ORGANISATIONAL FACTORS ON JOB SATISFACTION OF EMPLOYEES – ANALYSES

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Abstract
Human Resources (HR) are the people at work who are utilizing their talent, skill, ability and competence for the achievement of the organizational and individual goals. The human resources are very important for the effective working performance of the organization in which they work. Their services towards the growth and the development of the organization in co-ordination with the management are valuable and their ever-developing skills and aptitudes are instrumental for the effective functioning of the institution. Welfare measures and good working environment of employees would greatly reduce employee turnover and absenteeism, and to improve the job satisfaction and efficiency of work force.

Key Words: Job Satisfaction, Work Force, Factors.

Introduction
Employee job satisfaction has always been considered as an important issue in the field of Human Resource Management and Hoppock, in his monograph, has defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say "I am satisfied with my job ". Job satisfaction cannot be achieved by overnight and it results from the individual feelings of workers about everything that they experience in and out of their work place. Management must keep the needs of the employees in perspective with the needs of the company. When the management fails to take this into account, its plans and programmes are likely to scratch the surface or even to go haywire. The naming of the factors influencing job satisfaction is rather subjective and hence while the factors appear semantically the same, they may really differ operationally. The technique of factor analysis tries to separate factors and to define them by giving an appropriate name to each factor. If an individual displays these factors at a specified level, he has job satisfaction.

Need of the Study
Industrial relations are used to denote the relationship between employer and employees in an industrial organization. The mixed economy of India is characterized by the co-existence of public, private and co-operative sectors. The public sector had a very important role to play in the development of this vast and popular developing economy. The workers can be motivated and their productivity can be increased only when a conducive and physical work environment is provided and adequate employee welfare amenities and safety measures are under taken by the management. Significance of the studies of this type greatly enhanced as they clearly show the lacunae and also what could be done to improve the situation. Keeping this in view to fill the gap, a modest attempt has been made to employees perception and satisfaction for the activities. To conduct the above study, a state owned power sector organization. By comparison across the sectors with what is existed, the study shows the gap and also furnishes the reasons between the practice and precept.

Scope of the Study
The study covers the employee perception about the prevailing working environment in the selected power sector unit. It studies the influence of the factors on job satisfaction. Society comprises of the workers, management, Government and general public. The present study is of much relevance from the point of view of the society. The perception and attitude of the employees' determine their work efficiency and in turn it influences the development of any organization.

Objectives of the Study
- To analyze the influence of organizational factors on employee job satisfaction, and
- To suggest the measures for an effective utilization of human resources and providing good working environment to increase the job satisfaction of the employees.

Methodology of the Study
The study is conducted by using both analytical and descriptive type of methodology. The study depends on primary and secondary data. The primary data are collected through survey method. Survey is conducted by using well formulated Questionnaire. The Secondary data are also collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

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Identification of Factors of Job Satisfaction- Discussions and Results
Factor analysis by principal component method is a special kind of statistical procedure used in studies relating to the identification of factors influencing job satisfaction. This analysis is performed on an attitude questionnaire which covers many areas influencing the overall job satisfaction.

Nature of Work
The Nature of work is as important as actually doing the work itself. This factor includes work programme and action plan for the work to be completed in various departments, the ability and skill required on the part of the workers to perform the work and the informations required for carrying on the work. The nature of work in the questionnaire included 12 questions relating to the skill and ability required for doing the work, pressure on job, encouragement given by the company and management for self-thinking and efforts while at work and difficulties in doing the work.

Factor analysis by principal component method is applied on 12 variables of Nature of work. These variables are segregated into major sub-factors as shown in Table 1.1.

Table 1.1: Sub-Factors of Nature of Work

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.161	43.004	43.004	2.933	24.439	24.439
2	1.263	10.527	53.531	2.384	19.864	44.303
3	1.083	9.028	62.559	2.191	18.256	62.559
4	0.820	6.834	69.393			
5	0.714	5.948	75.341			
6	0.642	5.347	80.688			
7	0.522	4.354	85.042			
8	0.462	3.850	88.892			
9	0.421	3.509	92.401			
10	0.347	2.890	95.291			
11	0.339	2.828	98.119			
12	0.226	1.881	100.000			

Extraction Method: Principal Component Analysis
It is seen from Table 1.1 that 12 variables of Nature of work have been emerged into 3 sub-factors with a total variance of 62.56%. The extracted factors and their factor loading are presented in Table 1.2.

Table 1.2 : Rotated Component Matrix [(A)] and Identification of Factors of Nature of Work

Component		Sub-Factors		
		1	2	3
NOW	3	0.752		
NOW	2	0.747		
NOW	7	0.672		
NOW	4	0.668		
NOW	1	0.608		
NOW	11		0.742	
NOW	10		0.728	
NOW	5		0.657	
NOW	12		0.618	
NOW	9			0.851
NOW	8		.	0.794
NOW	6			0.595

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
NOW: Nature of Work.
 [(a)] **Rotation converged in 8 iterations.**

Table 4.2 reveals that there are three sub-factors of Nature of work and the first sub-factor consist of the following variables:
1. Ability to command dignity and respect from the work.
2. Ability to improve skill and knowledge from my job.
3. Requirement of physical efforts and previous experience to do my job.
4. Ability to do the best of my work.
5. The suitability and interest in the job.

A careful analysis by the Researcher shows that these variables are closely related to the satisfaction with the intrinsic aspects of the job like ability, interest and requirement and hence this sub-factor is called as **Job requirement.**
The second sub-factor of nature of work includes the following variables:
1. Respect and encouragement given for my efforts.
2. Communication of information about what is going on.
3. Ability to live a happy home life with realization of aspirations.
4. Attachment towards my existing job.

