

JOB SATISFACTION OF MUNICIPAL GOVERNMENT EMPLOYEES WITH PARTICULAR REFERENCE TO PADMANABHAPURAM MUNICIPALITY

Dr. M. Uma Maheswari,

Assistant Professor of Commerce
S.T. Hindu College, Nagercoil,
Kanyakumari District, Tamil Nadu, India.

ABSTRACT

Job satisfaction is to assess how people feel about their jobs. It is a key aspect to make employees more productive, innovative and committed. There are various internal and external factors that affect the workers job satisfaction. Though, similar facilities are provided to all the employees in government sector, the level of satisfaction can vary at the individual level. The scope of the present study is limited to analyzing the job satisfaction among the employees of Padmanabhapuram municipality in Kanyakumari District. The study has three objectives that are, to study the profile of the respondents, to analyse the job related aspects and to determine the factors influencing job satisfaction of the respondents in the study area.

The study includes primary and secondary sources. Primary data have been collected with the help of the interview schedule from 60 respondents through simple random sampling method. The secondary data were gathered from the past records of the municipality, books, journals and websites. Statistical tools such as percentages, Friedman Rank Test and Factor Analysis were used for data analyses. It was found that the foremost reason for preferring government job is good salary followed by job security. The dominant percentage of the respondents were in sanitary and public health department. Factors analysis revealed that job related factor and economic factors primarily influence the level of satisfaction. Factors influencing job satisfaction can be frequently measured to find out the areas of satisfaction and dissatisfaction among the employees. Thus, higher the satisfaction of employees, effective will be the performance of the organization.

Keywords: *Job, Job Satisfaction, Municipal Employees, Job factors.*

Introduction:

Human resource has the greatest potential to develop and grow provided the right climate is provided to them. Human resource management is an important aspect of an organization. It is the process of binding people and organization together so that the objectives of each are achieved. The important objective of human resource management is to enhance job satisfaction and self-actualization of employees by encouraging and assisting every employee to realize his full potential.

Job is regular activity performed in exchange for payment. Job satisfaction is to assess how people feel

about their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs; it can be also a reflection of good treatment and an indicator of emotional wellbeing. Satisfaction is to the extent that a person's job fulfills his dominant needs and is consistent with his expectations and values. Job satisfaction is concerned with several attitudes about the job characteristics, compensation, benefits, status, social security, advancement opportunities, technological challenges and respect.

Area Profile:

Kanyakumari district is at the southernmost tip of India. Nagercoil is the district headquarters.

Kanyakumari district has a total population of 1870374 out of which males and females were 926345 and 944029 respectively. The district has highest literacy rate (92.14%) in Tamil Nadu. There are four municipalities in the district, namely in Nagercoil, Colachel, Padmanabhapuram and Kuzhithurai municipalities. The researcher has selected Padmanabhapuram municipality in Kanyakumari district for the study.

Padmanabhapuram is a historical Town in Kalkulam taluk of Kanyakumari district and it is the taluk headquarters. It is situated about 15 Km on west of Nagercoil and 50 km on east of Thiruvananthapuram. Padmanabhapuram municipality was started on the 1st October, 1920. It was constituted as the III grade municipality and was subsequently upgraded as II grade since 1998. The area of the municipality is 6.47 sq ft. The municipality consists of 21 wards. The municipal council comprises 21 ward councilors (seven women and 14 men) headed by chair person. As per 2011 census the population of Padmanabhapuram Municipality area was 20075.

Functional Departments of Padmanabhapuram Municipality:

Padmanabhapuram municipality consists of five functional departments. Each department consists of a head who reports to the municipal commissioner and functions as per the responsibilities prescribed in the Act and as delegated by the Commissioner. The commissioner is at the apex of this structure and is responsible for preparation and certification of all periodical records and furnishes all information from time to time as required by the municipal Council or the Standing Committees. He is also responsible for preparation of accounts. At each of the general meeting, the commissioner along with some other key officials, discuss various issues with the elected representatives.

