

A Study Of The Effect Of Organization, Employees Opinion, Experience And Communication On The Job Satisfaction Of The Employees In A Real Estate Company

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Abstract: Employees form the basis and foundation for the growth of the organization just like a seed giving rise to a huge tree bearing fruits and vegetables. The employees promote the growth of an organization to produce useful products beneficial to mankind and the country. Employee satisfaction is defined as “a function of perceived performance and expectations”. The reasons such as high stress, lack of communication within the company, recognition, good working conditions or limited growth opportunities force the employees to resign. My study is focussed on determining the effect of some of the above stated reasons on the employees in order to achieve maximum career success. To assess the degree of Employee Satisfaction, Questionnaires were administered to the employees in the real estate company taking a random of seventy employees for the study and the research methodology to be used for analysis of the study was descriptive and inferential statistics. The validity of the questionnaire was tested, using the Cronbach Reliability Calculator software. Further, the influences of demographics such as gender, age, educational qualification, designation and years of experience on their opinions were examined by Chi-Square Test and the effect of the Constructs on Employee Satisfaction were determined by Regression Analysis.

Keywords: Communication, Cronbach Reliability Calculator, Chi-Square Test, Employee Satisfaction, Regression Analysis.

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I. Introduction

Employees form the basis of any organization. For the growth of any company, the employees play a major role in order to achieve a good result. Hence the employees must be given the utmost importance by the organization by making their life comfortable, thus by taking into consideration the environment in and around the company, by provision of good communication skills, their monthly and annual benefits and various training programs. There are numerous reasons why employees can become discouraged with their jobs and resign, which include high stress, lack of communication within the company and assertive communication of the employees, lack of recognition, or limited opportunity for growth, which will ultimately lead to a high turnover rate.

Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Employee satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees satisfied with their careers should be a major priority for every employer. As per Vroom “Employee Satisfaction is a positive orientation of an individual towards a work role which he is presently occupying.” Employee satisfaction can also be defined as a measure of how happy workers are with their job and working environment.

Real estate is a flourishing industry in India. Within a very short span of time real estate has become one of the most lucrative businesses of the country. With the growing economy, the demand for residential along with commercial constructions have radically augmented. Over the last decade this sector has become extremely competitive. Today, numerous registered real estate builders are continuously working towards changing the urban landscape of India. One of the prime objectives of real estate firms is to keep their customers satisfied, for which it is essential that they maintain a consistent service performance by their workforce.

II. Literature Review

Herzberg et al. (1959) [1] formulated the two-factor theory of job satisfaction and postulated that satisfaction and dissatisfaction were two separate and sometimes even unrelated phenomena. Intrinsic factors named 'motivators' (that is, factors intrinsic to the nature and experience of doing work) were found to be job 'satisfiers' and included achievement, recognition, work itself and responsibility. Extrinsic factors which they named 'hygiene' factors were found to be job 'dissatisfiers' and included company policy, administration, supervision, salary, interpersonal relations and working conditions. Herzberg and Mausner's Motivation-Hygiene theory has dominated the study of the nature of job satisfaction, and formed a basis for the development of job satisfaction assessment.

It has been argued that insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors, ambiguity of performance evaluation methods, extensive job pressures, and lack of consensus on job functions or duties may cause employees to feel less involved and less satisfied with their jobs and careers, less commitment to their organization, and eventually display a propensity to leave the organization (Tor et al., 1997) [2]. If roles of employees are not clearly spelled out by management/supervisors, this would accelerate the degree of employees quitting their jobs due to lack of role clarity. As Kahn (1990) [3] suggested, broadly defined constructs such as job involvement (Lawler & Hall, 1970; Lodahl & Kejner, 1965) [4], organizational commitment (Mowday, Porter, & Steers, 1982) [5], or intrinsic motivation (Deci, 1975) [6] add to understanding employee perceptions of themselves, their work, and their organization. However, these understandings are too general to be easily applied in practice because they exist at a distance from the day-to-day experiences of employees within their work situation. That is, employees are proud of their company and satisfied with their job in part because their basic needs are met fairly consistently.

