

Job Satisfaction of the Employees at the Workplace

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Abstract

The study examines different aspects of job satisfaction like culture, leadership communication, commitment, job content, training, rewards and recognition opportunities, teamwork, superior subordinate relationship and delegation, at Badarpur thermal power station, NTPC Ltd. The research done is descriptive study involving survey and enquiry. The tools used for the data collection are questionnaires interviews and observations. The sampling design used is random sampling Sample of 125 employees from study population of 248 was taken. The secondary was collected from the company's manuals, employee handbook, BTPS intranet and website. The research was carried out for a period of 2 months. The analysis was carried on a software SPSS and stated satisfaction level of different parameters. The overall job satisfaction showed people were satisfied with there current job but still measures should to be taken to improve the satisfaction level.

Keywords: job satisfaction, job content, teamwork, commitment.

1. Introduction

Attitudes are evaluative statements – either favourable or unfavourable – concerning objects, people or events. They reflect how one feels about something. Work Attitudes are the feelings and beliefs that largely determine how employees will perceive their environment, commit themselves to intended actions, and ultimately behave. Job Satisfaction is one of the many work related attitudes individuals hold like Job Involvement, Organizational Commitment, etc. Job Satisfaction thus is a set of favourable or unfavourable feelings and emotions with which employees view their work. A person with high level of job satisfaction holds positive feelings about the job, while a person who is dissatisfied with his/ her job holds negative feelings about the job. Job satisfaction is an important concern for both the employee as well as the employer as it has an impact on many organizational behaviours. The employees satisfaction is conducted to provide the information needed to improve various factors like productivity loyalty and job satisfaction. With the employee's views, organizations can identify the root causes and create improvements.

Organization just needs to discover what motivates the people, what drives loyalty and what genuinely makes the employees happy and employee remain satisfied only when they know their issued are being addressed.

1.1 Job satisfaction at NTPC

NTPC Ltd invests massive resources on training and benefits. Its staff is fiercely loyal and most don't want to leave. If attrition rates were the only indicators of employee satisfaction then people at India's premier power Generation Company. National thermal power corporation (NTPC) would easily top any happiness index for employees. With attrition rate of just 0.4 percent. The employees at NTPC have full freedom to implement various innovative HR practices, and take full care of the needs of the employees.

The company pays full medical expenses of its employees, their families and even dependent parents after retirement. Employee satisfaction levels have jumped 20 percent between 2001 and 2004 despite no major revisions in compensation levels.

At NTPC Ltd management undertake various employee involvement scheme also known as participative management schemes. Workers participation in management schemes joint consultative council mechanism is

another important device adopted by NTPC Ltd. There are various objectives with which various schemes are being adopted so as to result in employee satisfaction like:

- Developing a greater sense of participation in management
- Inculcating a greater sense of involvement, ownership, of the organization, commitment loyalty, dedication sense of belongingness to on the part of the employees.
- Improving the levels of efficiency, productivity competencies knowledge skills, perception.
- Developing better human relation approaches and attitudes and better understanding between workers and management
- Increasing the levels of production, productivity profit earnings and improving he overall functioning of the organization
- Reducing the levels of wastages, losses in various activities
- Promotion of better relations between managements, union and employees
- Training the employee in the art, techniques and process of decision making in management

These steps inculcated by the management result in

- Improving the morale of the employees
- Increased loyalty and commitment
- Enhanced sense of involvement
- Increased support from management

Business awareness:

- Better, more accurately informed,
- greater interest,
- Better understanding of reason for management actions.

Incentive/motivation

Passive:

- Accept changes in working practices,
- Accept mobility across jobs
- Accept new technology
- Accept management authority

Active:

- Improve quality/ reliability
- Increase productivity
- Reduce costs
- Enhance cooperation and team spirit

Personal:

- Greater job interest
- Greater job satisfaction

- Employee development
HRD managers at NTPC Ltd take certain initiatives and adopt certain innovative and pragmatic approaches in creating the congenial organizational climate where there will be most appropriate interpersonal relations. Some of the measures, which HRD managers have to undertake, are:
 - Creating a developmental climate
 - Developing development style of leadership amongst all the managers
 - Legitimizing the role of unions in traditionally ‘ non bargain able issues’
 - Continuous interaction and dialogue with unions in identifying and prioritizing areas of HRD workers
 - Developing consensus on HRD goals
 - Widely communicating HRD action areas and seeking involvement in large groups
 - Institutionalizing HRD interventions y creating appropriate machin

2. Introduction to parameters

There are many factors that influence an individual’s job satisfaction such as skill variety, task significance, job feedback; role variables i.e. whether there is any role ambiguity, role conflict which are a part of the job itself. Other factors such as pay, gender, cultural and ethnic differences, personality characteristics-self concept, self efficacy etc. are part of extrinsic factors that affect job satisfaction.

