Employees' Job Satisfaction in Power Back-Up Industry: An Analytical Approach

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Abstract

In this era of frequent corporate restructuring and rapid technological change, successful companies must have employees who are open to innovation and to changing roles, and are able to work together productively. Research shows that employees most likely to be adaptable, cooperative, and productive are those who are satisfied with their jobs. Job Satisfaction is a part of life satisfaction. The nature of one's environment of job is an important part of life as Job Satisfaction influences one's general life satisfaction. However, more comprehensive approach requires that many factors are to be included before a complete understanding of job satisfaction can be obtained. Job Satisfaction Studies reveals that the industry might be experiencing some type of a rebirth based on new ways of doing business. This paper is an attempt to measure the level of satisfaction of employees with special reference to power backup industry. The study will help organizations; understand the factors contributing to job satisfaction and their importance.

Keywords

Job Satisfaction, Employee Engagement, Work Culture, Environment

I. Introduction

There are a number of challenges in the Indian industry which require the serious attention. The industry is already under stress on account of persistent problems such as attrition, confidentiality, and loyalty. With these challenges, it is right time for organizations to rethink the ways they manage their people. Managing human resource in the knowledge based industry is a significant challenge for companies as it involves a multi task responsibility.

Job satisfaction is an effective or emotional response towards various facets of one's job [10]. This means job satisfaction is not a unitary concept. Rather, a person can be relatively satisfied with one aspect of his or her job and dissatisfied with one or more other aspects. The hands-on exercise, for instance, assesses one's satisfaction with recognition, compensation and supervision.

Traditionally, OB experts have identified low job satisfaction as the main cause of turnover [12]. Employees become dissatisfied with their employment relationship, which motivates them to search for and join another organization with better conditions. Although job dissatisfaction builds over a time and eventually affects turnover [4].

Satisfied employees are more likely to stay with company and become committed and have more likely to be motivated to provide high level of customer service, by doing so will also further enhance the employee's satisfaction through feeling of achievement. Enhanced employee satisfaction leads to improved employee retention; and employee stability ensures the successful implementation of continuous improvement and customer satisfaction. Customer satisfaction will no doubt lead to corporate success and greater job security. These will further enhance employee satisfaction. Therefore, employee satisfaction is a prerequisite for customer satisfaction.

II. Literature review

Job Satisfaction has been extensively studied since 1930s. One of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924–1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity. The work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor's work who argued that 'Principles of Scientific Management' was a single best way to perform any given work task.

Robert Hoppock (1935) elaborated on relationship between job satisfaction and other work related factors [7]. Carroll & Blumen (1973) begin with the question, how to define work satisfaction and reviews general research trends and framework of analysis that have been developed [3]. These include the traditional approach which assumed that if the presence of a condition led to satisfaction, the two factor theory which identifies factors related to satisfaction and Maslow's need-hierarchy based theory. Hasmukh Adhia(2007) made attempt to measure the job satisfaction of Government employees in india correlating among antecedent factors, job satisfaction factors and consequences factor [1]. Jaggi, Bikki (1977) relates Job Satisfaction and Leadership Styles in Developing Countries: The Case of India' [8].

Research revealed that job satisfaction varied across countries. A study of 9,300 adults in 39 countries identified the percentage of workers who said they were "very much satisfied with their jobs." The top five countries were Denmark (61%), India (urban middle- and upper class only-55%), Norway (54%), United States (50%) and Ireland (49%). Why do Hungarian employees indicate the lowest job satisfaction? An average monthly salary of $302 and poor labor management relations are two possible causes. Job satisfaction is an attitude that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors [16].

Five predominant models of job satisfaction specify its causes. They are need fulfillment, discrepancy, value attainment, equity, and dispositional/ genetic components. Lockheed Martin uses surveys to assess employee's job satisfaction [9].

III. Factors effecting job satisfaction

There have been many studies performed to determine factors that affect job satisfaction. Organizational involvement, locus of control, age, identification with role, dual career families, and commitment to organization are some of them (Dodd-McCue & Wright, 1996) [17]. Other variable identified are work stress; Type-A behavior, coping strategies, participation in decision making (Bogg & Cooper, 1994), procedural justice, emotional exhaustion, race, and education (Wesolowski & Mossholder, 1997).

Employees understand that physical conditions as important for job conditions [11]. However they may also consider factors such as job security, pay and friendly co-workers (Crouch & Nimran, 1989). An influential theory suggests that an adequate work environment does not substantially enhance job satisfaction, but that substandard environment definitely leads to dissatisfaction [13] (Herzberg, 1966; Herzberg, Mausner &

Snyderman, 1959). Further, Regional location is identified as correlate of the job satisfaction [2].

