

## **A STUDY ON EMPLOYEE JOB SATISFACTION AT WIPRO**

**Mr. A. SAREVESHWARA REDDY**

Department of MBA, St. Martin's Engineering College, Dhulapally, Secunderabad-500100

**Ms. B. SRIYA DEVI**

Department of MBA, St. Martin's Engineering College, Dhulapally, Secunderabad-500100

### **ABSTRACT:**

The study of job satisfaction enriches management with a range of information about the employees, environment, etc. which facilitated it in decision making and correcting the path of organizational policies and behavior. It indicates the general level of satisfaction in the organization with its programs, policies, etc. Secondly, it is a diagnostic instrument for knowing employees' problems, effecting changes, and correcting with the least resistance. Thirdly, it strengthens the communication system of the organization and management can discuss the result for shaping the future course of action. Fourthly, it helps in improving the attitudes of employees towards the job and facilitates the integration of employees with the organization. It inspires a sense of belongingness and a sense of participation leading to the overall increase in the productivity of the organization. Fifthly, it helps unions to know exactly what employees want and what management is doing. Thus, it facilitates the mutual settlement of grievances and other unwanted situations. Lastly, it facilitates determining the training and development needs of the both, employees and the organization. If we can improve job satisfaction and morale, we can improve job performance as well. Soon the management set about to take advantage of this newly found insight and they took action on two fronts.

First, they initiated attempts to measure the state of employee feeling to know where to concentrate their efforts in improving employee- satisfaction. Secondly, they set about to train their managers, especially first-level supervisors, to pay attention to the attitudes and feelings of their subordinates so that performance could thereby be improved.<sup>15</sup> The topic of job satisfaction at work is getting wider attention at this time. Job satisfaction is the satisfaction one feels while doing the job. Job satisfaction is one of the important factors, which affect not only the efficiency of the laborers but also such job behavior as absenteeism, accidents, etc

Keywords: Job Satisfaction, Work Performance, Work Safety

### **1.1 INTRODUCTION**

Job satisfaction is an individual's feeling regarding feeling her work. It can be influenced by a multitude of factors. The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling state accompanying the attainment of any goal; the end state is the feeling accompanying the ing the attainment by an impulse of its objective.

### **IMPORTANCE OF JOB SATISFACTION**

The study of job satisfaction enriches management with a range of information about the job, employees, environment, etc. which facilitated decision-making and corrects the path of organizational policies and behavior. It indicates the general level of satisfaction in the organization with its programs, policies, etc. Secondly, it is a diagnostic instrument for knowing employees' problems, effecting changes, and correcting with the least resistance. Thirdly, it strengthens the communication system of the organization and management can discuss the result for shaping the future course of action. Fourthly, it helps in improving the attitudes of employees towards the job and facilitates the integration of employees with the organization. It inspires a sense of belongingness and a sense of participation leading to the overall increase in the productivity of the organization. Fifthly, it helps unions to know exactly what employees want and what management is doing. Thus, it facilitates the mutual settlement of grievances and other unwanted situations. Lastly, it facilitates determining the training and development needs of the both, employees and the organization. If we can improve job satisfaction and morale, we can improve job performance as well. Soon the management set about to take advantage of this newly found insight and they took action on two fronts.

First, they initiated attempts to measure the state of employee feeling to know where to concentrate their efforts in improving employee- satisfaction. Secondly, they set about to train their managers, especially first-level supervisors, to pay attention to the attitudes and feelings of their subordinates so that performance could thereby be improved.<sup>15</sup> The topic of job satisfaction at work is getting wider attention at this time. Job satisfaction is the satisfaction one feels while doing the job. Job satisfaction is one of the important factors, which affect not only the efficiency of the laborers but also such job behavior as absenteeism, accidents, etc.

Job satisfaction is the result of employee perception of how well the job provides those things that are viewed as important. For the success of any organization, job satisfaction has vital importance.

Satisfied employees are the biggest assets to an organization whereas dissatisfied employees are the biggest liabilities.

No organization can successfully achieve its goal and mission unless and until those who constitute the organization is satisfied in their jobs. Dissatisfaction leads to frustration and frustration leads to aggression. It is believed that employees dissatisfied with their job may be militant in their attitude toward the management. Dissatisfaction is infectious and quickly spreads to other employees and is likely to affect the morale and working of other employees and the image of the organization.

A dissatisfied worker may seriously cause damage to the reputation and property of the organization and harm its business interest. Job satisfaction/dissatisfaction is the result of various factors which are related to the present job situation. These various factors are opportunities for career advancement, amount of tension at work, work involvement, relations with colleagues and supervisors, due recognition of merit, sufficient emoluments and good working conditions, grievances removal, feeling of fatigue and loneliness, and prestige of the organization. Job satisfaction is a complex and important concept for human resource managers to understand most employees do not believe their work is being properly rewarded. Nor do they believe that their companies are doing enough to attract high-quality performers, train them, or manage them effectively.

