

1 Studies on Some Aspects of Job Satisfaction in Engineers India
2 Limited

3 Dr K.M Pandey¹

4 ¹ National Institute of Technology, Silchar Assam, India.

5 *Received: 2 March 2012 Accepted: 30 March 2012 Published: 11 April 2012*

6

7 **Abstract**

8 In this paper the analysis has been done in the aspect of studies on job satisfaction: a case
9 study of engineers India limited, A excel public Sector Company of India. Many qualitative
10 aspects have been asked in the survey and there is one thing that now a day employees do not
11 give importance to mere fiscal requirement but also to working environment which include
12 many work related and non-work related aspects those have been asked in the survey. With
13 the generation of more and more money in the market and work pressure on individual has
14 been tantamount due to which employees seek for comfort in work and many things which
15 may help alleviate work pressure and so their personal / social tension. During recession,
16 when other organizations were issuing pink slips, Engineers India Limited recruited most due
17 its demand in the market. Except some differences in few question asked in survey, in general
18 majority seems to have similar opinion and agrees to the importance of good working culture
19 inclusive of aspects which treats them more than a machine.

20

21 **Index terms**— Qualitative aspects, employees, generation, recession, organizations, material resources,
22 special leaves, sports.

23 **1 Introduction**

24 ot of surveys have been done till now and each explains how drastically working environment and culture changed
25 in last two decades. In an organization where people used to be more dependent on manual labour, obsolete
26 machinery and out of phase equipment, have been upgraded in these last two decades due to LPG (Liberalization,
27 Privatization and Globalization) policy adopted by India in 1991. Strict competition provided by foreign firms
28 forced Indian counterpart to become more efficient and productive considering Human as equally important
29 resource than the raw materials itself. India realized its' potential to compete among foreign counterparts using
30 human resource development and succeeded immensely from these initiatives. Initially adopted by private firms,
31 now HRD has been given special place in Public sector enterprises as well. For an organization combination of
32 young and experienced employees is highly essential but now -a-days the trend of "rolling stone" is at helm due
33 to many fall backs mainly employees' happiness which sometimes causes inexperienced majority work force in
34 an organization and hence inefficiency and reduced productivity. Happiness, a qualitative term, were not given
35 much importance in the decades before LPG but if analyzed properly, then we can easily pick out some causes
36 like lack in "opportunity of opportunities" which increased immensely after LPG and creates millions of job and
37 hence ones' pursuit of happiness started due to comparison to others'. If an organization wants its' employees
38 to work for longer period then they need to understand "employees' satisfaction" which comes from qualitative
39 goods (immaterial / non-fiscal) with quantitative goods (fiscal). An organization has to learn utilize human
40 resource with material resources to enhance productivity and efficiency.

41 Generally, in PSU it is well known that younger generation frequently quit and switch to other firms as working
42 environment in may PSUs in India still exercise feudal culture of hierarchical hegemony which forces them to

43 quit the job and at times completely switch the profession and many turns towards doing master of business
44 management hoping to become entrepreneur (own a profession of no gagging or hegemony).

45 **2 II.**

46 **3 Literature Review**

47 Job satisfaction is the feeling of self achievement aroused due to sense of comparison. Sense of achievement
48 generally comes when individual compare themselves with their counterpart, say employees compare with the
49 employees of other organization and so on. Parity, in the sense, may make people (or employees) feel satisfied
50 (or job satisfied). Organization if wants their employees to be more satisfied with their work then they have to
51 update themselves with the information of other organizations' work ethics / culture and accordingly inculcate
52 those in theirs'. Upheaval in work culture /ethics in recent decades made many organizations lag behind others
53 especially PSUs or government owned organizations w.r.t their private counterparts who are more modernized or
54 updated as far as work culture /ethics, equipment, management committee and other facilities (fiscal / non-fiscal
55 given to employees) are considered. Many aspects consist in work ethics / culture and each have significant
56 importance for employees' satisfaction.

