

# A STUDY OF THE RECRUITMENT AND JOB SATISFACTION LEVEL AMONG THE EMPLOYEES

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## ABSTRACT

The study aims to understand the HR practices and culture, In any organization HR practices play the very important role in the development of the organization and it keeps the employee happy with their work. Organization working culture is going to define the employee perception about the organization and HR Practices. In a present situation many organizations are focusing to create employee's friendly environment and working condition. Due to the bad Culture and unfriendly HR practices employees are leaving their job or they changing their work place one organization to another organization and its also somewhere becoming the trend of the employees in the organization. The study aims to understand the HR practices and culture of the companies.

## 1. INTRODUCTION

The best HR practice in a organization are going to create a good working culture of the organization. This study brings about the organization culture HR aspects of the employees in the company. The culture of the organization consists of the values and beliefs of the people in an organization that support the organizational goals, Organizational culture have an impact on employee's satisfaction. This also describes different dimensions of organizational performance. Research shows that if employees are committed or having the same norms and values per organization have, can increase the performance towards achieving the overall organizational goals.

### Primary objective:

To study the job satisfaction level among the employees in Vibgyor Automotive Private Limited

### SECONDARY OBJECTIVES

1. To understand the perception of employees towards the various policies like leave, insurance, working hours
2. To assess the work life balance among the employees
3. To identify the effectiveness of communication between the management and the employee
4. To determine the satisfaction level of employees towards the infrastructure facilities and the work environment

## 2. REVIEW OF LITERATURE

Job satisfaction is a result of employee's perception of how well their job provides these things which are viewed as important. It is generally recognized in the organizational behavior field that Job satisfaction is the most important and frequently studied attitude.

Defining and measuring job satisfaction has been a challenging process which has been refined through decades of research and which is still occurring. According to Cranny, Smith & Stone (1992), job satisfaction is generally agreed upon by researchers to be an affective reaction to a job that results from the employee's comparison of actual outcomes with those that are desired.

The study of job satisfaction grew out of several schools management theory dating back to Frederck Taylor's early applications of scientific method to factory problems in the first part of this century. Vroom's (1964) Expectancy Theory of human motivation is a significant contributor to the field which goes beyond the simple behavioral concept of stimulus-response and reinforcement of behavioral psychology; it explains motivation as the perceived value of probably outcomes of actions, and the probability that actions will bring about outcomes which are highly desired. The theory thus takes into account the intrinsic values that affect satisfaction and work which research has often found to be at least equally important or more so to job satisfaction than the extrinsic values.

According to Plunkett and Attner (1994) an unmet need frustrates an employee and will continue to influence his or her behavior until it is satisfied; management can therefore effectively work with an employee by identifying the level of need which he or she is trying to satisfy and by attempting to build into the work environment opportunities that will allow the individual to satisfy his or her needs.

Frederck Herzberg's (1975) Motivation – Hygiene Theory directly addresses the issues of satisfaction and dissatisfaction on the job. His theory and research suggests that job dissatisfaction is caused by the absence of or deficits in "hygiene" factors such as salary, job security, working conditions, status, institution policies, quality of supervision and quality of

interpersonal relationships. These factors, although they can cause job dissatisfaction if deficient, do into result in job satisfaction if present. Rather, according to Herzberg, it is the “motivation” factors intrinsic to a job and related to job content that have the power to increase job satisfaction. Motivation factors include achievement, recognition, responsibility, advancement, the work itself, and possibility of growth.

Extensive research has been conducted about the relationship between job satisfactions and other work-related behaviors or attitudes such as job performance, stress and health, general life satisfaction, turnover commitment to the organization, and pro-organizational behaviors. Over time the findings of research have been inconsistent; this very well may be due, however, to wide variation in definitions of job satisfaction and in the validity of methods used to measure it (Cranny, Smith, & stone, 1992).

Following is a review of recent literature on the relationship between job satisfaction and several behaviors or attitudes. According to cranny, smith, & (1992) the methods researchers use to study performance and satisfaction influence the conclusion reached about their relationship. They suggest that co relational studies have suggests a stronger relationship. Katzell & Guzzo (1983), for example reviewed 207 studies of the effects of psychologically – based interventions on productivity (as well as job satisfaction).

Intervention studies, which are experimental or quasi – experimental, assess the effects of manipulated independent variable (such as changes into account better then co relational studies the various mediating factors (such as goal-setting, extrinsic and intrinsic rewards, and perceived equity) which also affect both performance and satisfaction (Cranny, Smith, & stone, 1992).

A path analysis of Cranny, smith, & stone’s study suggests that job satisfaction significantly influences job performance as rated by supervisors (though not as self – reported), which is believed to be due to increased alertness and focused attention. Interestingly, efforts expenditure was found to positively affect self – rated job performance, but had an inverse relationship with supervisor – rated job performance (in other ratings of job performance). It is suggested that this could be due to a efforts on the part of the employees. Neiter self – reported nor supervisor- reported job performance was found to substantially influence job satisfaction, suggesting that relationship is not bi-directional. Factors found in this study to influence job satisfaction discussed in a later section.

