



**A Study of Job Satisfaction among Private (L&T) and Public (EIL)
Sectors Employees in relation to Organizational Effectiveness**

Ms. Shaheen Parveen* Dr. Khurshid Alam**

Abstract

The aim of the current investigation is to find out the relationship between two variables namely job satisfaction and organizational effectiveness. 60 employees working in construction companies (L&T and engineers India Ltd.) has been selected. Since the study is quantitative in nature, various statistical procedures have been employed such as t test and Pearson Product Moment Correlation. Job satisfaction questionnaire (1989) by P. Mehta and Organizational effectiveness questionnaire by Srivastava and Banerji (1997) were selected for data collection. Using Pearson's correlation, analysis has been carried out. Further t-test was employed to assess the difference between two variables (Job satisfaction and organizational effectiveness) of public and private sectors. Results indicated a negative relationship between job satisfaction and organizational effectiveness which indicate that increase in one variable does not increase another variable. Findings suggest a significance difference between Job Satisfaction and Organizational Effectiveness.

Keywords: Job satisfaction, Organizational Effectiveness, Public and private sector.

INTRODUCTION

Due to the advent of advance technologies and fast moving world, one need to be competitive and at the same time an effective asset to the work they are committed to. The pressure of maintaining balance, urbanization and industrialization's sudden impact, thus performing better , this results into heightened anxiety and multiplies the problem of prolonged stress, which can be either work related or a manifestation of the quest to perform harder. This leads to conditions of burnout, which is psychological condition of being worn out completely, involving cynicism. Thus in this competitive world, everyone aspires a work culture that suits their needs and expectations and cater to all. They are attracted to organizations that lure them with not just economic benefits but also incentives, security at work and the structure which keeps them at ease. But this is the one side of the story, it is not just the employees who are looking for a satisfying work environment but also the organizations are under the pressure to keep the employees satisfied and ensure that they are not moving their focus from their organizations to the other. Thus they need to make sure that they offer promising exposure and opportunities, to keep their employees tagged to them only. Thus the pressure is being realized by the driving forces of economy, the employers and the employees to make sure it is mutually reinforcing and beneficial to both. This study purported to find out the correlation between employees job satisfaction and Organizational effectiveness. A brief description of these variables is asfollows:

One of the widely studied and complex behaviors in the area of organizational behavior is Job satisfaction. HOPPOCK (1935) has coined the term and reviewed almost 35 studies and concluded that it is an amalgamation of physiological, environmental and Psychological occurrences that makes an individual satisfied with his job. He enumerated six major factors of job satisfaction: (1) an individual's way of reacting to unpleasant situation. (2) When an individual find it comfortable to adjust with other employees. (3) When an individual holds a reputation and identify him with social and economic group (4) if the job assigned to him is congruent to his skills, interest and preparation (5)security (6) loyalty.

Locke (1976) implied that introspection was the way through which understanding of job satisfaction was possible. According to him the way an individual is appraised inside the job determines his level of satisfaction. It evokes a positive and pleasurable emotional state. As career choice is a key dilemma that once faces in their lives, the choices they make should be an amalgamation of the strengths and the anticipated satisfaction. Once both are achieved, one is high on intrinsic motivation to achieve the best productivity state possible. If the employees feel satisfied, they feel their efforts drive the effectiveness of their work, and this compliments the productivity of the organization. As it is known, that an organization achieves success only when it has happy employees, who feel contented at their work. Thus the changing dynamics of today's world as made it as an alarming need, to try every possible initiative to keep their employees feel highly satisfied. People are acquiring rich quality education to beat the competition and be best possible human capital to the organizations. Therefore there's a sharp positive correlation between the two mutually complementing forces job satisfaction and organizational effectiveness, to achieve a successful overall productivity ensuring personal, social, psychological, emotional, cognitive and economic wellbeing.