Lack of communication in the workforce is a major contributor to dissatisfaction. This is usually the result of managerial staff that is isolated and does not know how to relate to their employees on a personal or professional level (Branham, 2005) [7]. Bad communication leaves employees feeling disconnected from the organization. This is detrimental to the wellbeing of the company because when an employee feels neglected, he or she will tend to perform at a lower level. This employee becomes unsure of his or her position within the company, and wonders what his or her purpose is within the workplace. Employees may be unaware of how their performance measures up to that of their co-workers and have no sense of how they can improve. Without communication, it becomes difficult for employees to make any progress in their efficiency.

Wen-Chih Liao and Mei-Yu Teng (2010) [8] in his study investigated the effects of ethics training on employee satisfaction. It also examined the mediating role of corporate-responsibility practices on the relationship between ethics training and employee satisfaction. Results show that ethics training positively influenced corporate-responsibility practices and that corporate-responsibility practices positively influenced employee satisfaction.

According to Neeraj Kumari's study (2011) [9] on the employees working in TATA Steel company, maximum employees share a good relationship with their superiors in terms of the way they treat them and they are appreciated when they perform well, maximum employees like the kind of work they do and feel that there is enough variety in their job. Employees moderately differ in their views regarding their training needs being adequately identified by their superiors. Safius Sami Alamgir (2011) [10] focussed on the study of the Job Satisfaction and Employee Service Quality in a real estate company. In view of the findings, the provision of high standards in service climate, healthy supportive management, effective work effort and consistent job satisfaction will lead to improved employee service performance in the context of the real estate sector. A study was conducted by Sakthivel Rani et al, (2011) [11] to analyze the relationship between employee satisfaction and work/life balance. The construct used for this research consists of career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work/life balance. The study was conducted on a total of 210 respondents working in IT organization. This study makes a contribution to join two distinct research streams, namely employee satisfaction, and work/life balance. Findings suggest that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance.

Samuel Emeka Mbah and C. O. Ikemefuna (2012) [12] recently conducted a study on the relationship between job satisfaction and employees' turnover intentions in Total Nigeria PLC. Their study specifically considered satisfaction with pay, nature of work and supervision as the three facets of job satisfaction that affect employee turnover intention. The study proved that specifically job satisfaction reduces employees' turnover intention and that Total Nigeria PLC adopts standard pay structure, conducive nature of work and efficient supervision not only as strategies to reduce employees' turnover but also as the company retention strategy. According to Ms. Pujja Agarwal et al, (2012) [13] employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public. So, every organization should develop strategies that strengthen the work environment

and increase the employee morale and employee satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention.

III. Research Methodology

3.1 Aim of The Research

The aim was to conduct a survey for a Real Estate Company, where my projects work was being carried out. Research was concerned with the systematic and objective collection, analysis and evaluation of information about specific aspects in order to help management make effective decisions.

3.2 Scope Of The Study

The study involves the evaluation of the degree of job satisfaction of the employees in relation to their working conditions, employees within the organization and its effect on the organization.

3.3 Type Of Data Used

The type of data collected comprises of Primary data and Secondary data.

- i) Primary Data: It includes original materials and data. In my research the data was obtained by the direct administration of questionnaires to the employees.
- ii) Secondary Data: Secondary data are those which have already been collected by some other people for their purpose and published. Secondary data are usually in the shape of finished products. Two types of secondary data were collected for my research. The Internal Data was generated from the company's brochures, manuals and annual reports and the External Data on the other hand was generated from research books, journals, published papers and websites.

3.4 Population unit

The population unit was finite and was composed of seventy employees working for the real estate company.

3.5 The Research Approach And Research Instrument Used

The Survey Method and Questionnaire Method respectively were used for my study. Questions were framed in such a way that the answers reflect the ideas and thoughts of the employees with regard to their job satisfaction level. The respondents had to indicate how closely their feelings matched the question or statement on a rating scale. The format of a typical five-level Likert item is:

1. Strongly Disagree
2. Disagree
3. Not Applicable
4. Agree
5. Strongly Agree

The Questionnaires were prepared taking into consideration the following factors that have a direct or indirect effect on the degree of the job satisfaction of the employees:

1. PERSONAL EXPERIENCE
2. EMPLOYEES OPINION
3. ORGANIZATIONAL COMMITMENT
4. COMMUNICATION SKILLS

3.6 Research Analysis

The analysis was carried out through Descriptive and Inferential Statistics.

