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A STUDY ON EMPLOYEE JOB SATISFACTION

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ABSTRACT

Job Satisfaction is a method of evaluating the behavior of employees in the work spot, normally including both the quantitative and qualitative aspects of job performance. Performance here refers to the degree of accomplishment of the tasks that make up an individual's job. It indicates how well an individual is fulfilling the job demands. Often the term is confused with effort, but performance is always measured in terms of results and efforts.

Satisfaction here refers to the degree of accomplishment of the tasks that make up an individual's job. It indicates how well an individual is fulfilling the job demands. Often the term is confused with effort, but performance is always measured in terms of results and not efforts.

Keywords:

Appraisal, pointing method, employee satisfaction

I.INTRODUCTION:

Satisfaction means the degree or extent with which an employee applies his skill, knowledge and efforts to a job, assigned to him and the result of that application.

Performance is a multi-dimensional construct, the measurement of which varies, depending on a variety of factors' it has been pointed out by Bates and Holton (1995). They also state that it is important to determine whether the measurement objective is to assess performance outcomes or behavior. It can be regarded as simply the record of outcomes achieved. On an individual basis, it is a record of a person's accomplishments.

It should be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction, and economic contributions. It means both behaviors and results. Behaviors emanate from the performer and transform performance from abstraction to action. Not just the instruments for the results, behaviors are also outcomes in their own right – the product of mental and physical effort applied to tasks – and can be judged apart from results.

II.OBJECTIVES OF JOB SATISFACTION

Objectives of performance appraisal are as follows:

- To create and maintain a satisfactory level of performance.
- To contribute to the employee growth and development through training, self and management programmes.
- To help the superiors to have a proper understanding about their subordinates.
- To guide the job changes with the help of continuous ranking.
- To facilitate fair and equitable compensation based on performance.
- To facilitate for testing and validating selection tests, interview techniques through comparing their scores with performance ranks.
- To provide information for making decisions regarding lay off, retrenchment etc.

, D and E in that order.

The same procedure is repeated for other employees. The number of comparisons may be calculated with the help of formula which reads thus:

$N(N-1)/2$ where 'N' stands for the number of employees to be compared.

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Under this method the supervisor continuously records the critical incident of the employee performance or behavior relating to all characteristics in a specified note book. The supervisor rates the performance of his subordinates on the basis of notes taken by him.

ESSAY OR FREE APPRAISAL:

This method requires the manager to write a short essay describing each employee's performance during the rating period. This format emphasizes evaluation of overall performance, based on strengths/weaknesses of employee performance rather than specific job dimensions.

GROUP APPRAISAL:

Under this method, an employee is appraised by group of appraisers. This group consists of the immediate supervisor of the employee, to other supervisors who have close contact with the employees work, manager or head of the department and consultants. The head of the department or manager may be the chairman of the group and the immediate supervisor may act as the coordinator for the group's activities.

CONFIDENTIAL REPORTS:

Assessing the employee's performance confidentially is a traditional method of performance appraisal. Under this method, superior appraises the performance of his subordinates based on his observations, judgment and intuitions. The superior keeps his judgment and report confidentially. In other words the superior does not allow the employee to know the report and his performance. Superior writes the report about his subordinates strength, weaknesses, intelligence, attitude to work, sincerity, commitment, punctuality, attendance, conduct, character, friendliness, etc.

MODERN METHODS

BEHAVIOURALLY ANCHORED RATING SCALES (BARS):

The behaviorally anchored rating method (BARS) method combines elements of the traditional rating scales and critical incidents methods. Using BARS, job behaviors from critical incidents effective and ineffective behaviors are described more objectively. The method employs individuals who are familiar with a particular job to identify its major components.

ASSESSMENT CENTRE:

This method of appraising was first applied in German Army in 1930. Later business and industrial houses started using this method. This is not a technique of performance appraisal by itself. In fact it is a system or organization, where assessment of several individuals is done by various experts by using various techniques.

HUMAN RESOURCE ACCOUNTING:

It deals with cost and contribution of human resources to organization. Cost of the employee includes cost of man power planning, recruitment, selection, induction, placement, training, development, wages and benefits etc., Employee contribution is the money value of the employee service which can be measured by labor productivity or value added by human resources.

MANAGEMENT BY OBJECTIVES:

This method is given by "Peter Drucker", establishes results which workers or managers expected, by mutual agreement with their supervisors, to achieve during a particular period of time. Ideally, MBO takes into account the needs and goals of the organization, as well as those of the individual.

Four steps depict the method:

- Setting performance goals or targets.
- Recording performance against goals.
- Counseling on progress against goals.
- Reviewing final results against goals.

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PSYCHOLOGICAL APPRAISAL:

Psychological appraisals are conducted to assess the employees potential. Psychological appraisals consists of in-depth interviews, psychological test, consultations and discussions with the employee, discussions with the superiors, subordinates and peers and reviews of other evaluation.

360⁰ PERFORMANCE APPRAISAL:

The appraiser may be any person who has thorough knowledge about the job content, contents to be appraised, standards of contents, and who observes the employee while performing a job. The appraisal should be capable of determining what is important and what is relatively less important. He should prepare reports and judgments without bias. Typical appraisers are: supervisors, peers, subordinates, and employee themselves, users of service and consultants. Performance appraisal by all the parties is called as “360⁰ Performance appraisal.

CONCLUSION

The appraisal system helps in promotion, training and assessing the strengths and weakness of the employees. Performance appraisal system will help to motivate the employees and also feel that the appraisal system can help to improve their work ability.

By this study, it was founded that following the formal appraisal system which is done once in 6 months. And majority of the employees are satisfied with the performance appraisal reports and feedback that provided by most of all the employees are agreed that they will get a chance to express their views at the feedback session.

It is suggested that the organization should share both the positive and negative feedback to the employees to increase their efficiency and the appraisal results should be communicated with the employees as early as possible. Appraisal system followed by the company should be useful for the development of individual career and it helps to identify the strengths & weakness of the employee.

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