Satisfaction in work is provided through factors of achievement, recognition, etc. Pierce and Newstrom (I982) and Ralston (I989) both found that job satisfaction was higher with flexible work schedules than with fixed working hours [15]. Satisfaction with work itself, satisfaction with promotion, and satisfaction with co-workers were all positively correlated (Smart, 1998) [5]. Researches also suggest that commitment strengthens with the individual's age, years with the organization, sense of job security, and participation in decision making [6].

The important components of job satisfaction therefore are-compensation and job characteristics. Some studies include perceived low chances of promotion, organizational career opportunities, lack of mentorship, and lack of recognition as contributing factors [14] (Moore, 2000; Igbaria & Seigel, 1993; Igbaria & Greenhaus, 1991). Thomas and Ganster (I995) studied the impact of organizational policies and supervisor behavior on job satisfaction. Their research provides evidence that organizational policies have impact on job satisfaction [15].

IV. An empirical study of power back-up industry

The power backup market in India is lucrative and fast growing primarily due to chronic power shortage. The market comprises of generators or gensets, and batter-based devices like inverters and Uninterrupted Power Supply (UPS). Study is conducted in Su-Kam, which is leader in the power back-up industry in India which has created new benchmarks for the industry and upgraded standards for the entire sector.

This study is conducted with the following objectives

* Discover the various expectations that determine the satisfaction level of employee.
* Rank the factors according to the importance in the industry.
* Measure the level of satisfaction of employees with respect to the surveyed company.

A. Employee satisfaction measurement

Employee satisfaction is a function of perceived performance and expectations. It is a persons' feeling of pleasure or disappointment resulting from comparing a products' outcome to his/her expectations. If the performance falls short of expectations, the employee is dissatisfied and if it matches the expectations, the employee is satisfied.

B. Technique

Considering the important attributes which determine the satisfaction level of the employee with respect to the various services catered by the company, a non-structured in-depth interview of employee selected by convenience is carried out. Then, a list of fifteen attributes is finalized keeping in mind their importance and that an attribute once selected is not repeated on being encountered for the second time. On the basis of attributes which have been identified, a questionnaire is prepared which is analyzed for two parameters separately i.e. satisfaction and importance. To answer each question, a 5 point scale is used for response. In case of component pertaining to satisfaction, the respondent has to respond in terms of highly satisfied, very satisfied, satisfied, not so satisfied and dissatisfied. In case of component pertaining to satisfaction, the respondent has to give a response in terms of critical, very important, important, not so important and not at all important.

Thus, the response for each question is either component of satisfied to dissatisfied and from critical to not at all important, respectively.

C. Data Collection and Analysis

Exhaustive list of all the employees is obtained. A sample size of 50 is chosen to be representative of the population (nearly 10%). Sample interval is determined by dividing total no. of employee by the sample size (26.32). Every tenth individual appearing in the exhaustive list is then selected. Samples drawn are used to collect data pertaining to employees' satisfaction as well as importance towards the 15 attributes listed. The satisfaction scale ranges from a score of 5 for 'Highly Satisfied' to a score of 1 for 'Dissatisfied'. 'Importance' scale ranges from a score of 5 for critically important to a score of 1 for not at all important. The results are then categorized on the basis of:

* Total Respondents.
* Department wise.
* Salary Wise.

For each category, the respondents are selected and then averages of satisfaction and importance are computed for each question respectively. Then the product of corresponding averages is computed to give the satisfaction index [5]. The formula computation of satisfaction index is:

Satisfaction Index =

Sum of Average Satisfaction(S) x Average importance (i)

Sum of Average Importance (i)

$$= \frac{\sum SXi}{\sum i}$$

Table 1: Total strength of the employees

DEPARTMENT			
	MALE	FEMALE	TOTAL
HR & Administration	15	6	21
Accounts	15	20	35
Power Division	20	10	30
Sales & Marketing	200	30	230
Service	350	30	380
Customer Care	150	100	250
IT & ERP	20	15	35
Total	770	211	1231

EMPLOYEE STRENGTH
Male: 875   Female: 441   Total: 1316
SAMPLE SIZE: 50
SAMPLE INTERVAL: (1231/50) = 24.62

Table 2: Strength of the employees (In percentage)

HR & Administration employees	1.70
Accounts Dept. employees	2.84
Power Division employees	2.43
Sales & Marketing employees	18.68
Service employees	30.86
Customer Care employees	20.30
IT & ERP employees	2.84

Analysis and Interpretation:

1. Listing of Important Attributes

Using the in depth interview technique, numbers of attributes were determined which affect the levels of satisfaction of employees with respect to the company.

2. Ranking as per Importance

Ranking is done after analyzing all the attributes for the given sample that which one has more importance and which one is least important.

3. Variation in Satisfaction

It includes two different ways:
* Satisfaction level of the total respondents.
* Department wise analysis of satisfaction level.
* Salary wise analysis of satisfaction level.