## **1.2 OBJECTIVES OF THE STUDY**

To find whether the employees are satisfied or not.

- To analyze the company's working environment.
- To check the Degree of satisfaction of employees.
- To find whether they are satisfied with their job profile or not.
- To find whether employees are working to their full capabilities or not.
- To find out that employees are satisfied with the work environment.
- To study whether employees are satisfied with welfare measures are not.
- To study the employees are satisfied with the quality of work-life

## **1.3 NEED AND IMPORTANCE OF THE STUDY**

Human Resource is that type of resource, which needs some policies and procedures for the effective and smooth running of the organization. It is the total of inherent abilities, acquired knowledge, and

skills represented by the talents and aptitudes of the employed persons who comprise executives, and supervisors. It may be noted that human resources should be utilized to the maximum possible extent, to achieve individual and organizational goals. It is thus the employee's performance that ultimately decides and attainment of goals. Thus, employee performance can be influenced by job satisfaction. Job Satisfaction plays a major role for the employees in the organization. So, the need for study is to know how the employees are satisfied with their job in the Wipro

Here it is also important to find out how the present topic i.e., "JOB SATISFACTION" affects the employees in the organization. So, the present study is conducted.

## **1.4 SCOPE OF THE STUDY**

The development of any organization is mainly depending on the satisfaction level of the employees. So that teeny can perform well in the organization.

- The company can analyze the level of employee satisfaction in their organization.
- The company can improve the working conditions, environment, and other policies to satisfy the employees based on the results of my survey.
- They can implement my valuable suggestions to overcome many problems faced by the organizations.
- I can understand how an organization works and can get more insight into the concept of job satisfaction.
- I provide me a great opportunity to relate theoretical concepts in my course to the actual happenings in the organization.

## **1.5 RESEARCH METHODOLOGY**

Every organization needs to have effective Human Resources. Human Resources is considered to be the most valuable asset in any organization. Now this study reveals the level of Job Satisfaction of employees in Wipro.

The study is bounded up to job satisfaction only, and to exactly focus the efficiency, best source, and satisfactory rate. A study was conducted with a well-structured questionnaire and discussions with higher authorities. After that, a final analysis was conducted to elaborate on the statement of the problem and to give a conclusion about the study.

Research Design is defined as the specification of methods and procedures for acquiring the information needed. It is a plan to gain a framework for the collection of data. Generally, the research designs are of three types. They are as follows:

1. Exploratory
2. Descriptive
3. Casual

Now the total study is of a descriptive type because every item is clearly described

Research Design for Descriptive research studies :

Descriptive research studies are those studies that are concerned with describing the characteristics of a particular individual or a group. In this research, the researcher must be able to define clearly, what he wants to measure and must find equate methods for measuring it along with a clear-cut definition of the 'population' he wants to study. The design in such studies must be rigid and not flexible and must focus attention on the following.

- I. Formulating the objective of the study.
- II. Designing the methods of data collection.
- III. Selecting the sample.
- IV. Collecting the data.
- V. Processing and analyzing the data.
- VI. Reporting the findings.

Research Instrument :

The research instrument which is used in this study is a questionnaire. A questionnaire consists of an asset of questions presented to the respondents for their answers. The researcher used a questionnaire as the instrument of research, to collect the information. A questionnaire consists of both open-ended and close-ended questions and is personally administered to the respondents.

**SAMPLING DESIGNS :**

**Sampling Unit :**

Respondents have been selected from different wings of WIPRO.

**Sampling Size :**

The size of the sample is 80.

### **Sampling method :**

The convenience sampling method has been used.

### **Sources of Data :**

Two types of data can be considered for any research. They are :

- 1) Primary data
- 2) Secondary Data

### **Primary Data :**

This consists of original information gathered for a specific purpose. The normal procedure is to interview people individually and/or in a group, to get the required data.

### **Secondary Data :**

This consists of the information that has already been collected by someone else and which has already been passed through the statistical process. The data is collected either by published data or unpublished data. Usually, published data are available in various publications such as books, magazines, journals, previous reports, newspapers, etc.

## **1.6 LIMITATIONS**

- Most of the respondents are not interested in giving much information.
- Biased response from respondents.
- Sample sizes are restricted to 80 because the only staff is targeted.
- The time period was only 45 days.

## **REVIEW OF LITERATURE:**

The term job satisfaction was brought to the limelight by Coppock (1935). He reviewed 35 studies on job satisfaction conducted before 1933 and observes that Job satisfaction is a combination of psychological, physiological, and environmental circumstances. That causes a person to say. "I m satisfied with my job". Such a description indicates the variety of variables that influence the satisfaction of the individual but tells us nothing about the nature of Job satisfaction.

