

A STUDY OF JOB SATISFACTION AMONG THE EMPLOYEES OF MUNICIPAL COMMITTEES OF PUNJAB (DISTT. GURDASPUR)

Arvinder Kaur Kahlon*, Shilpa**

*Associate Professor, Department of Commerce & Business Administration, Khalsa College, Amritsar, Punjab, India.

**M. Phil. Student, Department of Commerce & Business Administration, Khalsa College, Amritsar, Punjab, India. Email: cuteshilpa43@yahoo.in

Abstract *The aim of the present study is to examine job satisfaction level among employees of municipal committees of Gurdaspur district in Punjab. The municipal committees play a vital role in economic development of a country. Job satisfaction relates to employees' way of thinking and feeling about the work. The research covered 108 employees of three municipal committees, viz. Batala, Qadian, and Shri Hargobindpur in Gurdaspur district. This study identifies the employees' job satisfaction level on work environment, employee behaviour, team spirit, salary, job security, and welfare measures of employees in municipal committees of Gurdaspur district. The statistical tools like factor analysis and percentage analysis have been used in this study. The employees are satisfied with their jobs in the municipal committees, but there are certain factors they need to get improved, like drinking water facilities, canteen, generator, online records, Internet facilities, salaries and wages on time so that their satisfaction level may be further enhanced.*

Keywords: *Job Satisfaction, Municipal Committees, Work Environment, Job Security, Welfare Measures*

INTRODUCTION

Job satisfaction is an employee's attitude and internal state of an individual regarding a particular job. It refers to the collection of positive and negative feelings of the employee toward his or her job. High job satisfaction implies that the employees like their job whereas low job satisfaction relates to disliking of the job by individuals. Job satisfaction reduces labour turnover and absenteeism, and increases productivity of the organisation. Employees will be more satisfied if they get what they expect. Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job expectation. Hoppock (1935) defines job satisfaction as any combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say, 'I am satisfied with my job'.

There are various factors that influence job satisfaction. These factors include pay and benefits, promotion, working environment, reward system, welfare measures, job security, supervision, leadership styles etc.

OBJECTIVES

1. To study job satisfaction of employees with regard to working conditions.
2. To assess satisfaction level of employees in municipal committees.
3. To analyse satisfaction level of employees with regard to welfare measures and job security.
4. To identify level of employee behaviour and team spirit.
5. To analyse satisfaction level of employees with regard to salary and reward.
6. To suggest some factors for improving satisfaction level of employees.

REVIEW OF LITERATURE

The review of literature will help the researchers in constructing the questionnaire and selection of statistical tools. It will also help in identifying the research gap. In this research, six reviews were collected and discussed.

Mosammad and Kabir (2011) conducted a research on factors affecting employee job satisfaction in pharmaceutical sector. The objective of this study was to assess satisfaction level, and identify influencing factors and improvements factors of employees in pharmaceutical industry. A descriptive research design with survey method was applied in the study. The researcher had used both primary and secondary data for the purpose of the study. The study suggested that the policy makers and managers should focus on employee job satisfaction.

Sinha (2013) in her research “A research work on employee satisfaction measurement with special reference to KRIBHCO, Surat”, focused on five factors, namely empowerment & work environment, working relations, salary & future prospectus, training & work involvement, and job rotation. Descriptive research design was used in this research. The data was collected using primary as well as secondary sources with a sample size of 150 employees. Factor analysis technique was used. The study concluded that organisational factors are the most important aspect for job satisfaction of the employees in an organisation, but few factors i.e. welfare measures, role clarity, freedom of decision making, and recognition at work do not have much influence on employee satisfaction in KRIBHCO, Surat.

A study on job satisfaction of paper mill employees was conducted by Anitha (2011), with special reference to Udumalpet and Palani taluks. Satisfaction level of employees was measured on the basis of employees’ working conditions, rewards, welfare measures, job security, and improvement measures. 100 employees were included in sample of the study and simple random method of sampling was undertaken for the research. Convenience method of sampling was used to collect the data from the respondents; primary as well as secondary data was used in this study. Percentage analysis and Chi square test were used for data analysis. The finding of the study was that the organisation lacks of certain factors i.e. working conditions, canteen, rewards, promotion policy. So this study suggest to change the reward system according to qualification, merit rating, and experience.

