

## **JOB SATISFACTION AND EMPLOYEES TURNOVER**

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### **ABSTRACT**

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The present study is focused to examine the job satisfaction and employees turnover of BHOLANATH INTERNATIONAL LTD. The study reveals that satisfaction at workers level is higher than at executive level. Executive turnover is due to lucrative job opportunities whereas the worker turnover is due to dismissal or absenteeism or misconduct with superior. The findings of the study documented that workers are most interested in doing structured job, while executives want to do unstructured jobs leading to their creativity.

The study determines the contributory factors of the job satisfaction and the measures to be taken to improve it should be conducted on a large scale. Employees should be provided feedback about their strength and weakness so that they can capitalize their strength and improve weakness. Organisation should retain employees because study shows that employees working from long tend to be more satisfied.

**Keywords:** Job satisfaction, benefits, employee's turnover, factors.

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### **1 INTRODUCTION**

Job satisfaction is the result of various attitudes that the worker holds towards his job, towards related factors and towards life in general. It is an established fact that job satisfaction usually leads to qualitative and quantitative improvement in performance. Satisfaction in the job induces motivation and interest in the work. When work becomes interesting, the worker gets pleasure from the work. More especially the personal pleasure

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that the worker gets from a job of his choice gives him tremendous psychological satisfaction.

Every individual has certain needs and motives, which he wants to fulfill. Any job, which fulfills these needs and motives which he wants to fulfill. Any job, which fulfills these needs and motives, gives him satisfaction. It is probably the major aim of the workers to get maximum satisfaction from his job. A satisfied employee is always a catalyst in the process gain, which ultimately leads to the optimum productivity and organizational effectiveness.

Every individual has special abilities, aptitudes, inherited capacities, interests and aspirations. That job which provides the worker a chance to fulfill his interest and aptitude give him satisfaction motivates him for efficient and qualitative performance. Moreover there are some situation factors responsible for job satisfaction.

Some of the important causes of the job satisfaction are wages incentive system, the work environment, length of working hours, behaviour of supervisors, security, scope for promotion and recognition of merit. Besides proper evaluation of work, impartial behaviour and social relationship with co-workers etc. are also contributory factors.

### **NECESSITY OF STUDYING JOB SATISFACTION**

The findings of several investigations suggest that job satisfaction is positively correlated with high production. The results of several studies indicate that workers satisfied with their job produce more. Of course some other studies also do indicate. In all cases it is not necessary that high production always leads to job satisfaction. Nevertheless, it cannot be denied that production is partly a function of job satisfaction.

Because of specialization of work in modern industries work lack intrinsic interest and therefore the worker finds no incentive for work. In words of Morgan "Now work is specialized, so devotion of intrinsic interest that the workmen find no incentives to work". Under these circumstances, to provide interest in work and make job satisfactory and pleasant there is tremendous need for job satisfaction research. It is only from data of scientist's research that the management can necessary steps be taken to improve job satisfaction. Moreover the knowledge of attitude and factors leading to job satisfaction will provide scope for better selection procedure.

It may be kept in the view that job satisfaction is a personal and individual feeling. Thus, Balchin has remarked "An effort should be made to give average worker a job which is not merely a means of earning a living but which has in it all the ingredient of life itself. Job satisfaction not only provide intrinsic motivation to work, but is also conducive to the all-round development of the organization because directly and indirectly it influences attitude, morale, absenteeism and production level.

Hence study in the field, with the aim to determine the contributory factors of the job satisfaction and the measures to be taken to improve it should be conducted on a large scale.

#### **DETERMINANTOF JOB SASTISFACTION**

A clear-cut analysis of the Western and India studies throw light on some Variable of job satisfaction, which may be divided into three categories.

1. Personal factors.
2. Factors related to job.
3. Factors controlled by management.

#### **THEORIES OF JOB SATISFACTION**

Till date, various approaches to the study of job satisfaction have been taken up from the point of view of the individual, group and inter-individual comparisons.

Five theoretical approaches to job satisfaction are:-

1. Fulfillment Theory
2. Discrepancy Theory
3. Equity Theory
4. Two Factor Theory
5. Equity-discrepancy Theory

#### **ABOUT BHOLANATH INTERNATIONAL LTD.**

##### **INTRODUCTION**

##### **Order management**

For economic advantage of its esteemed clients Bholanath puts many bulk orders in one – for shipment and clearance. Timely delivery of orders is handled by an experienced export team.

