

PREDICTORS OF EMPLOYEE JOB SATISFACTION: A STUDY ON THE TIMES OF INDIA EMPLOYEES

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Abstract

The study of job satisfaction enriches management with a range of information pertaining to job, employee, environment etc. which facilitated it in decision making and correcting the path of organizational policies and behaviour. It indicates the general level of satisfaction in the organization about its programmes, policies etc. It encourages workers to always give their best shot in everything they do. It inspires sense of belongingness and sense of participation leading to the overall increase in the productivity of the organization. It helps unions to know exactly what employees want and what management is doing. In addition, a person who is truly satisfied with his or her career life helps create a more positive work environment. All business including Media Industry also must need the job satisfaction of employees as one of the key factor for busting themselves to bring out the best out of them at work place. This enhances the organisations growth coupled with the employee's carrier graph. This study found seven factors namely; “Pay scale; Workload and Stress Level; Compensation and Benefit; Teamwork, support and Communication; Working Conditions; Opportunity for Advancement; and Respect from Co-Workers & Relationship with employees” which played vital role to satisfy the employees. Since the present study is based on gender demography, it is found that females shown comparatively more satisfaction with their job. It means it is the alarm for the male employees that they are needed to be plump for cool in nature, optimistic and managing attitude like female rather than aggressive approach.

Keywords: Job satisfaction, Motivation, Optimistic Encourage, Workers Work Environment, co-employees, Attitude, Intrinsic and Extrinsic

Introduction

People spend a maximum duration of their waking hours at work means their comfort level of working atmosphere, peaceful mind and calm attitude is most required. These all attributes are directly focused to job satisfaction. In that way satisfaction of job also played an important role in one's life. While one looks for the dream career or job that will make him/her happy, whatever job he/she are doing now

must significantly contribute to him/her happiness. That is the crucial importance of job satisfaction. It is true there are elements of work one cannot control. For example, company policies, which boss is, salary level, colleagues' characters and relationships with them, and the conditions where to work. At its most general level of conceptualization, job satisfaction is simply how content an individual is with his or her job. At the more specific levels of conceptualization used by

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academic researchers and human resources professionals, job satisfaction has varying definitions.

The Times Group: The Times Group is India's largest media conglomerate with its flagship Bennett, Coleman and Company Limited (BCCL) being the largest publishing company in India and South-Asia. Starting with The Times of India which is now the largest English publication in the world BCCL and its subsidiaries (called The Times of India Group) are present in every existing media platform – Newspapers, Magazines, Books, TV, Radio, Internet, Event spanning across all continents.

Key businesses of the Times Group are publishing; it is the largest publishing co in India: 13 newspapers, 18 magazines, 11 publishing centres, 26 printing centres. It is the largest English newspaper in India by circulation (and the world). It is largest business newspaper in India by circulation (2nd largest English Business daily in the world, behind WSJ). Secondly Television; largest English News TV Channel, No. 2 English Business News TV Channel (NDTV) Bennet Colmen is having its Largest Bollywood News and Lifestyle TV Channel, No. 2 English Movies TV Channel (ZOOM). Third is Digital; the largest Indian network based on traffic and revenue (behind Google, Facebook, Yahoo). BCL Operates 30+ digital businesses, most of which are in Top 3 of their competitive segments. It is most popular B2C mobile short code in India, across SMS, voice, WAP, and USSD Radio. BCL is the largest radio network in India by revenue and listenership, with 32 stations. It also Operates the largest rock radio station in the UK.

Job Satisfaction:

It isn't always easy to measure job satisfaction as the definition of satisfaction

can be different for different people. Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, eg, the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfilment in their work, etc.

