

A Study on Employee Expectations and Job Satisfaction

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ABSTRACT

Organizations need to manage their resources effectively to meet the cut throat competition in the modern era. Human resources are no exception, and consequently, the assets of a successful organization should include a highly productive workforce. One of the biggest challenges faced by any manager is to meet the expectations of their employees. Workforce expectations are to be identified and motivated to contribute to increased productivity and innovation, creative problem solving, reduced turnover and decreased absenteeism. Fostering morale also comes from ensuring that employees have the experience and tools they need for competence. Some human resource experts believe that non-cash rewards can have great impact with the employees. Employees often expect to be fairly treated and compensated for the work they perform. And employees too often aware that the compensation they offer is expected to match the efforts made by the workers in their work.

Key Words: need, challenges, employees, compensation, morale.

1. INTRODUCTION

“The changing nature of employee and employer expectations need to be addressed by the organization” (Indu Bala, 2013). More satisfied employees are more cooperative, more helpful to their colleagues, more punctual and time efficient, show up for more days of work, and stay with the company longer than dissatisfied employees (Spector’s, 1997). Organizations which are not able to provide a good treatment for their employees, will lose their talented people. Employees are likely to be faced more frequently with unanticipated and ambiguous decision making situations. Organizations must increasingly count on employees to act in ways that are consistent with organizational objectives. Many employees are looking for environments where they can be engaged and feel that they are contributing in a positive way to something larger than themselves.

2. REVIEW OF LITERATURE

Ethel Roskies, Christiane Louis-Guerin & Claudette Fournier (1993) investigates the role of personality

disposition of employees (positive and negative personalities) in understanding the impact of job insecurity. The job insecurity also arises due to industrial upheaval such as increased global competition, rapid technological change; increased ambiguity and uncertainty. Increasing employee resilience removes occupational stress and job insecurity.

A.A. Attar, A.K. Gupta & D.B. Desai reports that factors which highly affect productivity are supervision, material, execution plan and design. In case of small and medium companies’ safety and health factors have some more impact compared to large companies. If proper control is exerted on above factors productivity can be improved to a large extent. Jack L. Howard (2001) revealed the issues surrounding workplace violence procedure. Organization has to conduct grievance redressal procedures, supervisor training and outplacement services. It must address a variety of policies and procedures to find out which policy best suits the organization. An effect of workplace violence carries greater impact on employees’ performance in their job.

Sara L. Rynes, Barry Gerhart, and Kathleen A. Minette (2004) has stated that money is an important motivator for most employees. The changes in pay levels or the way pay is determined actually have on people’s decisions to join and leave organizations. Monetary incentives have impact on the goals that employees choose to pursue within organizations and the level of effort they exert toward organizational goals

Seokhwa Yun, Riki Takeuchi and Wei Liu (2007) found that employees display job performance behaviors in part to enhance their self-image, especially when their role is not clearly defined. And also states that role ambiguity moderated the effects of self-enhancement motives on job performance behaviors and that managerial perceptions of an employee’s commitment moderated the effects of those organizational

citizenship behaviors that are aimed at other individuals on managers' reward allocation decisions.

Ms.InduBala (2013) Effective communication can provide a friendly atmosphere where employees are comfortable and can focus on doing what they do best. The employer considers job security, a living wage, opportunity for over time, adequate working conditions, personal loyalty to workers, vacation and some benefits. It is important that money is not the top expectation for either employee or employer. When the parties' expectations match each other, performance is likely to be good and satisfaction levels will be high So long as the values and loyalty persist, trust and commitment will be maintained.

Douglas R. May, Richard L Gilson (2004) has found that selecting the proper employees for particular work roles will enhance meaningfulness. Managers should work to establish employee perception of safety by developing supportive, trustworthy relations with their employee.

Alexandros G. Sahinidis and John Bouris(2007) studied that training perceived by the employees to be effective, will likely have a positive impact on job satisfaction, commitment and motivation. Managers ought in providing adequate training to the employees.

3. OBJECTIVES OF THE STUDY

- ✓ To study the employees expectations from the organization.
- ✓ Reason for employees joining the organisation
- ✓ To identify factors influencing employees' joining organization.
- ✓ To analyze the impact of employees expectation on job satisfaction.

4. RESEARCH METHODOLOGY

4.1 SAMPLE SIZE

Sampling is a finite subset of population and the process of selection of samples is called sampling. This refers to the number of items to be selected from the population to constitute a sample. Primary data is collected through questionnaires distributed to 105 respondents. The entire questionnaire received was screened for errors, incomplete and missing responses. The researchers communicated with 108 employees for survey. 105 employees responded for the survey. So, the response rate is 93.33%.

4.2 SAMPLING METHOD

Stratified random sampling method is used for this study which comes under probability sampling technique.