### **Design Studio**

Designs to suit every occasion, modern and contemporary lifestyle, without losing the essence of the authentic Indian traditional carpet making. Designers from Europe, US, India and our own design team creates upto date computer generated, as well as hand designs, following the market trends and demands.

### **Laboratory**

With the latest testing instruments, we have one of the best testing laboratories to check quality of yarn, dye stuff, chemicals etc. Each dye lot is methodologically checked as per approved standard of fastness properties.

### **Dyeing House**

Yarn of Woolen, Cotton and Silk viscose are dyed in over 25 vessels ranging from 1Kg. to 400Kg. per batch. Dyeing techniques super dyeing, vegetable dyeing etc.

### **Yarn Bank**

Numerical bin system is introduced to store dyed yarn for issue to the weavers. This gives colour consistency. Selection of yarn shades is managed through a computer system. The buffer stock accelerates the custom made carpets delivery in a short span of time.

### **Variety in Weaving**

Tibetan Knotting, Hand tufting, shuttle weave, pit looms Dobby looms etc. are different techniques of weaving meticulously used here. From the traditional methods of weaving to the latest in the industry, we have upgraded the techniques accordingly from time to time. Variety in different weaving styles gives a client a product of his choice at a specific price target.

### **Washing**

Washing option is a unique feature with us. This in house facility maintains the standard set in several years. The "Wash" includes antique look, royal wash, Herbal wash etc.

### **Latexing**

Hand tufted carpets are produced using imported latex from Europe. Better flexibility, binding strength to the pile, longer lives etc. are some of the attributes.

### **Finishing**

Extreme care is taken while giving a final touch to the products. This makes them looking neat and beautiful. It enhances the durability of the products as well.

### **Final Inspection and Packing**

Fool proof checking of the materials is done by the experts. Labeling with bar codes, packing in cartons, rolls tubes etc. is done according to the client's demand and dispatch mode. This ensures the arrival of the products generally in the condition it was sent.

### **Forwarding and Shipping**

Facility for stuffing the goods in factory is available. The sea shipments are made from Mumbai or Cochin, whereas airfreight is done from New Delhi.

### **Colour Range**

One, among the few companies in India which offers a formidable choice of colour range, we have the pride of Bholanath Colour Concept (BCC) Pantone or Chromo tone. In addition, we attend to any colour choice provided by client.

### **Research and Development**

From fiber to finish, from version to option, we constantly upgrade the products with our own research and development team.

### **Exclusivity**

We offer exclusivity of designs, patterns, materials etc. according to the demand. Exclusivity could be divided into particular zones or on global basis. As we religiously respect such agreement, about 80% of our business is covered by such clients.

### **Custom Made Carpets**

We offer any shape, size and colour combination in short delivery period. This can be as low as 4 weeks .Primarily this service is given in the hand tufted carpet, but is also available in hand knotted carpet or flat weave.

### **Our achievements**

We have Woodmark license. We received good trophy from Government of India for continued export growth. We introduced India's first colour system for the carpet industry – Bholanath Colour Concept (BCC).

### **Manufacturing Highlights**

- Providing jobs to 5000 artisans directly and indirectly
- Carpet Latexing and Drying plant
- Woolen and Cotton Yarn Dyeing plant
- Founder and owner of first carpet colour system in India – Bholanath Colour Concept (BOC)
- Carding Machine
- Chromotone and Pentone Colour System
- Core Yarn spinning Plant
- Design Studio
- Handtuffting unit with German/ Indian Gun.

The present study has been divided into six sections. The second section deals with the Survey of Literature. The third section narrates the objectives of the study. The fourth section delineated the research methodology. The analysis of the data is discussed in the fifth section. The main conclusions emerging out of the study are presented in sixth section.

## **2 LITERATURE SURVEY**

Study conducted at the University of Minnesota dealt with Job satisfaction levels of twins, study showed a significant relationship in twin more likely to have similar job satisfaction level than others who were not related. The findings did not indicate a large genetic component in job satisfaction but they did clearly establish its existence further more, there was tendency for twins to hold very similar jobs however when this tendency was removed from analysis statistically, the association between heredity and job satisfaction remained equally strong, the findings are interpreted to mean that organisation may have less influence over job satisfaction than has been commonly believed.

