Job Satisfaction of Employees- A Case Study of IVRCL

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INTRODUCTION

Human resource is considered to be the most valuable asset in any organization. It is the sum total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise executives, superiors and the employees. Human resource should be utilized to the maximum possible extent, to achieve individual and organizational goals. Employee's performance plays an important role in attaining goals. However employee performance is influenced by motivation and job satisfaction. Employee satisfaction or job satisfaction plays an important role in deciding the organization's strength, which forms the real strengths for any organization. Labor turnover is an important term in this context, which means the rate at which the employees leave the organization. A high rate of labor turnover means number of dissatisfied employees. Therefore, retaining the employees in the organization, study of job satisfaction levels among the employees becomes important.

IMPORTANCE OF JOB SATISFACTION

The success of an organization highly depends on its customer and employees satisfaction. A high level of customer service leads to customer retention, thus offering growth and profit opportunities to the organization. There is a strong relationship between customer satisfaction and employee satisfaction. Satisfied employees are more likely to stay with company and become committed and have more likely to be motivated to provide high level of customer service, by doing so will also further enhance the employee's satisfaction through feeling of achievement. Enhanced employee satisfaction leads to improved employee retention; and employee stability ensures the successful implementation of continuous improvement and customer satisfaction. Customer satisfaction will no doubt lead to corporate success and greater job security. These will further enhance employee satisfaction. Therefore, employee satisfaction is a prerequisite for customer satisfaction.

Every employee is the asset of the organization. Success of any organization depends upon how well each employee in the organization performs. Only a satisfied employee can contribute more towards the organization for satisfying the organizational as well as his/her personal goal. One of the main factors that determine the satisfaction of any employee is the quality of work life inside the organization. In the present conditions people perform better when they are allowed to participate in managing their work and make decisions. Quality of work life motivates people by satisfying not only their economic needs but also their social and psychological needs. To satisfy the new generation workforce, the organization need to more concentrate on quality of work life. The organization is successful only when they provide proper facilities to balancing employee's work life with the personal life. Organizations are enjoying quality of work life programs in the form of

increased productivity, and an efficient, satisfied employee's to achieve their goals and objectives. High quality people are needed to take on the job towards prosperity and wellbeing. To concluded high job satisfaction may lead to improved productivity, increased turnover, improved attendance, reduced accidents, less job stress and lower unionization.

LITERATURE REVIEW

Hossain (2000) identified the major causes of dissatisfaction as perceived by respondents were lack of promotional prospects, poor salary, poor job status and absence of recognition for good work. *Aryee (2009)* conjectured that considering the higher degree of bureaucratization in the public sector, it is not surprising that public sector professionals perceived low realization of their expectations when they compared with their counter parts in the private sector. They also discussed the advantages and disadvantages, employers and employees face for such an option. They concluded that flexible work options, employees may choose work schedules in such a way that these work schedules help in meeting their personal or family needs leading to improved job satisfaction. *Timorthy A. Judge (1998)* highlighted in his study that there are four core self-evaluation factors that determine one's disposition towards job satisfaction and they include: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states higher levels of self-esteem (the value one places on his self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. Having an internal focus of control (believing one has control over his/her own life as opposed to outside forces having control) is leading to higher job satisfaction. Finally, lower levels of neuroticism leads to higher job satisfaction. *Katzel et al., (1961)* observed the employee satisfaction and performance as the outputs and the working environment efforts as the inputs. Inputs affect the outputs via employees' motivation and ability. *Sharma & Bajpai (2010)* they found that the organizational commitment score is high for public sector organization as compared to private sector organization. It seems that due to factors like job security and status of employee's exhibit higher level of commitment in the public sector organization which provide higher level security, on the other hand, private sector organizations are not able to provide this kind of psychological security to employees.

Sowmya and Panchanatham (2011) made an attempt to study the determining the job satisfaction of employees in banking sector. In the case of job satisfaction aspects the commercial banks perceived pay and promotion is an indispensible factor to decide their satisfaction level. The employees have significant inclination towards optimistic supervisory behavior and pleasant organizational setup. The factor analysis meticulously identified that the job suitability as well as the working condition and other interpersonal relationship among the workers are able to ascertain their level of satisfaction within the working domain. Employees must be cared for and counseled in order to increase their satisfaction level in the organization based on the aspects identified as per above analysis. Job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. It is a most frequently studied variable in organizational behaviour research, and also a central variable in both research and theory of organizational phenomena ranging from job design to supervision *(Spector, 1997)*. The traditional model of job satisfaction focuses on all the feelings that an individual has about his/her job. However, what makes a job satisfying or dissatisfying does not depend only on the nature of the job, but also on the expectations that individuals have of what their job should provide. Satisfied employee is inclined to be more industrious, inspired, and dedicated to their work *(Syptak et al., 1999)*. Job satisfaction results from the exchange of personal factors, such as principles, character, and opportunity with employment factors such as the impression of the work situation and the job itself *(Davieset al., 2006)*.

