

# The Comparative Analysis of Different Attributes of Job Satisfaction of Managers and Junior Level Employees: A Study With Reference to GEI, Bhopal

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## Key Words:

1. Employer Branding
2. A-Star Ltd.

## Abstract

Employee Satisfaction is a measure of how happy workers are with their job, and working environment. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the company. The Present study titled is based on both primary and secondary data. The objective of the study is to make a comparative analysis of employee's satisfaction of GEI through Herzberg's need theory. The studies revealed that majority of managers enjoy a good interpersonal relationship whereas its percentage is quite low in junior level employees. All of them i.e. managers and junior level employees get their salary in time and also enjoy a respectable status in the organization. They feel a sense of job security in the organization. Overall the employees of GEI are satisfied with the organization.

## INTRODUCTION.

The term Job Satisfaction is generally used in organizational endeavor in business management. One of the signs of deteriorating conditions in an organization is low job satisfaction (Keith Devi, 1993). Job Satisfaction is the favourableness or unfavourableness with which employees view their work (Bruneberg, 1976). It signifies the amount of agreement between one's expectations of the job and the rewards to the job provides. Job satisfaction is concerned with a person or a group in the organization. Job Satisfaction can be applicable more to parts of an individual's job. If each person is highly satisfied with his job then only it will be considered as group job satisfaction. Generally job satisfaction is related with number of employees variables such as turnover, absence, age, occupation and size of the organization in which he works. The degree of satisfaction of job is largely depends on satisfaction of employee variables. According to Garton (1976), employee's satisfaction and morale are attitudinal variables that reflect positive or negative feelings about particular persons or situations, satisfaction when applied to work context seems to refer to the extent to which an individual can meet individual, personal and professional needs as an employees (Strauss, 1974). Maslow (1970),

Herberg (1959), Hay and Miskel (1978) and others proposed the theories on job satisfaction. According to Maslow 'a person's satisfaction is determined by the fulfillment of his five levels of need'. Herzberg's motivation hygiene theory assumes that two variables determine a person satisfaction. (1) Internal factors like achievement, recognition etc., and (2) external factors such as salary and interpersonal relation. Relationships Lartie (1975) believed that teaching continues to be rather limited in its available extrinsic rewards and that if teacher job satisfaction is to be increased efforts are to be made to improve the teaching situations. According to Edward and others (1976) a high performance leads to high job satisfaction, which in turn becomes feedback to influence future performance. Better performance leads to high rewards. This improvement in satisfaction is because of employee's feeling that they are receiving rewards in proportion to their performance on the other hand, if rewards one such as inadequate for one's level of performance, dissatisfaction access.

The term employee satisfaction refers to an employee's general satisfaction towards his job. To the extent that a person's job fulfills his dominant needs and is consistent with his expectations and values, the job will be satisfying. Employee satisfaction is a function of or is positively related to the degree to which one's personal needs are fulfilled in the job situation. Employee satisfaction is related to the degree to which the characteristics of the job meet with the approval and the desires of the groups to which the individual look for guidance in evaluating the world and defining social reality. There are many factors in improving or maintaining high employee satisfaction, which

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wise employees would do well to implement. Employees play a vital role in deciding the future of any organization.

The present study will give an elaborate information to the management of GEI regarding the motivation and job satisfaction of the managers and junior level employees with regards to Job requirements, working environment, salary and many other features based on Herzberg's two factor theory of motivation. It will also help them in knowing the overall satisfaction of the employees with that of the management.

### **OBJECTIVES OF RESEARCH**

#### 1. Primary Objective:-

To make a comparative analysis of employee's satisfaction of Managers and Junior

level employees of GEI through Herzberg's need theory.

#### 2. Secondary Objective:-

To assess their motivational level,

- To get feedback and suggestions from the employees,
- To know the expectations of the employees,
- To know the relationship between the employees from top to bottom level.