Table 1: Functional Departments of Padmanabhapuram Municipality

Department	Functions
General administration	Establishment, Accounts, Records, Correspondence, Treasury.
Engineering	Works, Water supply, Operations and Maintenance.
Revenue	Building and collection of taxes, Charges and fees.
Public Health (Sanitary)	Preventive Health care, Conservancy, Vital Statistics.
Town planning	Issue of building license, Eviction of encroachment, Urban planning.

Source: www.padmanabhapurammunicipality.com

Review of Literature:

Ahmed Imran Hunjra *et al.* (2010) aimed at measuring the effect of human resource management practices like autonomy, leadership behaviour and team work on job satisfaction. Findings of the study indicated that there is a positive relationship between autonomy, leadership behavior and team work environment and job satisfaction. However, leadership and teamwork environment influence more than autonomy on employees’ job satisfaction. The results also depict a significant difference of level of job satisfaction between male and female employees.

Navdeep Kumar and Pankaj Garg, (2011) examined the influence of motivational factors (salary, facilities and promotion) on employees’ job satisfaction. It was observed that there is direct and positive relationship between motivational factors and employee job satisfaction. Salary package was the most important and more influential variable. The management can make use of different tactics, strategies and policies to influence the satisfaction level of employees in work settings, but different tactics, strategies and policies would have a different motivational impact on diverse people. To make sure the success of motivational tools, it is important to consider the uniqueness of the situation and the diversity of the concerned group.

Faizuniah Pangil, *et.al.* (2011) investigated the relationship between organizational climate and job satisfaction among government agency officers. The results indicated four dimensions such as reward orientation, responsibility, structure, and participation. These four dimensions of organizational climate are significant predictors of job satisfaction. Employees perceive that the organizational climate within the organization provides low rewards, responsibility, structure and participation. In order to improve the government agencies employees’ job satisfaction, the organizational climate should be conducive. They need to get used to the new way of management (*i.e.* employee participation) and eventually organizations could prosper or benefit from their unique human capital.

Anitha, R. (2011) analyzed the satisfaction level of paper mill employees and found that satisfaction level among the employees in low regarding working conditions, welfare facilities, accident compensation, promotional policy and rewards. The organizations lack smooth relationship between workers and supervisors. Employee’s welfare measures and Job security should be given utmost importance, so that the employee’s turnover may be restricted. The organizations need to modify the reward system of the employees and promotions to maintain capable workers with high level of satisfaction, organizational commitment and involvement.

Mahamuda Parvin (2011) revealed that nature of business operation, the work culture and the level of job satisfaction have undergone sea change for the

pharmaceutical companies. The study investigated the significant factors such as working condition, pay and promotion, job security, fairness, relationship with co-workers and supervisors in affecting the job satisfaction, and also the factors causing the dissatisfaction and suggestion to improve them. The overall job satisfaction of employees in pharmaceutical sector is at the positive level. It was found that salary, efficiency in work, supervision, and co-worker relation were most important factors contributing to job satisfaction. Compensation is very valuable tool for retention and turnover.

Gill, Amarjit, et.al. (2012) examined the effects of job satisfaction and work experience on employee-desire for empowerment. Restaurant industry employees from Canada and Punjab area of India were surveyed. Results suggest that job satisfaction and work experience enhance the employee-desire for empowerment in both countries. The practical implication of this study is that employees who exhibit job satisfaction and work experience behaviors are more likely to heighten their desires to be empowered, regardless of cultural context. The findings help to explain failures in organizational efforts to empower workers by demonstrating the critical role of job satisfaction and work experience behaviors in heightening employee-desire for empowerment

Mohsin Altaf (2013) concluded that participation of employees in decision making is an important factor that impact on job satisfaction. This ultimately increases employee productivity both in private and public sectors. Implementation of participative management is difficult in public agencies as compare to private organization; Public sector considers planning oriented and focus to enhance performance. Shobhna Gupta, J. and Hartesh Pannu K. (2013) compared the job satisfaction between private and government sector. Employees of Public sector were more satisfied in terms of salary, organizational culture and work load when compared to that of private sector. Higher feeling of inequality and lack of supervisory support were found in public sector as compared to private sector. There is significant difference in the level of job stress between two sectors. The private sector employees faced the difficulty in maintaining work life balance. Employees are the assets of an organization and to retain them the organization must take effective measures. Salary should be according to job profile and stress level of employees. Certain modern techniques like yoga, instrumental activities should be included in organization to reduce the job stress.