- *Communication*
The most important process in an organization, satisfaction is linked with communication on a personal as well as on an organizational level. Communication in the organization motivates and stimulates employees to meet the organizational goals. Professional communicator should always link the diverse communication dimensions to the organizational strategies and the outcomes. Lack of communication creates a ripple effect in the organization and ultimately jeopardizes the business goals. Lack of communication from the superiors also results in a plethora of problems. It results in proliferation of the grapevine and hence leads to low morale and loss of the individual and organizational productivity.
- *Culture*
Organizational culture or we can corporate culture comprises of experiences beliefs attitudes and values of an organization. It can be defined as the specific collection of the norms and values that people share in an organization and also the way interact with each other and also people outside.
Senior management should also try to determine the corporate culture and wish to impose the standards of behavior and corporate values that reflect the objectives of the organization. There should be an external internal culture within the workforce.
- *Leadership:*
Leadership is the ability to influence a group toward the achievement of a vision or set of goals. The source of this influence may be formal such as provided by the superior. Employees are more satisfied when their managers are good leaders. It includes motivating employees to do a good job, striving them for excellence. Effective communication is must for leaders as this is vital for achieving the organizational vision. Senior leaders should communicate often with their employees and they recognize the completion of task is dependent on leading and motivating others. Leadership is multi skilled.

- *Working conditions:*

The provision of a workplace which is co operative and where employees are cherished and wanted is essential for job satisfaction. This includes the prevention of harassment, involvement of employees in real goal setting, planning, and problem solving, showing respect for diverse ideas and opinions, giving and taking honest and constructive feedback, arranging for mentoring facilities, and sharing as much information as possible with employees.

- *Delegation:*

Delegation is an essential element of any manager's job. If delegation is used effectively it can provide with benefits to everyone involved. Use of power is delegation of authority by management. The work culture which utilizes the delegation of the authority improves job satisfaction and results in motivating and increasing the morale of the employees. It also helps in satisfying employees need for recognition, responsibility freedom and autonomy. Delegation of authority is a challenging effort for all managers to master because it involves effective communication, motivation goal setting and behavioral modification

- *Rewards and recognition*

Employee's are more satisfied when they feel they are being paid fairly for the work they do. Employees want pay systems and promotion policies that they perceive as being just, unambiguous and in line with their expectations. When pay is seen as fair based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. However, not everyone seeks money. Many people willingly accept less money to work in a preferred location or in a less demanding job or to have greater discretion in the work they do etc. The key in linking pay to satisfaction is not the absolute amount one is paid; rather it is the perception of fairness. Similarly, individuals who perceive that promotion decisions are made in a fair and just manner are likely to experience satisfaction from their job.

- *Opportunities:*

Employees are more satisfied when they have challenging opportunities at work. This provide them with the chance of participating in interesting projects, job with satisfying degree of challenge and opportunities for increased responsibilities. There also exist 'promotional opportunity' as organizations have become flatter, promotion can be rare. People have found challenge trough projects team leadership and special projects.

- *Career development:*

All employees want to grow in their careers over time. Managers who wish to increase worker satisfaction look past formalities of annual appraisals and establish genuine growth paths for all their employees. The employees feel that organization is providing them oppotunities for growth in their careers and hence they feel more satisfied with their jobs. Career development is positioned as a change agent as to bridge old and new realities and reinforce the messages of change needed and educate the employees about 'what's in it for them'. Career development is like a catalyst for bringing individual expectations in line with organizational realities.

- *Job content:*

Job profiles should be flexible so as to make the employees comfortable, cross training helping another team member to accomplish a task. The employees must be encouraged to think 'that's my job' job descriptions must be supplemented with regular negotiated goals and development opportunities. If the goals and job accomplishments are tied with rewards a look at where the employee is investing his time is needed. It outlines the responsibilities and functions that are assigned to a particular role. Job content establishes wages salary ranges and grades and promotes a process driven culture.

- *Superior subordinate relationship:*

Supervision and type of leadership are important factors in determining job satisfaction. Generally, employee centered leadership style enhances a great amount of job satisfaction as the leader looks after the subordinates

carefully, displays friendship, respect and warmth etc. towards employees. On the other hand production-oriented leader may cause low job satisfaction to the employees and may affect the turnover and absenteeism adversely.

- *Training:*

It is a sub system of the organization. It is a learning process which includes acquisition of knowledge, sharpening of skills, concepts, rules and also changing of attitudes and behavior to enhance the performance of the employees.