57 **4 L**

58 Human resources management practices such as pay practices, job training and supervision enhances job
59 satisfaction of employees and so turnover of company. Correlation among all these variables are well highlighted
60 and analyzed by Hamdia Mudor and Phadett Tooksoon ,2011". Autonomy of performing tasks, increased
61 communication with co-workers in work place reflects in higher job satisfaction and which is always a part
62 of High Performance Workplace Organization (Thomas K. ??auer, 2004).

63 With the recent change in work culture across the world and in general more influenced private sector all over
64 the world, Public sector undertakings have been seen lagging behind as far as modern work ethics / culture is
65 concerned. However, when PSUs tried to compete with their private competitors, they focused on productivity
66 and so clients' satisfaction but to achieve that they need to change or adapt to the modern new work ethics
67 and culture suddenly from feudal culture they had been following for decades which in actual compelled many
68 employees feel uncomfortable to adapt to and so caused occupational stress and lesser efficiency in their work.

69 Interrelation among Job satisfaction, occupational climate and occupational stress is well analyzed by K.K.Jain,
70 Fauzia Jabeen, Vinita Mishra and Naveen Gupta, 2007.

71 Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an
72 affective reaction to one's job; and an attitude towards one's job. We can argue that job satisfaction is an attitude
73 but researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and
74 behaviors. This definition suggests that we form attitudes towards our jobs by taking into account our feelings,
75 our beliefs, and our behaviors. Job satisfaction is not the same as motivation, although it is clearly linked. Job
76 design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job
77 enrichment. Other influences on satisfaction include the management style and culture, employee involvement,
78 empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently
79 measured by organizations. The most common way of measurement is the use of rating scales where employees
80 report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks,
81 promotional opportunities, the work itself and co-workers. Some questioners ask yes or no questions while
82 others ask to rate satisfaction on 1-5 scale (where 1 represents "not at all satisfied" and 5 represents "extremely
83 satisfied").

84 Geeta Kumari and K.M.Pandey [10] worked on Job Satisfaction in Public Sector and Private Sector: A
85 Comparison. Their main findings are given below : Public Sector versus Private Sector comparisons are a
86 debate which seems to be a never ending topic. It is very difficult to take stand for either of these two forms
87 of administration. The reason behind that is not unknown but obvious as both provide scopes in different
88 ways. Job satisfaction describes how content an individual is with his or her job. The happier people are within
89 their job, the more satisfied they are said to be. This paper surveys both the sectors in most of the aspects of
90 analysis.. As the current findings show, jobholders vary regarding the extent of ambivalence experienced with
91 respect to their attitude toward their job. The current findings also open up opportunities for further research
92 regarding the consequences of job ambivalence. For instance, the present findings imply that job performance of
93 individuals with high versus low job ambivalence may fluctuate such that job performance is comparatively high
94 when positive beliefs and affective experiences are salient and thus predominate at a certain point in time but that
95 their performance may be comparatively low at other times when negative beliefs and affective experiences are
96 salient and predominate. In this respect, research could, for instance, collect manager perceptions of performance
97 consistency. Future research should aim to replicate the present findings with larger and more diverse samples as
98 well as profit from the use of multiple-item scales to measure job performance. Geeta Kumari and K.M. Pandey
99 [11]studied on stress management problem of Avtar steel industries, Chennai, India. Their main findings are the
100 followings. A sample size of 100 is taken for the purpose of analysis made from primary and secondary data.
101 Out of the total sample most of the respondents are male and many are between 50 and above. Most of the
102 respondents are under graduate and have professional qualification.

103 Most of the respondents have 10-15 years of long association with the organization. Almost all the respondents
104 are satisfied with the physical and psychological working condition of the organization, and only fewer respondents
105 are dissatisfied with the psychological working condition of the organization.

106 The opinion about the training programs conducted by the organization is almost better, according to majority
107 of the respondents.

108 **5 III.**

109 **6 Materials and Methods**

110 712 Engineers and 114 Managers have been surveyed on their opinion regarding different qualitative aspects which
111 can lead to efficient and happy working environment. Majority of employees surveyed indicated the importance
112 of qualitative aspects (mainly not related to work). In EIL, lesser people switch jobs and the reason can be above
113 qualitative aspects asked in survey fulfilled by EIL. Training is must to cope with the continual modernisation of
114 both material resource and human resource like work culture / ethics, equipment etc. so that an organisation does
115 not lag behind to others and always adds to the Skilled man power and hence productivity of an organisation. EIL,
116 an organisation completely dependent on its manpower as it seek work in engineering consultancy, encourages
117 training and even has a separate department in the organisation which arranges training for personnel.