### **METHODOLOGY**

The primary data was gathered through questionnaires which were circulated among the employees of GEI. The secondary data was collected through published sources. The sample size for the study was 30 employees which include 15 managers and 15 junior level employees as it was a comparative study between them through Herzberg's need theory. After circulating questionnaires, data was gathered, analysis and interpretation was done. Different kinds of tools were used for analysis and interpretation, scoreboard was prepared for ranking questions, mean was applied, and hypothesis testing was done which was accepted.

#### **Sampling Method**

The sampling method which was used for this study was Purposive Sampling method.

#### **Sampling Size**

The sample size chosen for this study was 30, which was bifurcated into two parts Managers and junior Level Employees (i.e.15 Managers and 15 Junior Level Employees)

### **Tools Used**

There were different kinds of tools used for analysis and information. They are:

- Questionnaires
- Percentage
- Charts And Graphs
- Pie Charts
- Doughnut
- Score Tables
- Chi Square
- Mean

### **Area Covered**

The universe of the study is GEI situated at Govindpura, Bhopal.

### **Hypothesis**

For the present study there were two hypothesis set:

- 1) There is no significant difference in the opinion of Managers and Junior level employees with regards to cooperativeness and friendliness of their management.
- 2) There is no significant difference in the opinion of Managers and Junior level employees with regards of getting perks according to their efficiency.

### **ANALYSIS AND INTERPRETATION OF DATA**

#### **Interpretation**

##### **About Junior Level Employees**

59% of the respondents agree that they are aware of the company's policy, 20% are somewhat agreed, 7% strongly agree, 7% disagree and 7% can't say regarding it.

27% of the respondents rate the policies as excellent, 40% rate it as V.Good, 20% rate it as Good and 13% rate it as Fair.

67% of the respondents feel that the management of the organization is co-operative and friendly, where as 33% are agreed with it.

46% of the respondents always enjoy a good interpersonal relation, where as 54% sometimes enjoy it.

33% of the respondents are highly satisfied with the working conditions of the organization, 60% are satisfied, where as rest 7% are dissatisfied with it.

All the respondents i.e. 100% get their salary in time.

46% of the respondents feel that the salary is always



sufficient to meet their requirements, where as rest 54% feels it is only sometimes sufficient.

73% of the respondents do agree that they get perks according to their efficiency where as rest of the 27% are not freed with it.

80% feels that the increments are based on the basis of work performance, where as 13% feels it is uniform and rest 1% feels that they are on the basis of seniority.

All the respondents i.e. 100% are enjoying a respectable status with in the organization.

All the respondents i.e. 100% feels a sense of job security in the organization.

46% always get recognition from the top management, where as 54% feels it is only sometimes when they get recognition from top management in terms of more challenging tasks and jobs.

All the respondents that is 100% are agreed with the statement that the organization has a provision of insurance for them.

80% of the respondent answers that there is a provision of group insurance where as 20% answered that there is a provision of individual insurance for the employees.

All the respondents that is 100% are agreed with the statement that the organization has a provision of insurance for them.

33% of the respondents are highly satisfied with the organisation, 54% of them are satisfied where as rest 13% are somewhat satisfied

### About Managers

47% of the respondents strongly agree that they are aware of the company's policy, 40% are somewhat agreed & 13% are agreed with it.

20% of the respondents rate the policies as excellent, 47%

rate it as V.Good, 20% rate it as Good and 13% rate it as Fair.

87% of the respondents feel that the management of the organization is co-operative and friendly, where as 13% are agreed with it.

87% of the respondents always enjoy a good interpersonal relation, where as 13% sometimes enjoy it.

47% of the respondents are highly satisfied with the working conditions of the organization, 33% are satisfied, where as rest 20% are somewhat satisfied with it.

All the respondents i.e. 100% get their salary in time

93% of them feel that the salary is always sufficient to meet their requirements where as rest 7% feel that it is sometimes sufficient.

93% of the respondents do agree that they get perks according to their efficiency where as rest of the 7% are not freed with it.