Table 3: Satisfaction index for the employees

S.No	Questions	Average Satisfaction (S)	Average Importance (i)	SXi
1	Working Environment	2.66	3.44	7.466
2	Convenient Work Location	1.68	4.48	7.526
3	Recognition for the work done	2.9	3.72	10.79
4	Friendly working environment	2.76	3.9	10.76
5	Opportunities for flexible working	2.44	4.04	9.858
6	Working in dynamic organization	2.54	3.78	9.601
7	Working in reputed organization	2.24	4.06	9.094
8	Interesting and Enjoyable Work	2.00	3.12	6.24
9	Work that gives a sense of achievement	2.40	3.14	7.536
10	Working with young people	1.86	4.2	7.812
11	Job security	3.00	3.78	11.34
12	Opportunities for personal development	2.98	3.74	11.15
13	Opportunities for Promotion/career Prospects	2.84	3.8	11.02
14	Fair payment for the work done	1.76	3.34	5.878
15	Good Policies	3.16	3.24	10.24
Sum			55.78	135.931

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Satisfaction Index =

$$\text{Satisfaction Index} = \frac{\text{Sum of Average Satisfaction(S) x Average importance (i)}}{\text{Sum of Average Importance (i)}}$$

$$= \sum SX_i = \frac{135.931}{55.78} = 2.436$$
$$\sum i$$

Note: The satisfaction scale ranges from a score of 5 for 'Highly Satisfied' to a score of 1 for 'Dissatisfied'. 'Importance' scale ranges from a score of 5 for critically important to a score of 1 for not at all important.
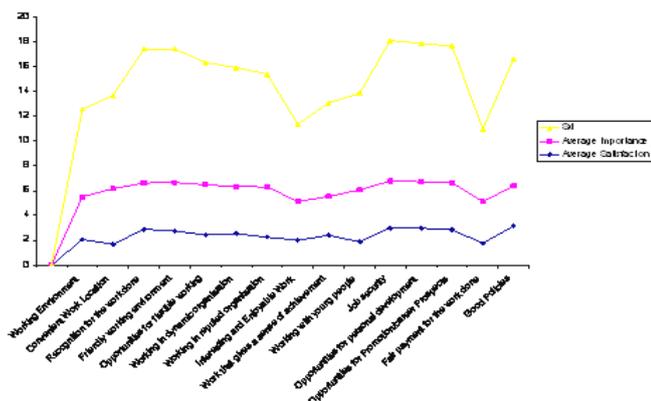

Fig. 1: Satisfaction index for the employees

Listing of Important Attributes:
1. Working Environment.
2. Convenient Work Location.
3. Recognition for the Work Done.
4. Friendly Working Environment.
5. Opportunities for Flexible Working.
6. Working in a 'Dynamic' Organization.
7. Working in a Reputed Organization.
8. Interesting & Enjoyable Work.
9. Work that gives a sense of Achievement.
10. Working with Young People.
11. Job Security.
12. Opportunities for Personal Development.
13. Opportunities for Promotion/ Career Prospects.
14. Fair Payment for the Work Done.
15. Good Policies.

D. Ranking as per Importance

After analyzing all the attributes for the given sample, it was found that Work Location is Critically important to all employees (I = 4.48) followed by working with young people (I = 4.20) working in reputed organization (I = 4.06) and other attributes which are very important are opportunities for flexible working (I = 4.04) Friendly working environment (I = 3.90) followed by opportunities for promotion & career prospects (I = 3.80).

Working in Dynamic organization and Job Security with same is also important (I = 78) followed by opportunities for personal development (I = 74) and recognition for the work done (I = 3.72).

Attributes like working environment (I = 3.44) and fair salary are also more important followed by Good policies (I = 3.24) which are critically important. Work that gives a sense of achievement (I = 3.14) and interesting & enjoyable work (I = 3.12) are also equally important.

E. Variation in Satisfaction

Satisfaction level of total respondents: The Satisfaction Index for the total respondents is for the total respondents - 2.436 (Table 1 and Figure 1) which indicate that the employees are relatively satisfied with the various services being catered by the company as against their importance. It can be attributed to the fact that the company caters to the various needs of the employees and it tries to provide the more important needed services like Opportunities for promotions, Fair Salary and Good Company Policies as and when needed.

Department wise analysis of satisfaction level: Analysis of Table 2 – 8 and a glance of Figures 2 – 8 reveal that employees of Accounts Dept. are most satisfied (Satisfaction Index = 2.825) followed by employees of Power Division (Satisfaction Index = 2.822) and the employees of Customer Care Dept. (Satisfaction Index = 2.666).The Satisfaction level of HR & Adm. Dept. is also good (Satisfaction Index = 2.664) followed by Sales & Marketing Dept. (Satisfaction Index = 2.390) and Employees of Service Dept. (Satisfaction Index = 2.335) and IT & ERP Dept. (Satisfaction Index = 2.106).