Organizational effectiveness, another variable of the current study is becoming the prime driving force of the work environment and organization, researcher and financial analyst growingly consider it as a supreme variable to be measured and are keen to study the factors that do not support the facilitation of effectiveness. Effectiveness is a key measure of the standing of the organization in the competitive scenario. This calls for skilled and competent employees as prerequisites. There are mixed views relating to the component of effectiveness measurement. Organizational effectiveness is defined as the capability of an organization to increase its productivity and performance of employees in the highly competitive external environment. This can be realized with best utilization of the resources, the structure, working of the system, process and commitment towards the rightful direction. Employees are the chief driving force of the organization and their commitment can make the organization realize its best potential. The realization of the organization goals are subject to everyone working on their fullest potential, be it different

capabilities, work motivation, knowledge of task, skills etc. that in summation work for the best achievement of goals.

Literature Review:

A study was conducted by Syed Mohammad Azeem (2010) with an aim to explore the correlation among demographic variables like pay and job tenure and its impact along with job satisfaction on organizational commitment. Findings show that the mean value related to the level of job satisfaction clearly indicate moderate satisfaction of employees with that of colleagues, nature of work and perceived supervisory behavior. Further, mean values of pay and promotion reported that employees are moderately satisfied with promotion opportunities and pay they get. Moreover, researchers had found different facets of job satisfaction and organizational commitment are found to be positively related to each other. Additionally, positive but weak correlation was reported between age, job tenure and organizational commitment. Statistically, job satisfaction was found to be positively and strongly related to organizational commitment, which clearly indicate that change in level of job satisfaction causes change in the commitment level of employees. Regression Analysis has been done in order to find out the effect of demographic variables and job satisfaction along with its dimensions has on organizational commitment. Herzberg, Mausner, Peterson and Chapwell (1957) job satisfaction may be associated with some work related behavior but simultaneously discusses some work behavior causing job dissatisfaction as well. In an article by K. Nath Gangai (2015), Job Satisfaction and Organizational Commitment: Is It Important for Employee Performance findings indicated that there is a highly significant correlation among factors of organizational commitment, including both gender. But, there is no significant correlation between job satisfaction and organizational commitment and among three dimensions, only continuance commitment & normative commitment is significant correlation with job satisfaction at 0.05 levels. Similar finding shown in the case of gender (male & female) that there is no correlation between organizational commitment components and job satisfaction; hence these two factors are not responsible for the effective organizational performance. Tabassum et al (2016), in their article identified a weak

relationship with job satisfaction and organizational performance which can have negative impact on organizational effectiveness.

Objectives:

- The present research is purported to find out the difference between private and public sector employees engaged in the same field with regard to their level of job satisfaction and strength of the organizational effectiveness.
- It is also aimed to measure the strength of relationship between the level of job satisfaction and the degree of organizational effectiveness among private and public sector employees working in the same field

Hypothesis:

In order to achieve the above objective of the present research following null hypotheses has been formulated:

- There would be no difference between private and public sector employees in their level of job satisfaction and degree of organizational effectiveness
- There would not be any significance difference between private and public sector employees with regard to their level of job satisfaction and strength of organizational effectiveness

METHOD

DESIGN OF THE STUDY

This study was cross-sectional. It has two objectives and for each objective, there was a different method to achieve them. The first objective of the study is to find out the difference in Job Satisfaction and Organizational Effectiveness of the employees working in two sectors i.e. Public and Private sector. The second objective is to determine the correlation between two variables namely job satisfaction and organizational effectiveness among employees working in both Public and Private sector. To achieve these objectives Job Satisfaction questionnaire and Organizational Effectiveness scale was administered. The convenient sampling method was used to draw the sample. To analyze the data, descriptive (mean, SD) and inferential statistics (correlation) are computed.

