

Factors Affecting Employee Job Satisfaction of Women and Child Development, Government of India, A Case Study (Faridabad, Haryana)

Esha Singh*

*Project Leader, AKCDS, Amity University, Sec-125, Noida, Uttar Pradesh, INDIA.

E-Mail: eshasingh398{at}gmail{dot}com, eshasng90{at}gmail{dot}com

Abstract—This research has been done to evaluate job satisfaction of employees working in Women and Child development department, Government of India. The main objective of this study is to assess the satisfaction level of employees and identifying the factors of how to improve the satisfaction level of employees. The data was collected with the help of questionnaire on a 5 point Likert scale and the parameters are working conditions, salary or pay packages, promotion opportunities, fairness within the organization, relationship with co-workers and supervisors and job security in affecting the job satisfaction of the employees. The data was collected from 50 respondents working in the WCD department from both higher and lower level employees. The results were concluded with the help of descriptive statistics. After careful analysis, it is clearly seen that the employees were satisfied with the working conditions having a mean score of 3.98, fairness having a mean score of 3.84, and relationship with the co-workers and supervisors having a mean score of 4.04. Unlike, they were dissatisfied with the pay and promotion and Job security. The study found that the average mean is 73.8%, so the overall level of employee job satisfaction is “somewhat happy”.

Keywords—Fairness; Job Dissatisfaction; Job Satisfaction; Motivation; Relationship with Co-Workers; Salary; Women and Child development (WCD); Working Conditions.

Abbreviations—Integrated Child Development Services (ICDS); Non-Governmental Organizations (NGO); Women and Child development (WCD).

I. INTRODUCTION

A job can be defined as a group of positions assigned to an individual, which might involve the same set of duties and responsibilities while Job satisfaction can be said as to have a collection of tasks and responsibilities. Job satisfaction has a great deal of relation with the mental health of the individuals. If an individual is satisfied in his/her Job, It definitely spreads the goodwill in the organization. Job satisfaction reduces absenteeism rate in an organization because then an individual feels content in his job, it reduces the labor turnover, ultimately contributing in the success of the organization and other accidents. Job satisfaction also helps in increasing employee’s morale, confidence, and sense of connection with the organization, productivity efficiency, etc. Job satisfaction also supports for the innovative ideas among the employees. Eventually, employees in the organization become loyal and contribute in the achievement of the objectives of organization in the long run. Job satisfaction shows and tells a lot about the inner feelings of the employees, and they will be more satisfied if

they get what they expected. So, it is very natural that a content and satisfied worker shows the maximum effectiveness and efficiency in his job.

The factors which have an effect on employee job satisfaction include the level of pay and benefits, the fairness of the promotion system within an organization, the working conditions and its quality, relationships with the supervisors and leaders, the job itself. Job satisfaction is not similar to motivation, although it can be related to each other. There are other factors also responsible for satisfaction of the employees is the style of management and organization culture, engagement and involvement of the employees. The most commonly used way is to measure with the help of rating scales technique wherein the employees are asked to report their reactions on various parameters to their jobs. Questions are generally related to pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers. The respondents have to rate satisfaction on 1 – 5 scale where 1 represents “not all satisfied” and 5 represents “extremely satisfied”.

II. REVIEW OF LITERATURE

Stephen P. Robbins [7]: Job satisfaction as the “difference between the amount of rewards the workers receive and the amount they believe they should receive”. Further he says, “Job satisfaction is an individual general attitude towards his or her job”.

C.B. Mamoria [3] explains: “job satisfaction is the collection of tasks and responsibilities regularly assigned to one person while a job is a group of positions, which involves essentially the same duties, responsibility, skill and knowledge”.

Spector [4] refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson & Logsdon [6] support this view by defining job satisfaction as the extent to which employees like their work.

Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what’s the job supply to an employee [Al-Hussami, 9]. Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction [Mulinge & Mullier, 2; Willem et al., 2007]. Job satisfaction is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment [Lane et al., 11].