3.7 Tools Used For Analysis

- 3.7.1 Cronbach's Alpha: Cronbach's α (alpha) is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees.
- 3.7.2 Simple Percentage Analysis: Here the simple percentage analysis was used for calculating the percentage of satisfaction level in the total respondents.
- 3.7.3 Chi Square Analysis: Chi-square test is applied to test the goodness of fit, to verify the distribution of observed data with assumed theoretical distribution. Therefore it is a measure to study the divergence of actual and expected frequencies; Karl Pearson's has developed a method to test the difference between the theoretical (hypothesis) & the observed value.
- 3.7.4 Regression Analysis: The influence of various Constructs such as PERSONAL EXPERIENCE, EMPLOYEE'S OPINION, ORGANIZATIONAL COMMITMENT and COMMUNICATION SKILLS on EMPLOYEE SATISFACTION was carried out using Regression Square Analysis.

IV. DATA ANALYSIS AND INTERPRETATION

4.1 VALIDITY AND RELIABILITY STUDY

Table: 4.1 Representation of Cronbach’s alpha value of each construct

Serial No.	CONSTRUCTS	CRONBACH’S ALPHA VALUE
1.	PERSONAL EXPERIENCE	0.8696
2.	EMPLOYEES OPINION	0.7019
3.	ORGANIZATIONAL COMMITMENT	0.7057
4.	COMMUNICATION SKILLS	0.7130

My study revealed 0.7192 as Cronbach’s alpha value for the entire survey questionnaires. The Cronbach’s alpha value for each construct is shown in the **Table: 4.1** above.

4.2 Hypothesis Testing

Hypothesis tests on contingency tables are based on a statistic called Chi-square. A Chi Square test evaluates if two variables are independent of each other. A Chi Square test of a contingency table helps identify if there are differences between two or more demographics. In order to carry out the contingency test the primary data was classified into different Demographic Factors such as GENDER, AGE, EDUCATIONAL QUALIFICATION, DESIGNATION and YEARS OF EXPERIENCE within the company. The hypothesis was tested at 5% level of significance in this study.

Null Hypothesis is denoted by H0. In the research study demographic does not have any influence on Constructs.

Alternate Hypothesis is denoted by H1. In the research study demographic has influence on Constructs.

Table: 4.2.1 Relationship between Demographic Factors and PERSONAL EXPERIENCE

DEMOGRAPHIC FACTORS	CHI SQUARE	P - VALUE	RESULT
GENDER	3.701	0.296	Little or no real evidences against (H0).
AGE	14.723	0.099	Suggestive evidence against (H0).
EDUCATIONAL QUALIFICATION	16.668	0.054	Suggestive evidence against (H0).
DESIGNATION	15.288	0.083	Suggestive evidence against (H0).
WORK EXPERIENCE (IN YEARS)	16.454	0.058	Suggestive evidence against (H0).

According to the **Table: 4.2.1** the Chi – square analysis results show that P – Value = 0.296 > 0.1, therefore the Factor GENDER has no influence on PERSONAL EXPERIENCE. Hence the null hypothesis (H0) has been accepted and the alternate hypothesis (H1) has been rejected.

The other factors, AGE, EDUCATIONAL QUALIFICATION, DESIGNATION AND WORK EXPERIENCE seem to have little influence on PERSONAL EXPERIENCE of the employees, since the P – Values lies between 0.05 and 0.1. In this case the null hypothesis (H0) has been rejected and the alternate hypothesis (H1) has been accepted.