Job satisfaction has been most aptly defined by pestonjee (1973) as a job, management, personal adjustment & social requirement. Morse (1953) considers Job satisfaction as dependent upon job content, identification with the co., financial & job status & priding group cohesiveness

One of the biggest preludes to the study of job satisfaction was the Hawthorne study. 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.

These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed.

This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

Scientific management (aka Taylorism) also had a significant impact on the study of job satisfaction. Frederick Winslow Taylor's 1911 book, *Principles of Scientific Management*, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labor and piecework towards the more modern approach of assembly lines and hourly wages.

The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a faster pace. However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction.

It should also be noted that the work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor's work. Some argue that Maslow's hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. This model served as a good basis from which early researchers could develop job satisfaction theories.

Locke (1976) defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.” That is, it is the discrepancy between what employee values and what the situation provides

Smith et al. (1969, p. 6) suggested that “job satisfaction are feelings or affective responses to facets of the situation.” Dawis and Lofquist (1984) defined job satisfaction as the result of the worker's appraisal of the degree to which the work environment fulfills the individual's needs.

These definitions, as Lease (1998) pointed out, are similar to other definitions where job satisfaction is viewed as the degree of an employee's affective orientation toward the work role occupied in the organization.

The relationship between variations in employees' task-goal attributes, individual need strengths, and two job attitudes was studied. Job satisfaction was found related to feedback. Neither attitude was related to peer competition. (Richard M. Steers, 1976)

(Arne L. Kalleberg, 1977) attempts to develop a theory of job satisfaction that incorporates differences in work values and perceived job characteristics as key explanatory variables. It empirically examines the relationship between job satisfaction and the work values and job rewards associated with six dimensions of work--intrinsic, convenience, financial, relations with co-workers, career opportunities, and resource adequacy. It is found that work values have independent effects on job satisfaction. The extent to which workers can obtain perceived job rewards is conceptualized to be a function of their degree of control over their employment situations.

Daniels et al (1997) identify five affective factors of job satisfaction; anxiety – comfort, depression – pleasure, positive affect, kindness, and anger, which they claim can capture better the subtleties of emotional experience at work.

Hackman and Oldham (1975) suggested that jobs differ in the extent to which they involve five core dimensions: Skill variety; Task identity; Task significance; Autonomy; Task feedback.

According to Susanne Krivanek (1999), factors affecting employee performance are ability; standards; knowledge and skills; feedback; environment; and motivation. Employee Performance and Job Satisfaction Historically, management theory (Argyris 1957; Bennis 1966; Herzberg 1966, 1968; Likert 1967; Maslow 1954) has emphasized the importance of coordinating the organization-human relationship to enhance productivity and develop human capital. Employee satisfaction has always been an important issue for organizations. Few practices (in fact, few organizations) have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied employees tend to be more productive, creative, and committed to their employers. (J. Michael Syptak, MD, David W. Marsland, MD, and Deborah Ulmer, Ph.D.). High-performing, effective organizations have a culture that encourages employee involvement. Therefore, employees are more willing to get involved in decision-making, goal setting, or problem-solving activities, which subsequently result in higher employee performance (Hellriegel, Slocum & Woodman, 1998). Encourage a more modern style of participatory management, raise employee productivity and satisfaction, and even lower worker compensation rates. (Madison, Wisconsin, 2000).