67% feels that the increments are based on the basis of work performance, where as 20% feels it is uniform and rest 13% feels that they are on the basis of seniority.

All the respondents i.e. 100% are enjoying a respectable status within the organization.

All the respondents i.e. 100% feels a sense of job security in the organization.

93% of them feels that they get recognition from top management for their work in terms of more challenging tasks and jobs, where as rest 7% get it sometimes.

93% of respondents answered that there is a provision of group insurance where as only 7% answered that there is other insurance.

13% of the respondents are highly satisfied with the organization, 67% are satisfied where as 20% are somewhat satisfied.

S. No.	Options	Ranks						Total
		I	II	III	IV	V	VI	
1	Good Salary	3x6=18	1x5=5	3x4=12	2x3=6	4x2=8	2x1=2	51
2	Job Satisfaction	1x6=6	4x5=20	8x4=32	0x3=0	0x2=0	2x1=2	60
3	Healthy Environment	1x6=6	5x5=25	1x4=4	2x3=6	3x2=6	3x1=3	50
4	Good Interpersonal Relation	0x6=0	1x5=5	0x4=0	6x3=18	2x2=4	6x1=6	33
5	Chances Of Growth & Development	5x6=30	1x5=5	1x4=4	5x3=15	3x2=6	0x1=0	60
6	Personal Resons / Family Matters	4x6=24	4x5=20	2x4=8	0x3=0	1x2=2	4x1=4	58

Footnotes:

1st Rank = No. of respondent x 6

2nd Rank = No. of respondent x 5

3rd Rank = No. of respondent x 4



4th Rank = No. of respondent x 3

5th Rank = No. of respondent x 2

6th Rank = No. of respondent x 1

### Interpretation

From the above table it is clear that the reason of working in the organization for Junior Level Employees is job satisfaction and chances of growth and development and the second attractive feature is there personal reasons and family matters. The respondents get salary on time and are satisfied with the environment of the organization.

### Footnotes

1st Rank = No. of respondent x 6

2nd Rank = No. of respondent x 5

3rd Rank = No. of respondent x 4

4th Rank = No. of respondent x 3

5th Rank = No. of respondent x 2

6th Rank = No. of respondent x 1

### Interpretation

From the above score table we can say that the most attractive feature for the Managers for continuing in the Organization is good salary. The next attractive feature for them is the healthy environment. Job satisfaction stands at the third position with the score of 59, the next feature that attracts them is the good interpersonal relation and the chances of growth and development with the score of 46 and the least attractive feature is the personal relation and family matters.

### Footnotes

1st Rank = No. of respondent x 6

Table 2 : Score Table of Managers

S. No.	Options	Ranks						Total
		I	II	III	IV	V	VI	
1	Good Salary	5x6=30	5x5=25	1x4=4	2x3=6	1x2=2	1x1=1	69
2	Job Satisfaction	3x6=18	4x5=20	2x4=8	1x3=3	5x2=10	0x1=0	59
3	Healthy Environment	5x6=30	1x5=5	3x4=12	4x3=12	1x2=2	1x1=1	62
4	Good Interpersonal Relation	0x6=0	1x5=5	5x4=20	5x3=15	2x2=4	2x1=2	46
5	Chances Of Growth & Development	0x6=0	3x5=15	3x4=12	2x3=6	6x2=12	1x1=1	46
6	Personal Resons / Family Matters	2x6=12	1x5=5	1x4=4	1x3=3	0x2=0	10x1=10	34

Table 3 : The comparative analysis of the score of different attributes of job satisfaction of managers and junior level employees