Table: 4.2.2 Relationship between Demographic Factors and EMPLOYEES OPINION

DEMOGRAPHIC FACTORS	CHI SQUARE	P - VALUE	RESULT
GENDER	2.509	0.474	Little or no real evidences against (H0).
AGE	8.124	0.522	Little or no real evidences against (H0).
EDUCATIONAL QUALIFICATION	6.835	0.654	Little or no real evidences against (H0).
DESIGNATION	1.472	0.997	Little or no real evidences against (H0).
WORK EXPERIENCE (IN YEARS)	6.525	0.686	Little or no real evidences against (H0).

According to the **Table: 4.2.2** the Chi – square analysis results show that the P – Value to be greater than 0.1 for each of the Demographic Factors. Therefore the Factors GENDER, AGE, EDUCATIONAL QUALIFICATION, DESIGNATION and WORK EXPERIENCE have no influence on the EMPLOYEES OPINION. Hence the null hypothesis (H0) has been accepted and the alternate hypothesis (H1) has been rejected.

Table: 4.2.3 Relationship between Demographic Factors and ORGANIZATIONAL COMMITMENT

DEMOGRAPHIC FACTORS	CHI SQUARE	P - VALUE	RESULT
GENDER	1.867	0.6	Little or no real evidences against (H0).
AGE	12.873	0.168	Little or no real evidences against (H0).
EDUCATIONAL QUALIFICATION	9.693	0.376	Little or no real evidences against (H0).
DESIGNATION	19.530	0.021	Moderate evidence against (H0).
WORK EXPERIENCE (IN YEARS)	7.207	0.615	Little or no real evidences against (H0).

According to the **Table: 4.2.3** the Chi – square analysis results show that the P – Value to be greater than 0.1 for the Demographic Factors GENDER, AGE, EDUCATIONAL QUALIFICATION and WORK EXPERIENCE respectively. Therefore these Factors have no influence on the ORGANIZATIONAL COMMITMENT. Hence the null hypothesis (H0) has been accepted and the alternate hypothesis (H1) has been rejected.

But the Factor DESIGNATION has influence on ORGANIZATIONAL COMMITMENT because the P – Value = 0.021 and it lies between 0.01 and 0.05. In this case the null hypothesis (H0) has been rejected and the alternate hypothesis (H1) has been accepted. Hence the employees with higher Designation and at higher level seem to have a higher level of job satisfaction than those with lower Designation and at lower level, as they are influenced by the organization with better benefits.

Table: 4.2.4 Relationship between Demographic Factors and COMMUNICATION SKILLS

DEMOGRAPHIC FACTORS	CHI SQUARE	P - VALUE	RESULT
GENDER	0.0118	0.994	Little or no real evidences against (H0).
AGE	9.744	0.136	Little or no real evidences against (H0).
EDUCATIONAL QUALIFICATION	3.513	0.742	Little or no real evidences against (H0).
DESIGNATION	1.804	0.937	Little or no real evidences against (H0).

WORK EXPERIENCE (IN YEARS)	5.081	0.533	Little or no real evidences against (H0).
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According to the **Table: 4.2.4** the Chi – square analysis results show that the P – Value to be greater than 0.1 for each of the Demographic Factors. Therefore the Factors GENDER, AGE, EDUCATIONAL QUALIFICATION, DESIGNATION and WORK EXPERIENCE have no influence on the COMMUNICATION SKILLS. Hence the null hypothesis (H0) has been accepted and the alternate hypothesis (H1) has been rejected.