Mark C. Ellickson and Kay Logsdon found out that that environmental factors such as promotional opportunities, pay and benefits satisfaction, performance appraisal satisfaction, equipment and resources, training, workload, supervisory relationships, and most important of all, departmental

esprit de corps were significantly, and positively, related to overall job satisfaction. In contrast, demographic variables were relatively poor predictors of job satisfaction.

Statement of the Problem:

Human resources are dynamic and behave differently. They react to the same situation in different ways. Job satisfaction is one such aspect. It is also linked with the working condition and environment directly and indirectly. Workers cannot contribute their best if they are not satisfied. There are various internal and external factors that affect workers job satisfaction. Though, similar facilities are provided to all the employees in government sector, the level of satisfaction can vary at the individual level. The present study has been undertaken to find out job satisfaction among municipal Government employees.

Scope of the Study:

The scope of the present study is limited to analyzing the job satisfaction among the employees of Padmanabhapuram municipality of Kanyakumari District. This study will enable to find out the influential factors in job satisfaction among the employees.

Objectives of the Study:

The present study has been undertaken with the following objectives:

1. To study the socio-economic and demographic profile of employees in Padmanabhapuram municipality in Kanyakumari district.
2. To describe the job related aspects of the respondents in the area of study.
3. To determine the factors influencing job satisfaction of the respondents in the study area.

Significance of the Study:

All the activities of an organization are initiated and completed by the persons who make up the organization. Therefore, people are the most significant resource of any organization. The effective utilization of all other resource depends upon the human resources. Job satisfaction is a key aspect to make employees more productive, innovative and committed. Job satisfaction is an integral component of organizational health and an important element in industrial relations. Organizations need to continuously improve employee satisfaction in order to stay profitable.

Sources of Data and Sampling Design:

The study includes primary and secondary sources. Primary data have been collected with the help of the interview schedule, collected between August 2013 and September 2013. The secondary data were gathered from the past records of the municipality,

books, journals and websites. Simple random sampling - Lottery method was followed to select 60 respondents out of 76 employees in the municipality.

Tools for Analysis:

The application of statistical tools helps the researcher arrive at appropriate findings.

Statistical tools such as percentages, Friedman Rank Test and Factor Analysis were used for data analyses.

Limitation of the Study:

The study is conducted among the employees of one municipality in the district due to time constraint. The study is subjected to memory bias.

Results and Discussion:

The results of data analysis and relevant discussion in brief are presented as follows:

Socio-economic and Demographic Profile of the Respondents:

The variables included were under socio-economic and demographic profile of the respondents includes gender, age, education, marital status, type of family, family size and monthly income.

Table 2: Socio-Economic and Demographic Profile of the Respondents

Profile Variables	Particulars	No. of Respondents	Percentage
Gender	Male	43	72
	Female	17	28
	Total	60	100
Age (in years)	Below 35	07	12
	36-45	29	48
	Above 45	24	40
	Total	60	100
Educational Status	School Education	46	78
	College Education	11	18
	Diploma/Certificate Courses	03	04
	Total	60	100
Marital Status	Married	56	93
	Un-married	04	07
	Total	60	100
Type of the Family	Nuclear	47	78
	Joint	13	22
	Total	60	100
Family Size	3 or below 3	06	10
	4 to 6	42	70
	Above 6	12	20
	Total	60	100
Monthly Income	Below 15000	22	37
	15001 to 30000	26	43
	Above 30,000	12	20
	Total	60	100

Source: Primary data.