Weiss (2007) argued that job satisfaction is an attitude but points out that it has to be clearly understood that the objects of cognitive evaluation which are affect (emotion) beliefs and behaviours. He suggests that individuals form attitudes towards their job by taking into account one's feelings, beliefs and behavior. *Edwin A. Lockes (1976)* in his 'Range of Affect Theory' of job satisfaction model and according to this theory job satisfaction is determined by a discrepancy between what one want in a job and what one has in a job. *Peptone (1999)* says job satisfaction as summation of employees' feelings in four important areas namely; job, management, personal adjustment and social relations. *Laldas (1985)* studied the relations with supervisors, colleagues, subordinates, management staff and their work satisfaction, dependency relations; wage-salary satisfaction is positively related to work satisfaction. *Khaleque and chowdhary (1984)* examined the factors relevant to overall job satisfaction among industrial managers. It is revealed that top managers considered fringe benefits as the least important factor of job satisfaction among the employees.

A BRIEF PROFILE OF IVRCL INFRASTRUCTURES & PROJECTS LIMITED

IVRCL Infrastructures & Projects Limited (formerly IVR Construction Ltd), which was incorporated in 1987 and commenced operation in 1990 and establish itself as a premier EPCC (Engineering, Procurement, Construction, Commissioning) & LSTK (lumsum, Turnkey) services provider with front end engineering capabilities. Commencing operations with building construction as Class I Contractor-firm in 1987, IVRCL forayed into various social infrastructure sectors like water transmission and treatment, solid waste management, roads and high-way, bridges, power transmission lines with attendant engineering capacities and was granted as one of the best Developer Companies by state and Central Governments.

IVRCL Infrastructures and Projects Ltd; with a punch line "WE MAKE IT HAPPEN" resembles the importance and popularity of the company. Basically the company has 2022 employees of all categories working for four divisions.
1.   Water and Environment - 55
2.   Transportation - 513
3.   Buildings and Industrial structure - 780
4.   Power – 676.

The company has been certified with three important grades.
QMS   – Quality Management System
EMS   – Environmental Management System
OHSAS – Occupational Health and Safety Assessment series.

IVRCL is taking and getting projects from both government and other private companies. It is getting a good and worth of projects. Just constructing is not enough. They have to take care of employees, environment, quality and safety etc.

IVRCL is a group of three entities
   • IVRCL Infrastructures & Projects Limited
   • IVR PRIM
   • HINDUSTAN DORR-OLIVER LTD
   •

IVRCL OBJECTIVES

1. Meeting ever growing challenging requirements in today's competitive world through strong quality systems.
2. Creating dedicated and confident work force through continual development process.
3. Adding value to the investors.

IVRCL VISION

IVRCL will be the national leader in constructing projects, which make every- body's life mere comfortable, easy and safe. It provide projects, services and infrastructure of such excellent value that customers will actively choose to do business with them .To reach the goals in providing value to customers and shareholders, they will continue to develop an IVRCL culture, built on the strength of the multicultural key values as: (i) Co-operation (ii) People development (iii) Environmental Concern (iv) Professionalism and (v) Speed.

NEED FOR AND SIGNIFICANCE OF THE STUDY

Research studies on employee job satisfaction are gaining importance in the global business scenario against the backdrop of the various challenges that are faced by global companies in general and INFRASTRUCTURAL companies in particular. Changes in global work scenario, multiple job opportunities which are available to the modern executives and competitive pay packages that are offered to attract employees validate the current study. Although several research studies were conducted on the issue of job satisfaction, less empirical evidence is available on the INFRASTRUCTURAL companies.

OBJECTIVES OF THE STUDY

The objectives of the study are as follows:
1. To understand the role of job satisfaction and organizational productivity
2. To identify the factors determining the job satisfaction of employees.
3. To measure the level of satisfaction of employees with regards to IVRCL.

