

A Study Evaluating the Impact of Job Satisfaction on the Performance of It Employees in Chennai City

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ABSTARCT:

The degree to which a person enjoys their work is directly related to their level of job satisfaction. In point of fact, arriving at the destination is less important than the voyage getting there. Because it will raise the amount of involvement that employees have in their jobs and reduce employee turnover, it is of the utmost importance to organizations. The quality of an organization's employees has a significant impact on that organization's prospects for success or failure. The objective of the study is to evaluate the relationship between employee job satisfaction and their level of productivity at work. The data for the study has been collected from 100 employees of IT sector in Chennai. Descriptive statistics, reliability, analysis of variance, and factor analysis were the research methods that were used for this particular study. Reaching a high degree of performance while simultaneously increasing one's level of productivity and efficiency has always been a goal of major importance for a business. In order to accomplish this, having a highly contented workforce is an absolute requirement for the achievement of a high level of performance development within a firm. A satisfied employee is more likely to devote additional effort to their task, which ultimately results in increased productivity. Therefore, it is in the best interest of any company to cultivate a happy workforce in order to ensure the continued success of the company.

KEYWORDS: Job satisfaction, Work Performance, Employee performance,

INTRODUCTION:

Companies feel the need to optimise their performance to the greatest extent possible when commercial competition intensifies. The possibility of a competitor surpassing a corporation is a consequence that might result from even the smallest differences. Therefore, executives nowadays seek to maximise employee job performance and job satisfaction. Every organisation strives to attain its goals. In this regard, they must focus on multiple elements. As the human resource of an organisation is considered to be its most valuable asset, organisations strive to maintain a skilled and productive workforce. Employees who are satisfied with their jobs are more likely to exert a great deal of effort for a business that seeks to satisfy its employees in order to increase productivity. To maximise the organization's use

of people as a valued resource, attention must be paid to the interaction between employees and the nature and content of their occupations. The organisation and design of work can have a substantial impact on employees. A focus must be placed on the quality of working life. The organisation must comprehend how to increase employee job satisfaction and eliminate hurdles to efficient performance. Today, competition is fierce. Therefore, all organisations must compete with one another. In order for a business to acquire a competitive advantage, it must retain high-performing individuals who are satisfied with their work conditions. In order for the firm to achieve its goals, it must therefore ensure employee satisfaction. From the employee's perspective, job satisfaction results in a number of advantages, such as a reduction in moral stress, the emergence of new ideas and innovations, and improved relationships with coworkers, supervisors, and other employees.

When employees feel too pressured, their job satisfaction might drop as their stress levels increase. They might force themselves to sacrifice activities that help them remain happy at work, such as taking breaks or eating regular meals. They might have to work harder than usual for extended periods to have a better chance of achieving their stretch goals. Even then, workers find no guarantee that they will succeed, and failure might make them feel that all their efforts were for nothing. Paradoxically, stretch goals can also lead to more mediocre results. When people feel intense time pressure, they might resort to drastic measures to reach their deadlines. For example, they might start taking home parts of their work, or they might commit to frequent overtime work. They might also skip measures such as double-checking that can lead to more frequent mistakes. The elevated stress levels can reduce their ability to see and correct errors. As a result of all these mechanisms, the overreliance on stretch goals can lead to lower performance and satisfaction.

OBJECTIVES OF THE STUDY:

- To identify the elements that contribute to the job performance of IT personnel
- To evaluate the factors that contribute to the level of job satisfaction experienced by employees
- To investigate the effect of job satisfaction on job performance among IT employees.

REVIEW OF LITERATURE:

In a variety of organisational environments, the correlation between job satisfaction and performance has been scrutinised. These investigations have yielded varied results. Cummings (1970) highlighted three primary perspectives on this relationship. Performance causes satisfaction, satisfaction causes performance, and rewards cause both performance and satisfaction. Multiple studies support each of these three points of view.