Different people interpret compensation differently. In this paper compensation, reward, recognition, and wages are terms used in different situations [Zobal, 3]. The compensation is defined by American Association is “cash and non-cash remuneration provided by the employer for services rendered”. Salary was found to be the prime factor for the motivation and job satisfaction of salaried employees of the automobile industry from the results of the survey by Kathawala et al., [1]. The survey tried to assess the various job characteristics and the way the employees ranked them as motivators and satisfiers. The results showed that compensation was ranked as the number one job element for job satisfaction and increase in salary for performance was ranked as the number one job element for motivation. Compensation is very valuable tool for retention and turnover. It is also a motivator for an employee in commitment with the organization which in result enhances attraction and retention [Zobal, 3]. It also works as communicator when it is given to employee against his services which shows how much an employee is valuable for its organization [Zobal, 3].

The mentoring is used for development-orientation [Scanduraa & Williams, 8]. On the other hand non-supervisory mentor may increase mentee’s confidence by providing access to outside organization [Scanduraa & Williams [8]. According to Chakrabarty et al., [10] “perhaps the finest way in which supervisors can portray himself as a role model is to personally demonstrate proper techniques so that employee could understand how job should be done.” Politis [5] has examined the roles played by leadership in the process of knowledge acquisition and a survey was carried out on 227 persons who have been engaged in knowledge

acquisition activities to examine the relationship between leadership styles and knowledge acquisition attributes. The results showed that the leadership styles that involve human interaction and encourage participative decision-making are related positively to the skills essential knowledge acquisition.

III. OBJECTIVE OF THE STUDY

The following are the objectives of the study:

- To assess the satisfaction level of employees in WCD department of the government of India.
- To identify the factors where the job satisfaction level of employees are lacking in WCD department.
- To identify the factors of how to improve the satisfaction level of employees in WCD department.

IV. SCOPE OF THE STUDY

The scope of the study is as follows:

- To identify the employees level of satisfaction in their job.
- This study can be used to further investigate on the same subject.
- This study is helpful to the organization for identifying the area of job dissatisfaction of the employees and improving in those areas.

V. LIMITATIONS OF THE STUDY

- The accuracy of 100% cannot be assured in this study because the responses by the respondents may be biased or partial.
- The research sample taken might be an issue and further study can be conducted by including more number of respondents in the study.

VI. METHODOLOGY

A survey was conducted for the accomplishment of this research and a descriptive research design was formulated. Primary and secondary data collection was taken into consideration for the study. Secondary data were collected from the websites, articles, books and publications of the renowned authors and quality research studies.

A questionnaire was designed for collecting the primary data. After the possible collection of data, all necessary data have been analyzed for the absolute results. And, this systemized information was used to measure the satisfaction level of the employees. A 5 point Likert scale has been used for checking the satisfaction level of the employees i.e. 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

VII. WOMEN AND CHILD DEVELOPMENT, GOVERNMENT OF INDIA

The Department of Women and Child Development, Government of India, came into existence as a separate Ministry with effect from 30th January, 2006; earlier since 1985 it was a Department under the Ministry of Human Resources Development.

The Ministry was constituted with the prime intention of addressing gaps in State action for women and children for promoting inter-Ministerial and inter-sectoral convergence to create gender equitable and child-centered legislation, policies and programmes.

7.1. Vision and Mission

7.1.1. Vision

Empowered women living with dignity and contributing as equal partners in development in an environment free from violence and discrimination. And, well nurtured children with full opportunities for growth and development in a safe and protective environment.

7.1.2. Mission

Promoting social and economic empowerment of women through cross-cutting policies and programmes, mainstreaming gender concerns, creating awareness about their rights and facilitating institutional and legislative support for enabling them realize their human rights and develop to their full potential.2. Ensuring development, care and protection of children through cross-cutting policies and programmes, spreading awareness about their rights and facilitating access to learning, nutrition, institutional and legislative support for enabling them to grow and develop to their full potential.