Training is an activity which leads to skilled behavior. Forming training objective is

- *Commitment:*

Organizational commitment is defined as the employees feeling of obligation to stay with the organization. Commitment is a psychological bond of an employee to an organization, the strength of which depends on the degree of employee involvement, employee loyalty and the beliefs in the values of the organization. Commitment has become a strategic imperative.

There exist a positive relationship between communication satisfaction and organizational commitment. Organizations should also increase their commitment and dedication towards their employees if they want same from their employees.

3. Objectives of study

The purpose of the study was to determine the job satisfaction level at NTPC Ltd. The study not only described overall job satisfaction levels, but also reported findings on 13 individual subscales of the questionnaire developed.

4. Review of literature

- Andrew Clark, Andrew Oswald, Peter Warr (1996), conducted a study to find whether job satisfaction is U-shaped in age. It is generally believed that Job Satisfaction increases linearly with age. However, there are persuasive arguments and some empirical evidence, that the relationship is U-shaped, declining from a moderate level in the early years of employment and their increasing steadily up to retirement. For overall job satisfaction, satisfaction with pay and satisfaction with work itself, a strongly significant U-shape was observed. The paper thus provides strong evidence for a U-shaped relationship between age and job satisfaction. Job satisfaction is affected by non-job factors of life-stage and personal circumstances. The importance of changes in expectations with increasing age is emphasized.
- Edward Miles, Steven C Patrick, Wesley C King Jr. (1996), found in their study that job level can act as a systematic variable in predicting the relationship between supervisory communication and job satisfaction. Four dimensions of superior-subordinate communication (positive relationship communication, upward openness communication. Negative relationship communication and job relevant communication) were used to test a role theory explanation for the moderating effect of job level on the communication-job satisfaction relationship. Results indicated that the communication relationship managers have with their subordinates, is a critical lever in effecting subordinates' job satisfaction. However, the lever appears to operate differently for different job levels depending on the nature of communication.

This research study shows that communication between superior and subordinate are also an important aspect of job satisfaction and this relationship is moderated by the level of job. An important factor in determining job satisfaction is clear goals, minimum ambiguity relating to roles etc. Communication plays a significant role in clearing any doubts subordinate may have or for proper flow of instructions. Lack of communication between superior and subordinate may thus have an impact on job satisfaction level of subordinates. Different levels of job require different communication patterns and hence it acts as a moderating factor in the relationship.

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- Marcus Crede, Oleksandr S Chernyshenko, Stephen Stark, Reeshad S Dalal, Micheal Bashshur, (2007), assessed job satisfaction's position within the nomological network. Theories of social exchange suggest that job satisfaction functions as a mediator of the relationship between various antecedent variables and volitional workplace behaviour. They developed a model that positions job satisfaction as a mediator of the relationship between various internal and external antecedent variable and three workplace behaviours- citizenship behaviour, counterproductive workplace behaviour and job withdrawal. All four classes of antecedents (dispositions, workplace events, job characteristics, job opportunity) contributed uniquely to the prediction of satisfaction. Job satisfaction is also shown to mediate most antecedent-consequence relationships. This study shows the important role played by job satisfaction in workplace behaviours like Organizational Citizenship behaviour, Counterproductive Behaviour and Job Withdrawal.
- Osman M. Karatepe, Orhan Uludag, Ismet Menevis, (2006), examined the effects of selected individual characteristics on employee performance and job satisfaction. The study examined: (i) the effects of trait competitiveness, self-efficacy, and effort on performance; (ii) the effects of self-efficacy and effort on job satisfaction; and (iii) the effects of performance and job satisfaction on intention to leave. Results indicates that competitiveness, self-efficacy, and effort are significant predictors of employee performance. However, the direct effect of competitiveness on performance was found to be stronger than that of effort. Results also demonstrated that the direct effect of self- efficacy on job satisfaction is stronger than that of effort. Job satisfaction has been found to be negatively associated with intention to leave, while performance has not.

5. Research methodology

The research done is a descriptive study involving survey and fact finding enquiry. The major purpose of the study is description of the state of affairs as it exists in the present organization, NTPC Ltd.

The data and records of the employees are also examined to understand the problem well.

A systematic research with structured and specified steps in specified sequence was designed and is as follows:

Step1: The objective are specified with sufficient precision to ensure that data collected is relevant.

Step2: The data collection method to be used is questionnaires, interviews and observations. While designing data collection procedure, adequate safeguards against bias and unreliability are ensured

Step3: The questions are prepared in a clear, understandable manner.

Step4: The sampling design used is stratified Random Sampling. Under this sampling design, every item of the universe has an equal chance of inclusion in the sample. The population is divided onto several sub-populations that

are individually more homogenous than the total population and then we select items from each stratum to constitute a sample.

