

JOB SATISFACTION AMONG THE EMPLOYEES- A STUDY OF BHARTI AIRTEL LIMITED, SHIMLA (H.P)

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ABSTRACT

Job satisfaction motivates the employees to perform their jobs more efficiently. The study conducted on 50 respondent employees of Bharti Airtel Limited, Shimla (H.P) revealed that a majority of them (76%) were satisfied with their job. Lack of personal growth, inadequate salary, lack of incentives for hardworking employees, lack of better opportunities for promotion and lack of proper direction from the superiors etc. were the main reasons for dissatisfaction with the job. Hence, the study implies that incentives in the form of additional increments, recognition, awards, appreciation letters etc. should be provided to the sincere and dedicated employees, as well as better promotion for professional growth besides encouraging cordial relationship among the subordinates and superiors in the organization.

KEYWORDS: Professional Growth, Inadequate Salary, Incentives, Congenial Environment, Cordial Relationship

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INTRODUCTION

Job performance by an employee requires that his/ her expectations and aspirations in terms of reward, considerations and fulfilment of his/her needs etc. should be met. If these are fulfilled, he/she will be satisfied with the outcome of job performance. The greater job satisfaction will further motivate the employees in performing their tasks more efficiently which results in increased productivity. However, it has been observed that due to lack of satisfaction, most of the organizations either perform badly or lose their skilled employees to other organisations, thus adversely affecting their productivity.

Though Bharti Airtel has been at the forefront of technology in telecom sector since its inception, yet it has been observed that the company needs to emphasize on the importance of human resource management particularly in terms of their job satisfaction. Keeping this in view, the present study was undertaken with the following specific objectives:

- To determine the level of job satisfaction among the employees of Bharti Airtel Limited.
- To find out the main factors affecting job satisfaction.
- To know the main reasons for their job dissatisfaction and provide suggestive measures for making their job more satisfaction.

METHODOLOGY

The study was conducted in purposively selected Bharti Airtel Limited which is located at Shimla (H.P). All the employees working in the company were taken for the purpose of the present study. Thus, in all, 50 respondents constituted the sample for the present study. Employees' job satisfaction was measured with the help of scale developed by Gupta (2006) with suitable modification wherever necessary. The scale constituted twenty statements both favourable and unfavourable for measuring the phenomenon under study. The respondents' opinion was taken on six-point continuum scale viz. Very much satisfied, Much satisfied, Somewhat satisfied, Somewhat dissatisfied, Much dissatisfied and Very much dissatisfied with respective score of 6,5,4,3,2 and 1 for favourable statements. The scoring was reversed in case of unfavourable statements. The total satisfaction score of each respondent on all the 20 statements was calculated to find out mean job satisfaction score. On the basis of mean score (\bar{X}) and Standard Deviation (SD), the respondents were divided into the following three categories:-

Much Satisfied: $> (\bar{X}+SD)$

Somewhat Satisfied: $(\bar{X}\pm SD)$

Not Satisfied: $< (\bar{X}-SD)$

The data were collected with the help of well-structured and pre-tested interview schedule by personally interviewing the respondents.

RESULTS AND DISCUSSION

The main findings of study are given as under:

Level of Job Satisfaction

The extent to which the respondents expressed satisfaction with their job is presented in Table 1.

Table 1: Respondents' Job Satisfaction (n=50)

Level of Job Satisfaction	Frequency	Percentage
Much Satisfied	08	16
Somewhat satisfied	30	60
Not Satisfied	12	24

It is evident from the data that a majority of respondents (60%) were somewhat satisfied and 16 percent were much satisfied with their job. About one-fourth of them were not found to be satisfied with their job. These findings were in conformity with those of Kumar and Dhaliwal (1985) who reported that majority of respondents were not satisfied with their job and hence, the employers should make concerned efforts to improve the working conditions of their employees.

Statement Wise Extent of Job Satisfaction

Statement wise weighted mean satisfaction score was calculated and presented in Table-2.

Table 2: Statement Wise Extent of Job Satisfaction

Sr. No.	Statement	Weighted Mean Satisfaction Score (WMSS)
1	The way information flows around your organisation	4.80
2	Your relationship with other people at work	5.10
3	The way you and your efforts are valued	4.40
4	The nature of your job	4.70
5	The degree to which you feel motivated by your job	4.0
6	Career opportunities offered by your organization.	3.80
7	The level of job security in your organization.	4.20
8	The style of supervision used by your superiors	3.90
9	The way changes and innovations are implemented in your organization.	4.10
10	The kind of work or task that you are required to perform in your organization.	4.10
11	The degree to which you feel that you can personally grow yourself in the organization.	3.60
12	The manner the conflicts are resolved in your organization.	3.80
13	The scope your job provides to help you achieve your aspiration and ambitions.	3.90
14	The amount of participation you are given in important decision making.	3.90
15	The degree to which your job taps the range of skills which you feel you possess.	4.40
16	The amount of flexibility and freedom you feel you have in your job.	3.80
17	The psychological 'feel' or climate that dominates in your organization.	4.20
18	The design or shape of your organization structure.	4.80
19	The amount of work are given to do, i.e. neither too much nor too little.	4.50