118 **7 Do you think the place of sports in an organisation and 119 special leaves granted to represent organisation in bigger 120 forum helps?**

121 It is observed from the bar chart 3 that in the survey conducted; there is a huge difference in the opinion of
122 Engineers and Managers regarding sports. Managers generally old consider it rarely helpful for the employees
123 while Engineers (younger) supported it as many stated that it helps alleviate work pressure by providing a short
124 break.

125 EIL do allow their employees to participate in tournaments generally held among public sector undertakings
126 all over India and also hosts many tournaments in different sports occasionally. It is observed from the bar chart
127 8 that Employees were asked whether self service in non-technical activities (like printing, Xerox, tea/coffee) shall
128 be made mandatory, Engineers were more in the view that self service shall be encouraged to avoid growth of the
129 feeling of grandeur or say disparity among employees which helps in the healthy working environment and avoid
130 feeling of animosity. Managers do not seem to agree and provided the justification that it reduces the valuable
131 time which can be spent in more work related activities and hence beneficial for the organisation to consume
132 efficient hours of each employee in work related activities only. It is observed from the bar chart 11 that when
133 asked about individual responsibility or decentralisation of execution of job responsibility, Engineers agreed that
134 it reduces execution time and boosts "sense of confidence" and equips them to execute job more swiftly. However,
135 Managers do not agree with this and emphasize on the significant chance of making an error in job execution
136 which can ultimately result in delay of project. Managers seem to follow the proverb "prevention is better than
137 cure" but engineers do not seem to believe in the conservative method and many a times entrepreneur, in general,
138 young have given the conservative approach a fall back and made it obsolete using their own approach "No risk
139 No gain". 12. Do you think working in a PSU adds up some 'psychological' feeling of job security in employees'
140 mind? BAR CHART -12 It is observed from the bar chart 12 that Employees were even asked whether working
141 in a PSU make them feel more secure as far as their job is concerned. Different opinion and result were spotted
142 when engineers and managers were surveyed. Engineers were more of opinion that feeling of security shall be dealt
143 with feeling of career stagnation as PSU generally follow conservative, passive and less risky approach to achieve
144 their targets and hence generally lags behind private firms which follows aggressive and innovative approach to
145 achieve higher growth which puts them in leap forward than PSUs. Managers were concerned with the volatility
146 of market and extent of which it affects PSUs (lesser) than the private firms. Complete openness to the market
147 reduces resilience of the organisation and which can lead to insecurity among the employees of the firm.

148 **8 Conclusion**

149 Refer BAR CHART-13, level of job satisfaction calculated were 82.2 % and 84.4 % for Engineers and Managers
150 respectively. Employees seem highly satisfied with their organisation and so able to work efficiently which can be
151 seen in increasing growth rate (refer Table ??2) irrespective of adversity it faced like recession and still cruising
152 to it keeping recent turmoil like high inflation, euro crisis etc. at bay.

153 During recession, when other organisations were issuing pink slips, Engineers India Limited recruited most
154 (refer Table-1) due to its demand in the market. As work increased with stupendous growth in Engineers India
155 Limited, it increased its' manpower and lesser people switched before and after the recession as EIL has been
156 emerging which can be seen in its' increasing growth / turnover (net profit), refer Table-2. Employees generally
157 stick to the company if its market value does not fluctuate much which boosts them with the 'sense of security'.
158 Being a PSU also adds to the same, however many PSUs which occur losses in India during this period recruited
159 lesser and declining turnover made them narrow their manpower. Many qualitative aspects have been asked in

8 CONCLUSION

160 the survey and there is one thing that can be concluded from the survey that now a day employees do not give
161 importance to mere fiscal requirement but also to working environment which include many work related and
162 non-work related aspects those have been asked in the survey. With the generation of more and more money
163 in the market and work pressure on individual has been tantamount due to which employees seek for comfort
164 in work and many things which may help alleviate work pressure and so their personal / social tension. Except
165 some differences in few question asked in survey, in general majority seems to have similar opinion and agrees to
166 the importance of good working culture inclusive of aspects which treats them more than a machine.