*Job satisfaction in its various aspects is a function of the discrepancy between what is experienced in a job and what is wanted as a standard of comparison.*

**Rice, Mc Farlin & Bennett, 1989**

During the 1980's however it became apparent that all though ones, job situation is important to ones job satisfaction level people who exhibit considerable job satisfaction at one time likely to be happy with their job several year later even if they have changed occupation or employer or both other apparently remain dissatisfied in numerous work situation.

**Gerhart, 1987, Staw and Rose, 1985**

It may be that some people continue to seek out situations, where they will be satisfied, while other are drawn towards situation where they will not or people attitude about facets of the environment unrelated to their work situations may be manifested in ways that the affect job satisfaction.

Recent findings support the view that genetics forces are involved on job satisfaction there is a tendency for individuals to bring satisfaction or dissatisfaction to the employment context as a function of their hereditary make up not just as a consequence of the responsibilities they have developed during their formative years.

Since most of people want to feel good about their lives and since work generally takes up half of an individual waking hours job satisfaction must be considered important in its own right, not just as a mean to an end. It has individual significance independent of it contribution to organisation goal such as productivity.

Managers at higher level tend to feel more satisfied. Older people too at least those upto the age of 69 evince grater jobs satisfaction.

**Bergmann 1981, Rhodes 1983**

More often dissatisfaction is manifested in the form of increased union activities, decreased output and absenteeism and employees turnover.

Historians for many companies the primary reason for identifying job satisfaction levels was to prevent unions from organizing workers. If sources of dissatisfaction could be pinpointed in advance, appropriate action could be taken and union organizing attempts thwarted.

Dissatisfaction employees are more likely to go for a union and employee group in which dissatisfaction is pronounced are more likely to become unionized.

**Gilmore, Fried and Ferris 1989, Premack 1984**

In average situation, based on all the recent studies of the relationship of job satisfaction to performance we find that a positive correlation does exist the relationship is not very strong and there are numerous specific instances where satisfied employees have produced less than dissatisfied employees, but the overall positive association is there.

Aspect of the work environment can also influence the performance satisfaction relationship. One study showed that within a department store, chain, intense time and performance pressure produce less than dissatisfied employees, but the job satisfaction was essentially unrelated.

Virtually every model of turnover process that has been proposed gives a central role to job satisfaction. Although many other factors involved in the decision to leave job dissatisfaction is the central impetus.

Yet clearly are condition under which dissatisfaction employees do not leave when for instance labour market condition are such that jobs are hard to find, the normal relationship between satisfaction and turnover is disrupted.

When turnover is measure in terms of voluntary department only; it did not include firings, and performance was determined from supervisor's rating.

**3 OBJECTIVES OF THE STUDY**

This study is aimed to understand the job satisfaction and the factors affecting and its relationship with employees' turnover.

**4 RESEARCH METHODOLOGY**

The present study is "DESCRIPTIVE" in nature, as it seeks to discover ideas and insight to bring out new relationship. It helps to look into the objective of the research that is to know the overall structure and working of the company.

**Sample Size:** 80 (50 worker and 30 executive and supervisor).

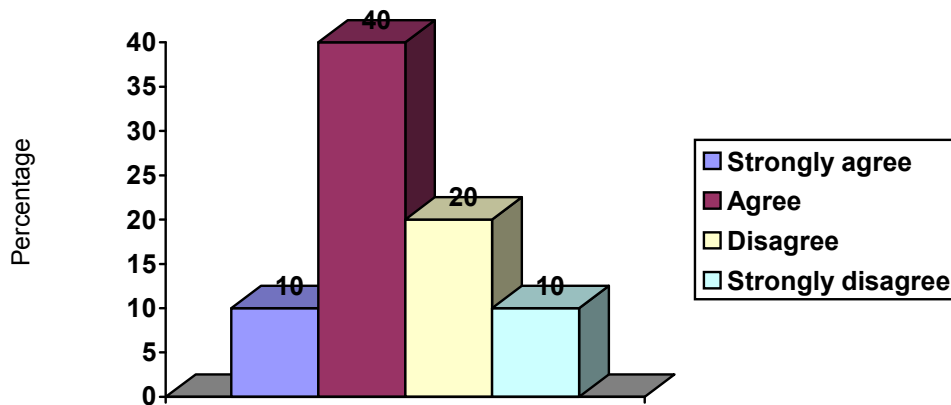
**Sampling Design:** Convenient Sampling method has been used.