S. No.	Options	Ranks						Total
		I	II	III	IV	V	VI	
1	Good Salary	5x6=30	5x5=25	1x4=4	2x3=6	1x2=2	1x1=1	69
		3x6=18	1x5=5	3x4=12	2x3=6	4x2=8	2x1=2	51
2	Job Satisfaction	3x6=18	4x5=20	2x4=8	1x3=3	5x2=10	0x1=0	59
		1x6=6	4x5=20	8x4=32	0x3=0	0x2=0	2x1=2	60
3	Healthy Environtment	5x6=30	1x5=5	3x4=12	4x3=12	1x2=2	1x1=1	62
		1x6=6	5x5=25	1x4=4	2x3=6	3x2=6	3x1=3	50
4	Good Interpersonal Relation	0x6=0	1x5=5	5x4=20	5x3=15	2x2=4	2x1=2	46
		0x6=0	1x5=5	0x4=0	6x3=18	2x2=4	6x1=6	33
5	Chances Of Growth & Development	0x6=0	3x5=15	3x4=12	2x3=6	6x2=12	1x1=1	46
		5x6=30	1x5=5	1x4=4	5x3=15	3x2=6	0x1=0	60
6	Personal Resons/ Family Matters	2x6=12	1x5=5	1x4=4	1x3=3	0x2=0	10x1=10	34
		4x6=24	4x5=20	2x4=8	0x3=0	1x2=2	4x1=4	58

2nd Rank = No. of respondent x 5

3rd Rank = No. of respondent x 4

4th Rank = No. of respondent x 3

5th Rank = No. of respondent x 2

6th Rank = No. of respondent x 1

Managers = 

Junior level employees = 

**Interpretation**

From the above chart we can say that the most attractive features for the Managers are first good salary with the score of 69, second healthy environment with the score of 62 and third is job satisfaction with the score of 59, whereas for Junior Level Employees the first is job satisfaction and

chances of growth and development with the score of 60, second is personal reasons and family matters with the score of 58 and the last is good salary with the score of 51.