Table 2 revealed the socio-economic and demographic profile of the respondents. It was found that 72 per cent of the employees were males, 48 per cent were in the age group of 36 to 45 and 40 per cent were above 45 years of age. 78 per cent were educated up to school level. 93 per cent were married and 78 per cent lived in nuclear family. 70 per cent of the respondents have family size of four to six members. 43 per cent of respondents earned a monthly income of 15001 to 30, 000.

Preference for Government Services:

The reasons for preferring government services was classified into five, that is Job security, Good salary, Pension benefits, Freedom to work, Low stress and ranked using Friedman Rank Test. Good salary was found to be most important reason for preferring government job with the highest mean score of 4.26, thus given the first rank. Second rank was given to job security aspect with the mean score of 3.63, followed by third rank to freedom to work with the mean score of 3.44. Pension benefit was given the fourth rank with the mean score of 1.99 and fifth rank was given to low stress with the mean score of 1.68. Thus, the foremost reason for preferring government job is good salary followed by job security.

Category of Job of the respondents:

The category of job indicates the status and income level. 77 per cent of the respondents were sanitary workers, 12 per cent of the respondents were in revenue department, 7 per cent of the respondents were engineering, department and 5 per cent of the respondents belonged to in town planning. Thus, the dominant percentage of the respondents were engaged in sanitary and public health category of job.

Working Experience of the respondents:

Working experience gives more confidence and knowledge about the job. It is helpful in decision making. 28 per cent of the respondents have five or below five years experience, 23 per cent of respondents have 6 to 10 years of experience, 18 per cent of the respondents have 11 to 15 years of experience, 10 per cent of the respondents have 16 to 20 years of experience. 20 per cent of the respondents have above 20 years of experience. Thus, the higher percentage of the respondents have below 10 years of experience.

Factors influencing Job Satisfaction – Factor Analysis

Factors analysis was applied to find out the dominate factors influencing the level of job satisfaction of the respondents. The inter-correlations between 18 variables was analysed using Principal Component

Table 3: Rotated Component Matrix

Sl. No.	Variables	COMPONENTS							Comm unality
		1	2	3	4	5	6	7	
1.	Working Hours	.775	.085	.011	.006	.215	.008	.076	.753
2.	Level of Freedom	.752	.100	.169	.174	.138	.350	.000	.775
3.	Nature of Work	.746	.255	.193	.015	.060	.203	.202	.757
4.	Grievance Facilities	.522	.437	.186	.099	.044	.023	.492	.779
5.	Salary	.032	.769	.309	.149	.231	.042	.098	.737
6.	Financial Rewards	.224	.661	.087	.090	.461	.160	.126	.589
7.	Loan facilities	.234	.616	.023	.099	.029	.296	.398	.812
8.	Leave facilities	.075	.289	.828	.108	.015	.080	.026	.660
9.	Promotional opportunities	.300	.253	.669	.328	.106	.296	.127	.773
10.	Retirement Benefits	.336	.016	.566	.341	.021	.126	.153	.794
11.	Sanitary facilities	.018	.129	-.002	.887	.090	.032	.007	.824
12.	Health care service	.234	.215	.369	.578	.026	.232	.314	.744
13.	Working condition	.128	.341	.136	.534	.308	.243	.453	.629
14.	Relationship with superior	.025	.083	.257	.110	.850	.273	.036	.795
15.	Relationship with coworkers	.307	.019	.191	.122	.711	.272	.102	.715
16.	Work load	.059	.343	.026	.008	.023	.819	.126	.884
17.	Facilities for job	.142	.146	.461	.384	.135	.583	.120	.810
18.	Insurance services	.245	-.102	.044	.030	.036	.092	.795	.725

Extraction method: Principal component analysis
 Rotation method : Varimax with Kaiser Normalization

Source: Primary data.

Analysis (PCA) and the Varimax Rotation of factor analysis. PCA has extracted 7 components out of total 18 components. The result of Rotated Components Matrix of 18 attributes of job satisfaction with the respective communalities is exhibited in Table 3. The factors with which the attributes are identified are given in bold.