6. Findings of the study

6.1 Total communication:

6.1.1 Culture

The pearson correlation shows **.216**. Significance level is **.000**. The relationship shows that there is significant positive weak correlation.

Culture is defined as attitude, experience, beliefs and values that are

Shared by people and groups in an organization and that control the way they interact with each other and also with outside world. For this interaction communication plays a very important role.

Communication imbibes culture through communicating its parameters like openness, confrontation, trust, collaboration, extension.

Communication in the organization motivates and stimulates employees to meet the organizational goals and identify them with it, this can be done only when people hold positive attitude towards communication.

In my organization NTPC culture and communication shows weak correlation but are linear. This states that culture is not communicated properly. Employees are not informed of any changes made in the organization, they don't tend to share or exchange ideas because of lack of trust. Even the employees are not clear with polices at their organization.

The organization should take steps build up its culture through communication by

- Clearly defining and specifying the desired goals
- By hiring and keeping only those employees who think and feel the same way.
- Employer should socialize employees to their way of thinking and feeling.
- Employers own behavior acts as a role model that encourages employees to identify with them and internalize their beliefs and values.

6.1.2 Superior- subordinate relationship:

The pearson correlation shows **-.106**. Significance level is **.020**. The relationship shows that there is significant negative correlation.

The two variables communication and superior subordinate's relationship are significant but have a negative correlation. It shows that as the communication system in the organization will improve the relationship between superior and subordinate will also not improve. The negative relationship shows that at NTPC communication system affects the relationship negatively. Communication plays a very important role in building coordinal relationship which leads to the satisfaction of the employees.

Employees who have positive interactions with their superiors are generally more satisfied. Positive supervisory relationships are also those that treat employees with respect, fulfill employee functional and interpersonal need.

6.1.3 Teamwork:

The pearson correlation shows **.096**. Significance level is **.031**. The relationship shows that there is significant positive weak correlation.

The two variables communication and teamwork are significant and have a positive correlation which shows that as the communication system in an organization will improve there will be improvement in the team related activities, people will be willing to work in teams. The information will be shared within teams and between the team members. People form teams and work interdependently to deliver results.

6.1.4 Commitment:

The Pearson correlation shows **.126**. Significance level is **.007**. The relationship shows that there is significant positive weak correlation.

The two variables communication and commitment are significant have a positive correlation. It shows that as the communication system in the organization will improve it will lead to a high degree of job satisfaction and will lead to commitment by the employees towards their organization. There exist a positive relationship between communication satisfaction and organizational commitment. Organizations should also increase their commitment and dedication towards their employees if they want same from their employees. The employees feel that organization is providing those opportunities for growth in their careers and hence they feel more satisfied with their jobs and more committed.

6.2 Total culture:

6.2.1 Opportunities

The Pearson correlation shows **-.095**. Significance level is **.036**. The relationship shows that there is significant negative correlation.

The two variables culture and opportunities are significant but have a negative correlation. It shows that as the culture in the organization will improve people will not get more opportunities. The negative relationship shows culture affects the opportunities given to the employees negatively. Employees are more satisfied when they have challenging opportunities at work and this has to be imbibed in the culture. This provides them with the chance of participating in interesting projects, job with satisfying degree of challenge and opportunities for increased responsibilities.

6.3 Total career development:

6.3.1 Job design:

The Pearson correlation shows **-.154**. Significance level is **.001**. The relationship shows that there is significant negative correlation.

The two variables career development and job design are significant but have a negative correlation. It shows that as the jobs of the employees are more structured and designed the career of the employees tends to develop. The negative relationship shows job design affects the development of the employees negatively. The employees at NTPC know what is expected from them in their job but is not known by all the employees equally. The superiors at the organization adjust the role of the employees to meet the needs of the organizations but they sometimes don't lead to personal development. Job profiles should be flexible so as to make the employees comfortable, cross training helping another team member to accomplish a task. The employees must be encouraged to think 'that's my job' job descriptions must be supplemented with regular negotiated goals and development opportunities.

6.3.2 Commitment:

The Pearson correlation shows **.252**. Significance level is **.000**. The relationship shows that there is significant positive correlation.

The two variables career development and commitment are significant have a positive correlation. It shows that as there will be development in the career of the employees it will lead to a high degree of job satisfaction and will lead to commitment by the employees towards their organization. There exist a positive relationship between career

development and organizational commitment. The employees feel that organization is providing them opportunities for growth in their careers and hence they feel more satisfied with their jobs and more committed.

6.4 Total opportunities:

6.4.1 Career development:

The pearson correlation shows **.235**. Significance level is **.000**. The relationship shows that there is significant positive correlation.