TOOL DESCRIPTION:

Job Satisfaction Measure:

Job satisfaction scale was developed by P. Mehta (1989). It consists of 25 items measuring four different dimensions i.e. perceived influence, perceived amenities, perceived nature of work and perceived supervisory behavior. Each statement has five alternative responses that are scored 5, 4, 3, 2, and 1. Scoring of item number's 3, 6, 7, 12, 13, 15 and 22 are reversed. The four total scores are combined to provide a final score on job/ work place satisfaction. Higher score indicates greater jobsatisfaction.

Organizational Effectiveness Scale:

The Organizational effectiveness scale was developed by Srivastava and Banerjee (1997). This scale purported to assess the level of overall effectiveness of production as well as service organizations. It is a 56 items scale that covers 8 dimensions. All the statements are framed to measure the degree of organizational effectiveness, which is applicable in any industry and all types of organization. All the items are scored as per the guidelines of manual. Range of the score for each item is 1-5 where 1 is the lowest and 5 is the highest score. Further, responses have to be calculated according to dimension to obtain total score of organizational effectiveness. Greater scores indicate high level of organizationaleffectiveness.

Sample:

Sample consisting of 60 employees working in private(L&T) and public(Engineers India Ltd.) were selected with the help of convenient sampling method.

Data Analysis:

As the different objectives were formed, different analyses were done, for the first objective of studying job satisfaction and Organizational Effectiveness, descriptive analysis was done, within which mean and SD was calculated; for the second objective, to calculate the relationship of job satisfaction with Organizational Effectiveness, the correlation was found using inferential statistics; bi-variate correlation was applied with the help of SPSS.

Results

Table- 3.1 shows comparison of employees of public ($M=85.05$, $SD=9.60$) and private ($M=89.29$, $SD=11.35$) sector on the measures of job satisfaction. As per the table, job satisfaction's three dimensions namely Perceived Influence, Perceived Nature of Work and Perceived Supervisory Behavior scored higher on Private sector; however Perceived Amenities score is equal on both the sectors showing slight difference.

Table –1 Table showing Mean and SD of public and private sector employees for Job Satisfaction

Measure	Employees					t-value
	Public			Private		
	Mean	SD		Mean	SD	
Job Satisfaction	83.05	9.89		87.29	11.41	2.81**
Perceived Influence	19.69	3.99		20.10	4.68	.67
Perceived Amenities	20.42	3.15		20.85	3.09	.97
Perceived nature of Work	21.51	2.47		23.51	2.69	5.48**
Perceived supervisory behavior	21.43	2.97		22.83	2.91	3.37**