Importance of Job satisfaction:

Job satisfaction is the key to organisation and the team effectiveness. It helps to determine the extent to which work outcome meet or exceed the expectation of employee. It empowers self decision making skills of employees, provides and employees with the discretion to make decisions directly affecting their work

Theories of Job Satisfaction

Maslow's needs hierarchy theory was one of the first theories to examine the important contributors to job satisfaction. The theory suggests that human needs form a five-level hierarchy consisting of: physiological needs, safety, belongingness/love, esteem, and self-actualisation. Maslow's hierarchy of needs postulates that there are essential needs that need to be met first (such as, physiological needs and safety), before more complex needs can be met (such as, belonging and esteem). It was developed to explain human motivation in general. However, its main tenants are applicable to the work setting, and have been used to explain job satisfaction. Within an organisation, financial compensation and healthcare are some of the benefits which help an employee meet their basic physiological needs. Safety needs can manifest itself through employees feeling physically safe in their work environment, as well as job security and/ or having suitable company structures and policies. When this

is satisfied, the employee's can focus on feeling as though they belong to the workplace.

This can come in the form of positive relationships with colleagues and supervisors in the workplace, and whether or not they feel they are a part of their team/organisation. Once satisfied, the employee will seek to feel as though they are valued and appreciated by their colleagues and their organisation. The final step is where the employee seeks to self-actualise; where they need to grow and develop in order to become everything they are capable of becoming. Although it could be seen as separate, the progressions from one step to the next all contribute to the process of self-actualisation.

Job Characteristics Model:

The Job Characteristics Model (JCM) explains that job satisfaction occurs when the work environment encourages intrinsically motivating characteristics. Five key job characteristics: skill variety, task identity, task significance, autonomy and feedback, influence three psychological states. Subsequently, the three psychosocial states then lead to a number of potential outcomes, including: job satisfaction. Therefore from an organisations' point of view, it is thought that by improving the five core job dimensions this will subsequently lead to a better work environment and increased job satisfaction.

Factors affecting Job satisfaction

Working Conditions: Because employees spend so much time in their work environment each week, it's important for companies to try to optimize working conditions. Such things are providing spacious work areas rather than cramped ones, adequate lighting and comfortable

work stations contribute to favourable work conditions.

Opportunity for Advancement:

Employees are more satisfied with their current job if they see a path available to move up the ranks in the company and be given more responsibility and along with it higher compensation. Many companies encourage employees to acquire more advanced skills that will lead to the chance of promotion.

Workload and Stress Level:

Dealing with a workload that is far too heavy and deadlines that are impossible to reach can cause job satisfaction to erode for even the most dedicated employee. Falling short of deadlines results in conflict between employees and supervisors and raises the stress level of the workplace. Many times, this environment is caused by ineffective management and poor planning.

Respect from Co-Workers:

Employees seek to be treated with respect by those they work with. A hostile work environment -- with rude or unpleasant co-workers -- is one that usually has lower job satisfaction. Managers need to step in and mediate conflicts before they escalate into more serious problems requiring disciplinary action. Employees may need to be reminded what behaviours are considered inappropriate when interacting with co-workers.

Relationship with Supervisors:

Effective managers know their employees need recognition and praise for their efforts and accomplishments. Employees also need to know their supervisor's door is always open for them to discuss any concern they have that are affecting their ability to do their jobs

effectively and impeding their satisfaction at the office.

Financial Rewards:

Job satisfaction is impacted by an employee's views about the fairness of the company wage scale as well as the current compensation she may be receiving. Companies need to have a mechanism in place to evaluate employee performance and provide salary increases to top performers

Literature Review

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences "Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job Spector (1997) lists 14 common facets: Appreciation, Communication, Co-workers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision).

Among the researchers conducted in the field of job satisfaction like that of Masdia Masri there are four job satisfaction factors taken into account to correlate with job satisfaction and turnover, namely pay, promotion, the work itself and supervision. The results indicated that these four job satisfaction factors are significantly and negatively related to turnover intention of the skilled personnel at TRIplc Berhad.