**Data Collection:** Data has been collected from the primary as well as secondary source. Primary Data collected through questionnaire while the secondary data has been collected from the company's website and their manuals, handbooks and journals and other records

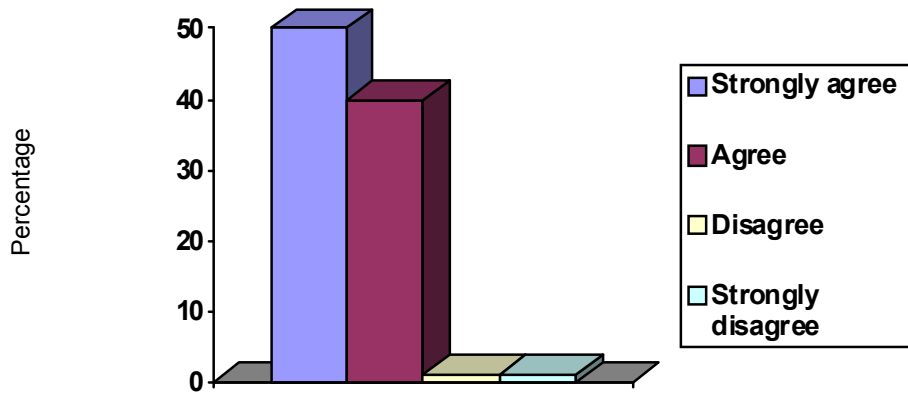
## 5 ANALYSIS AND INTERPRETATION

Graph No. 1



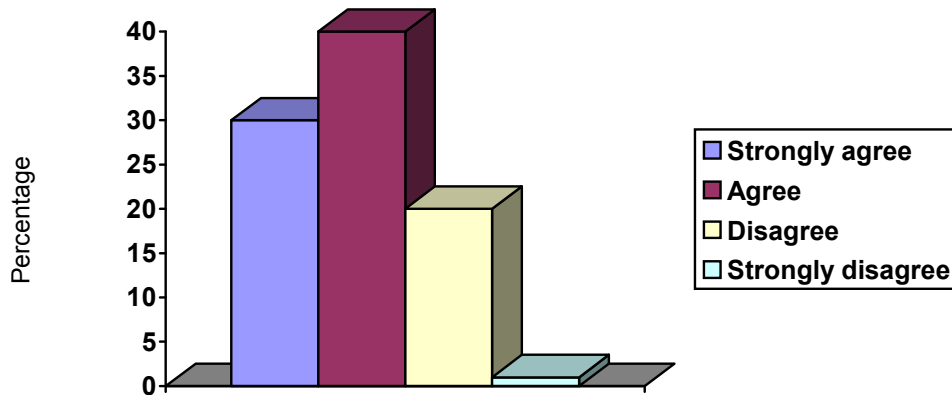
The above graph no.1 reveals that there is high level of dissatisfaction with time provided to fulfill their job responsibilities. Therefore there is need to conduct a time and motion study so as to decide a proper time to be given for completion of specific job.

Graph No. 2



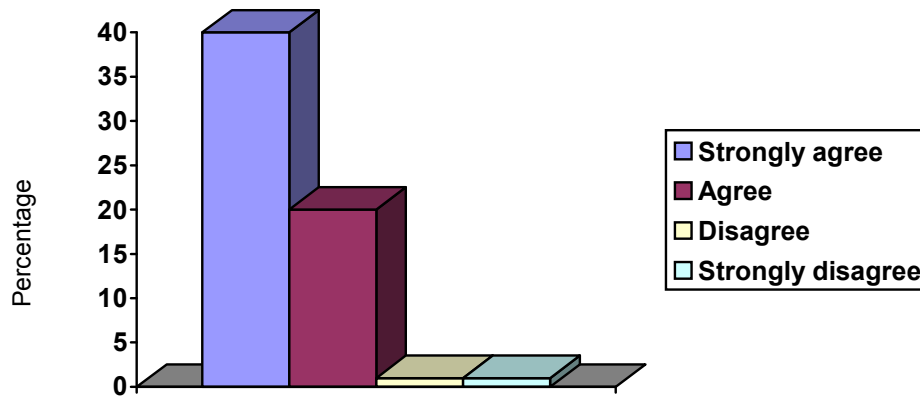
The graph no. 2 represent that more than 50% of employees strongly agree that autonomy and freedom leads to better performance this shows that autonomy and freedom lays a better role in performance and job satisfaction for an employee.