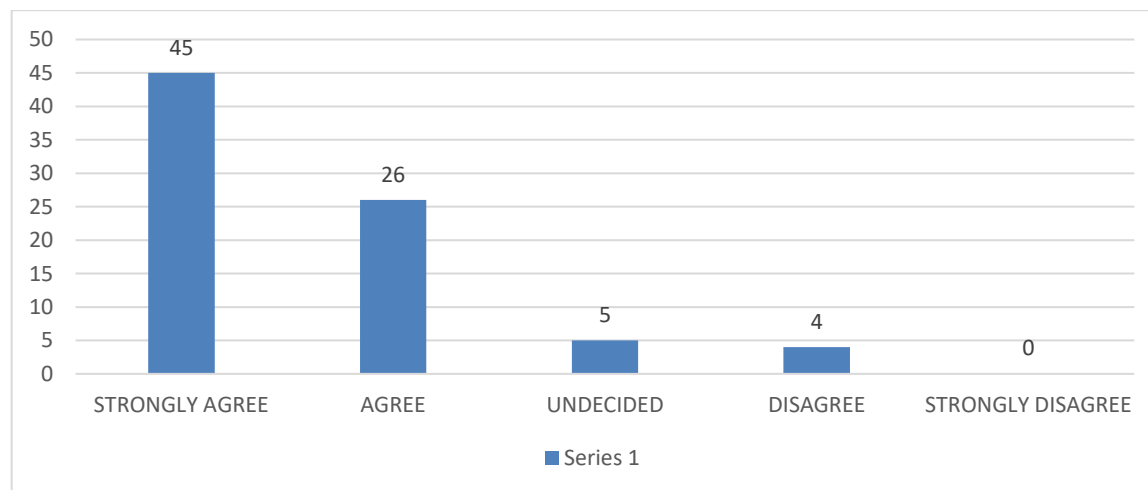


According to Miller and Monge (1986) job satisfaction increases employee performance by bringing high-quality motivation and by increasing working capabilities at the time of implementation. Human resource policies that encourage worker involvement aim at providing employees with opportunities to have input in decisions, incentives to expend discretionary effort, and the means to acquire the appropriate skills (Berg 1999).

### DATA ANALYSIS & INTERPRETATION:

1) Do you feel that your organization is satisfying your actual needs?

S NO:	PARTICULARS	RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	45	56.25
2	AGREE	26	32.5
3	UNDECIDED	05	6.25
4	DISAGREE	04	5
5	STRONGLY DISAGREE	0	0
TOTAL		80	100



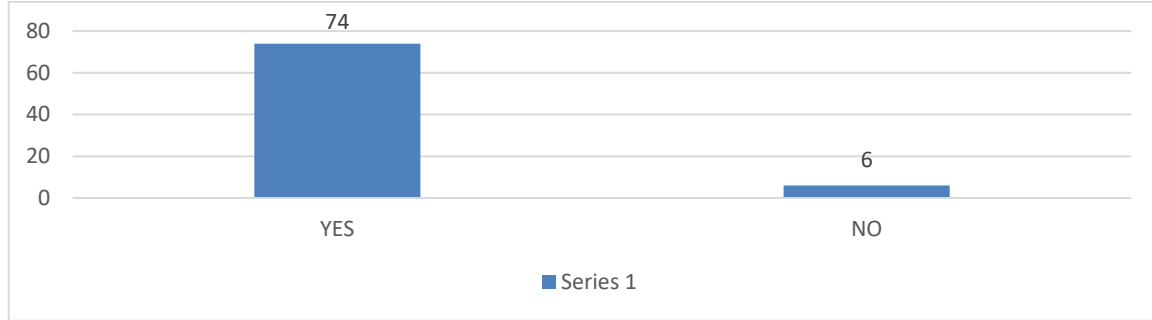
### INTERPRETATION

From the table, it is inferred that 88.75% of employees agree that the organization is satisfying their actual needs and 6.25% are undecided and 5% disagree with it.

2) Most often, do use all your skills at your work?