Table 4: Satisfaction level for the employees of HR & Administration department

S.No.	Questions	Average Satisfaction (S)	Average Importance (i)	Sxi
1	Working Environment	3.76	4.00	15.04
2	Convenient Work Location	3.00	2.75	8.25
3	Recognition for the work done	2.75	3	8.25
4	Friendly working environment	1.80	2.64	4.752
5	Opportunities for flexible working	2.00	1.83	3.66
6	Working in dynamic organization	1.45	3.25	4.712
7	Working in reputed organization	2.15	1.90	4.085
8	Interesting and Enjoyable Work	1.99	3.78	7.522
9	Work that gives a sense of achievement	3.16	3.24	10.238
10	Working with young people	3.20	4.12	13.184
11	Job security	2.64	3.00	10.292
12	Opportunities for personal development	2.54	3.78	9.601
13	Opportunities for Promotion/career Prospects	4.10	2.15	8.815
14	Fair payment for the work done	1.65	3.04	4.032
15	Good Policies	4.36	2.67	11.641
Sum			46.75	124.574

Satisfaction Index =

Sum of Average Satisfaction(S) x Average importance (i)

    Sum of Average Importance (i)

$$\frac{\sum SXi}{\sum i} = \frac{124.574}{46.75} = 2.664$$

Note: The satisfaction scale ranges from a score of 5 for 'Highly Satisfied' to a score of 1 for 'Dissatisfied'. 'Importance' scale ranges from a score of 5 for critically important to a score of 1 for not at all important.
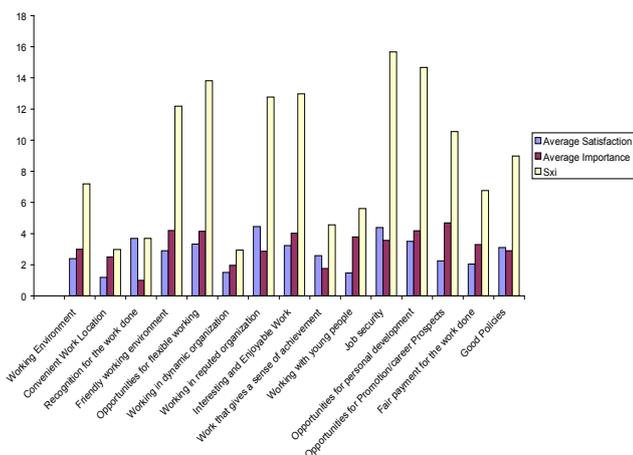

Fig. 3: Satisfaction index -Accounts department

Table 6: Satisfaction index for the employees of power division

S.No.	Questions	Average Satisfaction (S)	Average Importance (i)	Sxi
1	Working Environment	3.58	4.25	15.21
2	Convenient Work Location	1.50	2.35	3.52
3	Recognition for the work done	3.20	1.59	5.08
4	Friendly working environment	1.30	1.38	1.91
5	Opportunities for flexible working	2.46	4.03	9.91
6	Working in dynamic organization	4.63	3.27	15.10
7	Working in reputed organization	3.00	1.28	3.84
8	Interesting and Enjoyable Work	1.30	3.81	5.25
9	Work that gives a sense of achievement	2.85	4.19	11.94
10	Working with young people	1.11	2.59	2.87
11	Job security	3.67	1.98	7.26
12	Opportunities for personal development	1.29	3.00	3.87
13	Opportunities for Promotion/career Prospects	2.87	1.78	5.10
14	Fair payment for the work done	3.40	4.45	15.13
15	Good Policies	4.25	4.78	20.31
Sum			44.83	126.47

Satisfaction Index =

Sum of Average Satisfaction(S) x Average importance (i)

    Sum of Average Importance (i)

$$= \frac{\sum SXi}{\sum i} = \frac{126.4736}{44.81} = 2.8224$$

Note: The satisfaction scale ranges from a score of 5 for 'Highly Satisfied' to a score of 1 for 'Dissatisfied'. 'Importance' scale ranges from a score of 5 for critically important to a score of 1 for not at all important.
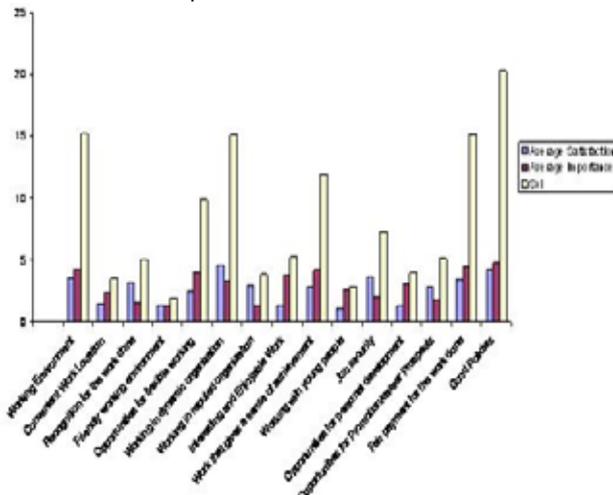