4.3 Regression Analysis

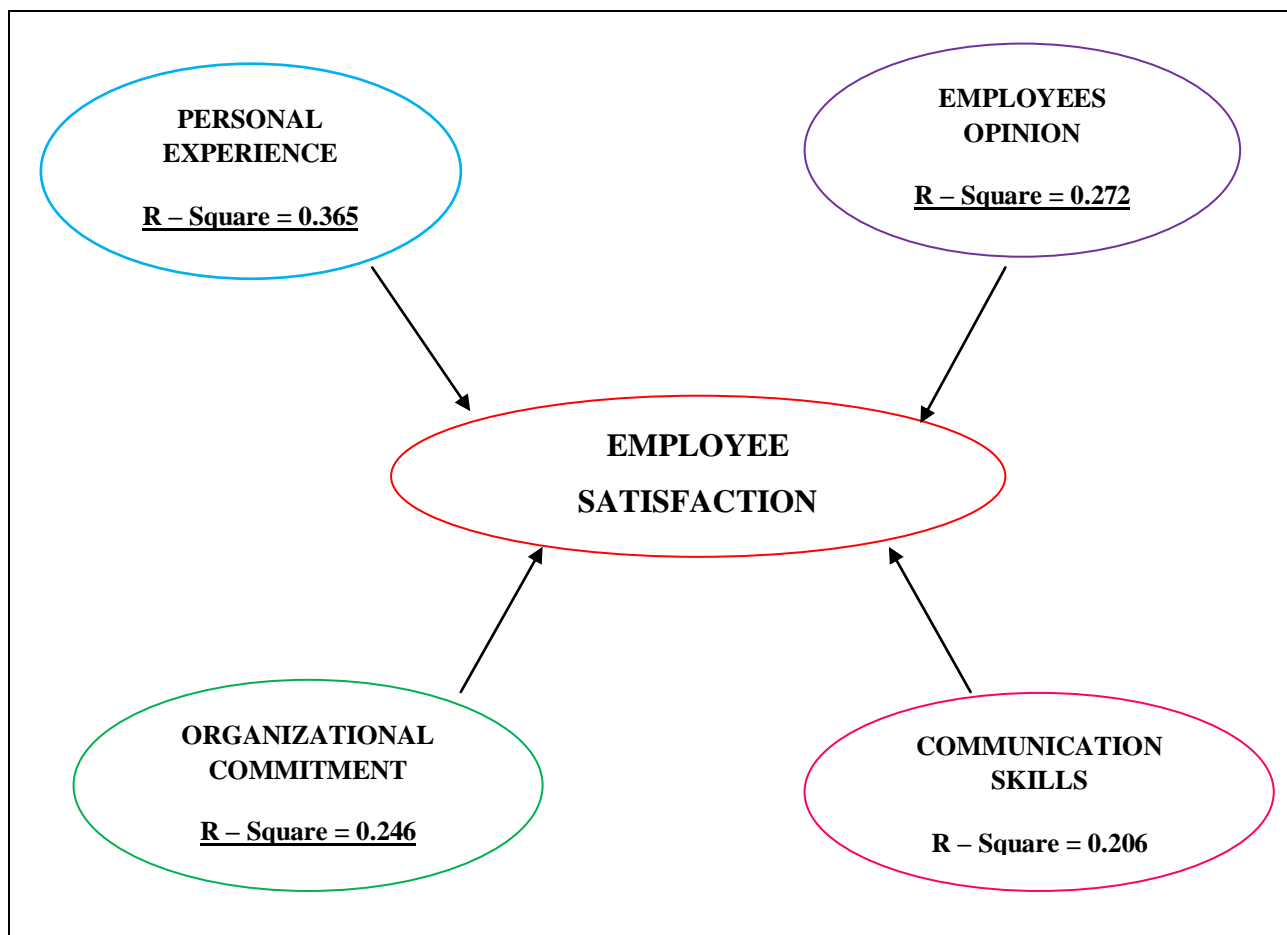


Fig: 4.3

Based on the above **Fig: 4.3** one can infer the share of an individual factor on overall Employee Satisfaction and the extent to which Employers should focus on various factors depending on its level of impact on Employee Satisfaction. The higher the value the stronger its influence on Employee Satisfaction.

Accordingly the factor- PERSONAL EXPERIENCE is considered to be the most important factor for one’s Satisfaction as indicated by its highest positive value 0.365, followed by EMPLOYEES OPINION of value 0.272, then by ORGANIZATIONAL COMMITMENT of value 0.246 and finally by COMMUNICATION SKILLS of value 0.206 which has the least influence on the EMPLOYEE SATISFACTION.

V. Conclusion

The employee satisfaction plays a very important role in the success of an organization. Since the various factors play a very important role in the job satisfaction of the employees, the management should try to satisfy the demands of the employees. Hence by increasing the level of satisfaction of the employees, the company can attain higher productivity & minimize the turnover level in an organization.

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