The two variables career development and opportunities are significant and have a positive correlation. It shows that when employees are provided. The opportunities provided to the employees in the organization lead to the development of the career of the employees. . The employees feel that organization is providing them opportunities for growth in their careers and hence they feel more satisfied with their jobs.

6.4.2 Commitment:

The pearson correlation shows **.121**. Significance level is **.010**. The relationship shows that there is significant positive correlation.

The two variables opportunities and commitment are significant have a positive correlation. It shows that when employees are provided with the opportunities to grow in the organization it leads to their will lead to a high degree of job satisfaction and will lead to commitment by the employees towards their organization. Organizations should also increase their commitment and dedication towards their employees if they want same from their employees.

6.5 Total delegation:

6.5.1 Reward

The pearson correlation shows **-.095**. Significance level is **.034**. The relationship shows that there is significant negative correlation.

The two variables delegation and reward are significant but have a negative correlation. The negative relationship shows that delegation affects reward system negatively. The subordinates are empowered by the employees for a higher responsibility but still many times they cannot count on promotion. If delegation is used effectively it can provide with benefits to every one involved. Delegation of authority is a challenging effort for all managers to master because it involves effective communication, motivation goal setting and behavioral modification.

6.5.2 Teamwork

The pearson correlation shows **-.219**. Significance level is **.000**. The relationship shows that there is significant negative correlation.

The two variables delegation and teamwork are significant but have a negative correlation. It shows that employees are empowered to work in teams and exchange thoughts which lead to a high degree of job satisfaction. The negative relationship shows that delegation affects reward system negatively. The information will be shared within teams and between the team members. People form teams and work interdependently to deliver results.

6.6 Total job design:

6.6.1 Working condition:

The pearson correlation shows **.115**. Significance level is **.013**. The relationship shows that there is significant positive correlation.

The two variables job design and working condition are significant and have a positive correlation. The provision of a workplace which is co operative and where employees are cherished and wanted is essential for job satisfaction. This includes the prevention of harassment, involvement of employees in real goal setting, planning, and problem solving, showing respect for diverse ideas and opinions, giving and taking honest and constructive feedback, arranging for mentoring facilities, and sharing as much information as possible with employees.

6.6.2 Superior- subordinate relationship:

The pearson correlation shows **.090**. Significance level is .040. The relationship shows that there is significant positive correlation.

The two variables job design and superior subordinate's relationship are significant and have a positive correlation. This shows that superiors in the organization adjust the role of the employees effectively to meet the needs of the organization.

Employees who have positive interactions with their superiors are generally more satisfied. Positive supervisory relationships are also those that treat employees with respect, fulfill employee functional and interpersonal need.

6.7 Total working condition:

6.7.1 Reward:

The pearson correlation shows **.120**. Significance level is .010. The relationship shows that there is significant positive correlation.

The two variables working condition and superior subordinate's relationship are significant and have a positive correlation. It shows that an organization should have proper working condition and the management should work on to provide the employees with hygienic and healthy environment so as make employees put in best of their efforts towards their work and gain rewards and recognition. The key in linking pay to satisfaction is not the absolute amount one is paid; rather it is the perception of fairness. The intrinsic factors are employee's affective reactions to the job such as their satisfaction with freedom they have to choose their own methods of working the recognition that they receive for good work.

6.7.2 Superior- subordinate relationship:

The pearson correlation shows **.201**. Significance level is .000. The relationship shows that there is significant positive correlation.

The two variables working condition and superior subordinate's relationship are significant and have a positive correlation. This shows that good working environment is a key necessity to build relations. A healthy environment, provided by the organization leads to formation of good healthy relations between superior and subordinate. The provision of a workplace which is co operative and where employees are cherished and wanted is essential for job satisfaction. This includes the prevention of harassment, involvement of employees in real goal setting, planning, and problem solving, showing respect for diverse ideas and opinions, giving and taking honest and constructive feedback, arranging for mentoring facilities, and sharing as much information as possible with employees.

6.8 Total training:

6.8.1 Superior- subordinate relationship:

The pearson correlation shows **.126**. Significance level is .007. The relationship shows that there is significant positive correlation.

The two variables training and superior subordinate's relationship are significant and have a positive correlation. The employees are trained in the organization to build coordinial relations to make the work easy and gain a higher

degree of job satisfaction. The role of training is increasing so as to increase the commitment level of employees. Employees who have positive interactions with their superiors are generally more satisfied.

6.8.2 Teamwork:

The pearson correlation shows **.217**. Significance level is **.000**. The relationship shows that there is significant positive weak correlation.