Fig. 4: Satisfaction index -power division

Table 7: Satisfaction index for the employees of sales & marketing department

S.No.	Questions	Average Satisfaction (S)	Average Importance (i)	Sxi
1	Working Environment	1.769	3.423	6.06
2	Convenient Work Location	2.769	3.577	9.90
3	Recognition for the work done	2.923	3.615	10.56
4	Friendly working environment	3.000	3.800	11.42
5	Opportunities for flexible working	2.423	3.577	8.66
6	Working in dynamic organization	1.962	4.228	8.30
7	Working in reputed organization	2.308	2.885	6.65
8	Interesting and Enjoyable Work	2.346	4.077	9.56
9	Work that gives a sense of achievement	3.115	3.077	9.58
10	Working with young people	2.462	3.962	9.75
11	Job security	1.731	3.462	5.99
12	Opportunities for personal development	2.000	3.423	6.84
13	Opportunities for Promotion/career Prospects	2.615	3.923	10.25
14	Fair payment for the work done	1.923	3.885	7.47
15	Good Policies	2.577	3.615	9.31
Sum			54.54	130.35

Satisfaction Index =

Sum of Average Satisfaction(S) x Average importance (i)

    Sum of Average Importance (i)

$$= \frac{\sum SXi}{\sum i} = \frac{130.359}{54.54} = 2.390$$

Note: The satisfaction scale ranges from a score of 5 for 'Highly Satisfied' to a score of 1 for 'Dissatisfied'. 'Importance' scale ranges from a score of 5 for critically important to a score of 1 for not at all important.

Fig. 5: Satisfaction index - Sales & Marketing department

Table 8: Satisfaction index for the employees of Service department

S No.	Questions	Average Satisfaction (S)	Average Importance (i)	Sxi
1	Working Environment	2.25	3.41	7.68
2	Convenient Work Location	1.66	4.58	7.63
3	Recognition for the work done	3.16	4.08	12.93
4	Friendly working environment	2.83	4.16	11.81
5	Opportunities for flexible working	2.5	4.33	10.83
6	Working in dynamic organization	2.5	4.00	10.00
7	Working in a reputed organisation	2.16	4.16	9.02
8	Interesting and Enjoyable Work	1.83	3.33	6.11
9	Work that gives a sense of achievement	2.5	3.08	7.70
10	Working with young people	2.33	3.25	7.58
11	Job security	2.41	4.25	10.27
12	Opportunities for personal development	2.16	4.41	9.54
13	Opportunities for Promotion/career Prospects	1.41	4.16	5.90
14	Fair payment for the work done	2.25	4.16	9.37
15	Good Policies	3.08	4.00	12.33
	Sum		59.41	138.7

Satisfaction Index =

Sum of Average Satisfaction(S) x Average importance (i)

   Sum of Average Importance (i)

   $= \frac{\sum SXi}{\sum i} = \frac{138.774}{59.417} = 2.335$

Note: The satisfaction scale ranges from a score of 5 for 'Highly Satisfied' to a score of 1 for 'Dissatisfied'. 'Importance' scale ranges from a score of 5 for critically important to a score of 1 for not at all important.
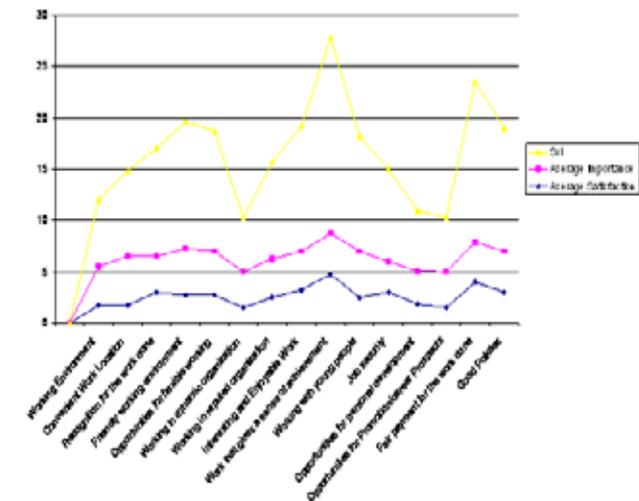

Fig. 6: Satisfaction index - Service department

Table 9: Satisfaction index for the employees of Customer Care department

S.No.	Questions	Average Satisfaction (S)	Average Importance (i)	Sxi
1	Working Environment	1.75	3.75	6.56
2	Convenient Work Location	1.75	4.75	8.31
3	Recognition for the work done	3.00	3.50	10.50
4	Friendly working environment	2.75	4.50	12.38
5	Opportunities for flexible working	2.75	4.25	11.69
6	Working in dynamic organization	1.5	3.5	5.25
7	Working in a reputed organisation	2.5	3.75	9.37
8	Interesting and Enjoyable Work	3.25	3.75	12.19
9	Work that gives a sense of achievement	4.75	4.00	19.00
10	Working with young people	2.5	4.5	11.25
11	Job security	3.00	3.00	9.00
12	Opportunities for personal development	1.85	3.20	5.92
13	Opportunities for Promotion/career Prospects	1.5	3.5	5.25
14	Fair payment for the work done	4.0	3.90	15.60
15	Good Policies	3.0	4.0	12.0
	Sum		57.85	154.28