S NO:	PARTICULARS	RESPONDENTS	PERCENTAGE
-------	-------------	-------------	------------

1	YES	74	92.5
2	NO	06	7.5
TOTAL		80	100

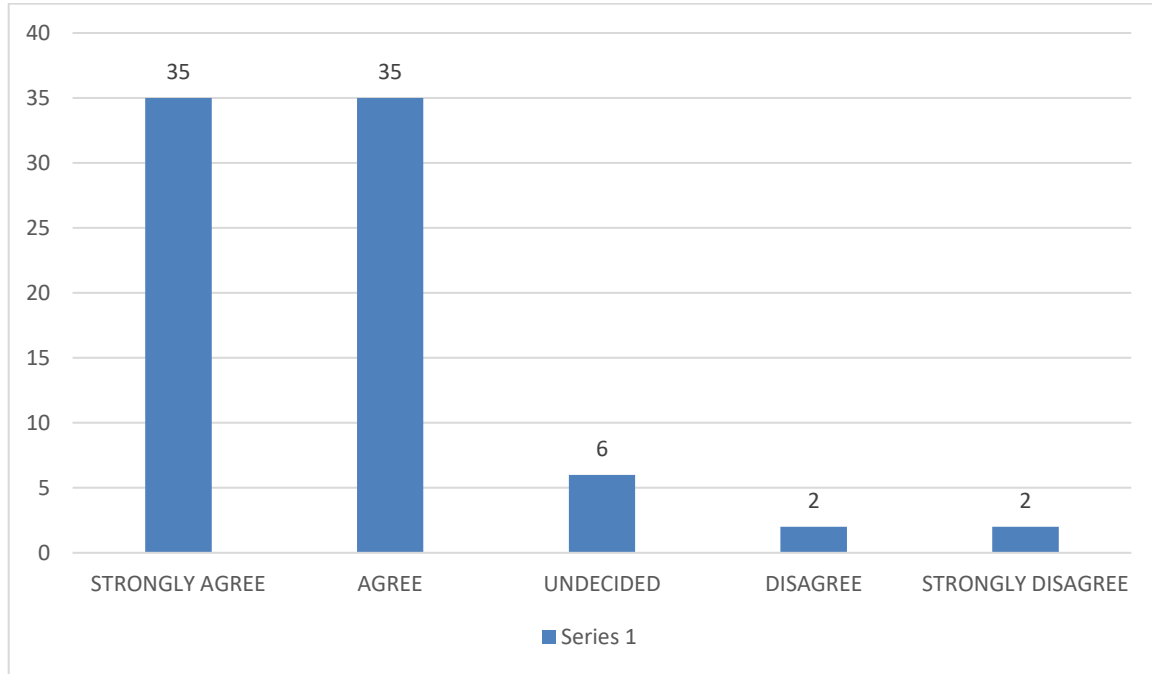


### INTERPRETATION

From the above diagram, we conclude that 92.75% of them are using their Skills at their work. 12% are not using their skills at their work.

3) Do you see yourself in a higher position if you work consistently and perform?

S NO:	PARTICULARS	RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	35	43.75
2	AGREE	35	43.75
3	UNDECIDED	6	7.5
4	DISAGREE	2	2.5
5	STRONGLY DISAGREE	2	2.5
TOTAL		80	100

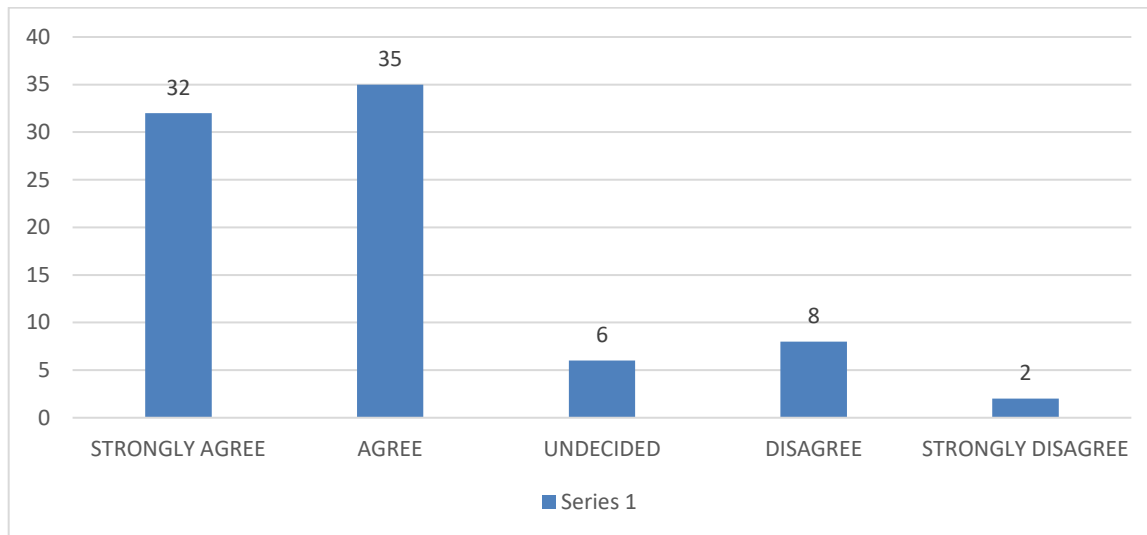


**INTERPRETATION**

From the above table, it is inferred that 87.5% of employees are with the opinion That they see themselves in a higher position if they work consistently. 7.5% of They are undecided. 5% of them are disagreeing with it.

4) Do you get equitable pay for your equitable work?

S NO:	PARTICULARS	RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	32	40
2	AGREE	35	40
3	UNDECIDED	6	7.5
4	DISAGREE	8	10
5	STRONGLY DISAGREE	2	2.5
TOTAL		80	100