Foot note

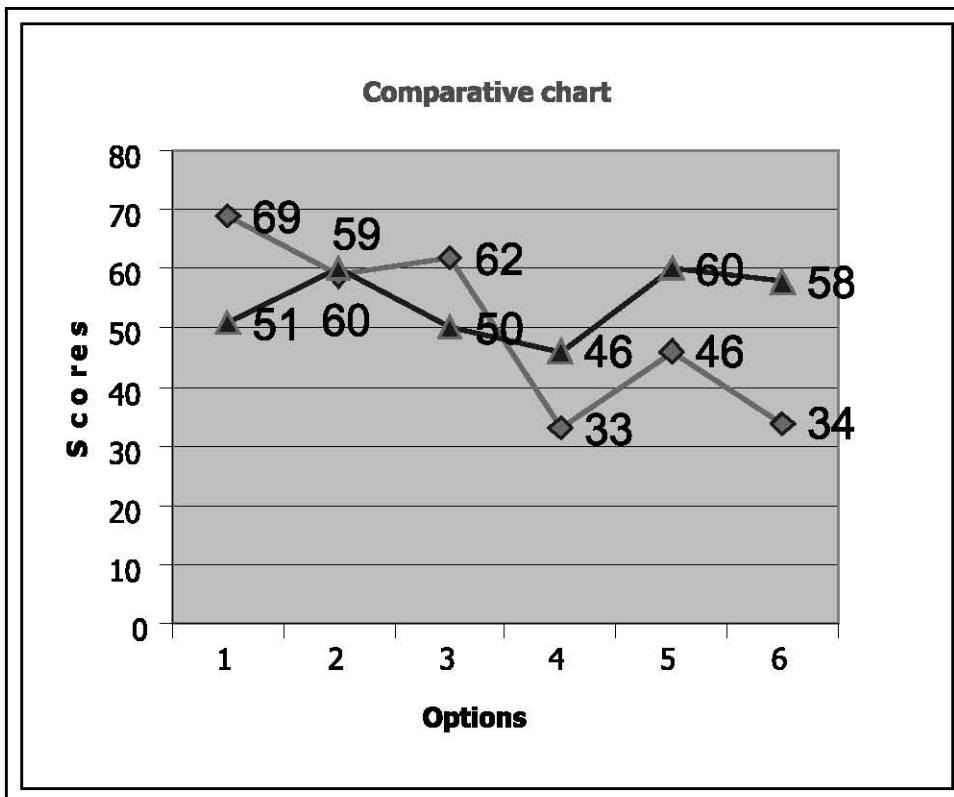
(x) = Scores

(f) = No. of respondents

X = scores divided by no. of respondents

**Interpretation**

From the above calculation it is clear that the highest mean of the scores of various option for the junior level employees goes for the two options with the score of 4 that is for job satisfaction and for the chances of growth and development which is a little higher than the other options.



Managers = 

Junior level employees = 

Table 4 : Junior Level Employees

S. No.	Options	Scores (x)	X=x/f	Mean (X)
1	Good Salary	51	51/15	3.4
2	Job Satisfaction	60	60/15	4
3	Healthy Environment	50	50/15	3.33
4	Good Interpersonal Relation	33	33/15	2.2
5	Chances Of Growth & Development	60	60/15	4
6	Personal Reasons / Family Matters	58	58/15	3.86

Foot note

(x) = Scores

(f) = No. of respondents

X = scores divided by no. of respondents

### Interpretation

From the above calculation it is clear that the highest mean of the scores of various option for the Managers is 4.6 that is for the option good salary which is a little higher than the other options and from the scores of the Junior Level Employees.

### Testing of Hypothesis

Null hypothesis

"There is no significant difference in the opinion of Managers and Junior level employees with regards to cooperativeness and friendliness of their management."

Managers = A Yes = B

Junior level employees = a No = b

hence  $X^2 = 1.66$

Footnote

AB = the no. of managers responded Yes for the question

Ab = the no. of managers said No as the answer

Table 5 : Managers

S. No.	Options	Scores (x)	$X=x/f$	Mean (X)
1	Good Salary	69	69/15	4.6
2	Job Satisfaction	59	59/15	3.93
3	Healthy Environment	62	62/15	4.13
4	Good Interpersonal Relation	46	46/15	3.06
5	Chances Of Growth & Development	46	46/15	3.06
6	Personal Reasons / family Matters	34	34/15	2.26

A	a	Total
AB = 13	aB = 10	23
Ab = 2	ab = 5	7
A= 15	a=15	N=30

### Calculation of chi-square

	fo	fe	fo-fe	(fo-fe) <sup>2</sup>	(fo-fe) <sup>2</sup> /fe
AB	13	11.5	1.5	2.25	2.25/11.5=0.19
Ab	2	3.5	-1.5	2.25	2.25/3.5=0.64
aB	10	11.5	-1.5	2.25	2.25/11.5=0.19
ab	5	3.5	1.5	2.25	2.25/3.5=0.64
$X^2 = 1.66$					

aB = the no. of Junior level employees said Yes as the answer

ab = the no. of Junior level employees said No as the answer

N = No. of respondents

Formula for the calculation of fe =

$$1) AxB/N, \dots 15 \times 23 / 30 = 11.5$$

$$2) Axb/N \dots 15 \times 7 / 30 = 3.5$$

$$3) axB/N, \dots 15 \times 7 / 30 = 11.5$$

$$4) axb/N, \dots 15 \times 7 / 30 = 3.5$$

The calculated value of  $x^2$  is 1.66 which is less than the table value at 5% level of significance which is 3.841 i.e.  $1.66 < 3.841$ , hence null hypothesis is accepted i.e. there is no significant difference in the opinion of Managers and Junior level employees with regards to cooperativeness and friendliness of their management.

Null hypothesis:

"There is no significant difference in the opinion of Managers and Junior employees with regards of getting perks according to their efficiency."