7.2. Mandate

The broad mandate of the Ministry is to have holistic development of Women and Children. As a nodal Ministry for the advancement of women and children, the Ministry formulates plans, policies and programmes; enacts/ amends legislation, guides and coordinates the efforts of both governmental and non-governmental organisations working in the field of Women and Child Development. Besides, playing its nodal role, the Ministry implements certain innovative programmes for women and children. These programmes cover welfare and support services, training for employment and income generation, awareness generation and gender sensitization. These programmes play a supplementary and complementary role to the other general developmental programmes in the sectors of health, education, rural development etc. All these efforts are directed to ensure that women are empowered both economically and socially and thus become equal partners in national development along with men.

7.3. Policy Initiatives

For the holistic development of the child, the Ministry has been implementing the world's largest and most unique and outreach programme of Integrated Child Development Services (ICDS) providing a package of services comprising supplementary nutrition, immunization, health check-up and referral services, pre-school non-formal education. There is effective coordination and monitoring of various sectoral programmes. Most of the programmes of the Ministry are run through non-governmental organisations. Efforts are made to have more effective involvement of NGOs. The major policy initiatives undertaken by the Ministry in the recent past include universalisation of ICDS and Kishori Shakti Yojana, launching a nutrition programme for adolescent girls, establishment of the Commission for protection of Child Rights and enactment of Protection of Women from Domestic Violence Act.

7.4. Organization

The Ministry of Women and Child Development is headed by Hon'ble Minister Smt. Maneka Sanjay Gandhi, Shri V. Somasundaran is the Secretary of the Ministry of Women and Child Development. The activities of the Ministry are undertaken through seven bureaux.

VIII. ANALYSIS AND INTERPRETATION

After collecting the data from the respondents, it has to be tabulated so that it is amenable to analysis. This requires classification of the collected data in a systematic way. The data analysis is done so as to find out the possible answers of the conducted research, so as to reach to a conclusion and the pertinent recommendations are made out of it.

This study focuses on the factors affecting employee job satisfaction in WCD department, Government of India. The descriptive statistics is used to describe and explain the results of the study at every individual variable and its relationship with employee job satisfaction, which is the core of the research.

The findings are presented in frequencies and percentages.

Table 1: Overall Level of Employee Satisfaction in WCD Department

Factors Influencing Job Satisfaction	Mean
Working Condition	79.6%
Pay and Promotion	62%
Fairness	76.8%
Relation with Co-workers	80.8%
Job security	65.6%
Relation with Supervisor	78.4%
Average	73.8%

It is observed that the factors like working conditions, fairness and relationship with coworkers and supervisors have the high satisfaction level of their employees and the factors like pay and promotion and job security describes a low satisfaction level of employee or they are not happy with

it. Overall level of employee satisfaction in WCD department, the study found that the average mean is 73.8%, so the overall level of employee job satisfaction is “somewhat happy”.

IX. DESCRIPTIVE STATICS

9.1. Level on Work Conditions

In terms of level on working conditions in WCD department, it is found that 49 respondents's believed and have experienced that the working atmosphere is good enough and they were satisfied with the working conditions. Very few or negligible have shown dissatisfaction with the working conditions. The mean score of the data is 3.98, which shows that the employees are satisfied with the working conditions.

Table 2: Level of Working Condition

Satisfaction Level	Value of (X)	Frequency (f)	d=X-A	fd
Strongly Disagree	1	0	-2	0
Disagree	2	0	-1	0
Neutral	3 (X)	1	0	0
Agree	4	49	1	49
Strongly Agree	5	0	2	0
		$\sum f = 50$		$\sum fd = 49$

$$X = A + (\sum fd / \sum f) = 3 + (49/50) = 3.98 \times 20 = 79.6\%$$

9.2. Level on Pay and Promotion

In terms of level on pay and promotion in WCD department, it is observed that 23 respondents were neutral with it, 16 of the respondents have shown dissatisfaction and only 11 respondents have shown satisfaction with the pay and promotion opportunities given to them. The mean score of the data is 3.10, which shows that the employees were neither satisfied nor dissatisfied with the pay and promotion.