Graph No. 3



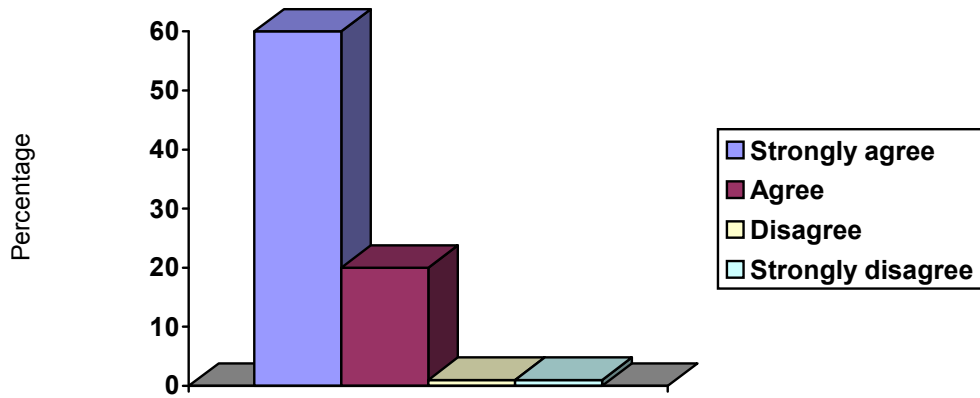
From the above graph no. 3 it has been found that maximum number of employees are satisfied with their own performance and find it better than colleague but there is also dissatisfaction amongst few of the employees regarding their own performance.

Graph No. 4



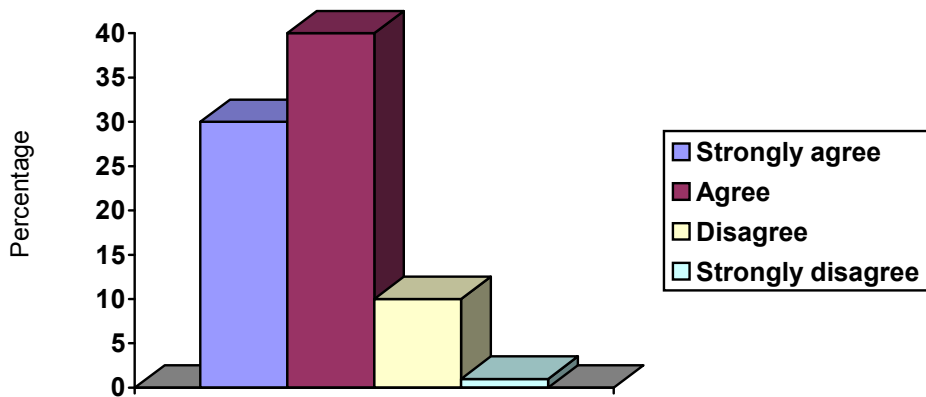
The graph no. 4 explains the fact that every one wants to overcome their drawbacks so as to improve themselves and increase their efficiency, even the employees at Bholanath International Ltd. want to do so.

Graph No. 5



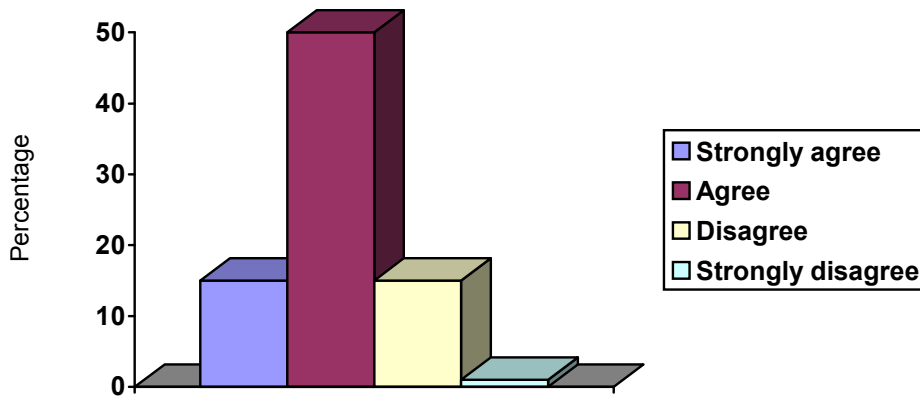
From the above graph no. 5 it has been found that all the supervisors and executives are satisfied with the communication of strategies and policies in the organisation. The graph represents a high level of satisfaction with downwards communication.