**p<0.05, significant (two-tailed), **p<0.01, significant (two-tailed)*

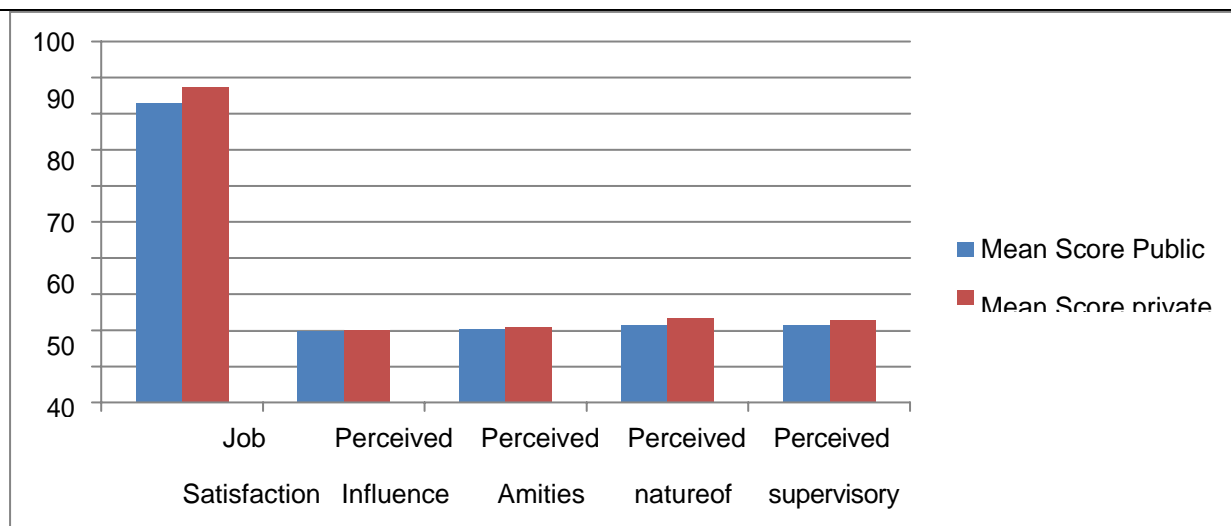


Figure 1: Mean score on job Satisfaction with various Dimensions of Public and Private sector employees.

Table- 2 shows comparison of employees of public ($M=143.89$, $SD=32.20$) and private ($M=119.41$, $SD=24.67$) sector on the measures of Organizational Effectiveness. It is evident that the eight dimensions of Organizational Effectiveness scored higher mean and SD in public sector comparative to privatesector.

Table – 3 Comparison of Mean and Standard Deviation of Organizational Effectiveness and its various domains of private and public sector employees.

Measure	Employees				t-value
	Public		Private		
	Mean	SD	Mean	SD	
Organizational Effectiveness	143.89	32.20	119.41	24.67	6.03**
Effective Organizational System	20.08	4.74	17.43	3.58	4.46**
Congenial Climate	18.91	5.40	17.03	4.81	2.60**
Efficiency	23.23	6.02	14.07	2.97	13.64**
Dynamism & Adaptability	17.08	4.31	15.91	4.38	1.90
Interpersonal Harmony	14.56	3.51	11.87	2.96	5.86**
Efficient Leadership	19.56	5.29	16.26	3.45	5.22**
High Morale	14.33	3.06	11.90	2.60	6.06**
Job satisfaction and Commitment	16.14	3.84	14.94	3.88	2.20
<i>*p<0.05, significant (two-tailed), **p<0.01, significant (two-tailed)</i>					