Mirvis and Lawer (1977) obtained definitive conclusions regarding the connection between job satisfaction and performance. In an effort to evaluate the performance of bank tellers in terms of cash shortages, their suggested arguments are that satisfied tellers are less likely to exhibit shortages and are less likely to quit their positions. More than thirty studies have been conducted by Kornhanuser and Sharp (1976) to determine the relationship between satisfaction and performance in the industrial sector. Numerous studies have discovered a positive correlation between job satisfaction and performance. Katzell, Barret, and Porker

(1952) demonstrated that job satisfaction was not related to employee turnover nor production quality. Smith and Cranny (1968) conducted a literature study and determined that satisfaction is related to performance, effort, dedication, and intention. In the Western Electric study (1966), results from the Relay Assembly test room revealed a striking correlation between higher staff productivity and enhanced job satisfaction. Porter and Lowler (1969) theorised that a worker's effort is influenced by satisfaction, claiming that higher satisfaction from performance possibility increases expectations of performance leading to rewards. Carroll, Keflas, and Watson (1964) discovered that job satisfaction and productivity are interdependent in significant ways. They suggest that performance is influenced by perceived expectations of effort. The effort results in efficient performance, which in turn contributes to satisfaction in a key relationship. David, Joseph, and William (1970) propose that the sort of reward system under which workers perform has a significant impact on the relationship between satisfaction and performance.

Ostroff (1992) discovered that organisations with more satisfied workers tended to be more effective than those with unhappy workers. Ryan, Schmitt, and Johnson (1996) discovered a correlation between employee morale and future business performance indicators, customer satisfaction attitudes, and attrition rates. Harter et al. (2002) discovered positive relationships between employee engagement and organisational success, as evaluated by productivity, profit, employee turnover, staff accidents, and customer satisfaction. Gould-Williams (2003) believes that when people exhibit diligence and exceptional performance, the performance of the organisation will be superior. Evans and Jack (2003) demonstrated that employee happiness has a favourable influence on market performance, as measured by earnings per share, and that market performance has a substantial influence on financial performance. Schneider et al. (2003) discovered that higher return on assets (ROA) and earnings per share were positively associated with greater work satisfaction.

Melvin (1993) said that an organization's environmental design plays a significant effect in both work satisfaction and employee engagement. An organization's effective environmental design facilitates the resolution of conflicts and confusion. Even further, the author asserts that it is the management's obligation to create the work environment in a way that decreases employee satisfaction, wherein the work tasks and working patterns are correctly specified.

MacDermid(1999) examined the level of job satisfaction among workaholics. He stated that there are six distinct workaholic types, namely Workaholics, Enthusiastic Workaholics, Work Enthusiasts, Unengaged Workers, Relaxed Workers, and Disenchanted Workers. The job and career satisfaction levels of Enthusiastic Workaholics, Work Enthusiasts, and Relaxed Workers were much higher than those of Workaholics, Unengaged Workers, and Disenchanted Workers due to the future career possibilities, working engagement, drive, and work enjoyment.

Saari and Judge (2004) addressed employee attitudes that lead to job fulfilment. The employee attitude is tied to the job; when a person enjoys the job, the satisfaction level rises, hence enhancing the organization's overall performance.

Savery (1987) emphasises the relationship between motivators and job satisfaction. According to him, intrinsic motivators contribute to job happiness. According to the study, stress is one of the key causes of dissatisfaction; therefore, it must be well managed to lower the level of dissatisfaction. Significant influence on job satisfaction is exerted by the immediate supervisor. The supervisor increases subordinates' contentment by providing more intrinsic motivators, such as challenging work and career advancement, and he is the subordinate's primary source of tangible aid.

Singh and Jain (2013) emphasise the relationship between employee job happiness and performance. The attitude of employees reflects the morale of the firm. As they are the ones that engage with consumers on a daily basis, happy employees have a significant influence in customer service and sales. The work environment is the primary determinant of job happiness. Good work environment and working circumstances lead to job happiness, which in turn increases employee productivity, profitability, customer satisfaction, and retention.

Tietjen & Myers (1998) examined Herzberg & Locker's theories of job satisfaction. Job Satisfaction is always at its highest level when an employee is pleased with the work allotted to him. A well-furnished office and a comfortable work environment do not contribute significantly to a person's favourable attitude about his job; rather, the fundamental responsibilities of the position and the individual's core feelings contribute significantly. It is an individual's intrinsic feelings that lead to job happiness, not compensation or benefits.