Graph No. 6



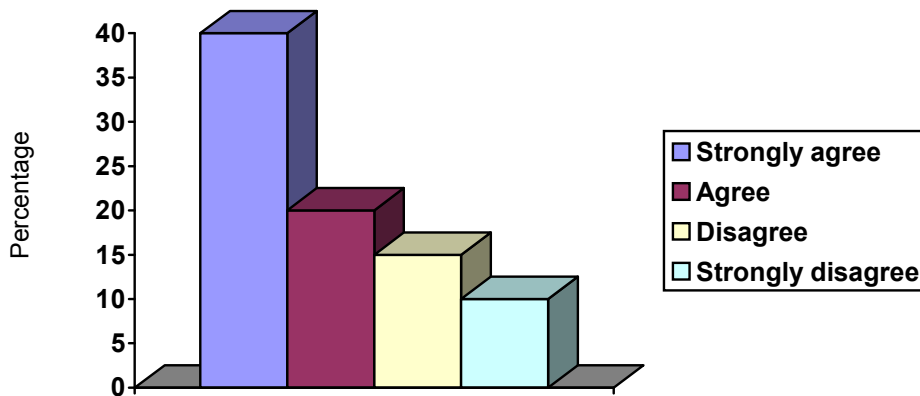
The above graph no. 6 reveals that employees are satisfied with training provided to them, which is necessary to perform their function effectively and efficiently. The graph represents a high level of satisfaction among the employees for the quality and quantities of training received by them.

Graph No. 7



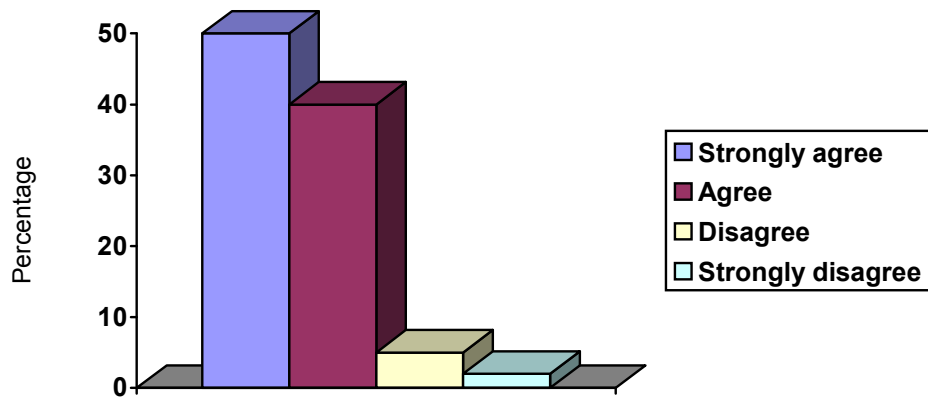
It has been found out from the above graph no. 7 that 80% of the employees agree that they get opportunity to implement what every they have learnt in the training and are satisfied with this, it is highly encouraging that there is very little dissatisfaction related to applicability of training.