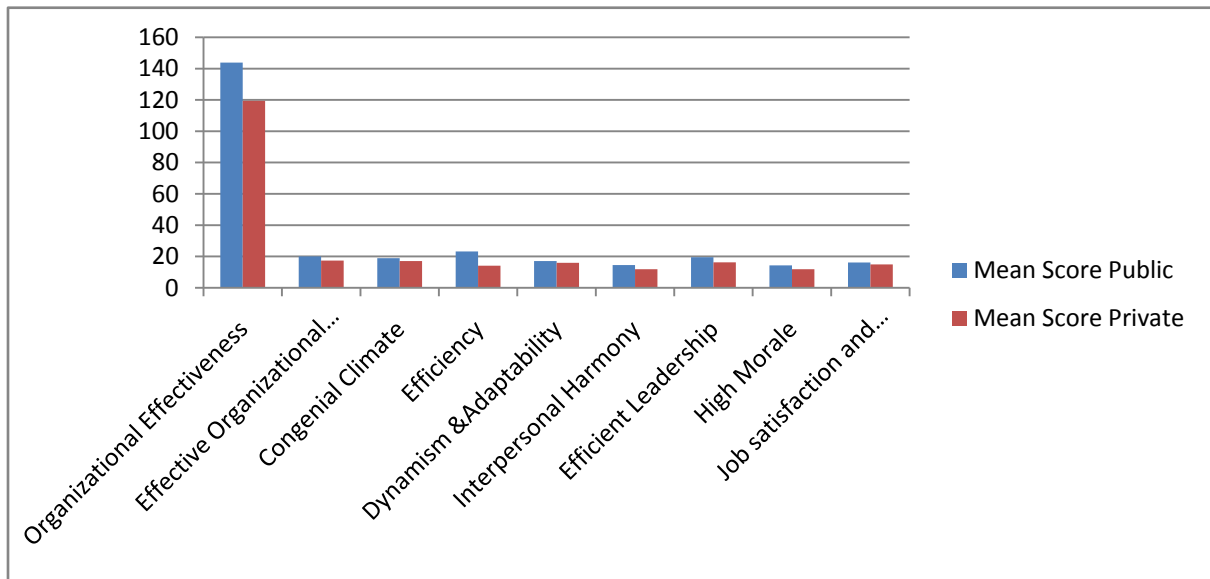


Figure 2: Mean score on job Satisfaction with various Dimensions of Public and Private sector employees

Table -3 Job Satisfaction and its correlation with Organizational Effectiveness along with its Domains among Public Sector Employees

Measures	OE	EOS	CC	E	D&A	IH	EL	HM	Js&C
JS	-.621**	-.640**	-.584**	-.545**	-.556**	-.513**	-.570**	-.419**	-.532**
P I	-.665**	-.641**	-.644**	-.535**	-.637**	-.538**	-.632**	-.501**	-.567**
PA	-.404**	-.493**	-.422**	-.324**	-.382**	-.351**	-.267**	-.284**	-.337**
PNW	-.303**	-.353**	-.206*	-.357**	-.197*	-.300**	-.249*	-.158	-.290**
PSB	-.495**	-.454**	-.463**	-.456**	-.427**	-.362**	-.559**	-.291**	-.412**

*N=60, df=58, *p<0.05, (two tailed), significant, **p<0.01, (two tailed), significant,*

Table -4
Job Satisfaction and its correlation with Organizational Effectiveness along with its Domains among Private Sector Employees

Measures	OE	EOS	CC	E	D&A	IH	EL	HM	Js&C
JS	-.445**	-.354**	-.412**	-.397**	-.280**	-.290**	-.426**	-.397**	-.506**
PI	-.369**	-.274**	-.339**	-.340**	-.165	-.280**	-.351**	-.362**	-.459**
PA	-.278**	-.354**	-.227*	-.166	-.116	-.213*	-.316**	-.221*	-.309**
PNW	-.424**	-.279**	-.404**	-.409**	-.308**	-.365**	-.400**	-.365**	-.399**
PSB	-.465**	-.313**	-.456**	-.457**	-.424**	-.127	-.400**	-.404**	-.548**

*N=60, df=58, *p<0.05, (two tailed), significant, **p<0.01, (two tailed), significant,*

Interpretation and Discussion:

The mean score of Job satisfaction of private sector employees on the Perceived Influence, Perceived Nature of Work and Perceived Supervisory Behavior is higher because of congenial climate and feeling of involvement, where they feel that they are being treated as a family not just a machine. This enhances a sense of strong connection with their organization and employees feel motivated to work. A sense of pride and importance emerges as a result of performance appraisal, freedom to make decision regarding the organization and good interpersonal relationship with supervisor. These entire factors contribute to employee satisfaction and they get a chance of utilizing their skills with the type of work one has assigned. Rewards and benefits given at workplace also boost employee satisfaction with the organization. According to Latif, Ahmad, Qasim, Mushtaq, Ferdoos, & Naeem, (2013) Job satisfaction is an integral part of all the organization and serve as an important factor in bringing about organizational effectiveness in the organization. And from that point is an area of concern for HR and managers. It is essential for HR and managers to know how they can make their employees feel satisfied and how to retain those employees in the organization to achieve the set goals. Autonomy, Freedom to express opinion and participatory decision making seems to have positive impact on

employee job satisfaction. When the employee feel connected, he develops likelihood towards the organization, leading to job satisfaction. According to **Spector (1997)**, job satisfaction was defined as “The extent to which people like (satisfaction) and dislike (dissatisfaction) their job.”

