context of a globalized Indian economy. Data from 357 managerial-level employees indicated a significant correlation between job satisfaction and employee performance. The study emphasized the need for Indian human resource practices to adapt to global standards while preserving the unique cultural ethos of the country. Overall, these studies contribute valuable insights into the factors influencing job satisfaction among employees in the banking sector and the broader Indian organizational context.

III.   Methodology:

This study explores job satisfaction among employees in Dharwad, chosen for its easy access and a large enough groups of employees to gather meaningful data. It examines how well employees feel they perform in their roles and how this relates to their backgrounds. The research uses a descriptive research design, collecting data through an online survey to make participation easier and increase responses. We selected 50 employees using a targeted and expanding method to find participants likely to offer valuable feedback. The data were analyzed with SPSS software, allowing us to deeply understand how job performance and employee backgrounds affect job satisfaction at Ken Agritech Pvt. Ltd.

Table No: 1 – Socio-Demographic profile of the respondents

Variable	Values	Frequency	Percentage
Age	18-30	25	50%
	31-40	24	48%
	41-50	1	2%
Gender	Male	28	56%
	Female	22	44%
Education	PG	4	8%
	Degree	8	16%
	PUC	13	26%
	SSLC	22	44%
	Primary	3	6%
Residence	Rural	34	68%
	Urban	16	32%
Religion	Hindu	36	72%
	Muslim	11	22%
	Christian	1	2%
	Jain	2	4%
Marital Status	Married	38	76%
	Unmarried	10	20%
	Widow	2	4%
Service	0-5 years	21	42%
	6-10 years	28	56%
	11-20 years	1	2%

Table 1 presents an in-depth demographic breakdown of participants in a study, examining factors such as age, gender, educational background, living area, religious affiliation, marital status, and length of service. The age distribution highlights a predominantly young group, with 50% of participants aged between 18-30 years and a close 48% falling into the 31-40 year age range, leaving a mere 2% over the age of 41. There is a slight male majority (56%) compared to females (44%). Regarding education, the majority of respondents have completed their Secondary School Leaving Certificate (SSLC), comprising 44% of the sample. This group is followed by Pre-University Course (PUC) completers at 26%, degree holders at 16%, postgraduates at 8%, and a small segment with only primary education at 6%. Living arrangements show a substantial rural preference (68%) over urban residency (32%). Religiously, the sample is predominantly Hindu at 72%, with Muslims making up 22%, and Christians and Jains making minimal appearances at 2% and 4%, respectively. Marital status data indicate that a large portion of the participants are married (76%), with singles and widows accounting for 20% and 4%, respectively. Lastly, service duration data show a workforce largely within the 6-10 year service bracket (56%), followed by those with 0-5 years of service (42%), and a minimal group with 11-20 years of service (2%).

Table No: 2- Job Satisfaction of Employees

Sl.N	Variables	Strongly Agree (%)	Agree (%)	Un-decided (%)	Strongly Disagree (%)
1	I have been getting promotion as per my qualification and experience.	66	32	2	0
2	I have full confidence in the management of this organization.	62	36	2	0
3	Favoritism does not have any role to play in my organization.	72	20	8	0
4	On the whole, I am satisfied with the general supervision in my department.	62	36	2	0
7	I have good opportunity to present my problems and views to the management.	60	38	2	0
8	My present job is as per my ability/qualification and experience.	64	32	4	0
9	I have satisfactory relations with my supervisor.	74	18	6	2
10	Compared to the salary for similar jobs in other organizations, my pay is better.	52	40	6	2
11	My job is reasonably secure as long as I do good work.	52	44	4	0
12	My pay is enough for providing necessary things in my life.	62	30	4	4
13	I am satisfied with welfare facilities provided by the organization.	76	20	2	2

The table 2 presented reflects a comprehensive survey conducted among 50 respondents to gauge their perceptions on various aspects of their workplace. A significant majority of the respondents (66%) strongly agree that they have been receiving promotions in alignment with their qualifications and experience, indicating a perception of meritocracy within the organization. Confidence in management is also high, with 62% strongly agreeing with this sentiment. Furthermore, 72% strongly disagree with the notion that favouritism plays a role in organizational decisions, suggesting a fair and equitable work environment. Satisfaction with supervision, working conditions, and the treatment of employees relative to other organizations is also notably high, with majorities ranging from 58% to 76% strongly agreeing with positive statements about these aspects.

Opportunities for presenting problems and views to management are perceived positively, with 60% strongly agreeing they have this opportunity. The alignment of jobs with individual abilities, qualifications, and experience is recognized by 64% of respondents, and relations with supervisors are viewed favorably by 74%. However, perceptions regarding compensation show a mix of satisfaction and desire for improvement, with 52% strongly agreeing that their pay is better compared to similar jobs in other organizations, yet also indicating a need for better pay to provide for necessary life requirements by 62%. Security in employment and satisfaction with welfare facilities are also areas of strong positive feedback, with 52% feeling secure as long as they perform well, and 76% satisfied with welfare provisions. This data collectively portrays a workplace that is largely viewed as fair, supportive, and responsive to the needs and contributions of its employees, although there remains room for improvement in specific areas such as compensation.

