

EMPLOYEES JOB SATISFACTION - A STUDY WITH SPECIAL REFERENCE TO SALALAH COLLEGE OF TECHNOLOGY, SULTANATE OF OMAN

Dr.M.Krishna Murthy
Dr.S.Varalakshmi

Abstract

Job satisfaction is an inevitable feature of every employee working across the world. It is important for the employers to ensure the job satisfaction level of their employees working in the organization, since many factors like work environment, pay, promotions and job achievements, co-workers and attitude of the supervisors – all go to determine the job satisfaction level. This study is crucial as satisfied employees would contribute wholeheartedly to organizational goals even under a challenging environment. Further the Study helps to find out the lapses in the institution/ organisation and to suggest sound measures to enrich Quality of work Life and to reduce the aftermath like the complaints, grievances, absenteeism and termination in the long run. The Study also emphasizes the need to create opportunities for promotion with the help of personal evaluation & training and to recognize the accomplishments of staff members.

Keywords: - Job satisfaction, Work environment

Introduction

Job satisfaction is a pleasurable emotional state of an employee in relation to his job. It also can be termed as affective reaction to a particular job and an attitude towards the job^[1]. It is necessary to ensure the job satisfaction level of an employee in the organization since working environment, pay, promotions, job achievements, co-workers, supervisors and other benefits- all go to determine the job satisfaction. This study is highly relevant to the work environment since satisfied employees will voluntarily take up a variety of tasks and also bring in quality difference to their performance. Employees also require challenging environment to carry out tasks other than the routine. This research study would definitely help to motivate employees to high quality performance. Unhappy employees who experience fears of job loss will not give out their best performance. Job satisfaction helps to reduce complaints, grievances, absenteeism, turnover, termination and it

helps to improve healthy work force and found to be good indicator of longevity^[2].

Need and Importance of the study

Job satisfaction affects an individual's experience of work and the quality of work life. It is related to well being, stress at work, home Vs. work interface and working conditions^[5]. This study would help on the job satisfaction measures to be carried out for successful employee engagement in the organizations. It is influenced by various factors like relationship with supervisors, quality of physical environment and degree of fulfillment in their work. It is true that an employee who is happy can be more productive in his/her job^[4]. More satisfied employee will be more committed to organizations, leading to better productivity. Organizations are striving to make their employee happy by focusing on working conditions and improved environment^[3].

Statement of the Problem

Job satisfaction is an important factor to be reckoned for enhancement of all aspects connected with productivity as well as enrichment of Human Resources. It involves various ingredients like Job design, job rotation, job culture, employee involvement, empowerment procedural justice, locus of control, and autonomy in decision making [6]. Improved job satisfaction helps to improve job performance as well as personality of the employee.

Research Methodology

The present study had adopted analytical methodology. As the study is based on job satisfaction, factors influencing the job satisfaction are taken up in the research for analysis. The study has adopted the well known branch of multivariate techniques using SPSS 11.5 package, in order to get interpretable solutions clearly. One sample t-test is applied to identify the nature of responses on the employees of Salalah College of Technology.

1. Frequency Distribution

The distribution of sample respondents according to sex in the Salalah College of Technology is shown in Table-1.1. It reveals out of the total 200 respondents 26 are Female occupying 13% and 174 in Male category occupying 87%. It is clear that the majority of the respondents are male.

Table-1.1: Classification of respondents based on gender

Gender	Frequency	Valid Percent
male	174	87.0
female	26	13.0
Total	200	100.0

From the Table-1.2, it is found the distribution of respondents based on age.

Table-1.2: Classification of respondents based on Age

Age	Frequency	Valid Percent
Below 30 years	19	9.5
31-40 years	141	70.5
41-50 years	21	10.5
Above 50 years	19	9.5
Total	200	100.0

Respondents belonging to the age group of below 30 years are found 19 forms 9.5% followed by 141 respondents occupying 70.5% in the age group of 31-40. 21 respondents 10.5% from the age group between 41-50 and 19 respondents constituting 9.5% in the age above 50 years.

Table-1.3: Classification of respondents based on Educational background

Education	Frequency	Valid Percent
Diploma	15	7.5
Bachelor	25	12.5
Post Graduate	127	63.5
Doctorate	33	16.5
Total	200	100.0

The Table-1.3 exposes the number of respondents on the basis of educational background. The study has considered 15 respondents consisting 7.5% with qualification up to Diploma, 25 respondents occupying 12.5% with qualification of Bachelor Degree as educational background followed by 127 respondents with 63.5% with Post Graduate Degree, 33 respondents with 16.5% With Doctoral Degree.