Organizational effectiveness can be understood in terms of its capability to achieve its long and short term goals and its capacity to survive. As John Kimberley (1979), “Effectiveness of an organization could be seen in terms of the survival of the organization.” As evident from the table, mean and SD is found to be higher for Public sector because of autonomy, participatory decision making and good communication channel which let him realize that he is important for the organization. Organizations are said to be effective when it accomplish the long and short term goals and stand firmly in the sector. There are different factors that indirectly play an important role in determining the organizational effectiveness like Job security, congenial climate, good interpersonal relationship, autonomy, free and frank discussion and effective supervision which bring job satisfaction. Job satisfaction further allows employees to concentrate on their work more by utilizing their skills. If they found their organization taking care of their needs, their focus tends to shift from basic needs towards their job and task allocated to them, which in turn lead to the maximum productivity and achievement of the goals, and effectiveness.

As it is evident from the table, the correlation between job satisfaction and organization effectiveness for public sector employees is negative, which implies that increase in one variable leads to decrease in the other variable, which is against the usual trend that there is a positive correlation between the two. There might be the interface of other factors which deteriorated satisfaction of employee and increase the effectiveness of the organization. Value theory (Locke, 1976) of job satisfaction implies that employee tend to give importance to different facets of their job. For example if a person’s need for autonomy is high, given a chance to make decision will increase their satisfaction compared to the person who weigh monetary benefits more. Nath Gangai and Aggarwal (2015), findings suggest that no relationship exist between job satisfaction and organizational commitment. These finding are in line with my research finding as there is a negative relationship between the said construct which has a deteriorating effect on the effectiveness of organization among the employees of public sector.

The correlation reflects a negatively significant relationship between Job satisfaction and organizational effectiveness for private sector employees as well. The data obtained reflects upon the fact that there exist a negative correlation between job satisfaction and organizational effectiveness along with its dimensions and increase in one variable will decrease the effect of another variable. Validated by the studies Herzberg, Mausner, Peterson and Chapwell (1957) job satisfaction may be associated with some work related behavior but simultaneously discusses some work behavior causing job dissatisfaction as well. Tabassum et al (2016), in their article identified a weak relationship with job satisfaction and organizational performance which can have negative impact on organizational effectiveness.

The finding of the research has larger implication as far as the job satisfaction and organizational effectiveness are concerned, for employees working in different public and private sector organizations. It is also suggested that larger samples from different public and private sector organization should be taken for future researches.

References:

Azeem, S. M. (2010). Job satisfaction and organizational commitment among employees in the Sultanate of Oman. *Psychology, 1*(04), 295.

Herzberg, F., Mausner, B., & Peterson, R. (1957). Chapwell. D." *Job attitudes: Reviews of research and opinion*". Pittsburgh: Psychological Service of Pittsburgh.

Hoppock, R. (1935). Job satisfaction.

Latif, M. S., Ahmad, M., Qasim, M., Mushtaq, M., Ferdoos, A., & Naeem, H. (2013). Impact of employee's job satisfaction on organizational performance. *European Journal of Business and Management, 5*(5), 166-171.

Locke, E. A (1976). 'The nature and causes of job satisfaction' in Dunette, M D. (ed) Handbook of Industrial and organization psychology. Chicago: RanMc Nally .

Nath Gangai, K., & Agrawal, R. (2015). Job satisfaction and organizational commitment: Is it important for employee performance. *International journal of management and business research*, 5(4), 269-278.

Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences* (Vol. 3). Sage publications.

Srivastava, A. K., & Banerjee, R. (1997). Organizational Effectiveness Scale. In D. M. Pestonjee (Ed.), *Third handbook of psychological and social instruments* (pp. 307-311). New Delhi: Concept Publishing Company.

Tabassum, U., Khan, B., Sherani, A. W., & Khan, I. (2016). The Relationship between Job Satisfaction and Job Performance among Employees: A Case of Commercial Banks in Punjab City, Pakistan.