The two variables training and teamwork are significant and have positive correlation which shows that as the employees in an organization are being trained to work in the groups. And build and improve team related activities, people should be willing to work in teams. The team members are being trained to resolve conflicts. The information will be shared within teams and between the team members. People form teams and work interdependently to deliver results. Training is an activity which leads to skilled behavior.

6.9 Total reward:

6.9.1 Superior- subordinate relationship:

The pearson correlation shows **.135**. Significance level is **.004**. The relationship shows that there is significant positive correlation.

The two variables reward and superior subordinate's relationship are significant and have a positive correlation. It shows that as the relation between superiors and subordinates will improve the subordinates will be able to manage and perform their work well and will lead to their recognition and rewards will flow in. The superiors at NTPC see the development of the employees as an integral part of their job and reward the employees for their sincere efforts. Employees who have positive interactions with their superiors are generally more satisfied. Positive supervisory relationships are also those that treat employees with respect, fulfill employee functional and interpersonal need.

6.10 Total superior subordinate relationship:

6.10.1 Teamwork:

The pearson correlation shows **.135**. Significance level is **.004**. The relationship shows that there is significant positive correlation.

The two variables teamwork and superior subordinate's relationship are significant and have a positive correlation. It shows that as the relation between superiors and subordinates people will be more inclined towards working in teams. Superiors support working on teams in my organization so as to share information freely. Interpersonal relationships are the elements that make up the social and support network of the employee. These elements include the relationship with the superior and the social reaction with the co workers, and also the interaction with clients.

6.11 Total team work:

6.11.1 Commitment:

The pearson correlation shows **.173**. Significance level is **.000**. The relationship shows that there is significant positive correlation.

The two variables teamwork and commitment are significant and have a positive correlation. It shows that in the organization as people work more in teams and form coordinational relations with each other there will be more trust among the employees and will result a high degree of job satisfaction which will result in the commitment. There exist a positive relationship between communication satisfaction and organizational commitment. Organizations should also increase their commitment and dedication towards their employees if they want same from their employees.

6.12 Total commitment:

6.12.1 Working conditions:

The pearson correlation shows **.151**. Significance level is **.002**. The relationship shows that there is significant positive correlation.

The two variables commitment and working condition are significant and have a positive correlation. The provision of a workplace which is co operative and where employees are cherished and wanted is essential for job satisfaction. This includes the prevention of harassment, involvement of employees in real goal setting, planning, and problem solving, showing respect for diverse ideas and opinions, giving and taking honest and constructive feedback, arranging for mentoring facilities, and sharing as much information as possible with employees. In the organization the employees are satisfied with the working conditions because of which feel that it is a great place to work.

7. Conclusion

The following are the most important factors which have lead to job satisfaction in my organization among the employees; this is found through factor analysis.

These are:

1. Team work
2. commitment
3. Culture
4. Communication
5. Training

The following are the five factors which needs to be worked on:

1. Delegation
2. Job Design
3. Opportunities
4. Rewards
5. Leadership

8. Result

8.1 Communication:

The communication system at NTPC ltd shows that the system is not very effective. The policies are not clearly communicated to the employee, Most of the employees are not aware of the recent developments at the organization.

8.2 Culture:

The culture at the organization is satisfactory. Employees share information but still many employees hesitate to do so. There is lack of openness.

8.3 Leadership:

The people are not satisfied with the leaders at NTPC. The policies and practices inculcated to build leaders are not up to the mark. Time taken in making decisions are more.

8.4 Opportunities:

The employees are satisfied with the opportunities provided to them at work. They get enough opportunity to grow and learn. Employees agree that NTPC provides employees with time and opportunity to attend their family

8.5 Career development:

The employees are not satisfied with the measures taken by NTPC for their development of employees. They do not get enough opportunities to grow. Career opportunities to grow are not available to all the employees of the organization. People do not feel that seniors encourage them to pursue developments.

8.6 Delegation:

The people are satisfied with the practices of delegation. A great importance is given to empowering employees. Seniors at NTPC also empower subordinates for a higher responsibility. Employees do not enough authority to make decisions in the case of emergency. People agree that here at NTPC employees are empowered to develop themselves for higher responsibilities by their superiors

8.7 Job content/ design:

The employees are with the way jobs are being designed Employees don't exactly know what is expected out of them. Employees do not get personal satisfaction from the job they are responsible for. People in the organization are not satisfied with the job content. People feel that here supervisors adjust their role to meet the needs of the organization

8.8 Working condition:

The employees are not satisfied with the working conditions at the workplace. They are not satisfied with the hygiene and health at the work place. Employees are not much satisfied with the arrangements at NTPC. People are satisfied the working environment but still certain measures should be taken to improve the conditions

8.9 Training:

The people are satisfied the training provided to them. There are still some loopholes but training is aligned with the line of their job. Employees feel that their training initiates them to implement learning's of training at NTPC. Employees feel that the training provided to them is in line with their job but still the company should work on it. Employees are not satisfied with the training as they feel that it does not result in improving their efficiency and competency

8.10 Rewards and recognition:

The employees are satisfied with policies of reward and recognition at NTPC Employees are appreciated by seniors for there good work. People believe that they can count on promotion when ever they do a good job in NTPC. Employees feel that they are appreciated and encouraged for their contribution NTPC are well aware of the rewards and recognition system.