Omey (2007) examines the association between level of education and work satisfaction. He asserts that although there is a relationship, there is also no relationship. Higher-educated workers are consistently more contented than less-educated workers due to the fact that they acquire higher-quality employment. As a result of the psychological benefits of a "good job," he says, lower-educated people can also experience greater job satisfaction. The quality of work supplied to employees varies with their level of education, resulting in varying degrees of job satisfaction. Given the opportunity to utilise one's skills, job features play a significant impact. Therefore, the author recommends that organisations prioritise job quality over educational degree.

According to Kumari and Pandey (2011), both the public and private sectors are equally essential for a nation's growth and prosperity. These two sectors constitute the foundation of every nation's ability to prosper. Here, the relationship between job satisfaction and job ambivalence was examined (the state of having mixed feelings or contradictory ideas about something). The supervisor received a higher performance rating when employee job ambivalence was lower, and vice versa. When job ambivalence grows, there is no correlation between job happiness and job performance. Therefore, firms should focus on delivering clarity to employees regarding their work, the method to be followed for a better grasp of the job.

Nir (2012) investigates the relationship between teachers' perceptions of organisational support and Job Satisfaction. Satisfaction primarily consists of two aspects: intrinsic and extrinsic. Earned status and respect are two of the extrinsic elements that contribute significantly to employee satisfaction. As an intrinsic element, self-efficacy is advantageous

since it fosters individual self-fulfillment. When an organisation values the contributions of its employees and cares about their well-being, employees are both internally and extrinsically fulfilled.

Aristovnik (2014) explores the relationship between organisational and environmental factors and employee job satisfaction. The police employees evaluated salary and security as the least motivating factor and management assistance as the most motivating factor. According to police personnel, trust and belongingness are the most important aspects of job happiness.

According to Austin (2007), "Self-fulfillment," "Independence," and "Job environment" are the primary factors for job satisfaction among managers in Cyprus. Self-actualization is related to remuneration, highly qualified subordinates, and advancement prospects. Employers should focus on these three factors, namely the demographic variables (age, gender, number of years in the organisation, public or private sector, number of employees supervised), independence in the workplace, and the work environment, in order to ensure that the system runs smoothly, resulting in employee satisfaction.

Al-Zoubi (2012) investigates the association between job satisfaction and salary in several private and public Jordanian enterprises. He discovered that pay is not the most important factor influencing job happiness. Although the economic effect is swift, it has a relatively narrow effect. An organisation always has a necessity for long-term job happiness. Therefore, firms should consider innovative approaches to improve all elements of employment, including pay and psychosocial variables that boost the quality of work life.

Saleem, Mahmood, and Mahmood's (2010) study focused on mobile telecom services in Pakistan and examined the relationship between work motivation and job satisfaction. Training is viewed as a regular, ongoing procedure for the methodical development of employees' attitudes, skills, and knowledge in order to increase their motivation and job satisfaction. The organization's HRM system contributes to the resolution of work motivation and job satisfaction concerns.

According to Ingram (1992), job satisfaction is tied to work, coworkers, promotion, and compensation, while supervision is related to customer orientation. In the service business, frontline employees regularly contact with clients and impact their view of the product or service through their behaviours and the appearance of their product/service knowledge. Promotion is a crucial component of job happiness. It is the manager's responsibility to monitor and enhance employee happiness in relation to supervision quality, working circumstances, intrinsic compensations and benefits, and business rules, so as to achieve the desired level of employee satisfaction.

Hawley (2008) analyses the job satisfaction of beginning teachers and the factors that influence their degree of job satisfaction. The elements that contributed to teachers' job satisfaction were academic proficiency, race, socioeconomic level, teaching licence, and whether or not their mother was also a teacher. The teaching licence is important because it demonstrates that the instructor possesses the abilities and knowledge required for teaching.

Antvor(2010) addresses the impact of national culture on the national level of job satisfaction, as well as its impact on other evaluations of job-related factors. They assert that despite the existence of cultural influences on national work happiness, not all characteristics of job satisfaction were culturally context-specific. The administration must use caution when comparing the results of a cross-national survey on job satisfaction.

Oshagbemi (1997) emphasised the characteristics of job satisfaction among university professors. It classified university instructors into three categories: "Happy," "Satisfied," and "Unhappy." Employees with a high level of job satisfaction appreciated their primary responsibilities of teaching and research. Likewise, their level of satisfaction with organisational amenities was quite high. On the other hand, categories of disgruntled workers were dissatisfied in all of these areas. This limitation can be mitigated by the organization's management by taking the necessary efforts to lessen dissatisfaction, provide employees with a sense of comfort and belonging, and ultimately achieve job satisfaction, resulting in greater job involvement.