Wadhwa, Verghese, and Dalvinder (2011) studied the factors influencing employee job satisfaction in cement industry of Chhattisgarh. The study focused on three factors, namely environmental factors, organisational factors, and behavioural factors. Descriptive research design was used in this research. The data was collected using primary data with a sample size of 150 employees. The study concluded that organisational factors are the most important aspect for job satisfaction of employees in the organisation.

Vagh (2010) studied the job satisfaction employees of municipal corporations in Gujarat. The researcher studied four municipal corporations, viz. Rajkot, Bhavnagar,

Jamnagar, and Junagadh municipal corporations. The researcher used random sampling method and 240 employees were selected from four municipal corporations in Gujarat. Data was analysed using Likert five-point scale. ANOVA technique was used for analysing the data. Both primary and secondary data were used in this research. The finding shows that most of the employees of municipal corporations were not satisfied. The researcher concluded that administrative wing and political wing should pay attention on solution of employee problems.

Devi and Suneja (2013) conducted a study, “Job satisfaction among bank employees: A comparative study of public sector and private sector banks”. The objective of this study was to analyse employee’s satisfaction of public and private sectors banks. Four banks were considered in this study, located at different places in Kurukshetra. Primary data was collected from 110 respondents. The collected data was analysed using various statistically tools i.e. percentage analysis, mean score, standard deviation, and t-test. The result indicated that significant difference exists between employees of public and private sector banks regarding various aspects of job satisfaction, pay and fringe benefits, training and development, but the results were similar in aspects like relation with co-workers, employee empowerment, supervision, performance appraisal, and nature of job.

RESEARCH METHODOLOGY

Research Design

Descriptive research has been applied, which is also known as statistical research. It describes data and characteristics about the population or phenomenon being studied.

Sources of Data

For the research, we have used primary data (self-constructed questionnaire) as well as secondary data (websites, journals, articles) etc.

Data Collection Tool

Structured questionnaire was prepared to interview the employees of municipal committees on ten distinct parameters, like job satisfaction, work environment, employee’s behaviour, team spirit, salary, qualification, rewards, job security, confidence & trust, and welfare facilities which were measured on Likert five-point scale, which was later reduced to four factors with the help of factor analysis.

Sampling Method

Under non-probabilistic sampling technique, convenience sampling was done.

Sample Size

A sample size of 108 employees from three municipal committees was taken for the research purpose.

Statistical Tools

We have used IBM SPSS (statistical package for the social sciences) for data analysis.

DATA ANALYSIS AND INTERPRETATION

Table 1: Age

Age	No. of employees	Percentage %
Below 25years	2	2
25-50	65	65
Above 50 years	41	41

Source: Primary data

From Table 1, it is inferred that 2% respondents are below 25 years, 65% respondents are between 25 to 50 years, and 41% respondents are above 50 years.

Table 2: Yearly Income

Income (in Rs.)	No. of employees	Cumulative %
2.5 lac	19	19
2.5 to 4 lac	40	40
Above 4 lac	49	49

Source: Primary data

From Table 2, it is inferred that 19% respondents are earning up to Rs. 2.5 lac, 40% respondents are earning between Rs. 2.5 lac and Rs. 4 lac, and 49% respondents are earning above Rs. 4 lac.

Table 3: Qualification

Qualification	No. of employees	Cumulative %
8TH	11	11
10th	29	29
12th	39	39
Diploma	1	1

Graduation	21	21
Post-Graduation	5	5
Others	2	2

Source: Primary data

From Table 3, it is inferred that 11% respondents have completed 8th standard, 29% respondents completed 10th standard, 39% respondents completed 12th standard, 1% respondent completed diploma, 21% respondents completed graduation, while 5% respondents completed post-graduation.

Table 4: Gender

Retirement benefits	No. of respondents	Cumulative %
Yes	96	96
No	12	12

Source: Primary data

From Table 4, it is inferred that 96% respondents are male while 12% respondents are female.