Managers = A

Yes = B



Junior level employees = a                      No = b

Hence  $5\% = 3.841$

$X^2 = 2.16$

$X^2 < \text{Table value}$

Footnote

AB = the no. of managers responded Yes for the question

Ab = the no. of managers said No as the answer

aB = the no. of Junior level employees said Yes as the answer

ab = the no. of Junior level employees said No as the answer

n = No. of respondents

Formula for the calculation of fe =

1)  $AxB/N, \dots 15 \times 25/30 = 12.5$

2)  $Axb/N, \dots 15 \times 5/30 = 2.5$

3)  $aXB/N, \dots 15 \times 25/30 = 12.5$

4)  $axb/N, \dots 15 \times 5/30 = 2.5$

The calculated value of  $x^2$  is 2.16 which is less than the table value at 5% level of significance which is 3.841 i.e.  $2.16 < 3.841$ ; hence null hypothesis is accepted i.e. There is no significant difference in the opinion of Managers and Junior employees with regards of getting perks according to their efficiency.

### Major Findings

1.47% of the respondents from the managers strongly agree that, they are aware of the company's policies and 59% of the Junior level respondent also agree with it.

2.47% of the respondents from the managers rate the policies as very good, and 40% of the Junior level

A	a	Total
AB = 14	aB = 11	25
Ab = 1	ab = 4	5
A = 15	a = 15	N = 30

### Calculation of chi-square

	fo	fe	fo-fe	(fo-fe) <sup>2</sup>	(fo-fe) <sup>2</sup> /fe
AB	14	12.5	1.5	2.25	2.25/12.5=0.18
Ab	1	2.5	-1.5	2.25	2.25/2.5=0.9
aB	11	12.5	-1.5	2.25	2.25/12.5=0.18
ab	4	2.5	1.5	2.25	2.25/2.5=0.9
$X^2 = 2.16$					

respondents rate it as very good.

3.87% of the respondents from the managers always enjoy a good interpersonal relation and 54% of the Junior level respondents sometimes enjoy it.

4.47% of the Managers are highly satisfied with the working conditions of the organization 60% of Junior level are satisfied with it.

5. All of them i.e. 100% of the managers and the Junior level employees get their salary in time.

6. All the 15 managers and 15 Junior level employees i.e. 100% are enjoying a respectable status in the organization.

7. All of them i.e. Managers and Junior level employees feel a sense of job security in the organization.

8. 93% of the Managers feel that they get recognition from the top management for their work in terms of more challenging tasks and jobs and 54% of the Junior level employees feel it sometimes.

9. 67% of the Managers are satisfied with their organization, only 54% of the Junior level employees are satisfied with it.

### Suggestions

Time to time counseling sessions should be arranged for junior level employees to teach them how to have good interpersonal relationship. There should be a uniform policy of giving perks throughout the organization i.e. in all the employees. Due consideration should be given to the Junior level employees as well in assigning challenging tasks and jobs. The management should arrange interactive sessions and meeting with the junior level employees to know the reasons of their dissatisfaction. Since there is no canteen facility in GEI, so most of the employees that there should be one. Proper parking facility should be provided to them.

## CONCLUSION

The present study is based on assessment of motivational level of employee's satisfaction of the employees of GEI. Many attributes of employee satisfaction are taken for analyzing the employee's satisfaction. This study reveals that majority of Managers enjoy a good interpersonal relationship whereas its percentage is quite low in Junior level employees. All of them i.e. Managers and Junior level employees get their salary in time and also enjoy a respectable status in the organization, and feel a sense of security in this organization. Majority of the managers feel that they get recognition from top management for their work in terms of more challenging tasks and jobs, whereas this percentage is quite low in Junior level employees. Since there is no canteen facility in GEI, so most of the employees suggested that there should be one. Proper parking facility should be provided to them. Time to time counseling sessions should be arranged for junior level employees to teach them how to have good interpersonal relationship. The overall satisfaction of the Managers with their organization is quite high /more than Junior level employees.

## LIMITATIONS

1. Respondents were limited.
2. The respondents may be biased.
3. The information received from the employees, is assumed to be correct and valid.
4. Time was the major constraint.
5. Hesitation in giving response.

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