
A STUDY ON EMPLOYEE JOB SATISFACTION AT COVENANT CONSULTANTS

Article Particulars

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Abstract

Employee Job Satisfaction is key to success for any company. Job satisfaction is an indicator of attitudes of employees towards their jobs, superiors and environment. Employee morale is said to be the major factor for an employee to work in an organization. Only when an employee is satisfied and motivated he could be productive in work. Enthusiasm in work is needed for every employee in the organization without which the organization may not be successful. Morale represents the collective attitude of the workers. High morale represents an attitude of satisfaction with desire to continue in and willingness to strive for the goals of the group. This paper mainly focuses on the employee's job satisfaction. The research design used for the study is descriptive research design. Primary data required for the study has been collected by using the structured questionnaire, personal observation etc. The sampling technique involved in this research is convenience sampling and the sample size is 140. From the study, it was found that employee satisfaction is high in Covenant consultants.

Review of Literature

Joshi (2001) attempted to study and compare the extent of job satisfaction among the employees of public and private sector organizations and to find out relationship between job satisfaction and occupational level in both the sectors. A sample of 60 each was taken from both the sectors. The hierarchical status was represented at three levels i.e. Managers, Supervisors and Workers (20 each). The Bayfield Roth Scale of Job Satisfaction was used to collect the data. The main findings are: (a) The extent of job satisfaction was not found significantly higher in the private sector organizations as compared to public sector organization and (b) A significant difference in the extent of job satisfaction of managers, supervisors and workers has been found in the public sector organization.

Rao (2003) identified the importance of job satisfaction in the life and career of teachers of secondary schools. The study found that there is no significant influence of age, sex, qualification etc. on the job satisfaction of the teachers.

Mishra and Wagh (2004) in their joint work on public and private sector executives explained that reward, work culture and environment, challenging job, delegation of powers were found to have positive effect on job involvement.

Eskildsen et al. (2004) studied differences in job satisfaction and intrinsic work motivation between employees with different characteristics. The study was based on 9,263 employees from randomly selected households. The study found that Danish workers were found to be more satisfied and there were no differences between the genders with respect to job satisfaction.

Alas (2005) in his study compared people from different countries according to their job related attitudes and ethical values based on empirical data from 15 countries. The results indicated that countries with a socialist past have and deal with the satisfaction of needs at a lower level than traditional capitalist countries and this consequently influences attitudes and expectations towards society, organizations and work. Attitudes towards society and facets of job satisfaction predict ethical values differently in countries with a different history as well. In traditional capitalist countries ethical values were influenced by attitudes towards society and almost not connected with facets of job satisfaction.

Sharma and Sharma (2007) investigated the determinants of job satisfaction. The 12 independent variables used in the study included 3 personal traits, 7 task characteristics and 2 dimensions of organizational climate. The results revealed that 4 out of 12 independent variables could explain only 29 percent of variance in job 42 satisfaction. These 4 included 2 tasks related and 2 organisational related characteristics.

Katuwal and Randhawa (2007) in their study attempted to measure and compare the job satisfaction of workers in private and public sector in textile industry in Nepal. Data was collected from 372 workers. The results reveal that in both sectors the workers were by and large, similar in their perceptions towards the facets of job. The study found that the workers were highly dissatisfied with the facets of the job that involve monetary expenditure of the firm, the behavioural aspects of management and the employment policy of the organization.

Sen (2008) conducted a comparative study to find the relationship between job satisfaction and job stress amongst teachers and managers in the National Capital Region. The study found that there is possibility of negative relationship between job satisfaction and job stress among the managers. However, in case of teachers, the job satisfaction and the job stress were immensely related to each other.

