

An empirical Study on Employee Job satisfaction with reference to Retail Stores in Puttur City of Karnataka.

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Abstract— Employee job satisfaction is one of the important factors governing employee performance and productivity. Therefore companies must examine and monitor this regularly. This particular study undertaken focuses on analyzing job satisfaction among employees working in retail stores in Puttur City, Karnataka State. From the selected retail stores in the city, altogether 54 employees are considered as respondents. Using a structured questionnaire method the primary data is collected. Employing the chi-square test, it is found that there is no significant difference in the satisfaction level of employees and hence it can be concluded that there is no deviation in employee job satisfaction among selected retail stores in Puttur.

Index Terms— Employee satisfaction, Quality of work life, Incentive management, Employee turnover, Work-life balance.

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I. INTRODUCTION

The world has opened and spun into the new millennium and along with it, it has ushered a new era of intense competition and ever-changing value equations. The fact that organisation has been transformed from a structured assembly line production orientation to focused knowledge creation by every personnel of the organisation.

In the literature on Industrial Psychology, the term Job Satisfaction is quite frequently used for an individual's attitude towards the specific aspects of the total work situation. The word job refers to a specific task whereas the term job satisfaction is of higher order where it is essentially related to human needs and their fulfilment through work. It is generated by the individual's perception of how well his job satisfies his various needs.

It is often said that "A happy employee is a productive employee." Job satisfaction is very important because most people spend a major portion of their life at their working place. Moreover, job satisfaction has an impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well-being. Though it is a debatable point as to which one is the cause and which one is the effect, there are correlated to each other.

Human resources is considered to be the most valuable asset in any organization. It is the total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise executives, supervisors and rank-and-file employees. It may be noted here that human resources should be utilized to the maximum possible extent, to achieve individual and organizational goals. It is thus the employee's performance, which ultimately decides, and attainment of goals. However, employee performance is to a large extent, influenced by motivation and job satisfaction.

The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling state accompanying the attainment of any goal; the end state is the feeling accompanying the attainment by an impulse of its objective. Job satisfaction does mean the absence of motivation at work. Research workers differently described the factors contributing to job satisfaction and job dissatisfaction.

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not self-satisfaction, happiness or self-contentment but satisfaction on the job.

Hoppock describes job satisfaction as "any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job".

Job satisfaction is defined as the "pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values

II. DETERMINANTS OF EMPLOYEE SATISFACTION

Employee job satisfaction is a critical concept to measure employee organizational behaviour. There are several factors influencing the employee's job satisfaction. Refers to a set of some commonly experienced stable characteristics of organizations, which constitutes the uniqueness of that organization and differentiates it from others. We face some difficulties in identifying this set of characteristics we do not yet know the various dimensions or factors of Employee job satisfaction on which we should look for these characteristics. Some of these common dimensions are described below.

- **Mentally challenging work:** Employees tend to prefer jobs that give them opportunities to use skills and abilities and offer a variety of tasks, freedom and feedback on how well they are doing are some of the most important ingredients of a satisfying job.
- **Working conditions:** Employees are concerned with their work environment for personal comfort and for doing a good job. Temperature, light, noise and other environmental factors should not be extremes.
- **Company policies:** If the company has policies that can help the employee on the job and off the job then the employee does his duty effectively. It provides the employee to improve the attitude of dedication and cooperation.
- **Job security:** For the employee the main aspect of his job is security. If the employee feels that in the company here, he is working then he will be satisfied and performs his duties with commitment.
- **Communication:** Communication includes both the transference and understanding of meaning. Good communication is essential to any group or organization's effectiveness. Poor communication is probably the most frequently cited source of interpersonal conflict. An idea, no matter how great, is useless until it is transmitted and understood by others. Perfect communication would exist when a thought or an idea was transmitted so that the mental picture perceived by the receiver was the same as that envisioned by the sender.
- **Compensation and Rewards:** An employee reward system consists of an origination integrated policies, processes and practices for rewarding its employee following their contribution, skill and competence and their market work. It is developed within the framework of the organization's reward philosophy, strategies and policies and contains arrangements in form of processes, structures and procedures which will provide and maintain appropriate types and levels of pay, benefits and other forms of rewards.
- **Safety and Health:** Safety, in simple terms, means freedom from the occurrence or risk of injury or loss. Industrial safety or employee safety refers to the protection of workers from the danger of industrial accidents. An accident-free plant enjoys certain benefits. The major ones are substantial savings in cost, increase productivity and moral and legal grounds. The well-being of the employee in an industrial establishment is affected by accidents and by ill health physical as well as mental. The need for healthy workers and health services are to be provided by the management to ensure the continuing good health of their employees.
- **Rewards and recognition:** An employee reward system consists of an origination's integrated policies, processes and practices for rewarding its employees and practices for rewarding its employees following their contribution, skill and competence and their market work. It is developed within the framework of organizations' reward philosophy, and strategies and contains arrangements in form of processes appropriate types and levels of pay, benefits and other forms of rewards.
- **Career Development:** A career can define as a sequence but related work activities that provide continuity, and meaning in a person's life. Careers are both individually, perceived and society constrained; not only do people make careers out of their particular experience, but career opportunities in society also influence and make people.
- **Performance Appraisal:** Performance Appraisal is deemed by many to be an essential part of the executive job. A systematic and periodic appraisal process is deemed superior to a casual, intuitive, and the absence of such preplanning. Systematic performance appraisal that provides information of great assistance in making and enforcing decisions such subjects as promotions, pay increases, layoffs and transfers. It provides such information in advance of a time when it may be needed, by avoiding spot judgment when a decision must be made.
- **Training & Development:** Training is the formal and systematic modification of behaviour through learning, which occurs as a result of education, instruction, development and planned experience. The fundamental aim of guiding is to help the organization achieve its purpose by adding value to its key resource- the people and its employee. Training means investing its people to enable them to perform better and to empower them to make the best use of their natural abilities.
- Individuals with guidance, encouragement and health from their managers as required carry out personal development planning. A personal development plan sets out the action. People take to learn and develop themselves.
- **Empowerment:** Empowerment is the process of giving employees more power to exercise control over, and take responsibility for their work. It provides greater space for the individual to use their abilities by enabling and encouraging them to take decisions close to the point of impact.