Satisfaction Index =

Sum of Average Satisfaction(S) x Average importance (i)

   Sum of Average Importance (i)

   $= \frac{\sum SXi}{\sum i} = \frac{154.281}{57.85} = 2.666$

Note: The satisfaction scale ranges from a score of 5 for 'Highly Satisfied' to a score of 1 for 'Dissatisfied'. 'Importance' scale ranges from a score of 5 for critically important to a score of 1 for not at all important.
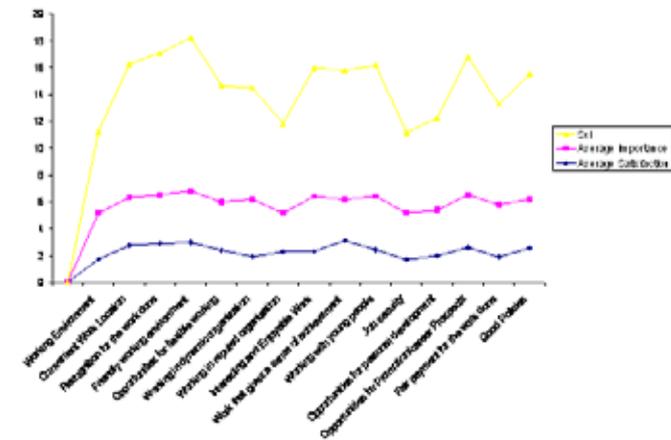

Fig. 7: Satisfaction index - Customer Care department

Table 10: Satisfaction index for the employees of IT & ERP Department

S.No.	Questions	Average Satisfaction (S)	Average Importance (i)	Sxi
1	Working Environment	2.00	3.37	6.75
2	Convenient Work Location	1.25	4.5	5.62
3	Recognition for the work done	2.875	3.75	10.78
4	Friendly working environment	2.5	3.75	9.37
5	Opportunities for flexible working	2.00	3.75	7.50
6	Working in dynamic organization	2.12	3.75	7.96
7	Working in a reputed organisation	1.5	3.37	5.06
8	Interesting and Enjoyable Work	2.75	3.62	9.96
9	Work that gives a sense of achievement	1.75	4.25	7.43
10	Working with young people	3.00	3.00	9.00
11	Job security	2.37	3.25	7.710
12	Opportunities for personal development	2.12	3.87	8.23
13	Opportunities for Promotion/career Prospects	1.87	3.87	7.26
14	Fair payment for the work done	2.12	3.50	7.43
15	Good Policies	1.75	3.87	6.78
	Sum		55.5	116.90

Satisfaction Index =

Sum of Average Satisfaction(S) x Average importance (i)

   Sum of Average Importance (i)

   $= \frac{\sum SXi}{\sum i} = \frac{116.906}{55.5} = 2.106$

Note: The satisfaction scale ranges from a score of 5 for 'Highly Satisfied' to a score of 1 for 'Dissatisfied'. 'Importance' scale

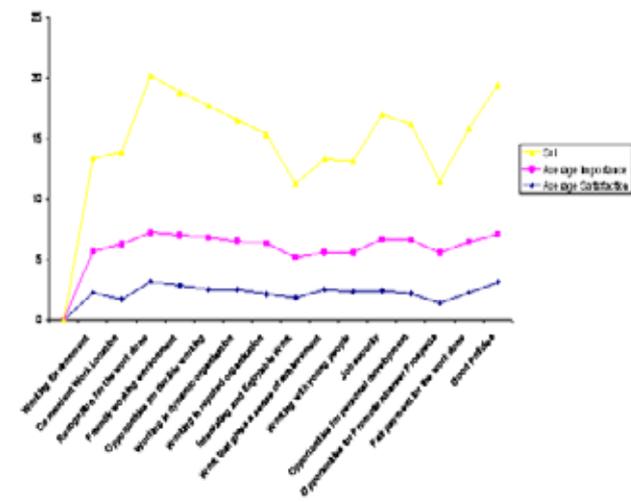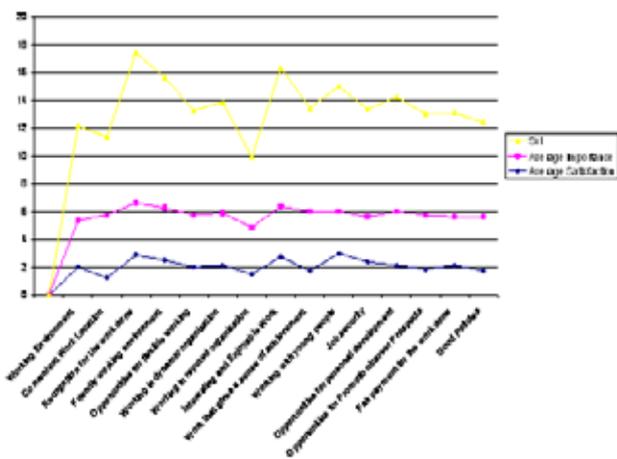ranges from a score of 5 for critically important to a score of 1 for not at all important.