Punnoose and Modekurti (2008) in their study of 340 firms in the Indian textile industry have attempted to establish a valid relationship between labour productivity and wages. The study found that there exists a positive relationship between wages and output produced by the firms. This relationship holds valid across 44 size categories. However, the expected increase in output is more than proportionate increase in

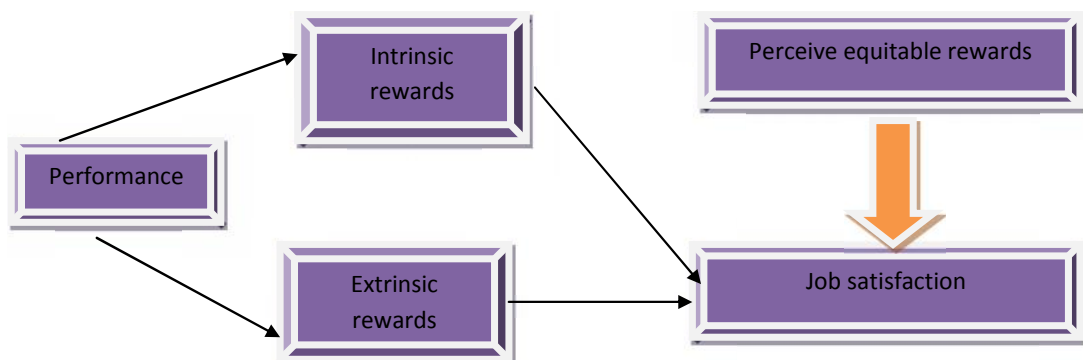
salary in the high category. This could possibly imply economies of scale effect or the learning curve effect.

Srivastava (2009) has attempted to find out the predictors of managerial motivation in Indian public enterprises. A sample of 72 managers of two Public Sector Enterprises was included. According to the findings, the organizational culture does indeed have an impact on level of managerial motivation in PSEs in India. Since organization culture is the product of organizational policies and practices, it is not necessary that in every organization the same set of dimensions of culture must explain why some employees are more and some are less motivated. This is because each organization is a unique social system in terms of the sum total of its policies and procedures.

Corine et al. (2011) conducted a study based on 412 employees in two large organizations in Netherland: one in retail and one in health care. It was found that HR practices help employees to feel better able to meet the requirements of their jobs and to feel that their needs are fulfilled by the job, which in turn enhances job satisfaction. The study shows a direct relationship as well as mediating and moderating role of person organisation and person-job fit in the relationship between perceived HR practices and employee job satisfaction.

Huang (2011) in the study of 453 and 558 of blue collar and knowledge workers in China and Japan respectively found that knowledge workers have more motivating work characteristics including learning ,autonomy etc than blue collar workers. It was found that job satisfaction of knowledge workers was lower than their blue collar workers in China. But the marginally higher job satisfaction of Japanese knowledge workers than their blue collar workers might be related to more advanced economic development and the prior development of its knowledge economy.

In this research, the researcher made an attempt to check whether Lawler and Porter (1967) model of job satisfaction has an impact on performance.



Diag 1: Lawler's and Porter's Model of Job Satisfaction (Lawler and Porter, 1967)

Research Methodology

Research design used in this study is descriptive. Convenience sampling was used in this research. Primary data was collected by using structured questionnaire was adopted. The total sample size of the study is 140 employees.

Objectives of the study

1. To study the level of employees job satisfaction at covenant consultants.
2. To analyze the factors contributing to employee satisfaction.
3. To examine the steps taken by management to improve the employee morale.
4. To suggest measures to improve employee satisfaction at Covenant Consultants.

Data Analysis

Parameter	Classification	No. of Respondents	% of respondents
Age	20 – 25	108	77.14
	26-30	23	16.43
	31-35	4	2.86
	36-40	3	2.14
	>40	2	1.43
Gender	Male	54	38.57
	Female	86	61.43
Dept	Finance	72	51.43
	IT	29	20.71
	Engineering	12	8.58
	ITES	22	15.71
	BD	5	3.58
Experience	Less than a year	60	42.86
	1 – 3 Years	57	40.71
	3 – 5 Years	11	7.86
	> 5 years	12	8.57
Level of satisfaction	Yes	117	83.57
	No	23	16.43
Factors increasing commitment in work	Treat people fairly	37	26.43
	Reasonable salary	37	26.43
	Job security	36	25.71
	Additional benefits	9	6.43
	Work location	21	15