167 Aesthetic culture of EIL following many HR related aspects and ability to cope with the standard of facilities
provided respective to other firms all over India makes it one of the best working places. ^{1 2 3}



Figure 1:

168

¹Global Journal of Management and Business Research Volume XII Issue VII Version I © 2012 Global Journals Inc. (US)

²© 2012 Global Journals Inc. (US)

³AprilStudies on Some Aspects of Job Satisfaction in Engineers India Limited

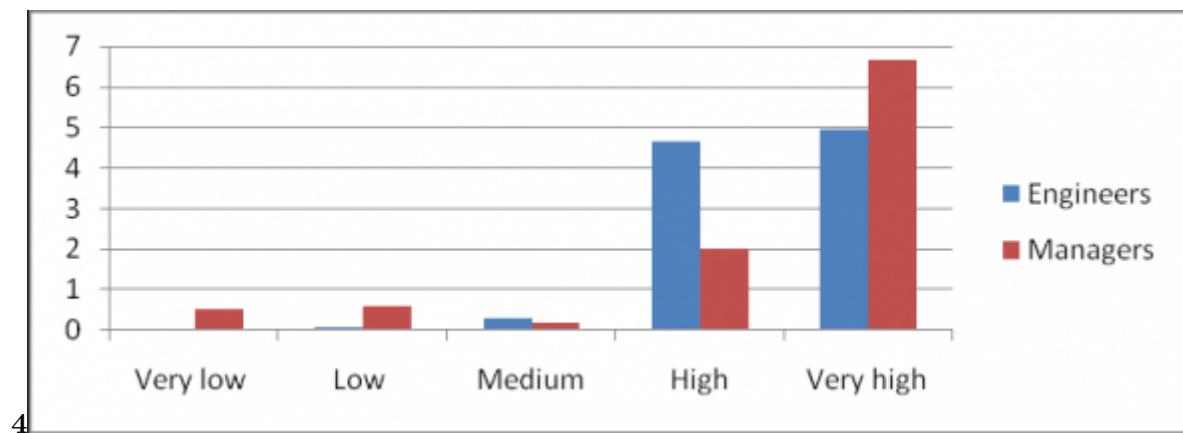


Figure 2: 4 .

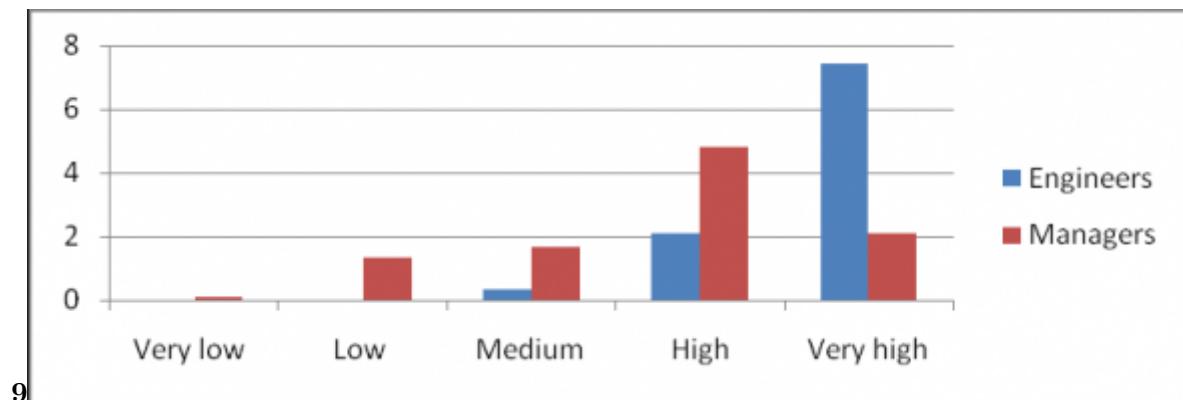


Figure 3: 9 .