Table 5: Getting Retirement Benefits

Retirement benefits	No. of respondents	Cumulative %
Yes	96	96
No	12	12

Source: Primary data

From Table 5, it is inferred that 96% of the respondents are getting retirement benefits and 12% of the respondents are not getting retirement benefits.

Factor Analysis

To find out the factors that contribute towards employee job satisfaction, data reduction technique was used.

Table 6: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.657
Bartlett's Test of Sphericity	Approx. Chi-Square	491.471
	Df	45
	Sig.	.000

From Table 6, we found that the value for Kaiser-Meyer-Olkin measure of sampling adequacy is 0.657. Also, Bartlett's test of sphericity has significant value less than 0.05 at 5% level of significance. So, factor analysis could be conducted successfully for data reduction.

Table 7: Rotated Component Matrix

	1	2	3	4
Confidence and trust in senior colleagues	.940			
Satisfactory welfare facilities	.936			
Job satisfaction	.699			
work is according to qualification		.867		
Salary according to work		.678		
Satisfactory working environment		.668		
Employees behaviour			.880	
Teamwork atmosphere			.850	
Job security				.859
Appreciation and reward				.743

On the basis of Table 7, we found four components for our 10 variables. Based on the items loadings, these factors were respectively labeled as:

1. The factor “satisfied with trust and welfare” explains the 1st component.
2. The factor “salary and working environment” explains the 2nd component.
3. The factor “behaviour and team spirit” explains the 3rd component.
4. The factor “security and reward” explains the 4th component.

Table 8: Total Variance Explained

Component	Rotation Sum of Squared Loadings	% of variance	Cumulative %
1	3.546	26.820	26.820
2	1.641	19.471	46.291
3	1.242	15.683	61.974
4	1.186	14.183	76.157

In Table 8, only 4 eigen values are more than 1 and 4th component explained 76.157 variance.

FINDINGS

- 1) It is found that female employees are less satisfied with their jobs than male employees.
- 2) The finding shows that results from the job satisfaction are positive.

CONCLUSIONS

We concluded that job satisfaction is dependent on superior behaviour, co-workers’ behaviour, salary, job security, welfare measures, promotion, and work environment aspects. We also found that employees in municipal committees of Gurdaspur, Punjab were satisfied with their job.

SUGGESTIONS

1. Municipal committees need to improve certain factors like drinking water facilities, canteen, generator, Internet and wi-fi facility.
2. They also need to maintain and provide online records of various departments in municipal committees.
3. The municipal committees should provide salaries and wages to the employees on time.

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QUESTIONNAIRE

This is a survey for M. Phil. dissertation on job satisfaction of employees. So, you are requested to provide the information which will be used for academic purpose only.

Shilpa

M. Phil. Research Fellow

Part- A

Personal Profile

1. Name: _____
2. Father's Name/Husband's Name:

3. City: _____
4. District: _____
5. Occupation: _____
6. Qualification: _____
7. Gender: _____
8. Age: _____
9. Annual Income: _____
10. Contact no: _____

Part- B

Respondents are requested to rate the following questions from strongly satisfied to strongly dissatisfied on a Likert five-point scale.

S No.	Questions	Strongly satisfied	Satisfied	Neutral	Dissatisfied	Strongly dissatisfied
(a)	I am satisfied with my job.					
(b)	Working environment is satisfactory.					
(c)	I am satisfied with the behaviour of my colleagues.					
(d)	I am satisfied with the team spirit in my work environment.					
(e)	I am satisfied my salary according to the work.					
(f)	I am satisfied to get appreciation and reward if the desired work/target is accomplished.					
(g)	I am satisfied work is according to my qualifications and skills.					
(h)	I am satisfied with job security given to me.					
(i)	I have confidence and trust in my senior colleagues.					
(j)	I am satisfied with the welfare facilities provided by the organisation.					

(k) Are you getting retirement benefits?

(1) Yes (2) No

(l) Are retirement benefits satisfactory?

(1) Yes (2) No

(m) Are promotional facilities provided to the employees?

(1) Yes (2) No

(n) Which of the following factors motivate you the most?

(1) Salary increase

(2) Promotion

(3) Leave

(4) Motivational talks