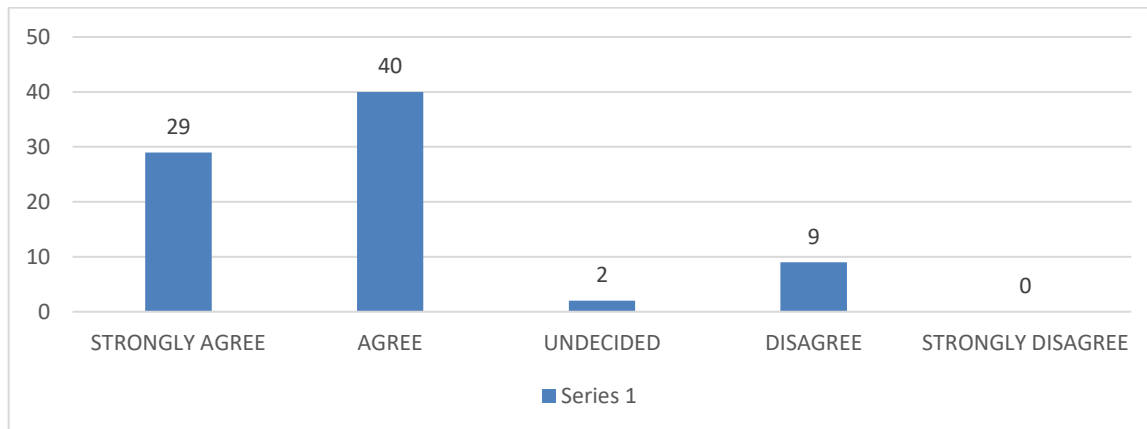
**INTERPRETATION**

From the above table, it is inferred that 80% of employees think that there is equity and fairness and 7.5% are undecided and 12.5% disagree with it.

5) At the of the day, do your contributions significant?

Particulars      No of respondents      Percentage

S NO:	PARTICULARS	RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	29	36.25
2	AGREE	40	50
3	UNDECIDED	2	2.5
4	DISAGREE	9	11.25
5	STRONGLY DISAGREE	0	0
TOTAL		80	100

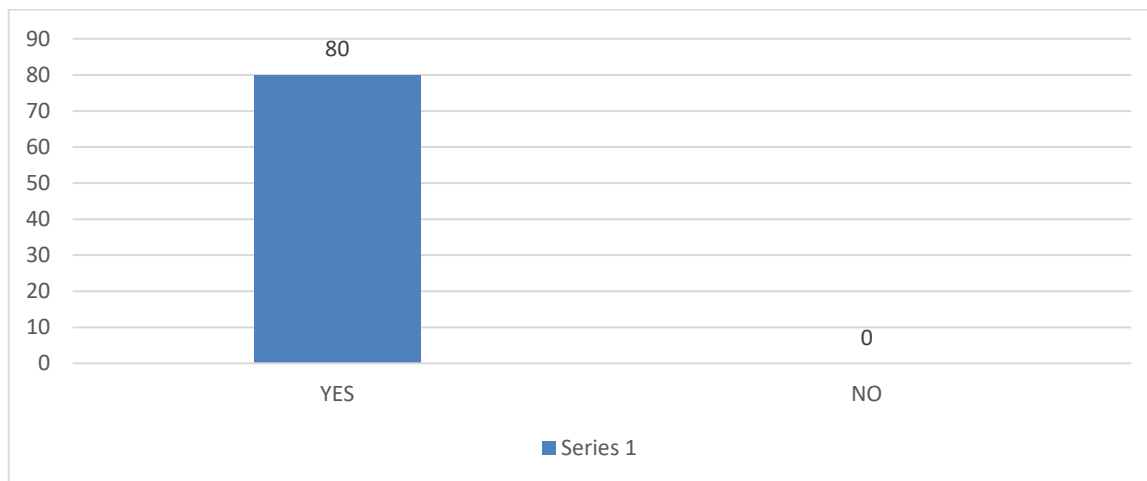


**INTERPRETATION**

From the above table, it is inferred that 86.25% Of employees are with the The opinion is that there is task significance and 4% are undecided. And remaining 11.25% disagreed with it.

6) Does the conditions need to be improved?

S NO:	PARTICULARS	RESPONDENTS	PERCENTAGE
1	YES	80	100
2	NO	0	0
TOTAL		80	100



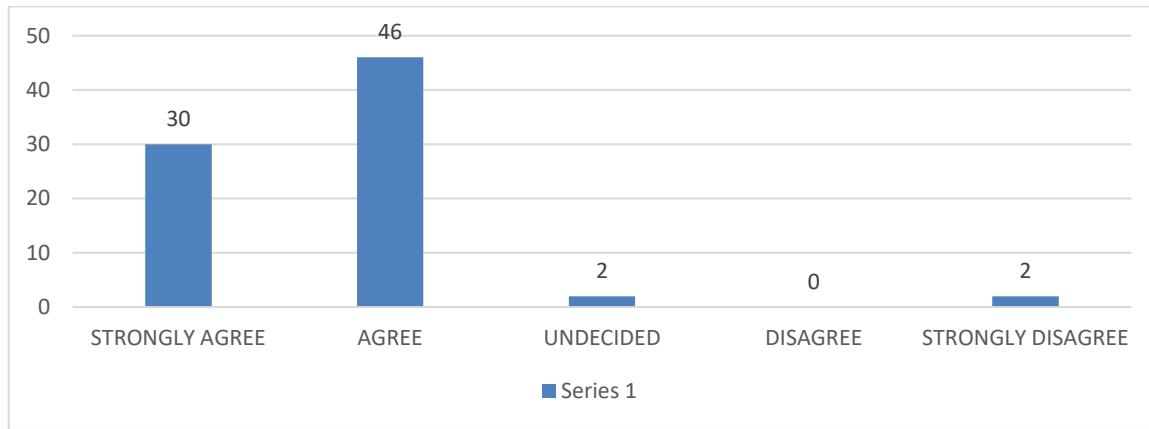
**INTERPRETATION**

From the above table, it is inferred that 100% of the employees are with The opinion that the conditions need to be improved.