The employees of Padmanabhapuram municipality evinced the factors such as **Job factor** (working hours, level of freedom, nature of work and grievance facilities), **Economic factor** (salary, financial rewards and loan facilities), **Benefit factor** (leave facilities, promotional opportunities and retirement benefits), **Health factor** (sanitary facilities, health care services and working condition), **Relationship factor** (relationship with superior and relationship with co-workers), **Work load factor** (work load and facilities for job) and **insurance factor** (insurance services).

Influential Factors for Job Satisfaction:

Factor analysis of attributes relating level of satisfaction identified seven influential factors. The influential factors in the level of satisfaction given by the respondents along with the Eigen value, percentage of variance and cumulative percentage of variance are presented in Table 4.

Table 4: Influential Factors for Job Satisfaction

Sl. No.	Influential Factors	Eigen value	Percentage of variance	Cumulative percentage of variance
1	Job Factor	2.561	14.227	14.227
2	Economic Factor	2.165	12.027	26.254
3	Benefit Factor	2.130	11.832	38.085
4	Health Factor	1.897	10.541	48.626
5	Relationship Factor	1.702	9.456	58.082
6	Work Load Factor	1.673	9.297	67.378
7	Insurance Factor	1.491	8.285	75.663

Source: Compiled data.

It has been observed from Table 4 that the seven factors accounted for about 75.663 per cent of variance on the data. Eigen value for 'Job factor' was 2.561 and percentage of variance was 14.227. This factor was found to be the highest influencing factor for job satisfaction of the respondents. Eigen value for the 'Economic factor' was 2.165 and percentage of variance was 12.027. This economic aspect has been given importance for measuring the level of satisfaction. Eigen value for the 'Benefit factor' was

2.130 and percentage of variance was 11.832. This factor found to be influential as the respondents, were also concerned about their future. Eigen value for the 'Health factor' was 1.897 and percentage variance was 10.541. The employers concern for employee's health also founded to be of considerable value. Eigen value for the 'Relationship factor' was 1.702 and percentage of variance was 9.456. The job related relationship in the superiors and colleagues also determine the level of satisfaction. Eigen value for the 'Workload factor' was 1.673 and percentage of variance was 9.297. Level of work load is important measure for satisfaction, as optimum work load satisfies the employees. Eigen value for the 'Insurance factor' was 1.491 and percentage of variance was 8.285. The factor of safety has been given importance by the respondents. Thus factors analysis found out that job related factor and economic factors primarily influence the level of satisfaction.

Major Findings:

The following are the major findings of the study:

1. The socio-economic and demographic profile of the respondents revealed that majority of the respondents were found to be males with school level education, above the age of 36 years, married living in nuclear family with the family size of four to six members and with a reasonable monthly income.
2. The foremost reason for preferring Government job is Good salary followed by job security. The dominant percentage of the respondents were in sanitary and public health department. The higher percentage of the respondents have below 10 years of were experience.
3. The respondents evinced the factors such as Job factor, Economic factor, Benefits factor, Health factor, Relationship factor, Work load factor and insurance factor as influencing factors for job satisfaction. These factors accounted for 75.663 percentage of variance. Thus factors analysis found out that job related factor and economic factors primarily influence the level of satisfaction.

Suggestions:

The following suggestions are given to improve the job satisfaction of the employees:

1. It is necessary to create a favourable working condition for the employees. Employees must be guided and communicated effectively and build a good interpersonal environmental within the municipality.
2. Proper grievance redressal mechanism can be more effective for creating satisfaction. Employees feel encouraged to work better and find more satisfaction in the jobs if their suggestion and ideas are listened to by superiors and if found

effective can be considered, implemented and rewarded.

Conclusion:

Human resource has the greatest potential to develop and grow provided the right work environment is provided to them. Job satisfaction of employees is utmost important for better functioning of any enterprise and improving service quality. Job satisfaction is a key aspect to make employees more productive, innovative and committed. Employee's satisfaction of job is a mixture of several factors. Factors influencing the job satisfaction can be frequently and measured to find out the job satisfaction among the employees. Organizations need to continuously improve employee satisfaction in order to stay profitable. Hence, higher the satisfaction of employees, effective will be the performance of the organization.

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