Fig. 8: Satisfaction index - IT & ERP Department

Table 11: Satisfaction index for the employees of income group A (less than equal to 75,000 PA)

S.No.	Questions	Average Satisfaction (S)	Average Importance (i)	Sxi
1	Working Environment	3.07	3.46	7.15
2	Convenient Work Location	1.64	4.46	7.33
3	Recognition for the work done	3.17	3.17	11.11
4	Friendly working environment	1.82	2.10	3.92
5	Opportunities for flexible working	2.07	3.00	6.21
6	Working in dynamic organisation	2.75	1.71	4.91
7	Working in a reputed organisation	2.22	2.00	4.45
8	Interesting and Enjoyable Work	2.71	3.50	9.50
9	Work that gives a sense of achievement	1.85	2.15	3.99
10	Working with young people	1.71	3.21	5.52
11	Job security	3.03	3.35	10.19
12	Opportunities for personal development	1.63	1.79	2.92
13	Opportunities for Promotion/career Prospects	3.53	4.20	15.16
14	Fair payment for the work done	2.64	4.00	10.57
15	Good Policies	2.77	3.96	11.01
Sum			46.25	114.67

Satisfaction Index =
Sum of Average Satisfaction(S) x Average importance (i)
    Sum of Average Importance (i)

$= \dfrac{\Sigma SXi}{\Sigma i} = \dfrac{114.679}{46.251} = 2.479$

Note: The satisfaction scale ranges from a score of 5 for 'Highly Satisfied' to a score of 1 for 'Dissatisfied'. 'Importance' scale ranges from a score of 5 for critically important to a score of 1 for not at all important.
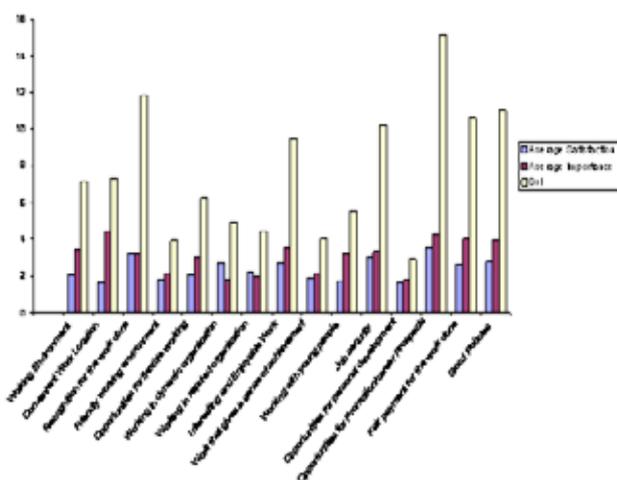

Fig. 9: Satisfaction index for the employees of income group A (less than equal to 75,000 PA)

Table 12: Satisfaction index for the employees of income group B (75,000 – 5, 00,000 PA)

S.No.	Questions	Average Satisfaction (S)	Average Importance (i)	Sxi
1	Working Environment	2.10	3.42	7.18
2	Convenient Work Location	1.86	4.48	8.34
3	Recognition for the work done	2.93	3.59	10.51
4	Friendly working environment	2.65	3.86	10.25
5	Opportunities for flexible working	2.24	4.03	9.46
6	Working in dynamic organisation	2.17	3.17	6.88
7	Working in a reputed organisation	2.58	3.06	7.93
8	Interesting and Enjoyable Work	3.50	3.00	10.50
9	Work that gives a sense of achievement	1.75	2.49	6.89
10	Working with young people	3.49	3.19	7.93
11	Job security	3.40	4.12	14.01
12	Opportunities for personal development	2.72	3.96	10.10
13	Opportunities for Promotion/career Prospects	2.44	3.51	8.60
14	Fair payment for the work done	2.31	3.55	8.20
15	Good Policies	3.99	3.89	15.55
Sum			53.35	143.09

Satisfaction Index =
Sum of Average Satisfaction(S) x Average importance (i)
    Sum of Average Importance (i)