7) Does your supervisor guide you through a crisis?

S NO:	PARTICULARS	RESPONDENTS	PERCENTAGE
-------	-------------	-------------	------------

1	STRONGLY AGREE	30	37.5
2	AGREE	46	57.5
3	UNDECIDED	2	2.5
4	DISAGREE	0	0
5	STRONGLY DISAGREE	2	2.5
TOTAL		80	100

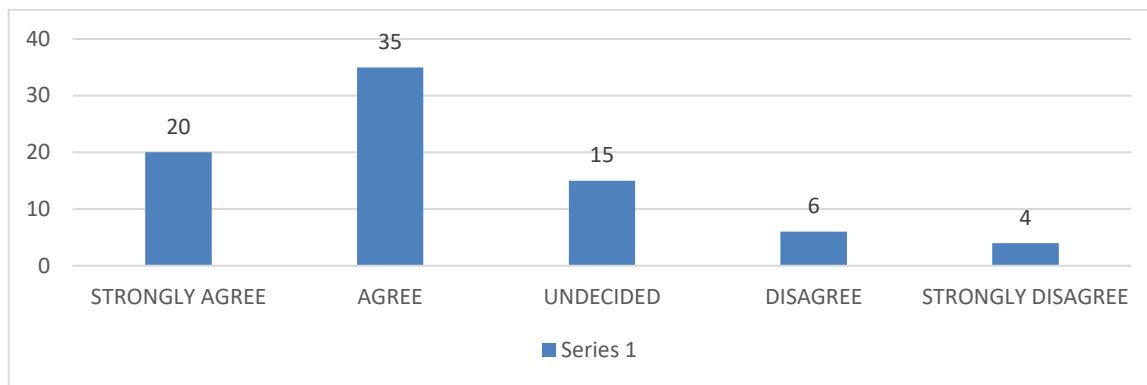


#### INTERPRETATION

From the above table, it is inferred that 95% of employees think that their supervisor guides them through the crisis. And 2.5% of them are undecided. And remaining 2.5% of employees disagreed with it.

8) Does rewards are commensurate with your appraisal System?

S NO:	PARTICULARS	RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	20	25
2	AGREE	35	43.75
3	UNDECIDED	15	18.75
4	DISAGREE	6	7.5
5	STRONGLY DISAGREE	4	5
TOTAL		80	100

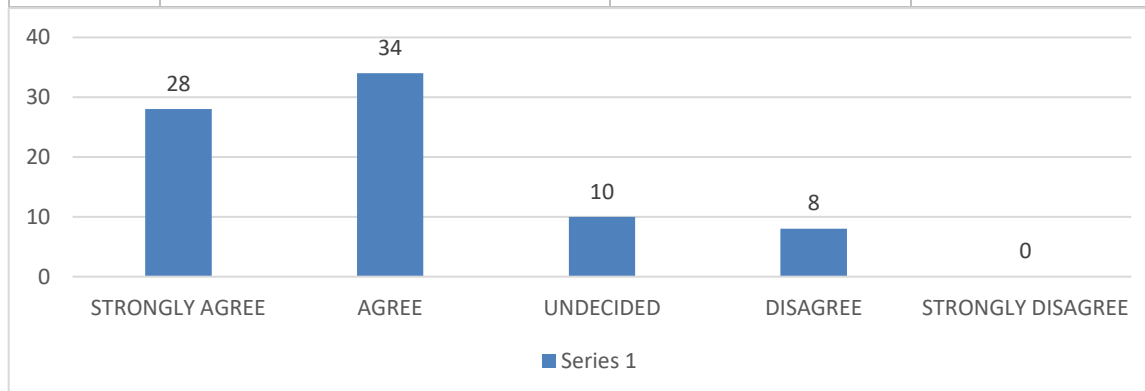


### INTERPRETATION

From the above table, it is inferred that 68.75% of employees think that rewards are commensurate with that appraisal system. And 18.75% of them are undecided. The remaining 12% of them disagreed with it.

9) Did your supervisor give you enough freedom to decide on issues Under your preview?

