



# PRIVATE SECTOR EMPLOYEES' AMONG JOB SATISFACTION IN TAMILNADU

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## ABSTRACT

Organization usually sees an average worker as the source of quality and productivity gains. Any organization that does not put the welfare of its employee first such organization is endangering its performance and productivity. The study examines the relationship between job satisfaction and employees' performance and the relationship between job satisfaction and employees' commitment. The sample size used for the study was drawn from the staff of private sector employees in Tamil Nadu. Structured questionnaires were then used to elicit data from these staff. The chi-square was used to analyse the elicited data and the study findings revealed that job satisfaction has significance influence on both employee performance and employees' commitment. Thus, the study recommends that organisations should intensify efforts in the area of non-financial rewards as a mean of influencing greater performance from the employees as well as getting the employees to be committed the organisation.

**KEYWORDS:** Job Satisfaction, Employees' Performance and Employees' Commitment

## 1. INTRODUCTION

In order to improve job performance, job satisfaction should also be maintained to be high. Job satisfaction has an important and preeminent role for every organization, since job satisfaction plays a role in contributing to improve the job performance of the employees. Job satisfaction shows the attitude and behaviour of the subordinates to their leaders. A satisfied individual tends to do positive things and help the leaders in reaching the organizational goals; however, an unsatisfied individual tends to do negative things and not to help the eaders in reaching the organizational goals. Organizational commitment is an employee's loyalty to the organization through achieving targets, organizational values, availability, or willingness to make an effort in being a part of the organization, as well as willingness to stay in that organization.

The place of human resource management in an organization cannot be overemphasized. It is an integral part of the management process. A well-managed organization usually sees an average worker as the source of quality and productivity gains. Any organization that does not put the welfare of its employee first such organization is endangering its performance and militating against its productivity. An ideal organization ensures a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. Human resources are one of the most important and most costly elements in information services.

For an organization to make its workers satisfied and be committed to their jobs there is a need to ensure a strong and effective motivation or incentives of staff at various divisions, sections and units within the organization. Employees' performance cannot be properly ascertained without looking into the satisfactions derived by the employees on the job. In other words, employees satisfaction is positively related to their performances on the job, all things being equal, if an employee is satisfied with is his/her job, automatically, the morale to put in the best will be increase and vice versa. This context raises the need to a critical evaluation of job satisfaction in relation to job performance.

## 2. LITERATURE REVIEW

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment. Lack of job satisfaction is a predictor of quitting a job. Sometimes, workers may quit from public to the private sector and vice versa. At the other times the movement is from one profession to another that is considered a greener pasture. Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depends on the expectation - what the job supplies an employee (Al-Hussami, 2008). Job satisfaction is a complex phenomenon with multi-facets. It is influenced by attitudes toward work and organizational commitment. It is assumed that positive attitude towards work and greater organizational commitment increases job satisfaction which in return enhances performance of the individual (Linz, 2002).

Schneider and Snyder (1975) on the other hand see job satisfaction as a personal evaluation of conditions present in the job, or outcomes that arise as a result of having a job. Job satisfaction thus, has to do with an individual's perception and evaluation of his job, and this perception is influenced by the person's unique circumstances like needs, values and expectations. People will therefore evaluate their jobs on the basis of factors, which they regard as being important to them.

**Employee Job Performance** Employee's job performance has been defined as work performance in terms of quantity and quality expected from each employee (Khan et al, 2010). With increase in competition, firms have recognized the importance of the employee's job performance to compete in this global market. This is due to the fact that as the performance of the employees increase, there is a corresponding positive effect on firm's performance, importantly, the profitability of the firm. **Organizational Commitment** The concept of organizational commitment is defined as the emotional bond or attachment between staff and their firm.

It is the relative strength of an individual's identity within a particular organization. That is, the relative strength of an individual's identification with and involvement in a particular organization that can be characterized by three elements:

- a) a strong belief in and acceptance of the organization's goals and values,
- b) a willingness to exert considerable effort on behalf of the organization, and
- c) a strong desire to maintain membership in the organization.

## 3. THEORETICAL ANALYSIS OF JOB SATISFACTION

Motivation is willingness of an individual that causes that individual in acting. Usually, an individual acts because of a reason to reach a goal. By motivating, it is hoped to trigger an employee to work maximally.

They are as follow the factors like, need fulfilment, discrepancies, value attainment, equity and genetic component. Organizational commitment states that is "a force that binds an individual to a course of action of relevance to one or more targets." Employees are theorized to experience this force in the form of three bases, or mindsets – affective, normative and continuance – which reflect emotional ties, perceived obligation and perceived sunk costs in relation to a target, respectively.