Since, the second batch of 4 variables are closely associated with the basic aspect of the work situation, such variables are represented in this research as **Job attachment**.
Likewise, the third sub-factor of nature of work comprises the following variables:
1. Importance given to my ideas to do things better.
2. Encouragement given for self-thinking white at work.
3. Provision of required information's for doing the work.

A close observation shows that these components are correlated to the good feelings about the job and hence these variables of this sub-factor are quoted as **Job informations** in this research.

Inter–Personal Relationship
It is noted that the workers spend a large portion of their time in the company with other employees whether the contacts are for working and operating purposes or for mere personal reasons. This factor deals with the congenial relations and co-operation among the group for the purpose of giving, soliciting and taking advice, counsel. information and skilled assistance in difficult situation. This is the most important factor because group dynamics emphasize the influence of group attitude on the job satisfaction of the individual. It is usual that when the workers are working together and are congenial, it is unwise and difficult to break-up the group. Here, the highest priority has to be given for the promotion of healthy relations among the fellow employees. The variables included in this factor are pertaining to the feeling of the employees regarding the freedom of the workers to go to staff for advice, friendliness of higher–ups towards the workers, communication of job informations and appreciation and encouragement shown by the superiors.

Factor analysis by principal component method has been applied on the variables of the Inter-personal relationship. These variables are grouped into major sub-factors as shown in Table 1.3.

Table 1.3: Sub-Factors of Inter-Personal Relationship

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.905	39.053	39.053	2.820	28.204	28.204
2	1.319	13.193	52.246	1.849	18.490	46.695
3.	1.160	11.600	63.846	1.715	17.151	63.846
4	0.915	9.154	73.000			
5	0.719	7.190	80.191			
6	0.641	6.410	86.601			
7	0.442	4.423	91.023			
8	0.436	4.355	95.379			
9	0.318	3.184	98.562			
10	0.144	1.438	100.000			

Extraction Method: Principal Component Analysis.

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Table 1.4 shows that the listed variables are emerged into 3 sub-factors with a total variance of 63.85%. The extracted factors and their factor loading are shown in Table 1.4.

Table 1.4: Rotated Component Matrix [(A)] and Identification of Factors of Inter-Personal Relationship

Component	Sub-Factor		
	1	2	3
IPR 1	0.869		
IPR 2	0.865		
IPR 8	0.651		
IPR 9	0.561		
IPR 3	0.494		
IPR 6	0.472		
IPR 5		0.893	
IPR 4		0.832	
IPR 7			0.860
IPR 10			0.805

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization
IPR   : Inter-personal Relationship
[(a)] Rotation Converged in 4 Iterations.

It is known from Table 4.4 that the first sub-factor of Inter-personal relationship includes the following variables:
1. The trust imposed by my superiors.
2. Trust in my superiors for their encouragement.
3. Non-threatening way of communicating the weaknesses of the workers.
4. Freedom of expression of problems in a free and informal atmosphere.
5. Mutual co-operation among people in the organization.
6. Free discussion between the superiors and workers.

These variables are closely related to the relationship of the worker with other employees and hence the Researcher has given the title namely **Relations with staff** to this sub-factor.
The second sub-factor consists of the following variables:
1. Way of listening to the suggestions made by workers.
2. Care shown by the superiors in learning my job.

These two variables include the aspects of the job situation which involve the spreading of information's within the organization, and hence the caption **Communication** has been given to represent this sub-factor.
Finally, the third sub-factor comprises the variables given below:
1. Care taken in the appreciation of good work done.
2. Encouragement given by seniors in experimenting the new methods of doing my work.

This sub-factor includes all aspects of the job involving the appreciation and encouragement given to the workers for their effort and hence the title namely **Feeling of recognition** has been given to this sub-factor in this study.

Findings
With the help of one sample t-test, the identification of predominant sub-factors of job satisfaction has been carried out and the following findings are revealed regarding the superiority of various factors and sub-factors:
Nature of Work
The t-test revealed that job requirement is the most important sub-factor of Nature of work followed by the two sub-factors namely job attachment and job information's to constitute job satisfaction.

Inter-Personal Relationship
It is found that relations with staff enjoys predominance over the other two sub-factors of Inter-personal relationship namely communication and feeling of recognition.

Cluster analysis has revealed the classification of the samples selected into 3 clusters namely strong cluster, moderate cluster and weak cluster on the basis of the mean value scores of the various factors of job satisfaction. Factor-wise results of the formation of 3 clusters of employees have been found as under:

Nature of Work
A strong cluster of 45.19 % of respondents feels that the Nature of work is excellent. Another group of 42.63 % think that the job they perform gives them moderate satisfaction while the remaining 12.18 % need some change in their work schedule.

Inter-Personal Relationship
It is found that only 31.73 % of employees are of the opinion that the relations among the staff have been highly conducive in performing their work. For 50.96% of employees, the Inter-personal relationship gives moderate satisfaction while 17.31 % of employees think that the relationship needs some improvements.

Suggestions
It is suggested that the management should mitigate the dissatisfied workers by improving physical work environment, since the workers and employers are affected very much physically and psychologically.

It is suggested that the workers who are working in high temperature conditions in the three units should be protected against it by providing protective devices in the working place.

It is suggested that the management should provide more protective's to the employees for providing more convenience during their shifts as per the nature of job and to leisure their psychological and physical burdens to perform their job in their units effectively.

It is suggested that the management should provide more protective devices and there is every need to provide and educate in the use of safety tools and equipment at their work spot.

It is suggested that the management should maintain the working conditions for their better performance.

It is suggested that the managements should maintain the same conditions of living at their work places and township and the management should create a good, cordial and close relations among the existing employees and to establish social groups among themselves, such social groups are very importance in the industry to understand the dynamics of human relations among the members of various groups.

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