SCOPE AND PERIOD OF THE STUDY

This study will be focused on job satisfaction of employees since it is necessary to focus on the levels of satisfaction by smooth functioning of organization are also to maintain and retain employees for longer time. Further this study encompasses on both managerial and non-managerial employees of IVRCL. The period of the study is 2011-12 and data has been collected during the period October-November 2015.

RESEARCH DESIGN AND METHODOLOGY

For the purpose of present study, both primary and secondary sources of data have been collected from respondents by contacting them personally and with the help of a well structured questionnaire consisting of 15 questions relating to job satisfaction of employees working for IVRL. Secondary data consists of information that already exists somewhere, the company broachers and internet has been used for this purpose.

Sample size   : 100 out of 2022 employees of all categories
Sampling unit   : Managerial and non-managerial
Sampling procedure   : Convenience sampling
Statistical tools   : Simple percentage method.

RESULTS AND DISCUSSION

Table -1 This organization provides challenging Assignments

Response	No. of Respondents	Percentage (%)
Strongly Agree	16	32
Agree	11	22
Disagree	13	26
Strongly Disagree	2	4
Can't say	8	16
Total	50	100

The table 1 presents the response regarding the challenging assignments provided by the organization is analyzed and there are 54 percent of respondents are agree & strongly agree with the challenging Assignments, only 15% are disagree & strongly disagree with the challenging Assignments.16 percent of respondents are not in a position to say anything Hence it is concluded that the majority of employees said that the organization providing them challenging tasks.

Table -2 With the Empowerment one has to show the quality of work

Response	No. of Respondents	Percentage (%)
Strongly Agree	26	26
Agree	38	38
Disagree	16	16
Strongly Disagree		14
Can't say	3	6
Total	50	100

The analysis of table 2 indicates that 64 percent of the employees agree & strongly agree that they are totally empowered in their areas of work, 20 percent of them thinks that adequate power is to be given to work more effectively. Only 6 percent of respondents were undecided to say anything.

Table -3 Feed back is other given on regular basis as per the performance

Response	No. of Respondents	Percentage (%)
Strongly Agree	19	38
Agree	13	26
Disagree	5	10
Strongly Disagree	8	16
Can't say	5	10
Total	50	100

From the analysis of table 3 it can be stated that, 64 percent of respondents have agreed & strongly agreed that the significance of feedback system is there in vogue and used on regular basis. Another

26 percent of respondents are not agreed upon and 10 percent of respondents were not in a position to say anything.

Table -4 There is a cordial and cooperative relation between the employee and the management

Response	No. of Respondents	Percentage (%)
Strongly Agree	8	16
Agree	17	34
Disagree	12	24
Strongly Disagree	7	14
Can't say	6	12
Total	50	100

The analysis of the table 4 indicates that 50 percent of respondents feels that there is a cordial and co-operative relationship between the co-workers and the remaining 38 percent feel that the management should improve the communication between the employees and 12 percent of respondents were undecided to say anything.

Table -5 Individual differences are not taken into account (gender, qualification)

Response	No. of Respondents	Percentage (%)
Strongly Agree	16	32
Agree	13	26
Disagree	6	12
Strongly Disagree	8	16
Can't say	7	14
Total	50	100

The table 5 indicates that 58 percent of respondents feel that there is no individual difference and the remaining says that (28%) there is individual differences are to be avoided. But 14 percent of respondents are can't say.

Table- 6 Management believes that Employees are the important assets of the company

Response	No. of Respondents	Percentage (%)
Strongly Agree	11	22
Agree	9	18
Disagree	8	16
Strongly Disagree	13	26
Can't say	9	18
Total	50	100

The analysis of the table 6 indicates that there are 40 percent respondents feel that management believes that employees are the most important assets of our firm and the remaining 36 percent of employees were not believed and 18 percent of respondents were not in position to say anything.

Table -7 There is clarity about communication in the organization

Response	No. of Respondents	Percentage (%)
Strongly Agree	17	34
Agree	8	16
Disagree	12	24
Strongly Disagree	6	12
Can't say	7	14
Total	50	100

The analysis of the table 7, it is observed that 50 percent of respondents feel that the communication between the employees in the organization are of good and remaining 36 percent of respondents feels that the communication between the employees are to be improved in the organization. Only 14 percent of respondents were undecided to say anything about the issue.