Meanwhile, 91 no significance difference found between demographic variables to turnover intention

The research conducted by Ms. Gurpreet Randhawa suggested that there is a negative relationship between job satisfaction and employee turnover. Job satisfaction plays a significant role in influencing employee turnover intention. A satisfied employee always works with more loyalty and commitment.

According to Dong Liu ET his study concluded that the turnover rate changes in accordance with the change in high-unit-level satisfaction and low-unit level satisfaction. Moreover, in the presence of high unit-level job satisfaction change and low job satisfaction change dispersion, the overall turnover rate in a unit is more likely to decline.

According to this study there are four factors which affect turnover intention which are pay, promotion, contingent rewards and fringe benefits. These four parameters defines a level of satisfaction and influence individual's decision to quit the job, so special care must be taken of these factors to reduce employee turnover. (Naziam Ali)

Job satisfaction has been found to be related to one's general life satisfaction. The more people are satisfied with aspects of their lives unrelated to their jobs, the more they also tend to be satisfied with their jobs (Judge, T.A, & Watanabe, S. 1993).

Research has found that satisfaction is enhanced by the use of pay systems believed to be fair-with respect to both the level of compensation received, and the mechanisms used to determine that pay (Miceli, M.P, & Lane, M.C;1991).

Trempe, J., Rigny, A. J., &Haccoun, R. R (1985) in their article suggested that a second organisation based determinant of job

satisfaction is perceived quality of supervision. Specifically studies have determined that satisfaction tends to be higher when people believe their supervisors are competent, have their best interest in mind, and treat them with dignity and respect than when they are just the opposite.

Locke, E.A & Schweigr, D.M. (1979) in their research explained that job satisfaction is related to the decentralization of power. Decentralization is the degree to which the capacity to make decisions resides in many people as opposed to just one, central person. When power is decentralised, many people are allowed to make decisions and can freely participate in decision making. Such situations tend to promote job satisfaction.

Curry, J.P., Wakefield, D.S, Price, J.L & Mueller, C.W. (1986) said many people are satisfied with the jobs that provide them with an overall workload and level of variety that is not so low as to be boring and so high as to be overwhelming and overly challenging. This factor applies mostly to individuals who see their jobs as career as opposed to those who see their positions as temporary, short term ones.

Sundstrom, E. (1986) had shown that job satisfaction is reduced by overcrowded conditions, and dark, noisy environments with extreme temperatures and poor air quality. Although these factors are not directly associated with the jobs themselves, but the context in which the work is performed, unpleasant working conditions have been found to have adverse effects on job satisfaction.

Near, J. P., Smith, C. A., Rice, R. W., & Hunt, R. G.(1984) There are several different personal factors that influence work related attitude. Sometimes job satisfaction is related to status and seniority. Generally speaking,

the higher one's position in an organisational hierarchy, the more satisfied that individual tends to be. This satisfaction stems, to some extent, from the fact that higher level individual usually enjoy better working conditions and more generous awards than lower level individuals. Moreover people who are satisfied with their jobs tend to remain in them longer than those are dissatisfied. Not surprisingly, the most dissatisfied employees probably do not stay long enough to ever reach the highest echelons of their organisations

Objective of Study:

Main objective of the study is to evaluate the predictors of job satisfaction of employees of Times Group. For this study is focused to find out the factors which affect the satisfaction level of employees. Another purpose of study is to understand employee's problems, effecting changes and correcting with least resistance.

Research Methodology

The Study: The topic undertaken is keeping in view that job satisfaction of an employee influences the competitiveness of any sector day by day even in media also; it was decided to study the current scenario of the media market.

Research Design: Descriptive research design had been used for this study and a survey had been done for fact-finding inquiries of different kinds. The data was collected through self designed questionnaire.

Sample Design

Sampling Population: The target population was all employees of Times of India Indore

Sampling Frame: The sampling frame for the current study was employees of various gender in Times of India Indore.

Sampling Technique: Non-probability, purposive and convenient sampling technique was used. The study would include equal representation on the demographic variable gender to ensure that the demographic variables do not affect the results of the study and also to ensure that the results of the study are suitable for drawing generalizations for at least the city included in the study.