Other recent studies have discussed the relationship between job satisfaction and job performance. Deconinck and Stilwell (1996) found in studying female advertising executives that job satisfaction is a significant predictor of organizational commitment; and Becker, billings, Eveleth, & Gilbert (1996) found that organizational commitment as targeted at supervisors was positively related to performance. Keller, Julian, & Kidia (1996) found in studying research and development teams related to an increase in patent acquisition, technical quality ratings,

#### **EMPLOYEE SATISFACTION IN EXTENSION: A TEXAS STUDY**

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Article describes a study establishing seven dimensions that contribute to organizational effectiveness and employee satisfaction as a means of strengthening strategic planning efforts. A survey, administered to 1,720 Extension employees, received a 66% response. Findings suggest that balance between professional and personal life, a clear vision of the future, attention to training and development, and employee involvement are sources of opportunity to increase employee satisfaction and success in strategic planning and implementation. Assessing employee attitudes resulted in the initiation of an organizational renewal effort that was strongly linked to the long range planning process.

The purpose of this study was to investigate the relationship between dimensions that contribute to effective organizations and employee satisfaction as a means of strengthening strategic planning efforts. An instrument was developed to identify potential barriers between the vision of a contemporary Extension organization and the day-to-day realities of getting the job done. The instrument measured the perceptions of Extension employees on seven dimensions that contribute to effective organizations.

The dimensions were clientele satisfaction, strategic planning, focus on the future, faculty involvement, and achieving balance between work and personal life, professional development, and diversity. Employees were provided with 50 pairs of statements describing characteristics of the seven dimensions of organizational effectiveness. Each pair of statements described the ends of a 7-point Likert-type scale. Reliability and validity of the survey instrument were addressed by designing questions based on the literature, pilot testing the questionnaire, surveying the entire population, and getting a high rate of response. Further, an outside researcher conducted a qualitative content analysis of the written comments to supplement the statistical analysis. More than 80% of respondents reported having some concern about the balance between their work and their personal lives. This concern was expressed by males and females in equal numbers. However, among job types, rural agents and specialists with less than five years of experience showed the highest dissatisfaction “gap.”

### 3. FINDINGS

1. Majority of 36.84% of respondents are aged below
2. From the survey 68.42 pf respondents are male and 31.58 are females
3. 44.21% of employees strongly agree the organization is open to the change
4. 41.05% of employees strongly agree that the company has an effective work culture
5. The majority of employees are satisfied that the communication is effective among people
6. 49.47% of employees strongly agree delegation of work is effective
7. 56.84% of employees are highly satisfied that the organization provide all kind of required materials
8. 49.47% of employees are satisfied that the job responsibilities are defined
9. The overall employees accepted the company follows the strategic objectives
10. 46.32% of employees agreed that management involves success in personal growth and professional growth.
11. 46.32% of employees strongly agree that the company creates an atmosphere of work-life balance
12. 42.11% of employees are highly satisfied with their involvement ineffective the organization
13. 49.47% of the majority of the employees accepted the feedback communication among the employees is made indispensable changes.
14. 42.11% of employees strongly agree that the recognized religions work effectively.
15. 52.53% of employees are highly satisfied that the welfare facilities are provided.
16. The majority of employees are strongly agreeing the training program are carried out regularly.

### 4. SUGGESTIONS

1. They have to conduct training programs regularly
2. Management should provide an opportunity to practice the learned in the workplace
3. Training program should also include the latest technology and current information
4. The trainee should make the employees to aware of the personal benefits he can achieve better performance through training
5. Training provided to employees on their requirements
6. They should also concentrate on training programs such as achieving self- development, increasing organization stability, helping to handle stress and tension

### 5. CONCLUSION

The study was conducted to find out the link between job satisfaction and the performance of employees working in private organizations. While studying the relationship of job satisfaction with different variables such as qualification, gender, occupation, family system, and marital status, it is concluded that job satisfaction has no significant association with gender, qualification, family system, as well as marital status. It is determined from the study that job satisfaction is significantly correlated with the occupation of employees. Hence, medical doctors are more satisfied with their jobs as compared to teachers and bankers. Furthermore, it is also concluded from the above results that the performance of satisfied employees is superior as compared to dissatisfied employees. Hence, the above results suggested that to improve the performance of employees such as quality of work, productivity, and leadership qualities, organizations should consider obvious factors of job satisfaction. Based on the above points we can say that employee attitudes typically reflect the morals of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public. So, every organization should develop strategies that strengthen the work environment and increase employee morale and employee satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention.

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