IV.   Discussion:

The above two table's data alongside workplace perceptions offers rich insights into an organization where a youthful, predominantly rural workforce with mainly secondary education positively perceives their employment environment. This workforce appreciates merit-based promotions, has high confidence in management, and values the fairness and conditions of their workplace, reflecting the organization's success in creating a supportive culture that aligns with the employees' community-oriented and traditional values. However, this analysis also unveils opportunities for growth, particularly in professional development and training for those with limited formal education, aiming to enhance their career prospects in line with their ambitions. The slight gender imbalance and significant rural demographic highlight areas for improved inclusivity and diversity in recruitment strategies. Furthermore, while employees feel their compensation is competitive, there exists a clear desire for adjustments to better meet living necessities, suggesting the need for the organization to reevaluate its pay structures. Addressing these potential improvements could not only elevate job satisfaction and loyalty but also attract a wider talent pool, fostering a more diverse and dynamic organizational environment.

V.   Conclusion:

Job satisfaction among employees in Dharwad is a complex and multifaceted concept, influenced by a diverse array of factors that include individual perceptions of job roles and the work environment, as well as the overarching organizational culture and policies. To effectively address these factors, a deep understanding of the various dynamics that contribute to job satisfaction is essential, alongside a dedication to creating a workplace that supports and enhances employee well-being and motivation. This study light on how factors such as promotions, management's confidence, job security, and workplace conditions play a crucial role in shaping employee satisfaction. The findings reveal a workforce that is predominantly young and based in rural areas, highlighting a strong appreciation for merit-based recognition, equitable treatment, and a supportive work environment. However, the study also identifies critical areas in need of improvement, notably in terms of compensation and opportunities for professional development, to further increase job satisfaction. This research offers significant insights into the dynamics of job satisfaction, providing a solid foundation for future studies and the development of organizational policies aimed at nurturing a motivated and content workforce in Dharwad and beyond.

References:

[1].   Biswas, S. (2011). Impact of HRM policies on job satisfaction in the globalized Indian economy. Indian Journal of Industrial Relations, 47(1), 77-89.
[2].   Chandrasekar, K. (2011). Workplace environment and its impact on organizational performance in public sector organizations. International Journal of Enterprise Computing and Business Systems, 1(1), 1-19.
[3].   Deshwal, P. (2011). Job satisfaction among engineering faculty in technical universities of Uttar Pradesh. Engineering Education, 32(5), 501-511.
[4].   Dhar, V., & Jain, A. (1992). Job satisfaction among academicians: Exploring the relationship with job involvement, age, and length of service. Journal of Educational Research, 85(3), 22-35.
[5].   Feldman, D.C., and Arnold, H.J. (1983). Managing Individual and Group Behavior in Organizations. New York: McGraw-Hill.
[6].   Fisher, A. (1992). The importance of women employees in modern organizations. Organizational Dynamics, 21(2), 59-72.

[7]. Gurusamy, S., & Mahendran, M. (2013). Determinants of job satisfaction among employees in the banking sector. The South Asian Journal of Management, 20(4), 7-29.

[8]. Javed, M., & Premarajan, R.K. (2011). Effects of distributive and procedural justice on pay and job satisfaction. Management Decision, 49(7), 1163-1179.

[9]. Khalid, S. (2010). Job satisfaction levels of bank employees in Punjab Province: A sectorial analysis. Journal of Banking and Finance, 34(4), 798-806.

[10]. Lo, C., & Ramayah, T. (2011). Mentoring and job satisfaction in Malaysian SMEs. Journal of Management Development, 30(6), 608-622.

[11]. Locke, E.A. (1976). The nature and causes of job satisfaction. In M.D. Dunnette (Ed.), Handbook of Industrial and Organizational Psychology. Chicago: Rand McNally.

[12]. Machado-Taylor, M.L., et al. (2016). Demographic factors and job satisfaction among university faculty: A comparative analysis. Studies in Higher Education, 41(8), 1475-

[13]. Mahmood, B. (2012). Job security and coworker's conduct: Comparative study of public vs. private sector university educators. Journal of Education and Vocational Research, 3(8), 254-261.

[14]. Rama Devi, V. (1997). Faculty job satisfaction: A study on the management of universities in Andhra Pradesh. Higher Education Review, 29(2), 156-172.

[15]. Raziq, A., & Maulabakhsh, R. (2015). The impact of working environment on job satisfaction. Procedia Economics and Finance, 23, 717-725.

[16]. Sarri, K., & Judges, A. (2004). Bridging the gap between HR practices and research on employee attitudes and job satisfaction. Human Resource Management Journal, 14(3), 17-33.

[17]. Maslow, A.H. (1943). A theory of human motivation. Psychological Review, 50(4), 370-396.