Sample Size: A total sampling size of 100 respondents

Sampling Elements: Individual employee of Times of India Indore was sampling elements of the study.

Tools Used For Data Collection: Self designed questionnaire was used. The questionnaire to evaluate the variable included in the study was prepared after thoroughly reviewing the literature. The data was collected on a scale of 1 to 5, where 1 indicated minimum presence of the element and 5 indicated maximum presence of the element. Cronbach Alpha Reliability of the measures was computed using SPSS after collecting the complete data for the study but before carrying out any other evaluation of data.

Tools Used For Data Analysis:

Internal consistency of measures was established through item to total correlation. Items having insignificant correlation coefficient value with total will be removed from the measure. Reliability of the measure was computed by using SPSS 20 software. Cronbach Alpha reliability coefficients and factor analysis was computed.

Results and Findings

Reliability and Consistency: Cronbach Alpha and Split Half had been applied to calculate reliability of all items in both variables of the questionnaire. It is considered that the reliability value more

than 0.7 is good enough and it can be seen that in both reliability values is quite higher than the standard value, so all the items in the questionnaire are highly reliable. To check consistency Cronbach Alpha if item deleted was measured for all items and only items with greater value of Cronbach Alpha were considered for the study.

Cronbach's Alpha: .744

Guttman Split-Half Coefficient (Equal Length): .766

Factor Analysis

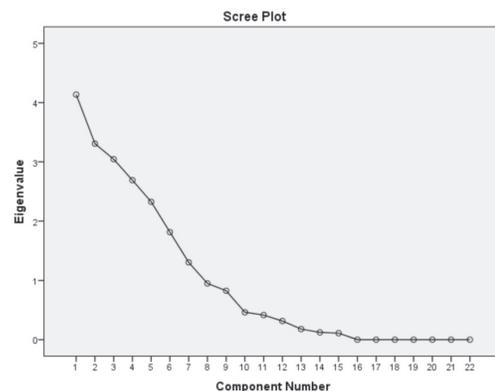
KMO & Bartlett's Test of Variable

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.617
Bartlett's Test of Sphericity	Approx. Chi-Square	385.574
	Df	190
	Sig.	.000

Principle component factor analysis with varimax rotation was applied. The raw scores of 22 items were subject to factor analysis to find out the factors that contribute towards job satisfaction. After factor analysis 7 factors were identified. The solution Rotation converged in 7 iterations.

Scree Plot

Another option is the scree plot. A scree plot shows the eigenvalues on the y-axis and the number of factors on the x-axis. It always displays a downward curve. The point where the slope of the curve is clearly leveling off (the “elbow”) indicates the number of factors that should be generated by the analysis.



Component Factors	Eigen values		Items	Loadings
	Total	% of Variance		
Pay scale	3.653	16.602	1. organization forgive a honest mistake on my part; 2. able to express views and feelings; 3. cares about opinions; In general, 4. like working here; 5. outcomes received reflect the effort have put on into work	.968 .968 .968 .577 .551
Workload and Stress Level	2.759	12.541	1. little concern. 2. Help when problem. 3. outcomes justified performance	.954 .954 .594
Compensation and Benefit	2.712	12.327	1. procedures upheld ethical and moral standards? 2. do not like this job 3. outcomes reflect contribution	.925 .925 .456
Teamwork, support and Communication	2.689	12.222	1. If given opportunity, org. would take advantage of me 2. really cares about my well-being; 3. appropriate outcomes for work	.974 .974 .608
Working Conditions	2.494	11.337	1. considers my goals and values. 2. get help if need a special favour; 3. procedures been applied consistently	.962 .962 .640
Opportunity for Advancement	2.409	10.952	1. able to appeal the outcome arrived by the procedures 2. satisfied with job. 3. procedures been free of bias	.957 .957 .612
Respect from Co-Workers and Relationship with employees	1.906	8.662	1. influenced over the outcome arrived at by the procedures 2. rocedures been based on accurate information	.878 .792

In the above figure, a cut-off of an eigenvalue ≥ 1 give seven factors. It is important to keep in mind that one of the reasons for running a factor analysis is to *reduce* the large number of variables that describe a complex concept to a few interpretable latent variables (=factor). In

other words, to find a smaller number of interpretable factors that explains the maximum amount variability in the data.

