



A STUDY ON JOB SATISFACTION AMONG THE EXECUTIVES

***Dr. Anand, R.**

Assistant Professor, Department of Business Administration, Annamalai University, Annamalainagar – 608002

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ABSTRACT

Job satisfaction is based on one's feelings or state of mind regarding the nature of work. The happier people are with their job, the more satisfied they are said to be. Job satisfaction is an emotion, a feeling, an attitude, and a matter of perception. The data for this study was collected through survey method. The finding of the study reveals that executives those who are above 45 years of age and who have non-professional degree holders have higher job satisfaction. Further details were discussed in this paper.

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INTRODUCTION

Job satisfaction is based on one's feelings or state of mind regarding the nature of work. By understanding the state of mind of the individuals one can understand the requirements of them and accordingly motivate them to work get done. For an organization to be successful, it must continuously ensure the satisfaction of their employees. Satisfied employees tend to be more productive, creative, and committed to their employers. Human being is the most valuable resource of work life. Human takes priority in all areas, where there are continual changes and development. The happier people are with their job, the more satisfied they are said to be. Job satisfaction is an emotion, a feeling, an attitude, and a matter of perception. Job satisfaction is often achieved where performance is recognized by appropriate and equitable performance related pay, supplemented with other perks, benefits, and non-financial recognition and rewards, which meets the team member's expectation. Job satisfaction needs effective communication about the tasks, which have to be done. The team member must know the performance achieved in relation to the target. In this context, it is important to explore the job satisfaction of executives is imperative

Review of Literature

Guangping and Peggy (2009) investigated the interactive effects of the psychological empowerment dimensions on job satisfaction. The result revealed weak but negative effect on job satisfaction when both competence and impact are high or low but has a strong positive effect when one of the two dimensions is low

and the other is high. Impact has no effect on job satisfaction when choice and competence are either high or both low. The effect of impact is positive only when one of the two dimensions is high and the other is low. Kuchinke, Ardichvili, Borchert, and Rozanski (2009) studied the meaning of working, individual level work outcomes, and job and career satisfaction, among professional level employees in business organizations in Russia, Poland, and Germany. The results indicated different patterns and levels of work centrality, desired work outcomes, work role identification, and job and career satisfaction among the three countries. Significant differences were found between work values in Russia on the one hand, and Germany and Poland, on the other. Further, job and career satisfaction were related to different combinations of demographic and work meaning variables. Renkema, Schaap, and Dellen (2009) investigated psychological determinants such as attitude toward development activities, self-efficacy, job satisfaction, organizational commitment, and management support that relate to the intention to participate in development activities among staff workers of a University Medical Centre in The Netherlands to participate in job-related and/or career-related development activities. The results revealed that job satisfaction relates positively with the intention for job-related development activities and negatively with career-related activities. In addition, there was no direct relation between management support and either of the two orientations of development intention. Furthermore, the study revealed that the participants prefer development in their current job over career development to obtain other functions in the current or future organization. Callan (2008) studied the culture change programmes which inevitably gain support from employees by exploring ways in policy implementation that

*Corresponding author: Dr. Anand, R.

Assistant Professor, Department of Business Administration, Annamalai University, Annamalainagar – 608002

affects and provokes shifts in organizational cultures. The results revealed that organizations had been sated with change; the idea that further adjustment was necessary to facilitate better work-life balance for employees was potentially alienating to the very members most needing to be “brought on board.” Frank and Fietje (2008) studied the activities within the Netherlands Centre for Social Innovation. The results revealed that individual and group performance is not directly the result of employee satisfaction or motivation, but of involvement and commitment through workers' representation and work organization. Kafetsios and Zampetakis (2008) tested the extent to which positive and negative effect at work mediate personality effects (emotional intelligence) on job satisfaction. Results using structural equation modeling indicated that positive and negative effect at work substantially mediate the relationship between emotional intelligence and job satisfaction with positive effect exerting a stronger influence. Hung-Wen and Ching-Hsiang (2006) studied the effect of job satisfaction as an effective predictor of intent to leave the organization. The result revealed that the model in predicting repatriates turnover intentions can be modified by eliminating the variable of job satisfaction. Okpara (2006) examined the effect of personal characteristics on job satisfaction of Nigerian managers employed in the oil industry. The findings of this study indicated that job satisfaction is strongly associated with personal characteristics of managers surveyed. Results also show that older managers were overall more satisfied than their younger counterparts. Experience and education affect satisfaction. Studies have shown that job satisfaction and positive communication with managers are strong predictors of feelings of stress and perceived cooperation. One suggested that cross-cultural communication improvement, managerial and leadership communication, goal and role clarification, and relationship building are most important to virtual team performance.

RESEARCH METHODOLOGY

The present study aims at exploring the process of job satisfaction of the executives. The study also considers the differences in the selected variable on the basis of age, length of service, number of dependents, and educational qualification of the executives.

Objectives

1. To study the job satisfaction of the executives.
2. To compare the job satisfaction of executives with respect to their age, educational qualification, length of service, and number of dependents.

RESEARCH METHOD

Survey method is used in this study, which is descriptive and associational in nature. Executives of a public sector organization were selected and from 256 sample questionnaire were administered. This study is made using Minnesota Job Satisfaction questionnaire of Weiss David. The data for this study was collected through survey method. The description, administration, and the psychometric properties of the tools are presented here.

Minnesota Job Satisfaction Questionnaire

Description

Weiss David, Dawis, George, and Lofquist (1977) developed the Minnesota job Satisfaction Questionnaire (short-form). This tool is a self-report measure, which consists of 20 items. I have considered only 15 items in this study. There are five response categories for each item such as “very dissatisfied,” “dissatisfied,” “neutral,” “satisfied,” and “very satisfied.” There is no right or

wrong answer and there is no time limit. Work rapidly and give your immediate response to each item. The job satisfaction questionnaire is presented in section – H.