S NO:	PARTICULARS	RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	28	35
2	AGREE	34	42.5
3	UNDECIDED	10	12.5
4	DISAGREE	8	10
5	STRONGLY DISAGREE	0	0
TOTAL		80	100

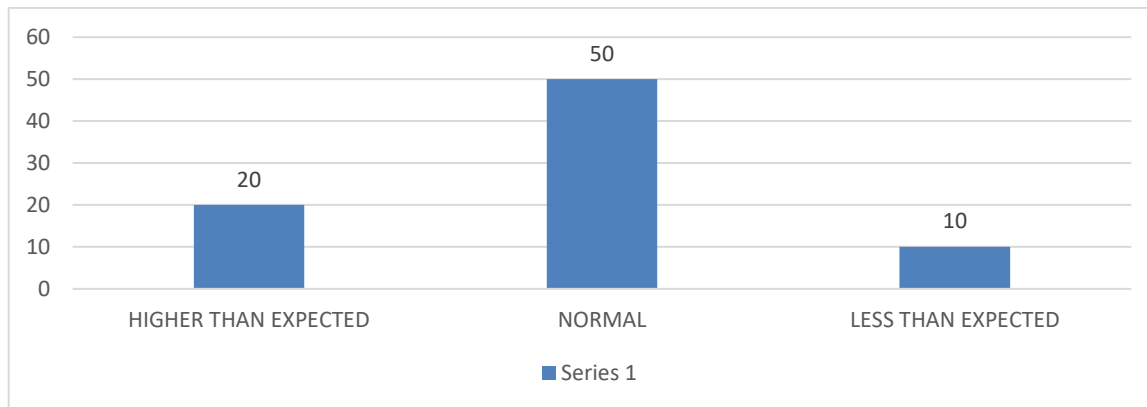


### INTERPRETATION

From the above table, it is inferred that 77.5% of the employees think that superiors give freedom to decide on the issues employees. And 12.5% of them are undecided. The remaining 10% of employees disagree with it.

10) What do you feel about the pay scale?

S NO:	PARTICULARS	RESPONDENTS	PERCENTAGE
1	HIGHER THAN EXPECTED	20	25
2	NORMAL	50	62.5
3	LESS THAN EXPECTED	10	12.5
TOTAL		80	100



### INTERPRETATION

From the above, it is inferred that 87.5% of employees are satisfied with the pay scale. But remaining 25.5% of employees are not satisfied with the pay scale.

### FINDINGS

1. Majority of the employee's morale increased by the job security provided by the organization.
2. Training programs seem to be more effective in the organization as the majority of the employee's performance is increased by the training programs.
3. Commitment is observed to be more in the majority of the employees as they feel responsible for their activities.
4. Majority of the employees are much enthusiastic to innovate novel ideas as they are their skills at work.
5. Organization gives more emphasis on recognition based on the task performed by the employees.
6. The job activities keep interesting for the employees as the majority of the employee's contributions are significant at the end of the day.
7. Feedback seems to be more often in the company as the majority of the employees feel that they are always informed of the expectations and their current performances.
8. Appraisal ratings seem to be much more effective as most of the employees feel that they are satisfied with the rewards that are commensurate with appraisal ratings.



9. 100% of the employees in the organization think that the overall conditions in the organization need to be improved a lot.

10. Most of the employees are not satisfied with the equitable pay for equitable work.

11. Most of the employees in the organization feel that they can see themselves in a higher position if they work consistently and perform well.

## **SUGGESTIONS**

- The company should go for job design approaches like job rotation, and job enrichment to avoid monotony, and boredom and to increase planning and controlling of the work.
- The company should guide the employees towards schemes that give loyalty to the organization and reduces the insecurity feelings in the minds of employees.
- The company must place employees in different positions based on their educational qualifications.
- The company must conduct training programs and departmental meets with the employees for enhancing their skills in doing a job which causes job satisfaction.
- The company should avoid partiality in appraising the employees.

## **CONCLUSION**

- The company should use the suggestions of employees to develop the organization and give perks to their valuable suggestions.
- The company should improve the working conditions and safety measures.
- The company should conduct performance appraisal programs by introducing modern methods like M.B.O (Management by Objectives) so that the problems of favoritism are avoided.
- Management must recognize the skilled, knowledgeable, and experienced employees and helps them in enhancing job satisfaction.
- The most important should be given to the canteen and Should be developed for employee satisfaction.
- The company should maintain clean premises around the canteen and also greenery should be improved.

## **REFERENCES:**

RESOURCE MANAGEMENT - Stephen P Robbins

PERSONNEL / HUMAN -David A Decenzo

PERSONNEL MANAGEMENT - C.B. Mamoria

RESEARCH METHODOLOGY - C.R. Kothari