Table 3: Level on Pay and Promotion

Satisfaction Level	Value of (X)	Frequency (f)	d=X-A	fd
Strongly Disagree	1	0	-2	0
Disagree	2	16	-1	-16
Neutral	3 (X)	23	0	0
Agree	4	11	1	11
Strongly Agree	5	0	2	0
		$\sum f = 50$		$\sum fd = 5$

$$X = A + (\sum fd / \sum f) = 3 + (5/50) = 3.10 \times 20 = 62\%$$

9.3. Level on Fairness

For the fairness level in WCD department, it is clearly seen that 44 respondents have shown satisfaction with this factor. On the other hand, very few have shown dissatisfaction or neutral behavior towards fairness in the organization. Finally, the mean score is 3.84, so the fairness factor can be said to be good within the organization. According to the mean score, we can observe that the fairness factor influences the job satisfaction of employees in the WCD department.

Table 4: Level on Fairness

Satisfaction Level	Value of (X)	Frequency (f)	d=X-A	fd
Strongly Disagree	1	0	-2	0
Disagree	2	2	-1	-2
Neutral	3 (X)	4	0	0
Agree	4	44	1	44
Strongly Agree	5	0	2	0
		$\sum f = 50$		$\sum fd = 42$

$$X = A + (\sum fd / \sum f) = 3 + (42/50) = 3.84 \times 20 = 76.8\%$$

9.4. Level on Relationship with Co-workers

For finding the relationship with co-workers in WCD, it is found that 48 respondents are satisfied with their relationship with the co-workers, so this influences the job satisfaction among the employees. 2 respondents have shown a high level of satisfaction regarding their relationship with co-workers. The mean score of 4.04, we can see that relationship with co-workers influences job satisfaction in WCD department.

Table 5: Level on Relationship with Co-workers

Satisfaction Level	Value of (X)	Frequency (f)	d=X-A	fd
Strongly Disagree	1	0	-2	0
Disagree	2	0	-1	0
Neutral	3 (X)	0	0	0
Agree	4	48	1	48
Strongly Agree	5	2	2	4
		$\sum f = 50$		$\sum fd = 52$

$$X = A + (\sum fd / \sum f) = 3 + (52/50) = 4.04 \times 20 = 80.8\%$$

9.5. Level on Job Security

According to the survey for level of Job security in ECD department, it is observed that 25 respondents were dissatisfied with the factor, 14 respondents were neutral and very few, and about 11 respondents have shown satisfaction with the job security within their organization. The mean score is 3.28, shows very less influence of job security on employees within the organization.

Table 6: Level on Job Security

Satisfaction Level	Value of (X)	Frequency (f)	d=X-A	fd
Strongly Disagree	1	0	-2	0
Disagree	2	25	-1	-25
Neutral	3 (X)	14	0	0
Agree	4	11	1	11
Strongly Agree	5	0	2	0
		$\sum f = 50$		$\sum fd = 14$

$$X = A + (\sum fd / \sum f) = 3 + (14/50) = 3.28 \times 20 = 65.6\%$$

9.6. Level on Relationship with Immediate Supervisor

For the factor relationship with immediate supervisor in WCD department, the study has found that 44 respondents were very happy and satisfied, while 5 respondents. Finally, the mean score is 3.92, so it can be said that relationship with the immediate supervisor have a great impact on Job satisfaction among the employees.