Table-1.4: Classification of respondents based on Marital Status

Marital Status	Frequency	Valid Percent
Married	181	90.5
unmarried	19	9.5
Total	200	100.0

From the Table-1.4, it reveals that 181 respondents occupying 90.5% belongs to the married category and 19 respondents possessing 9.5% belongs to single category are considered for the study.

Table-1.5: Classification of respondents based on Monthly Income

Income	Frequency	Valid Percent
Below 750	40	20.0
751-1250	150	75.0
Above 1250	10	5.0
Total	200	100.0

The Table-1.5 divulged the number of respondents on the basis of their respective income levels, 40 respondents occupying (20%) belongs to the category of income below R.O 750 out of the total 200 respondents considered for the study. This is followed by 150 respondents (75%) belonging to the income group of R O 751-1250 and 10 respondents (5%) belonging to the income group of above RO 1250.

Table-1.6: Classification of respondents based on Designation

Duration	Frequenc y	Valid Percent
Teaching Staff	160	80.0
Non Teaching Staff	40	20.0
Total	200	100.0

From the Table-1.6, it is clear those 160 respondents occupying 80% has been working in the teaching job and 40 respondents constituting 20% of the

respondents has been working in the non teaching job.

Table-1.7: Classification of respondents based on the Department

Education	Frequency	Valid Percent
Eng Lang Centre	56	28.0
Buss Dept	38	19.0
IT Dept	43	21.5
Eng Dept	63	31.5
Total	200	100.0

From the Table-1.7, it is found that the distribution of respondents based on the department that 56 (28%) belongs to English Language Centre, 38 (19%) respondents belongs to Business Department, 43 (21.5%) respondents belongs to the department of Information Technology and 63 (31.5%) respondents belongs to Engineering Department.

Table-1.8: Classification of respondents based on the work experience

Department	Frequenc y	Valid Percent
Below 2 years	33	16.5
2-5 years	127	63.5
5-10 years	24	12.0
Above 10 years	16	8.0
Total	200	100.0

From the table 1.8, it is observed that out of total 200 respondents 33 respondents (16.5%) are working for below 2 years in Salalah college of Technology, 127 respondents (63.5%) are working for 2-5 years, 24 respondents (12%) are working for 5-10 years and 16 respondents (8%) are working for above 10 years.

2. T-Test

Table-2.1: General Working Conditions

Variables	Mean	σ	t
Good and Safe	4.12	.699	22.673
Balanced official and personal work	2.79	.736	-4.132
Happy work location	2.48	1.027	-7.160
Satisfied paid vacation	4.25	.901	19.623
Provided all resources	3.89	1.088	11.568

From the Table-2.1 it is found that the mean values of 5 statements are 4.12, 2.79, 2.48, 4.25 and 3.89 significantly. The standard deviation also ranges from .699 to 1.088 for all the 5 statements respectively. From the one sample test table it is found that the t-values are 22.673, -4.132, -7.160, 19.623 and 11.568 statistically significant at 5% level with respect to the test value 3.

Table-2.2: Pay and Promotional Potentials

Variables	Mean	σ	t-values
Happy with Salary	4.20	.821	20.681
Opportunities for Promotion	1.61	.671	-29.299
Happy Insurance Benefits	4.14	.753	21.508
Job Security	1.35	.477	-49.113
Recognition of Accomplishments	1.79	.867	-19.807

From the Table-2.2 it is found that the mean values of 5 statements are 4.20, 1.61, 4.14, 1.35 and 1.79 significantly. The standard

deviation also ranges from .468 to .870 for all the 5 statements respectively. From the one sample test table it is found that the t-values are 20.681, -29.299, 21.508, -49.113 and -19.807 statistically significant at 5% level with respect to the test value 3.

It is found that the mean values of 6 statements are 2.60, 1.81, 4.02, 3.85, 1.73 and 1.56 significantly. The standard deviation also ranges from .498 to 1.003 for all the 3 statements respectively. From the one sample test table it is found that the t-values are -6.053, -25.215, 18.280, 11.914, -23.790 and -41.017 statistically significant at 5% level with respect to the test value 3.

Table-2.3: Skills and Abilities

Variables	Mean	σ	t-values
Innovative Work	1.71	.980	-18.613
Evaluation of work periodically	1.38	.485	-47.350
Opportunity to learn new skills	1.48	.501	-43.079
Opportunity to use skills	1.42	.494	-45.379
Additional training and education	1.54	.609	-34.032

From the Table-2.3 it is found that the mean values of 5 statements are 1.71, 1.38, 1.48, 1.42 and 1.54 significantly. The standard deviation also ranges from .485 to .980 for all the 5 statements respectively. From the one sample test table it is found that the t-values are -18.613, -47.350, -43.079, -45.379 and -34.032 statistically significant at 5% level with respect to the test value 3.