$= \dfrac{\Sigma SXi}{\Sigma i} = \dfrac{143.092}{53.351} = 2.682$

Note: The satisfaction scale ranges from a score of 5 for 'Highly Satisfied' to a score of 1 for 'Dissatisfied'. 'Importance' scale ranges from a score of 5 for critically important to a score of 1 for not at all important.
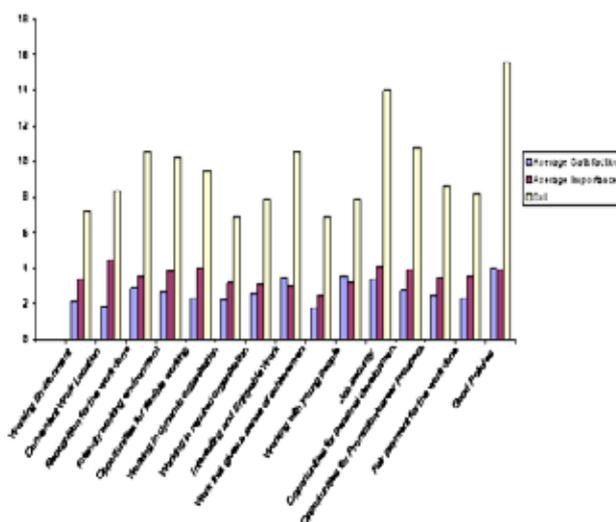

Fig. 10: Satisfaction index for the employees of income group B (75,000 – 5,00,000 PA)

Table 13: Satisfaction index for the employees of income group C (more than 5, 00,000 PA)

S.No.	Questions	Average Satisfaction (S)	Average Importance (i)	Sxi
1	Working Environment	2.00	2.41	6.82
2	Convenient Work Location	1.35	4.47	6.04
3	Recognition for the work done	2.94	3.94	11.59
4	Friendly working environment	2.88	3.82	11.02
5	Opportunities for flexible working	2.52	4.00	10.12
6	Working in dynamic organization	1.88	3.00	5.64
7	Working in reputed organization	1.67	3.94	5.59
8	Interesting and Enjoyable Work	2.11	3.00	6.35
9	Work that gives a sense of achievement	2.82	3.23	9.13
10	Working with young people	3.11	3.70	11.55
11	Job security	3.99	3.52	14.10
12	Opportunities for personal development	1.52	3.23	4.94
13	Opportunities for Promotion/career Prospects	3.72	4.10	15.28
14	Fair payment for the work done	4.00	4.35	17.40
15	Good Policies	3.99	4.00	15.99
	Sum		55.74	151.82

Satisfaction Index =

$$\frac{\text{Sum of Average Satisfaction(S) x Average importance (i)}}{\text{Sum of Average Importance (i)}}$$

$$= \frac{\sum SXi}{\sum i} \quad = \frac{151.823}{55.744} = 2.723$$

Note: The satisfaction scale ranges from a score of 5 for 'Highly Satisfied' to a score of 1 for 'Dissatisfied'. 'Importance' scale ranges from a score of 5 for critically important to a score of 1 for not at all important.
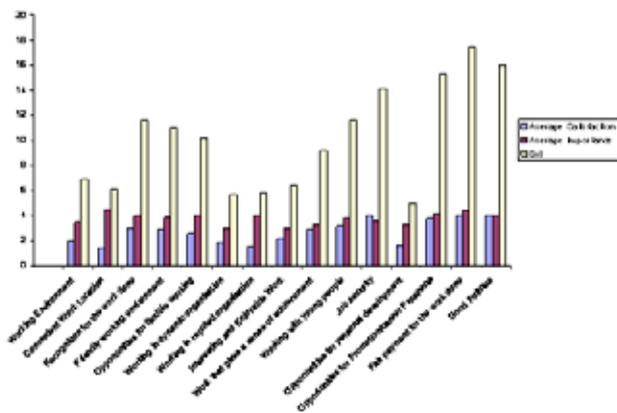

Fig. 11: Satisfaction index for the employees of income group C (more than 5,00,000 PA)

Salary wise analysis of Satisfaction Level: Tables and Figures 9 – 11 indicates that employees pertaining to Category 'C' (income group (more than 5, 00,000) are the most satisfied (Satisfaction Index = 2.72) followed by the employees of category 'B' (income group 75,000 – 5, 00,000; Satisfaction Index = 2.68) and the employees of category 'A' (income group less than 75,000; Satisfaction Index = 2.47) are least satisfied.

V. Conclusions

Research shows that satisfied, motivated employees will create higher customer satisfaction and in turn positively influence organizational performance. Convenient work location, working with young people, opportunities for promotion and career prospects, fair salary, good policies, job security and dynamic working environment are few attributes which are critically important from the view point of most of the employees.

Employees have an overall satisfaction index of 2.43 which indicates that the employees are relatively satisfied with their Job.

It is imperative from the analysis that employees of Accounts Department are almost as satisfied as Power Division, Customer Care, Human Resources & Administration, Service Department, however IT & ERP Department are more dissatisfied.

Employees falling in 'C' category of the income group (Rs.5, 00,000 and more p.a.) are the most satisfied than the other categories of income. Therefore, a comprehensive Employee Satisfaction process can be a key to a more motivated and loyal workforce leading to increased customer satisfaction and overall profitability for the organization.

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