The above data revealed that employees were very much satisfied at the relationship with people (colleagues) at their work place (WMSS= 5.10). Similarly, the statements at Serial number (i), (xviii), (iv) and (xix) with their respective WMSS of 4.80, 4.80, 4.70, 4.50 clearly indicated that the employees were much satisfied with the aspects like 'the way information flow in the organization', 'the design and shape of organization', 'the nature of job', and the amount of work given to do'. These findings were in agreement with those of Reddy and Sinha (1989) who observed that greater the communicative openness in the organization higher was the job satisfaction among the employees.

Reasons for Dissatisfaction with the Job

The respondents were probed to state the main reasons for not being satisfied with their job. On the basis of frequency percentages against each reason, the ranks were assigned and the response has been given in Table 3.

Table 3: Major Causes for Dissatisfaction with the Job

Sr. No.	Reasons	Percentage	Rank
1	No personal growth	70	I
2	Lack of transportation facilities	32	VI
3	Lack of incentives for hard working and dedicated employees	58	III
4	No better opportunities for promotion	48	IV
5	Lack of proper directions from the supervisor/ boss	40	V
6	Inadequate salary /pay	66	II
7	Company policies like promotions, recruitment etc. are not good.	18	VIII
8	Uncooperative superiors	10	X
9	Biased attitude/ Personal prejudice	08	XI
10	Colleagues not cooperative	20	VII
11	Job uninteresting and boredom	16	IX

As it is clear from the data, 'No personal growth' (Rank I) followed by 'Inadequate salary/pay' (Rank II), 'Lack of incentives for hard working and dedicated employees' (Rank III) and 'No better opportunities for promotion in the organization' (Rank IV) were the main reasons expressed by the respondents for dissatisfaction with their job. Similarly, lack of proper direction/ guidelines from the superior's, lack of transportation facilities, uncooperative colleagues, policies of the company being not good and uninteresting and boring job etc. were some of the other main reasons responsible for causing dissatisfaction with the job among the employees. Therefore, the study implies that sincere and concerned efforts should be made by the company to provide good opportunities to the employees for personal growth. Adequate salary coupled with incentives in the form of additional increments, awards, appreciation letter etc. to hard working and dedicated employees should also be provided by the company.

Similar findings were reported by Sharma and Kaur (2003) who reported that the majority of the respondents showed dissatisfaction on the aspects like freedom and variety on the job, fairness of authority, opportunity for self-development, promotion and available physical facilities.

Suggestive Measures for Making the Job of the Employees Attractive

Suggestions were also elicited from the respondents' on how to make their job attractive so that they could feel themselves satisfied. The response has been depicted in Table 4.

Table 4: Suggestive Measures for Making the Job Attractive (n=50)

Sr. No.	Suggestions	Frequency	Percentage
1	Good salary as per skill and ability of employees	39	78
2	There should be better opportunities for promotion and professional growth	34	68
3	Incentives in the form of additional increments, recognition, awards, appreciation letter etc. should be provided to the sincere and dedicated employees.	28	56
4	The policies, rules and regulation of the company should be framed/ reviewed periodically keeping in view the welfare and interest of its employees.	28	56
5	There should be friendly and congenial working environment.	25	50
6	Cordial interpersonal relationship should be encouraged/ promoted among the subordinates and superiors in the organization	20	40
7	Transportation must be provided to the employees working in the organisation.	18	36

A critical look on the data revealed that a majority (84%) of the respondents had suggested that incentives should be provided to the sincere and dedicated employees, good salary as per the skill and ability of the employees (78%) and better opportunities for promotion/ personal growth (68%). A substantial percentage of the respondent' also suggested that the policies, rules and regulations of the company should be framed/ reviewed keeping in view the welfare and interest of its employees (56%), there should be friendly and congenial working environment and cordial interpersonal relationship should be encouraged/ promoted among the subordinates and superiors in the organization. However, those who advocated the transportation facilities for the employees in the organization were 36 percent.

Sharma et al. (2002) also concluded that government job coupled with adequate monthly salary make the employees feel more secure as compared to private job where there is no job security. Similarly, Kalloway and Inverson (2003) found that interesting jobs which provide training, variety, independence and control satisfied the employees to a greater extent.

CONCLUSIONS

The study concluded that a majority of the respondents were somewhat satisfied with their job. Lack of personal growth followed with inadequate salary/pay and lack of incentives for hard working and dedicated employees were the main reasons for dissatisfaction with their jobs. Hence, it is suggested that sincere and dedicated employees should be provided with incentives like additional increments, recognition, awards, appreciation letter etc., better opportunity for promotion/ professional growth , friendly and congenial working environment besides framing policies, rules and regulations in the welfare and interest of the employees.

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