8.11 Superior and subordinate relationship:

The employees are satisfied with the relation they share with their superiors. People feel that seniors at NTPC help employees in their development. Employees are satisfied with the way superiors handle the work issues of their subordinates. Employees feel that they are treated fairly by there superiors at NTPC but still measures should be taken to improve the relation

8.12 Team work:

The employees are satisfied with working in teams. NTPC promotes team work. Employees agree that they are always taken as apart of the team and members treat them fairly .information is freely shared among the team members that shows there is a feeling of trust among the members.

8.13 Commitment:

The employees are committed towards their organization and feel that there are at Great Place to work.

9. Suggestions and recommendations

What do employees want?

The study which I conducted in the organization has answer to this question.

“Believe it or not, MONEY is RARELY a prime motivator for the employees”

The top five things which were mentioned by the employees in the interactive sessions and interviews were.

1. A learning activity and choice of assignment. Employees value learning opportunities in which they can gain skills to enhance their marketability. And they want the ability to choose work assignment whenever possible.
2. Flexible working hours and time off. Employees value their time and time off. Flexibility around their work hours will allow them to better balance personal obligations with their work responsibilities
3. Personal praise. People like to feel they are needed and that their work is appreciated. Yet employees report that their bosses rarely thank them for the job they do.
4. Increased autonomy and authority in their job. Greater autonomy and authority tell employees that the organization trusts them to act independently and without the approval of others.
5. Time with their managers. When managers spend their time with employees, it does two things. First because a manager’s time is valuable, it provides recognition and validation. Second it provides support through listening to employees concerns answering questions and offering advice.

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Fig 1: How employees drive organizational performance

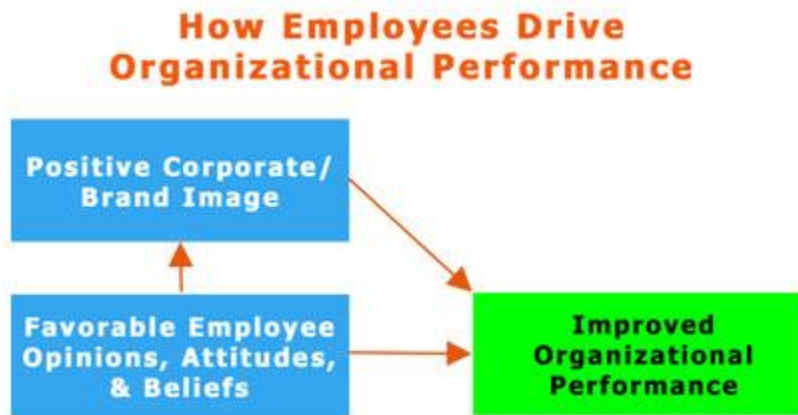


Table 1: Correlations

		CULTURE	SUPERIOR	TEAM WORK	COMMITMENT
COMMUNICATION	Pearson Correlation	.216	-.106	.096	.126
	Sig. (1-tailed)	.000	.020	.031	.007
	N	125	125	125	125

Table 2: Correlations

		OPPORTUNITIES
CULTURE	Pearson Correlation	-.095
	Sig. (1-tailed)	.036
	N	125

Table 3: Correlations

		JOB DESIGN	COMMITMENT
CAREER DEVELOPMENT	Pearson Correlation	-.154	.252
	Sig. (1-tailed)	.001	.000
	N	125	125

Table 4: Correlations

		CAREER DEVELOPMENT	COMMITMENT
OPPORTUNITIES	Pearson Correlation	.23	.121
	Sig. (1-tailed)	.000	.010
	N	125	125

Table 5: Correlations

		REWARD	TEAM WORK
DELEGATION	Pearson Correlation	-.095	-.219
	Sig. (1-tailed)	.034	.000
	N	125	125

Table 6: Correlations

		WORKING CONDITION	SS RELATIONSHIP
JOB DESIGN	Pearson Correlation	.115	.090
	Sig. (1-tailed)	.013	.040
	N	125	125

Table 7: Correlations

		REWARD	SS RELATIONS HIP
WORKING CONDITION	Pearson Correlation	.120	.201
	Sig. (1-tailed)	.010	.000
	N	125	125