Table -8 Management shares Employees pride in their work in achieving targets

Response	No. of Respondents	Percentage (%)
Strongly Agree	15	30
Agree	12	24
Disagree	11	22
Strongly Disagree	4	8
Can't say	8	16
Total	50	100

Table 8 indicates that 54 percent of respondents feel that the management shares employees pride in their work in achieving targets in organization and remaining 30 percent of the respondents feel that the management will not share employees pride in achieving targets in the organization and only 16 percent of respondents are can't say.

Table -9 Employee welfare measures provided by the management are satisfactory

Response	No. of Respondents	Percentage (%)
Strongly Agree	17	34
Agree	15	30
Disagree	5	10
Strongly Disagree	7	14
Can't say	6	12
Total	50	100

Table 9 shows that 64 percent of respondents feel that the social and welfare measures for employees provided by the management are satisfactory in the organization are good and remaining 24 percent of the respondents feel that the social welfare measures for employees provided by the management are to be improved in the organization and 12 percent of respondents are can't say.

Table -10 The work atmosphere in the organization recognized and supportive

Response	No. of Respondents	Percentage (%)
Strongly Agree	27	54
Agree	8	16
Disagree	9	18
Strongly Disagree	6	12
Can't say	0	0
Total	50	100

Table 10 presents the response that 70 percent of respondents feel that the work atmosphere in the organization are recognized and supportive and remaining 30 percent of the respondents feel that the work atmosphere in the organization are not recognized and supportive.

Table -11 Management makes individual goals as an organizational goal

Response	No. of Respondents	Percentage (%)
Strongly Agree	16	54
Agree	14	16
Disagree	18	18
Strongly Disagree	2	12
Can't say	0	0
Total	50	100

Table 11 indicates that there are 70 percent of respondents feel that the management makes individual goals as an organizational goal and remaining 30 percent of the respondents feel that the management should make the individual goal as an organizational goal.

Table -12 Training is provided to the employees as per the training needs to reach the standards in performance.

Response	No. of Respondents	Percentage (%)
Strongly Agree	17	34
Agree	11	22
Disagree	13	26
Strongly Disagree	0	0
Can't say	9	18
Total	50	100

The table 12 reveals that 56 percent of respondents feel that the training is provided to the employees as per the training needs to reach the standards in performance and remaining 26 percent of the respondents feel that the training is not give on the training needs and 18 percent of respondents are can't say.

Table -13 Each employee is committed to achieving excellence

Response	No. of Respondents	Percentage (%)
Strongly Agree	14	28
Agree	17	34
Disagree	7	14
Strongly Disagree	8	16
Can't say	4	8
Total	50	100

The analysis of the table 13 indicates that there are 62 percent of respondents were agreed and strongly agreed that the employees are committed to achieving excellence in the organization and remaining 30 percent of respondents feel that the other employees are not committed to achieving excellence in the organization and 8 percent of respondents were undecided to say anything.

Table-14 There is a sense of job security

Response	No. of Respondents	Percentage (%)
Strongly Agree	22	44
Agree	8	16
Disagree	13	26
Strongly Disagree	7	14
Can't say	0	0
Total	50	100

The analysis of table 14 indicates that there are 60 percent of respondents feel that there is a sense of job security of employees and remaining 40 percent of the respondents feel that there is no sense of job security to employees in the organization.

Table -15
The adequate information required for the employees to do job well is provided

Response	No. of Respondents	Percentage (%)
Strongly Agree	19	38
Agree	13	26
Disagree	8	16
Strongly Disagree	7	14
Can't say	3	6
Total	50	100

The analysis of the response indicates that 32 percent of respondents feel that there exists the system of getting adequate information required by the employees to do the job well and remaining 30 percent of respondents feel that the organization was not provided adequate information to do the job well and 6 percent of them were undecided to say anything.

Table -16 Management shares Employees pride in their work in achieving targets

Response	No. of Respondents	Percentage (%)
Strongly Agree	**15**	**30**
Agree	12	24
Disagree	11	22
Strongly Disagree	4	8
Can't say	8	16
Total	50	100

The analysis of the table 16 indicates that there are 54 percent of respondents feel that the management shares employees pride in their work in achieving targets in organization whereas 30 percent of them felt that the management has never shared such occasions for achieving targets by the employees and 16 percent of respondents were undecided to say anything.