After factor analysis total seven factors converged namely; Pay scale; Workload and Stress Level; *Compensation and Benefit*; *Teamwork, support and Communication*;

Group Statistics

Gender	N	Mean	Std. Deviation	Std. Error Mean
Job satisfaction 1	50	59.9219	10.83396	1.3542
Job satisfaction 2	50	51.0476	7.53864	1.0407

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job satisfaction	Equal variances assumed	2.877	.013	2.308	124	.022	3.87426	1.67878	.55641	7.19211
	Equal variances not assumed			2.983	126.025	.025	3.87426	1.70796	.49425	7.25427

T Test for analysis of variance

Working Conditions; Opportunity for Advancement; and Respect from Co-Workers & Relationship with employees.

T Test for analysis of variance

T Test for analysis of variance had calculated with the help of SPSS software in which table of Group Statistics revealed that mean score of level of Job satisfaction in group 1 (female) is greater than the group 2 (male). Table of Independent Samples Test expressed F value (2.877) with significance level .013 that meant Equal variances not

assumed have to be taken for analysis. In this row T value is 2.983 which are significant at .025 levels of significance. This all indicates that both groups of variables represent significant difference on the level of job satisfaction and group 1 i.e. females shown higher job satisfaction.

Conclusion:

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment. Lack of job satisfaction is a predictor of quitting a job.

Sometimes workers may quit from public to the private sector and vice versa. At other times the movement is from one profession to another that is considered a greener pasture.

As per the employees responses the survey's results states that the variable under study i.e. Job Satisfaction is to some extent affected by the demographic factors considered gender here but apart from this there could be many other reasons which can have an impact on the levels of job satisfaction of the employees but what could be summed up is that mostly people like to be on a safer side and do not like to reveal their opinion clearly when it is related to their personal and professional life.

There are number of factors which affect the satisfaction level of employees and altogether they leave an impact on employees which can't be ignored. From the study one thing is very clear that Pay scale, Financial Rewards, Working Conditions, Workload and Stress Level, Opportunity for Advancement, Respect from Co-Workers and Relationship with employees are the important factors of Job satisfaction similarly Appreciation of good work by **seniors** and extra benefits for the good work are also important factor of Job satisfaction level. These two simple things can also make employees dissatisfied from the job and can lead to turnover.

Female employees are comparatively more satisfied in comparison to male employees. The reason might be females are secondary sources of income inside the family. But in case of the male they are main resource of income in the family hence their demand and desire can be comparatively higher.

So, on the whole it can be said that

every evaluated factor of job satisfaction is equally important here and leaves a high impact on the satisfaction level of employees. If any of its factors is misbalanced then it could affect the whole attitude of the employee towards the company and job and may lead to turnover or retention of the employee.

Scope for future research: Careful research was conducted during the study, but still there is a scope for future research some more variables can be considered in ample time period. By increasing the size of sample the probability of getting better result might increase. Further development for the scales of job satisfaction can be done after understanding the various factors responsible and applying factor analysis.

Limitations of the study

Conducting this survey in Times Group was a good experience but also faced some problems while doing it, which are as follows:-

- Mostly the respondents were busy in their work.
- Respondents were not that easily disclosing the correct information as it was directly related to their attitude towards the company.
- Some people did not show any seriousness towards the research and answered the question without even thinking about them.
- Some people were concerned about the results of the study and that's why did not answer correctly.
- The respondents were media people so most of them had field job due to which they took time to fill up the questionnaire.

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