Table 8: Correlations

		SS RELATIONS HIP	TEANWORK
TRAINING	Pearson Correlation	.126	.217
	Sig. (1-tailed)	.007	.000
	N	125	125

Table 9: Correlations

		SS RELATIONS HIP
REWARD	Pearson Correlation	.135
	Sig. (1-tailed)	.004
	N	125

Table 10: Correlations

		TEAMWORK
SS RELATIONSHIP	Pearson Correlation	.226
	Sig. (1-tailed)	.000
	N	125

Table 11: Correlations

		COMMITMENT
TEAMWORK	Pearson Correlation	.173
	Sig. (1-tailed)	.000
	N	125

Table 12: Correlations

		WORKING CONDITIONS
COMMITMENT	Pearson Correlation	.151
	Sig. (1-tailed)	.002
	N	125

Table 13: Component Matrix

	Component				
	1	2	3	4	5
Total communication	.112	.390	.619	.555	.177
Total Culture	-.017	.231	.671	.017	-.131
Total Leadership	.035	.120	-.157	.292	-.692
Total opportunities	.197	.493	-.397	-.274	.207
Total career Development	.096	.537	-.218	-.039	-.047
Total Delegation	-.427	-.002	-.220	.234	.244
Total Job Design	.197	-.347	.058	.169	.391
Total Working Conditions	.511	-.152	-.196	.399	-.141
Total Training	.406	.023	-.002	-.278	.439
Total Reward	.422	-.119	.141	-.330	-.287
Total Superior-Subordinate	.531	-.316	-.203	-.114	-.008
Total teamwork	.697	-.067	.195	-.053	-.025
Total commitment	.362	.723	-.124	.456	.082

Component Matrix

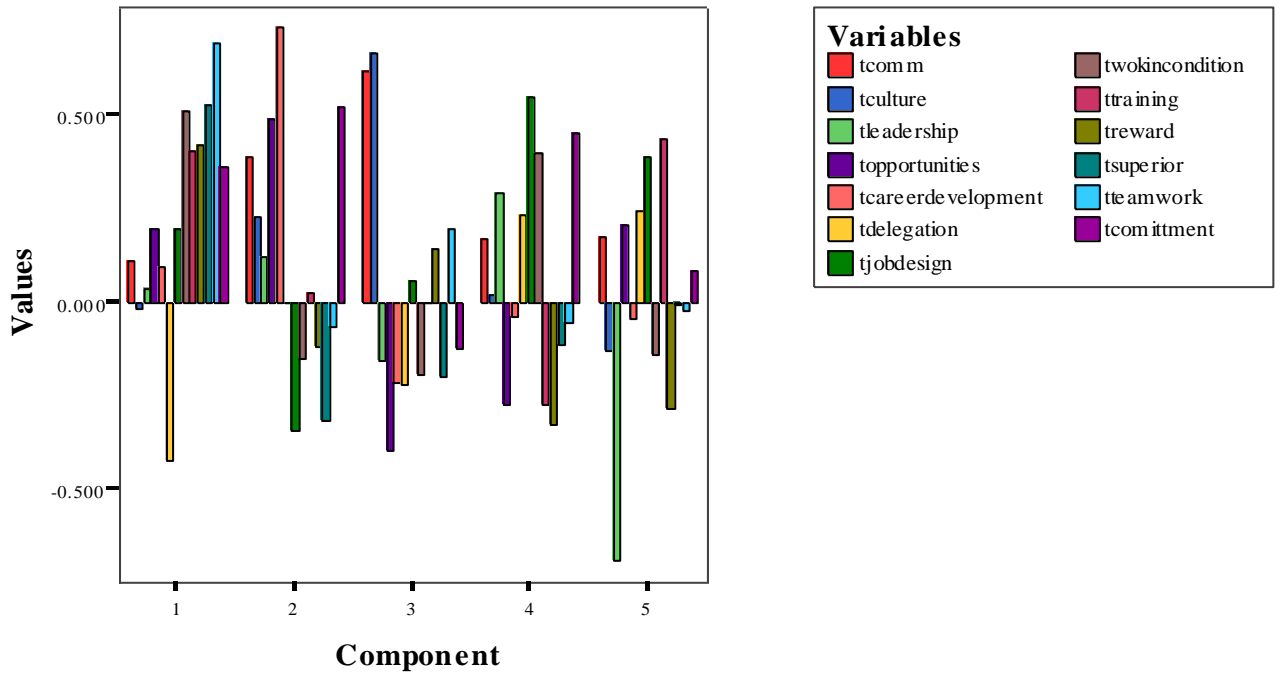


Figure 1: Component matrix

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