Table 7: Level on Relationship with Immediate Supervisor

Satisfaction Level	Value of (X)	Frequency (f)	d=X-A	fd
Strongly Disagree	1	0	-2	0
Disagree	2	0	-1	0
Neutral	3 (X)	5	0	0
Agree	4	44	1	44
Strongly Agree	5	1	2	2
		$\sum f = 50$		$\sum fd = 46$

$$X = A + (\sum fd / \sum f) = 3 + (46/50) = 3.92 \times 20 = 78.4\%$$

X. CONCLUSION

It is well understood that with the employee job satisfaction, better service quality and the employee satisfaction can be achieved as whole. There are many organizations which are aware of it and so the senior managers and authorities try to implement policies which are in favor for the employees of their organization, in order to satisfy their valuable employees. And so, this study can be very useful for the organization in the better management of their employees for long-term success. According to the standardized values, it is concluded that the employees are more satisfied with the factors like Working conditions and fairness in the organization.

Also, it can be concluded that the employees are very much satisfied with the relationship with their colleagues, subordinates and supervisors. This depicts a healthy working atmosphere practiced within the organization, which in turn is helpful in motivating the employees, so that they feel satisfied with their jobs. This is very good for the organization in achieving its long term plans and always has an efficient, well groomed, motivated staff for achieving its target. There is a strong relationship between a good work environment and good working conditions, which has a direct impact on employee satisfaction and which in turn affects the employee performance. So, in order to have a high performance from the employees, a balance must be maintained between these two attributes.

On the other hand, it is observed that the employees of WCD department are not at all satisfied with the pay packages and promotion given to them. For the motivation of the employees, it is very important that their salary should be increased and a good package should be offered to them. This will not only increase the motivation, but also loyalty among the employees of the organization. Actually all employees work to earn a decent living and expects a good salary package so as to lead a good life and a better future. Moreover, employees also hope for equal remuneration treatment and equality within the organization should be practiced in all respects. Also, it is observed that the employees were not satisfied with the job security. This hampers a lot in their performance. Fair pay and job security brings in the positive results within the organization because then the employee feel connected with the organization and tends to work hard to achieve their goals related to job, eventually having a positive effect on the reputation of the

organization and a good performance. These are the key factors for the employee satisfaction and are essential for the organizational performance.

XI. RECOMMENDATION

After completing this study, it is highly recommended that in order to overcome the limitations of the research, further study must be done to observe the relationship between job satisfaction and the parameters taken into consideration for this study because there is always scope for improvement.

Following are the few suggestions recommended:

- 1) A larger sample size can be taken for a wide research.
- 2) Investigation of the relationship between job satisfaction and work conditions, pay and promotion, fairness, job security, relationship with supervisor and co-workers, can further be expanded taken into consideration other variables like job level, ambiguity, rewards and recognition, learning environment.
- 3) A more sophisticated technique and statistics can be used for more descriptive results.

According to the results found for employee job satisfaction at WCD department, some of the recommendations are drawn for the senior policy makers and practitioners:-

- 1) Pay packages of the employees must be maintained in such a way that the employees feel worth a job working for the organization. Updating of the pay packages should be done at a larger scale, so that the employees might feel rewarded well enough after completing a particular period of time. This will increase the motivation level of the employee towards the organization.
- 2) Fairness in the job is another factor which is of utmost importance, and this can be built through rewarding the employees for good work, acknowledging their work. Duties and responsibilities given to them should be according to their qualifications, skills and experiences.
- 3) In order to ensure the Job security within the employees of the organization, employees must be treated well by giving them intrinsic rewards as well as Extrinsic rewards. Intrinsic rewards may include, certificates for having achieved a target, awards for recognizing their work, giving holiday packages as reward, family benefits schemes etc. Extrinsic rewards include giving bonuses, benefits, financial awards etc. Also, long term benefits should be given to employees so as to drive an environment of Employee engagement within the organization. Employee eventually becomes loyal towards the organization.