## 4. METHODOLOGY

The research design used in this study was collected through interview schedule of survey. The data used were obtained with the aid of structured interview questionnaire which was designed to collect information from private sectors in employees in Tamil Nadu. One hundred fifty (150) questionnaires were used from the respondents. The questionnaire was designed into three (3) parts. Part one contained personal information of the respondents and Part two and three contained information that is structured in a way to capture from the respondents respond to job satisfaction in relations to both their performance and commitment to the job. The elicited data were analyzed and tested using the SPSS tools of Chi-square (Non-parametric) method.

### 4.1 Testing of Hypothesis

The study tested, firstly, the relationship between job satisfaction and private sector employees' level of performance.

#### **Hypothesis 1:**

**Ho: There is no significant relationship between job satisfaction and private sector employees' level of performance.** An Empirical study to find out the results of job satisfaction and private sector employee performance

The relationship between job satisfaction and private sector employees' level of performance was analyzed using chi-square. The formula of the model is given below:

**Table 1: Job Satisfaction level of private sector Employees'**

Comments	Observed No	Expected No	Residual value
Strongly Disagreed	6	30.0	-24.0
Disagreed	18	30.0	-12.0
No Opinion	15	30.0	-15.0
Agreed	93	30.0	63.0
Strongly Agreed	18	30.0	-12.0
<b>Total</b>	<b>150</b>		

Source: Primary data - 2021

**Table 2: Test hypothesis**

Status	Job Satisfaction level of Private Sector Employees'
Chi-Square	168.6a
Digress of freedom (5-1)	4
Assumption Significant Difference	.000

Source: Calculated data

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 30.0.

From the above observation, the test-statistics shows a p-value is 0.000 which is less than 0.05 at four (4) degree of freedom, so the observed frequencies do not agree with the expected Frequencies. The goodness of fit (F) test does not tell us where the differences lie, only that there was at least one that was different. Thus, we reject the null hypothesis as the observation supports the alternative hypothesis - There is a significant relationship between job satisfaction and private sector employees' level of performance.

**Hypothesis 2:**

**Ho: There is no significant relationship between job satisfaction and private sector employees' commitment.** An Empirical study to find out the results of job satisfaction and private sector employees' commitment.

The relationship between job satisfaction and employees' commitment was analyzed using chi-square. The formula of the model is given below:

**Table 3: Job Satisfaction level of private sector Employees' Commitment**

Comments	Observed No	Expected No	Residual value
Strongly Disagreed	9	30.0	-21.0
Disagreed	12	30.0	-18.0
No Opinion	9	30.0	-21.0
Agreed	90	30.0	60.0
Strongly Agreed	30	30.0	0
<b>Total</b>	<b>150</b>		

Source: Primary data - 2021

**Table 4: Test hypothesis**

Status	Job Satisfaction level of Private Sector Employees'
Chi-Square	160.05a
Digress of freedom	4
Assumption Significant Difference	.000

Source: Calculated data

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 30.0.

From the above table indicates the observation, the test-statistics shows a p-value is 0.000 which is less than 0.05 at four (4) degree of freedom, so the observed frequencies do not agree with the expected frequencies. The goodness of fit (F) test doesn't tell us where the differences lie, only that there was at least one that was different. Thus, we reject the null hypothesis as the observation supports the alternative hypothesis - There is a significant relationship between job satisfaction and private sector employees' commitment.

## 5. CONCLUSION

Conclusively, this work has examined the level of private sector employees' performance in relation to their Level of satisfaction on the job. It is important to note that using the private sector employees in tamilnadu limits the findings of this study. Consequently, there is the need for further research on employees' level of satisfaction in relationship between the private sector employees' level of performance and commitment making other textile sectors as case studies or industries. Importantly, this research work has shown that job satisfactions have an influence on private sector employees' level of performance and therefore the alternative hypothesis (H1: There is significant relationship between job satisfaction and private sector employees' and their level of performance) of the first hypothesis was accepted, while the null hypothesis was rejected. In the same layer, the alternative hypothesis (H1: There is significant relationship between job satisfaction and private sector employees' commitment) of the second hypothesis was also accepted while the null hypothesis was rejected. The reasons for these acceptance and rejection were that, our major findings revealed that the level of satisfaction employees derive from their jobs has significant influence on their performance on the job and commitment to the organisation.

The present study has revealed greatly that job satisfactions have a significant influence on employees' performance as well as commitment of the employees to their roles and the organisation. Thus, it is based on these findings that we recommend that there is the need to introduce an appraisal system that can periodically assess the performance of employees for promotional recommendations. Secondly, organisations should endeavour to intensify efforts in the area of non-financial rewards as a mean of influence employees for greater performance. And thirdly, organisation should also provide access for continuous training and development programmes which drive employees' long-term commitment to the organisation.

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