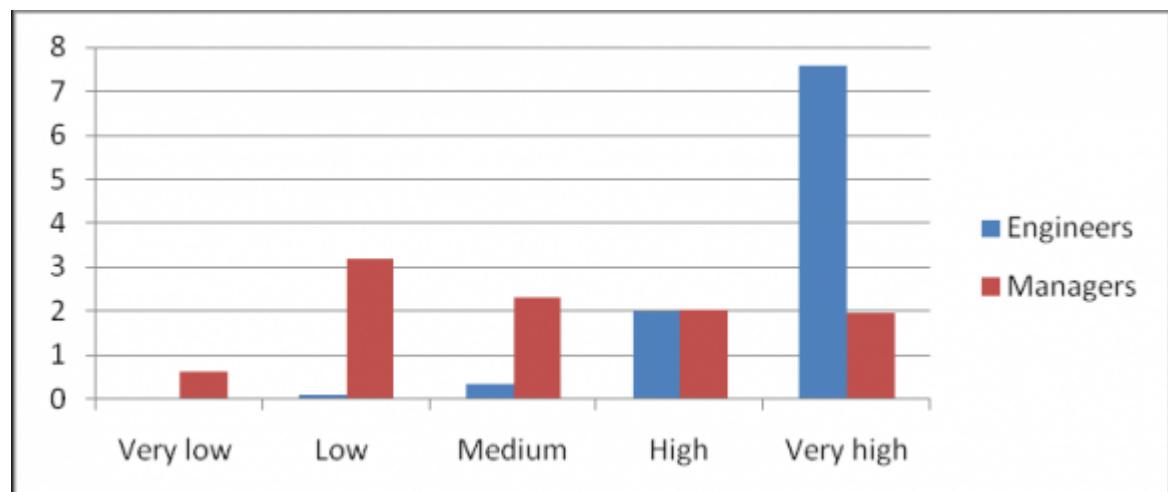


Figure 4:

169 [McLean et al. ()] 'A comparative study of organisational Role stress amongst managers of government, public
170 and private sectors'. A McLean , Thomas , V Mohan , Chauhan . *Journal of Indian Academy of Applied
171 Psychology* 1974. 1999. 1991. 8 (1-2) p. . (Occupational Stress and Personal Strain: A conceptual model)

172 [Kumari et al. ()] 'Analysis of an Individual's Behaviour in Work Environment for a Better Output'. Geeta
173 Kumari , K M Dr , Pandey . *International Journal of Innovation* 2011. 2 (2) p. . (Management and Technology)

174 [Cranny et al. ()] 'Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences'.
175 Smith & Cranny , Stone , H M Weiss . *Human Resource Management Review* 2002. 12 p. 174.

176 [Weiss ()] 'Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences'. H M Weiss
177 . *Human Resource Management Review* 2002. 12 p. .

178 [Weiss ()] 'Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences'. H M Weiss
179 . *Human Resource Management Review* 2002. 12 p. .

180 [Kumari and Pandey ()] 'Job Satisfaction in Public Sector and Private Sector: A Comparison'. Geeta Kumari ,
181 K M Pandey . *International Journal of Innovation* 2011. 2 (3) p. . (Management and Technology)

182 [Fisher ()] 'Mood and emotions while working: missing pieces of job satisfaction'. D Fisher . *Journal of
183 Organizational Behavior* 2000. 21.

184 [Locke et al. ()] 'Organizational behavior: affect in the workplace'. Locke , A P Brief , H M Weiss . *Annual
185 Review of Psychology* 2001. 53 p. .

186 [Kumari and Pandey ()] 'Studies on Stress Management: A Case Study of Avatar Steel Industries'. Geeta Kumari
187 , K M Pandey . *International Journal of Innovation* 2011. 2 (5) p. . (Management and Technology)

188 [Pugliesi ()] 'The Consequences of Emotional Labor: Effects on Work Stress'. K Pugliesi . *Job Satisfaction, and
189 Weil-Bein. Motivation and Emotion* 1999. 2.