Administration

The following instructions were given to the executives: “This inventory contains certain statements with five response categories. Read each statement carefully and indicate your degree of agreement or disagreement in the given five-point scale, by marking the corresponding number. There is no right or wrong answer and there is no time limit. Don't think too much about an item and give your immediate response to each item.”

Scoring

The following scoring pattern was used to score the items:

Response	Score
Very dissatisfied	1
Dissatisfied	2
Neutral	3
Satisfied	4
Very satisfied	5

Reliability

Weiss David et al. (1977) have established the reliability of the tool based on the internal consistency coefficient of the job satisfaction. The average Cronbach's alpha coefficients were high with an overall average of 0.75.

Validity

This tool possesses content validity and face validity. The criterion validity of the tool is 0.69 for the job satisfaction. Hence, it is concluded that job satisfaction tool is highly valid.

ANALYSIS AND DISCUSSION

Hypothesis: 1

“Age of executives has a significant impact on their job satisfaction.”: From Table - 1, it is found that the ‘t’ value is significant for job satisfaction total. Hence the hypothesis is accepted. It is concluded that the executives with more than 45 years of age have significantly higher job satisfaction than the younger executives. It is observed from the table that the executives with more than 45 years of age have higher job satisfaction score. This may be due to their belongingness as well as attachment with the organization, which would be increased due to their lengthy service in the organization. Further, the length of service in the organization probably makes them to gain knowledge and exposure about the organization and the variety of research and development activities taken place in the organization. It is noteworthy to mention that Organizational development is possible through individual development and organizational growth over a period time in the industry. The job satisfaction among the executives on the basis of their age is good and satisfactory in this study.

Table 1. Job satisfaction of executives on the basis of their age

Job satisfaction	Age Group				t-value
	Up to 45 Years		Above 45 Years		
	Mean	SD	Mean	SD	
Job satisfaction total	55.92	7.78	59.32	6.78	3.73*

N₁= 108; N₂= 148

* - Significant at 0.05 level

Hypothesis: 2

“Executives differ in their job satisfaction on the basis of number of dependents in the family.”: From Table - 2, it is observed that the ‘t’ value is not significant for job satisfaction. Hence, the hypothesis is not accepted. It is concluded that the executives do not differ in their job satisfaction on the basis of number of dependents in the family.

Table 2. Job satisfaction of executives on the basis of their number of dependents

Job satisfaction	Number of Dependents				t-value
	Up to 2		More than 2		
	Mean	SD	Mean	SD	
Job satisfaction total	58.22	7.47	57.66	7.37	0.60 ^{NS}

N₁= 105; N₂= 151 ^{NS} - Not Significant at 0.05 level

Job satisfaction refers to the pleasant feeling of an individual about the job, an emotional attachment with the job, and a favourable attitude to remain in the job. Satisfaction is from within and not by any other external factors. Most of the predictors of job satisfaction are internal, and hence the size of family and the number of dependents within the family may not have significant impact on job satisfaction. The sample of this study comprised of executives working in the public sector central government organization and they get most of the benefits out of their job. Hence, they do not differ in their job satisfaction on the basis of the number of dependents in the family.

Hypothesis: 3

“Executives differ significantly in their job satisfaction on the basis of their educational qualification.”: From Table - 3, it is noticed that the ‘F’ value is significant for job satisfaction. Hence, the hypothesis is accepted. It is concluded that the executives differ significantly in their job satisfaction based on their educational qualification.

Table 3. Job satisfaction of executives on the basis of their educational qualification

Job Satisfaction	Educational Qualification			F-Value	Scheffe – Post hoc
	1	2	3		
Job satisfaction total	54.53	58.97	58.95	8.925*	2 Vs 3 Vs 1

N₁= 62 1. Technical diploma
 N₂= 93 2. Non - Professional Degree
 N₃= 101 3. Professional Degree
 * - Significant at 0.05 level

Executives with non – professional degrees have higher job satisfaction than others. Even without a technical degree they have been assured of high profile jobs, which ensure them good pay and perks. Job satisfaction cannot be determined by a single demographical variable or by a single motivating factor. Job satisfaction is the result of various strengths and standard policies of the organization. It is concluded that executives differ significantly in their job satisfaction based on their qualification.

Hypothesis: 4

“Executives differ significantly in their job satisfaction on the basis of length of service.”: From Table - 4, it is found that the ‘F’ value is not significant for the job satisfaction total. Hence, the hypothesis is not accepted. It is concluded that executives do not differ in their job satisfaction based on their length of service in the organization.

Table 4. Job satisfaction of executives in accordance with their length of service

Job satisfaction	Length of Service			F-Value	Scheffe – Post hoc
	1	2	3		
Job satisfaction total	56.48	57.72	59.43	2.24	---

N₁= 48 1. Up to 10 years
 N₂= 148 2. 11 to 20 years
 N₃= 60 3. Above 20 years
 * - Significant at 0.05 level

Executives do not differ in their job satisfaction based on their years of service in the organization. Moreover, the job satisfaction is a multidimensional phenomenon, and it implies that a satisfied executive is not fully satisfied with all aspects of his job. It may be the reason why executives do not differ in their job satisfaction based on the years of service in the organization.

FINDINGS

1. Executives those who are above 45 years of age and who have non-professional degree holders have higher job satisfaction.
2. Executives with non-professional degrees have higher job satisfaction than others.

Conclusion

The job satisfaction of executives may be due to the intrinsic motivation of the executives which makes them to be happy with the working environment, enjoyment, satisfaction, interest, and finally perceptions of individual improvement.

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