FINDINGS

1. The response regarding the challenging Assignments provided by the organization is analyzed that number of respondents were agreed & strongly agreed with the challenging Assignments.
2. The response indicates that the employees agree & strongly agree that they are totally empowered in their areas of work.
3. According to the response, the employees are agreed & strongly agree that the feedback is given on regular basis.
4. The analysis of the responses indicates that the employees feel that there is a cordial and co-operative relationship between the co-workers.
5. The analysis of the responses indicates that the employees feel that there is no individual difference.
6. The analysis of the responses indicates that the employees feel that management believes that employees are the most important assets of our firm.
7. The analysis of the responses indicates that the respondents feel that the communications between the employees in the organization are good.
8. The analysis of the response indicates that the respondents feel that the management shares employees pride in their work in achieving targets in organization.
9. The analysis of the response indicates that the respondents feel that the social and welfare measures for employees provided by the management are satisfactory in the organization are good.
10. The analysis of the response indicates that the respondents feel that the work atmospheres in the organization are recognized and supportive.
11. The analysis of the response indicates that the respondents feel that the management makes individual goals as an organizational goal.
12. The analysis of the responses indicates that the respondents feel that the training is provided to the employees as per the training needs to reach the standards in performance.

13. The analysis of the response indicates that the respondents are committed to achieving excellence in the organization.
14. The analysis of the response indicates that the respondents feel that there is senses of job security in the organization are good.
15. The analysis of the response indicates that the respondents feel that there are getting adequate information required for the employees to do the job well.

SUGGESTIONS

Challenging work: Those with this need want to exercise their talents to attain success. They are self-motivated, so management must provide challenging assignments in order for them to consistently produce. And, they must be allowed to learn from failure. For example, when a project flops, rather than assigning blame, supervisors must discuss with those responsible what was learned from the experience so the failure won't happen again. What was the cause? Was the timing bad? Were there enough resources? What about incorrect information? Management's proper handling of occasional failures can be a motivator for future higher productivity.

Its main objective is to focus on creating a good working environment as a result of which employees work together in a cooperative way and contribute their best in achieving the organizational goals. Quality circle is a group of employees that meet regularly to solve problems affecting its work area. It is a state of mind and emotions affecting the attitude and willingness to work, which in turn, affect individual and organizational objectives.

Get feedback about your work and yourself: Try as much as possible to separate feedback about self from feedback about your work. Sometimes this may be difficult to achieve since you are your job are closely linked, but make an effort. One possible way to do this is to ask the person giving feedback to appraise the quality of the work outputs without regard for the person doing it.

Dealing with negative feedback: Because you have asked for feedback it does not necessarily follow that you will be appraised positively. Try to be calm and not to take it personally; the feedback is about your job performance and not you personally. If you do become aware of any problems, trying to resolve them can only improve the team environment.

An employee and management relation is significantly contributing towards improvement in quality of work life of employees along with achievement of prime objective of the organizations. However, its success depends upon the commitment and attitudes of the two stakeholders-management and the employees of the organization. Individuals bring a number of differences to work, such as unique personalities, values, emotions, and moods. When new employees enter organizations, their stable or transient characteristics affect how they behave and perform. Moreover, companies hire people with the expectation that those individuals have certain skills, abilities, personalities, and values. Therefore, it is important to understand individual characteristics that matter for employee behaviors at work.

Employees are the asset of the company because company growth depend on the employee by their hard working and smartness and dedication.

Communication plays most important part in raising motivation level of employees, because communication flow from higher level of management to lower level of management or employees. This communication is very useful for increasing the total productivity of an organization, because when senior officers motivate their employees the working level of an employee is very high.

Companies that celebrate successes by sharing the wealth with employees through celebrations, bonuses, profit sharing or prizes demonstrates to employees that their hard work is appreciated and deserves to be rewarded.

Welfare includes anything that is done for the comfort and improvement of employees and is provided over and above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration. The welfare measures need not be in monetary terms only but in any kind/forms. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families. The company is able to effectively compete in the marketplace because of the knowledge, creativity, and commitment of employees. Therefore, it constantly strives to provide a work environment that supports the interest, efforts and performance of employees.

Companies that set growth and profit targets and can motivate staff to achieve these goals, create employee loyalty and pride in achievement and it leads to win- win game for employee and organization. Employers that have highly structured training and development programs and offer career path options for star talent will retain the best and the brightest and also training improves the confident level of employees.

Since job security depends on having the necessary skills and experience that are in demand by employers, which in turn depend on the prevailing economic condition and business environment, individuals whose services are in needed by employers tend will enjoy higher job security. One need to pass on key information to their construction team if they are to design and construct something that is safe to build, safe to use and safe to Maintain. They will need information about what you want, how you will use it, the site and existing structures or hazards, such as asbestos. This will help team to plan, budget and work around problems.

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