III. REVIEW OF LITERATURE

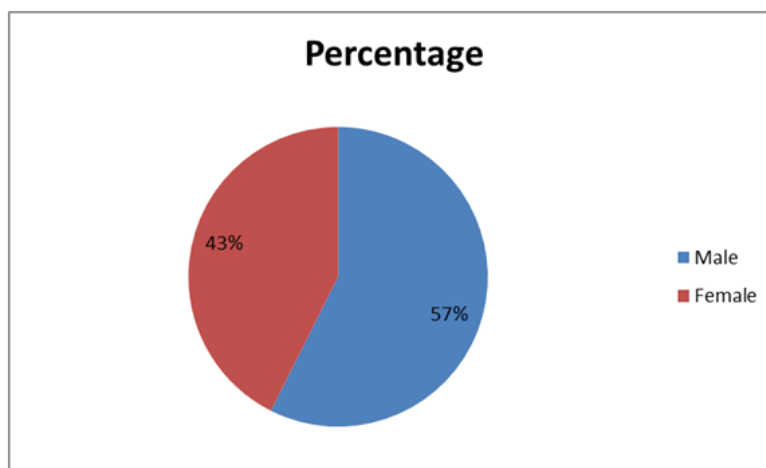
Partridge (1981) studied the job satisfaction level of women in Britain in which he found that the job satisfaction level of women was more as compared with black men, as they normally have low expectations from their jobs. At the same time, they have a greater feeling that the alternative jobs available to them differ very less from those available to them. **Beumont (1982)** in his article highlights the job satisfaction level of the general household in the United States & Britain wherein there is a close fit relationship between the U.S. and Britain. In the study, he found that in the U.S. there is a positive relationship between Job Satisfaction and Age whereas in Britain it was considerably low. **Savery (1989)** highlighted the job satisfaction of nurses in Perth, Western Australia. The job satisfaction level of the nurses was mainly due to interesting and challenging work which was followed by a feeling of achievement wherein, he even said salary was ranked as a very low satisfier. The job satisfaction level increased as the person grew old where the variables like gender, time in hospital, and position held were controlled. Organizations should always focus on satisfying the three basic needs (Individual motivators, Employee relationships and personal relationships) of an employee which will in return help the employees in achieving job satisfaction. **Melvin (1993)** stated that the environmental design of an organization plays a very important role in job satisfaction at the same time it also plays an important role in employees' high job involvement. A good environmental design of an organization helps in resolving conflicts and confusion. The author even cites that it is the responsibility of the management to design the environment in such a manner that it reduces dissatisfaction where in the work tasks, working patterns are properly mentioned. **Edward Miles, Steven C Patrick, Wesley C King Jr. (1996)**, found in their study that job level can act as a systematic variable in predicting the relationship between supervisory communication and job satisfaction. Four dimensions of superior-subordinate communication were used to test a role theory explanation for the moderating effect of job level on the communication-job satisfaction relationship. Results indicated that the communication relationship managers have with their subordinates, is a critical lever in affecting subordinates' job satisfaction. **McDermid (1999)** studied the job satisfaction level of workaholics. He said there are six variables of workaholic patterns i.e., Workaholics, Enthusiastic Workaholics, Work Enthusiastic, Unengaged Workers, Relaxed Workers and Disenchanted Workers. The job satisfaction level and career satisfaction level were much more in Enthusiastic Workaholics, Work Enthusiastic, Relaxed Workers than in Workaholics, Unengaged Workers and Disenchanted Workers because of the future career prospects, working involvement, drive and work enjoyment. **Osman M. Karatepe, Orhan Uludag, and Ismet Menevis, (2006)**, examined the effects of selected individual characteristics on employee performance and job satisfaction. The study surveyed the self-efficiency traits and their impact on efficiency, the effect of competitiveness on job satisfaction and the effects of performance on job satisfaction. The study revealed through competitiveness, self-confidence and effort are significant forecasters of employee performance, and the effect of competitiveness on performance plays a vital role. The study also concluded that the effect of self-confidence on job satisfaction is also more. **Neeraj Kumai (2011)** concluded in his study on "Job Satisfaction of the Employees at the Workplace", 'the various aspects of job satisfaction like culture, leadership communication, commitment, job content, training, rewards and recognition opportunities, teamwork, superior-subordinate relationship and delegation stands greater position than money in deciding the job satisfaction of an employee.