Table-2.4: General Working Conditions

Variables	Mean	σ	t-values
Job Stress	4.25	.923	19.154
Objective of work is understood	2.91	.706	-1.903
Department Goals are clear	2.83	.744	-3.230
Institution makes your job is important	1.42	.494	-45.379

From the Table-2.5 it is found that the mean values of 4 statements are 4.25, 2.91, 2.83 and 1.42 significantly. The standard deviation also ranges from .494 to .923 for all the 4 statements respectively. From the one sample test table it is found that the t-values are 19.154, -1.903, -3.230 50.805, -1.903, -3.230 and -45.379 statistically significant at 5% level with respect to the test value 3.

Findings

It is found that the majority of the respondents occupying 87% are male employees working in Salalah College of Technology. It is clear from the data that most of the respondents are from the age group of 31-40 who works in the Salalah College of Technology in different departments. It is observed from the educational background of the employees in each department of the college under the research study the majority of the employees are with the qualification of Post Graduation level. On referring the different marital status of the study it is clear that the majority of the employees are settled overseas working in Technology Colleges are married. On analysing the different income groups of the employees with respect to the Salalah College of Technology, most of them fall into the income category of 751-1000. It is found from

the assessment that the majority of the employees working as teaching staff in the Salalah College of Technology. The majority of the respondents considered for the research study are from the department of Engineering followed by English language centre. It is clear that half of the employees working between 2 to 5 years in the different department of the Salalah college of Technology.

It is inferred from the respondents of Salalah College of Technology, they moderately agree that the working conditions are good and safe. They disagree that they are able to balance official and personal work and they are always happy on the work location. They also strongly agree about the satisfaction of their paid vacation and the employees are provided with all resources required to perform their duty. Respondents of the Salalah College of Technology strongly agree that they are happy with salary which they receive for their employment and they are happy with the insurance benefits provided by the company. They strongly disagree that they have opportunities for promotion and they have recognition of accomplishments. The respondents of the Salalah College of Technology strongly disagree that they have job security in the work which they carry out in the educational institution.

It is derived from the respondents of Salalah College of Technology they strongly agree that they are able to understand clearly the description and responsibilities of the work they carry over in the college and they are more comfortable work environment at workplace. They strongly disagree that the superiors encourage the work and their views and ideas and they are happy with co-workers in the work environment. It is divulged from the study from the respondents of Salalah College of Technology that they strongly disagree they can innovate something new in

the area of research or in their relative work endeavour. They also disagree that the evaluation of work periodically to the best quality, they have opportunities to learn and use skills and additional training and education required for discharging their duty. objectives of work, goals of the institution and the institution informs that each activity is important for achieving the goals.

Suggestions

Job Satisfaction of the employees is crucial for any organization, employees in the workplace should be able to balance the official and personal work and office environment need to happy location for

Personal evaluation, training and educational process is required from the institution to ensure the quality of work. Employer should make the work innovative and should create new opportunities to learn new skills. The institution should make the employee as an inevitable person and should specify the objectives and goals of the human resource.

Conclusion

Productive organization is one which satisfies employees and creates happy environment. Job satisfaction promotes healthy and balanced life style and reduces stress level to the employees.

It is found from the respondents of Salalah college of Technology that they strongly agree of the job stress which they carry over for each academic year. They strongly disagree about the understanding of

each employee. Every employee would look for job security which he work in order to settle down and to carry over the work activities peacefully. The educational institution has to create opportunities for promotion and accomplishments of staff member should be recognized. Superiors always requires encouraging the activities of the staff member, their views and ideas are to be valued to make the employees happy with co-workers.

It foster pride to the employees of the company. It motivates to get out of bed early and springs more energy. In short the job satisfaction easily focuses on more than just money. The analysis of data with respect to the employee's job satisfaction evolved in the form of Employees Job Satisfaction- A Study with special reference to Salalah College of Technology is concluded that various problems which hinder the satisfaction level of employees are identified and suggestive measures have been described to solve those problems. This study would definitely help the educational institution to resolve the issues relating to quality of work to the best satisfaction of the education institution and the employees therein.

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About the Authors

Dr.M.Krishna Murthy-Faculty, Department of Business Studies, Salalah College of Technology, Sultanate of Oman:
drkmt@yahoo.com

Dr.S.Varalakshmi - Assistant Professor,
Dr.MGR JANAKI College of Arts and Science for Women : drsvl2012@gmail.com