Stress in work	Yes	105	75
	No	35	25
Superior addressing personal problems of employees	Yes	100	71.43
	No	40	28.57
The appreciation for the work done by the respondents irrespective of the end results	Always	61	43.57
	Sometimes	62	44.29
	Rarely	15	10.71
	never	2	1.43
Steps taken by the organization to increase employee morale & satisfaction	Cash incentives	32	22.86
	Appreciation mail	44	31.43
	Rewards and recognition	26	18.57
	Fast track appraisal	38	27.14
Enthusiasm that leads to positive results in the organization	Yes	113	80.71
	No	27	19.29
Measures to increase employee morale	Job security	20	14.29
	Company policies	40	28.57
	Job satisfaction	50	35.71
	Organisational climates	30	21.43
Aspects increasing contribution in work	Promotion	53	37.86
	Work role	40	28.57
	Co-workers	25	17.86
	Types of work assigned	22	15.71
Aspects to be changed in work	Work timings	65	46.43
	Salary package	42	30
	Training programs	7	5
	Target pressure	26	18.57
Total		140	100

Source: Primary Data

Discussion

Majority (77%) of the respondents belong to the age group of 20-25 while employees more than 40 years were negligibly present in covenant consultants. Out of 140 respondents 38.57% of the respondents were Male and a majority of respondents

were female with 61.43%. Out of 140 respondents 51.43% of the respondents belong to the Finance team. Around 60% of the employees were having less than 3 years of experience in covenant consultants. Majority of the employees were satisfied with their current job however, employees feel that if covenant consultants treats people fairly with reasonable salary and job security, it will increase employee morale and satisfaction. Most of the employees revealed that they don't have stress at workplace. From the study it is identified that most of the employee's personal problems were addressed by superiors. It is revealed from the study that employees were appreciated for the work done irrespective of the end results which is a positive indicator for the organization. Further, it is identified that fast track appraisal system & cash incentives system were the steps taken by the organization to increase employee morale & satisfaction. Almost majority of the employees have enthusiasm to work in this organization. Out of 140 respondents 46.43% of the respondents needs covenant to change the work timings, 30% of the respondents needs a change in salary package, 5% of the respondents needs change in the training program, 18.57% of the respondents needs change in target pressure.

Recommendations

Employee morale & satisfaction in Covenant seems to be quite high. But still employees are not much satisfied with the salary package they offer. Most of them feel that the job pressure that they face must be reduced since they become more stressed out and pressurized in the work environment. Employees are not much happy about the work timings. Because it exceeds the general working hours of nine hours of work timings. Employees are expecting to have an off on all the Saturdays. Providing of a lot of monetary and non monetary rewards may increase the employee morale & satisfaction more since the target pressure is high. Overall, employee morale & satisfaction may seem to look high. But the overall employee welfare seems to be neutral. Increasing the welfare measures may build up the attrition level of employees. Management shall pay attention to recognize the employees for their contribution to work by providing non-monetary incentives.

Conclusion

The study is aimed to analyze the morale & satisfaction of employees working in Covenant consultants. The study concludes that the Lawler and Porter (1967) model of job satisfaction is been adopted by Covenant consultants as employee job satisfaction in is high. The company tries its level best to increase the level of morale of employees. The company also benchmarks some measures to increase employee morale. However, there are still some minor factors that lead to dissatisfaction of the employees. These minor factors might not decrease the morale & satisfaction of employees in a short run. But in a long run it may become an aspect to reduce the

morale & satisfaction of employees. From this research, it is concluded that the employee morale & satisfaction might decrease in case if the company fails to address the welfare of the employees. Thus, the company should adopt some employee welfare measures to make the employees feel happier about their job and also increase employee morale.

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