Graph No. 8



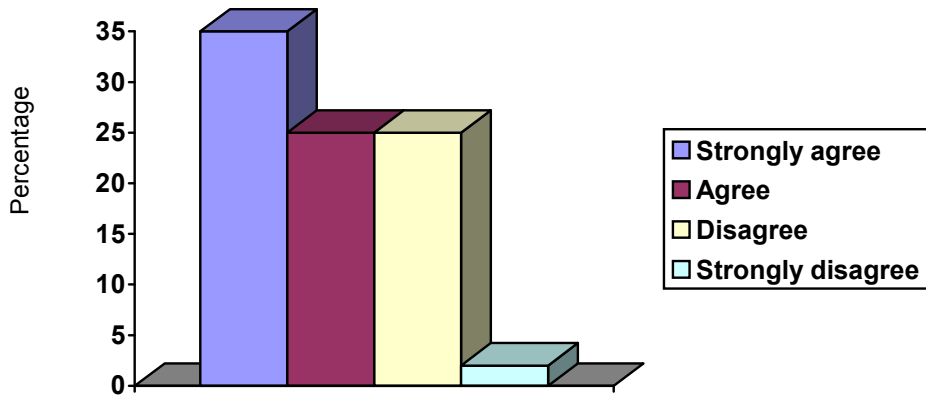
The above graph no. 8 depicts that the employees working with the organisation for a long duration, tend to be more satisfied than the fresher.

Graph No. 9



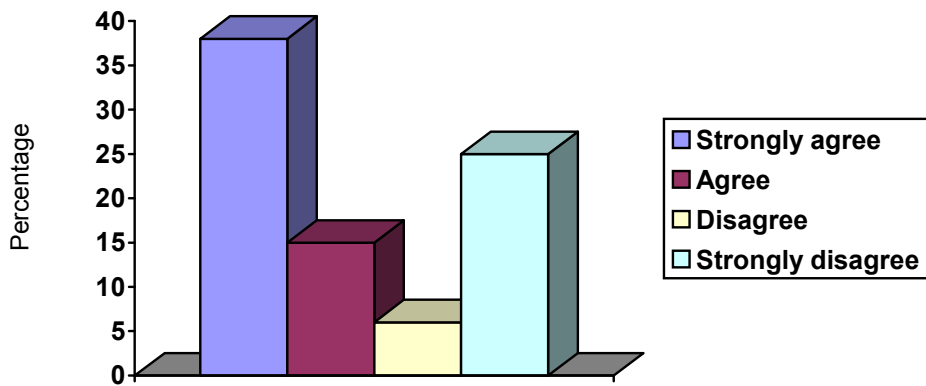
From the above graph no. 9 it has been found out that majority of employees are satisfied with the growth opportunities. It also depicts that there is grate level of satisfaction among employees.

Graph No. 10



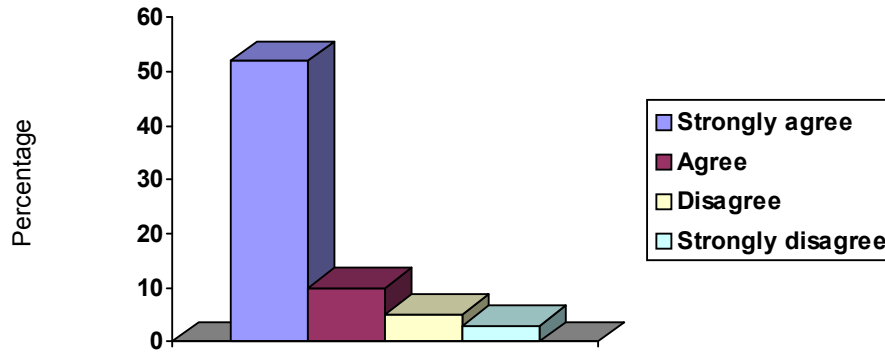
From the above graph no. 10 it has been found that most of the employees are satisfied with the support provide to them by their immediate superior for their personal development, which indicates that they enjoy good relationship with their superior. but there are some employees who are not satisfied with the support provided to them for their personal development.

Graph No. 11



The above graph no. 11 represents that majority of employees are satisfied with their present salary and they are getting what they deserve.

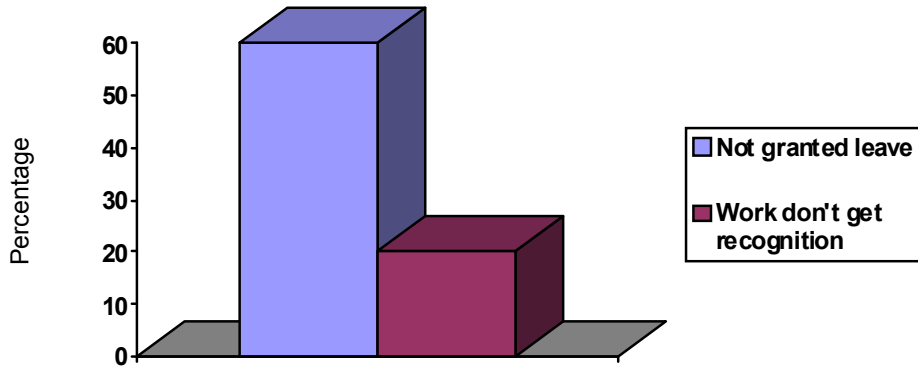
Graph No. 12



Form the above graph no. 12 it has been found that majority of the employees are satisfied with the facilities and benefits been provided to them, this is one of the major indication towards their satisfaction with the organisation and also show their loyalty.