IV. DATA AND METHODOLOGY

The present study is based on descriptive analysis using primary data to investigate the objectives and test the hypothesis. Employing the Random Sampling technique, respondents were chosen and further, and a well-structured questionnaire was distributed to them to collect the primary data. A few retail stores in Puttur city of Karnataka have been used for the study. A total of 54 employees working in different retail stores have been considered as respondents for the study.

Description of Respondents

| Gender | No of respondents | Percentage |
|--------------|-------------------|------------|
| Male | 31 | 57.4 |
| Female | 23 | 42.6 |
| Total | 54 | 100 |



IV.1.Objectives

Employee job satisfaction is determined by various factors. It is been found in many studies which are executed earlier. Based on the extensive literature review the following objectives have been developed.

1. To identify and analyse the major factors affecting employee job satisfaction.
2. To analyse the level of job satisfaction among the employees.

IV.2. Hypothesis

Based on the developed objectives following hypotheses have been developed. It is tested using Chi-Square Test.

- H01: There is a significant difference in the opinion of the employees regarding communication frequency
- H02: There is a significant difference in the opinion of employees on support and guidance from superiors
- H03: There is a significant difference among the employees on the scope for encouragement
- H04: There is a significant difference in the opinion of employees on learning new job skills
- H05: There is a significant difference among the employee satisfaction rating towards bonuses/ incentives
- H06: There is a significant difference among the employee satisfaction level concerning the wage policy
- H07: There is a significant difference among the employees on the effectiveness of the training
- H08: There is a significant difference among the employees' opinions on Medicare facilities provided.

IV.3. Specificational of the Model

The Chi-Square technique is employed in this study to test the hypothesis. A chi-squared test is essentially a data analysis based on observations of a random set of variables (symbolised as χ^2). Typically, it involves a contrast between two sets of statistical data. Karl Pearson developed this test in 1900 for the analysis and distribution of categorical data. As a result, Pearson's chi-squared test was cited. The sampling distribution of the test statistic is known as the chi-squared distribution when we assume that the null hypothesis is correct. If there is a significant difference between the expected frequencies and the observed frequencies in one or more classes or categories, the chi-squared test can help to identify it. The likelihood of independent variables is shown.

By assuming that the null hypothesis is true, the chi-square test is used to determine how likely the observations would be.

A hypothesis is a possibility that a certain condition or a certain statement is true, which we can then test. A sum of squared errors over the sample variance is typically used to produce chi-squared tests.

$$X^2 = \sum \frac{(O - E)^2}{E}$$

O: Observed Frequency

E: Expected Frequency

V. ANALYSIS AND RESULTS

The Chi-square test results in research are analysed by the Critical Value approach. The comparison was made between the Chi-Square Test value and Table Value (Critical).

| Hypothesis | Parameters | χ^2 @ D.f 4 | Table Value Critical | Result NULL |
|-----------------|-------------------------------------|------------------------|-------------------------|----------------|
| H ₀₁ | Communication Frequency | 26.86 | 9.48 | REJECT |
| H ₀₂ | Support & Guidance from Superiors | 17.46 | 9.48 | REJECT |
| H ₀₃ | Scope for encouragement and support | 24.58 | 9.48 | REJECT |
| H ₀₄ | Employees learning new skills | 11.66 | 9.48 | REJECT |
| H ₀₅ | Bonus/Incentives | 16.06 | 9.48 | REJECT |
| H ₀₆ | Wage Policy | 17.03 | 14.86 | REJECT |
| H ₀₇ | Effectiveness of Training | 8.78 | 9.48 | ACCEPT |
| H ₀₈ | Medicare facilities | 31.13 | 14.86 | REJECT |

Eight prominent factors determining employee satisfaction have been considered for analysis in this research. The factors considered in the research as communication frequency, Support & Guidance from Superiors, Scope for encouragement and support, Employees learning new skills, Bonus/Incentives, Wage Policy and Medicare facilities have been tested using chi-square and found that there is no significant difference in the satisfaction level of employees towards the job. But as far as the 'effectiveness of training' factor is concerned employees are having a difference in opinion. However, the majority of the factors proved that employees are having no difference of opinion on job satisfaction. Therefore we conclude that employees are more or less satisfied with the job that they possess in various business organisations in Puttur Taluk of Karnataka.

VI. CONCLUSION

The study conducted on job satisfaction of retail store employees in Puttur city of Karnataka found that there is no significant variation in the satisfaction level of employees towards their job. This particular research revealed the scope for further studies, incorporating a larger sample size and more number of organisations. Further, the study can be segmented sector-wise, region wise and even employee cadre-wise and thereby contributing to the existing literature.

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