APPENDIX

REFERENCES

S. NO.	SURVEY QUESTION	SD	D	N	A	SA
1.	I am satisfied with the working environment of the company.					
2.	I am satisfied with job location.					
3.	I am satisfied with the present working hour.					
4.	I am satisfied with the existing salary structure of the company.					
5.	I am satisfied with the compensation I get & I think it matches with my responsibility.					
6.	I am satisfied with the present performance appraisal policy of the company.					
7.	I am happy with the recognition and rewards for my outstanding work and contributions.					
8.	I am happy with my work responsibilities.					
9.	I feel comfortable in carrying out my responsibilities.					
10.	I am satisfied with the given right to put forward my opinions.					
11.	I am satisfied and think I've been awarded right set of duties, as per my ability.					
12.	Fulfilling my responsibilities give me a feeling of satisfaction & personal achievement.					
13.	I am satisfied with work relationships with the people around me.					
14.	I am satisfied with various activities in the firm & love participating in them.					
15.	I am happy with your overall job security.					
16.	I am satisfied & able to maintain a healthy balance between work and family life.					
17.	I am satisfied with the leave policy of the company.					
18.	I am satisfied employee assistance policy (e.g. - lunch & transport etc.) of the company.					
19.	I am satisfied with long term benefit & insurance policies of the company.					
20.	I am satisfied with the leaders in my workplace as positive role models.					

[1] Y. Kathawala, M. Kevin & E. Dean (1990), "Preference between Salary or Job Security Increase", *International Journal of Manpower*, Vol. 11, No. 7.

[2] M. Mulinge & C.W. Muller (1998), "Employee Job Satisfaction in Developing Countries: The Case of Kenya", *World Dev.*, Vol. 26, No. 12, Pp. 2181–2199.

[3] C. Zobal (1998), "The Ideal Team Compensation System – An Overview: Part I", *Team Performance Management*, Vol. 4, No. 5, Pp. 235–249.

[4] P.E. Spector (2000), "*Industrial & Organizational Psychology*", 2nd Edition, New York: John Wiley & Sons.

[5] J.D. Politis (2001), "The Relationship of Various Leadership Styles to Knowledge Management", *Leadership and Organization Development Journal*, Vol. 22, No. 8, Pp. 354–364.

[6] M.C. Ellickson & K. Logsdon (2002), "Determinants of Job Satisfaction of Municipal Government Employees", *Public Personnel Management*, Vol. 31, No. 3, Pp. 343–358.

[7] Stephen P. Robbins (2003), "Organizational Behavior", Ninth – Edition, *Pearson Education Ltd.*

[8] T.A. Scanduraa & E.A. Williams (2004), "Mentoring and Transformational Leadership: The Role of Supervisory Career Mentoring", *Journal of Vocational Behavior*, Vol. 65, Pp. 448–468.

[9] M. Al-Hussami (2008), "A Study of Nurses' Job Satisfaction: The Relationship to Organizational Commitment, Perceived Organizational Support, Transactional Leadership, Transformational Leadership, and Level of Education", *European Journal of Scientific Research*, Vol. 22, No. 2, Pp. 286–295.

[10] S. Chakrabarty, D.T. Oubre & G. Brown (2008), "The Impact of Supervisory Adaptive Selling and Supervisory Feedback on Salesperson Performance", *Industrial Marketing Management*, Vol. 37, Pp. 447–454.

[11] K.A. Lane, J. Esser, B. Holte & M.A. McCusker (2010), "A Study of Nurse Faculty Job Satisfaction in Community Colleges in Florida", *Teaching and Learning in Nursing*, Vol. 5, Pp. 16–26.

[12] www.google.com

[13] wcd.nic.in

Esha Singh. She did her Bachelor's Degree (B.Tech, 2007-2011) in Food Technology from Amity University, Noida, UP. She is also graduated in MBA-HR (2012-2014) from Amity University, Noida, UP. Her other projects are, "Organization culture and its impact on organizational effectiveness", "Study of HRM Practices learning organization and its impact on organizational effectiveness".