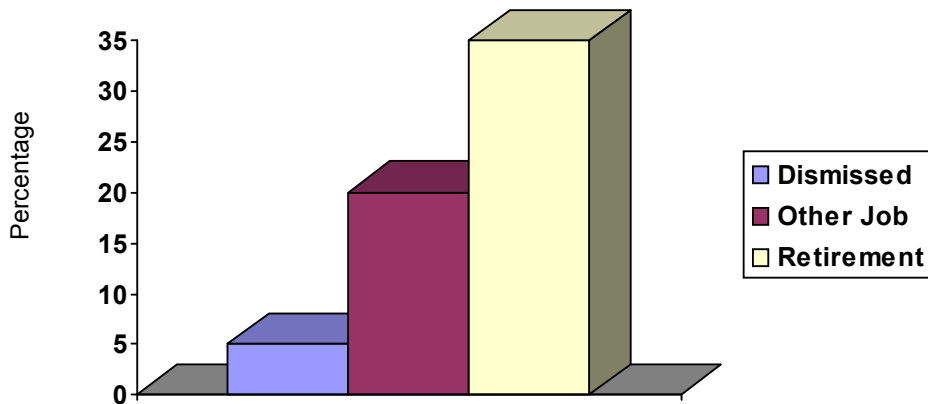
Graph No. 13





The above graph no. 13 reveals that most of the employees replied that they are not satisfied with the organization's leave policies and have the feeling of dissatisfaction when they are not been granted leave when they need even some of them feel to be dissatisfied when there work is not been given recognition.

Graph No. 14



The above graph no. 14 depicts that the most of the employees are leaving organisation on there retirement which is a good sing of job satisfaction but the number of employees leaving organisation due to other better opportunity need to be minimized.

## 6 CONCLUSION

In this section paper contains information relating to finding and suggestions of the study. The study reveals that the executive are facing problem of time pressure. They need more time to discharge their responsibilities. Employees feel that they can perform better

if more autonomy and freedom is provided to them. Senior employees tend to be more satisfied. Executive turnover is due to lucrative job opportunities whereas the worker turnover is due to dismissal or absenteeism or misconduct with superior. All the employees are aware about the police made for them. Satisfaction at workers level is higher than at executive level. It is interesting to note that some employees are not satisfied with their own performance in comparison with their colleagues. Response of most the answers show the commitment and involvement of the employees towards organization. Workers are most interested in doing structured job, while executives want to do unstructured jobs leading to their creativity.

Employees should be provided feedback about their strength and weakness so that they can capitalize their strength and improve weakness. Most of the workers feel satisfied when they achieve certain difficult target and even when the organisation achieves new heights and on growth of organisation. Most of them are dissatisfied with the organisation when they don't get leave when they required. Organisation should promote risk taking at executive's level and do away with excessive accountability. Organisation need to reduce time pressure on executive to get good quality of work. Organisation should allow flexi-timing whenever possible, more particularly if it does not affect smooth working of the organisation. Reward system should consider monetary and non monetary aspect both. Employees could be provided more autonomy and freedom. Organisation should retain employees because study shows that employees working from long tend to be more satisfied. Reward should be provided only when needed under reward causes feeling of unfair treatment, while over reward lead to feeling of guilt and discomfort. Performance appraisal should be free from error and biasness. Performance appraisal should be done quarterly to make efficient. Employee should be provided feedback for their performance and whatever they are lacking because they want to improve themselves. Training and development programs should be effective and the transfer of training to the job should be promoted. Employee must be clear about what is expected from them. Role clarity should be spread over from shop floor to top floor. Value clarification training, self awareness self disclosure training and process competency training should be provided as it is in the benefit of the organization.

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