ANAYSIS AND INTERPRETATION

Descriptive Statistics of employees' expectations.

Gender and Reason for joining the organisation

H0: There is no significant relationship between Gender and Reason for joining the organisation.

H1: There is a significant relationship between Gender and Reason for joining the organisation.

Table 5.1 Gender and Reason for joining the organisation

S.No.	Gender	Reason for joining the organisation				Total
		Salary	Reputation	Growth	Flexibility in work time	
1	Male	20	23	10	11	64
2	Female	8	22	8	3	41
	Total	28	45	18	19	105

Table 5.2 Chi-Square Test :Gender and Reason for joining the organisation

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.443	3	0.217
N of Valid Cases	105		

INTERPRETATION:

By applying Pearson Chi-Square test, it is observed from the above table that the chi-square value is 4.443 and Significance value is 0.217 which is greater than the significance value for this study ($p=0.05$). Hence, H1 is accepted and revealed that there is significant relationship between Gender and Reason for joining the organization

Age and Reason for joining the organisation

H0: There is no significant relationship between Age and Reason for joining the organisation.

H1: There is a significant relationship between Age and Reason for joining the organisation.

Table 5.3 Age and Reason for joining the organization. Cross tabulation

S.	Age	Reason for joining the	Tot
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No		organisation				al
		Sal ary	Reputa tion	Gro wth	Flexi bility in work time	
1	18-25 years	12	9	5	3	29
2	26-35 years	8	19	9	4	38
3	36-40 years	2	9	2	2	15
4	41-45 years	3	4	1	3	11
5	Above 45 years	3	4	1	4	12
	Total	28	45	18	14	105

Table 5.4 Chi-Square Test :Age and Reason for joining the organisation

	Val ue	Df	Asymp. Sig. (2- sided)
Pearson Chi-Square	8.771	12	0.722
N of Valid Cases	105		

INTERPRETATION:

By applying Pearson Chi-Square test, it is observed from the above table that the chi-square value is 8.771 and Significance value is 0.722 which is greater than the significance value for this study (p=0.05). Hence, H1 is accepted and revealed that there is significant relationship between age and Reason for joining the organisation.

Designation and Reason for joining the organisation

H0: There is no significant relationship between designation and Reason for joining the organisation.

H1: There is a significant relationship between designation and Reason for joining the organisation.

Table 5.5 Designation and Reason for joining the organization. Cross tabulation

S. N o.	Designati on	Reason for joining the organisation				Tot al
		Sala ry	Reputa tion	Gr ow th	Flexi bility in work time	
1	Manager	1	3	2	1	8
2	Superviso r	5	8	2	1	14
3	Salesperso n	14	20	9	11	54

4	Others	13	11	9	6	29
	Total	28	45	18	14	105

Table 5.6 Chi-Square Test :Designation and Reason for joining the organisation

	Value	Df	Asymp. Sig. (2- sided)
Pearson Chi-Square	3.960	9	0.914
N of Valid Cases	105		

INTERPRETATION:

By applying Pearson Chi-Square test, it is observed from the above table that the chi-square value is 3.960 and Significance value is 0.914 which is greater than the significance value for this study (p=0.05). Hence, H1 is accepted and revealed that there is significant relationship between designation and Reason for joining the organisation.

Work Experience and Reason for joining the organisation

H0: There is no significant relationship between Work Experience and Reason for joining the organisation.

H1: There is a significant relationship between Work Experience and Reason for joining the organisation.

Table 5.7 Work Experience and Reason for joining the organization.

S. No	Work experience in organisati on	Reason for joining the organisation				Tot al
		Sal ary	Reput ation	Gr ow th	Flexi bility in work time	
1	0-2 years	10	13	5	4	31
2	3-5 years	10	10	7	6	23
3	6-10 years	5	9	3	5	12
4	Above 10 years	8	20	7	4	39
	Total	28	40	18	14	105

Table 5.8 Chi-Square Test :Work Experience and Reason for joining the organisation

	Va lue	Df	Asymp. Sig. (2- sided)
Pearson Chi-Square	5.334	9	0.803
N of Valid Cases	105		

INTERPRETATION:

By applying Pearson Chi-Square test, it is observed from the above table that the chi-square value is 5.334 and Significance value is 0.803 which is greater than the significance value for this study ($p=0.05$). Hence, H1 is accepted and revealed that there is significant relationship between Work Experience and Reason for joining the organisation.

5. CONCLUSION

Through this survey, organization can become more productive, plus it serves as a basis for fulfilling employee requirements. Survey analysis identifies areas of employee satisfaction and dissatisfaction to facilitate management in the creation of greater workplace harmony and, therefore, increased productivity. Conclusions are drawn from the data, and recommendations are made to the management.

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