Zaki (2003) analyses the job satisfaction and performance of non-management bank employees in Lebanon. The study discovered a significant correlation between gender and job satisfaction in terms of compensation and supervision. It is the organization's job and responsibility to ensure that only content members of the organisation are productive, and it is the responsibility of the organisation to take care of them. Female employees were more content with their pay, whereas male employees were more content with their supervision. Even the author admits that this may be irrelevant at times because self-ratings are exaggerated and peers' performance is often underrated.

Warn (2003) emphasised workplace factors that lead to stress and ultimately reduce job satisfaction. Generally, stress is caused by a lack of control over the intended outcomes at work. Lack of power, role conflict, and role ambiguity lead to job dissatisfaction and stress in the workplace. The notion of controllability provides a method for reducing stress and increasing job satisfaction, in which a person's expectations and demands are reliant on his or her goals and control over many aspects of work settings. A favourable working environment, such as a positive learning environment or a no-harassment environment, aids in lowering stress and improving job satisfaction.

Ramayah (2011) investigates whether mentoring leads to job satisfaction in the Malaysian context. His findings indicate that career mentorship is associated with all aspects of job satisfaction. The following aspects of job satisfaction were investigated: the job itself, coworkers, supervisors, and advancement. Always, a mentor plays a vital part in greater levels of learning, and this has direct good effects on employee outcomes. However, there is no substantial association between psychological mentoring and the three elements of job satisfaction (co-workers, job itself and promotion). According to the study, because psychological coaching results in non-monetary happiness, employees typically do not value it.

Oshagbemi (1999) underlines the job satisfaction ratings of academics and their managers: A comparative Analysis. Managers and academics cannot obtain job satisfaction due to their

dissatisfaction with their current compensation, research, administration, and management. Therefore, firms must search for solutions to lessen employee dissatisfaction, such as modifying the code of conduct of administration and management and assisting employees in achieving a level of satisfaction.

Silverthorne (2008) investigated the effect of the personality characteristic locus of control on job satisfaction and related outcomes, including performance and job stress. The findings indicate that an internal locus of control is associated with less job stress, greater job satisfaction, and enhanced performance. External locus of control does not reduce job stress, whereas internal locus of control reduces job stress and improves performance and job satisfaction.

Artz (2010) investigates the relationship between fringe perks and job fulfilment. Employer-provided perks do not necessarily result in employee happiness. It is always appropriate so long as the employee feels like his needs are being met. Frequently, it is discovered that it does not meet the requirements of the employee, resulting in dissatisfaction. Therefore, firms must revise their systems so that they deliver fringe benefits as required and provide employees ample opportunity to utilise them, ultimately resulting in job satisfaction.

RESEARCH METHODOLOGY

In this study, a descriptive research design is adopted. It involves identifying socioeconomic variables such as age, gender, educational attainment, marital status, monthly income, work experience, and family type. For this study, both primary and secondary data were utilized. The primary data was collected by questionnaire from 100 respondents in Chennai. The secondary data was gathered through books, internet, and journals, among other sources. The acquired data were statistically examined using the software Statistical Package for the Social Sciences (SPSS). It is used to perform statistical analysis on questionnaire-collected data. This study uses descriptive statistics and factor analysis as its methodology. A smaller number of factors that describe a large number of observed components were identified using factor analysis. Using factor loadings, one may determine which variables are associated with which factors.

DATA ANALYSIS AND INTERPRETATION:

Table 1: Frequency Table

		Frequency	Percent	Valid Percent	Cumulative Percent
Age	21-30	30	60.0	60.0	60.0
	31-40	13	26.0	26.0	86.0
	Above 41	7	14.0	14.0	100.0
	Total	50	100.0	100.0	
Gender	Female	20	40.0	40.0	40.0
	Male	4	60.0	60.0	100.0

	Total	50	100.0	100.0	
Education level	Bachelor's degree	25	50.0	50.0	50.0
	Master's degree	15	30.0	30.0	80.0
	Professional degree diploma	4	8.0	8.0	88.0
		6	12.0	12.0	100.0
	Total	50	100.0	100.0	
Marital status	Married	34	68.0	68.0	68.0
	Unmarried	16	32.0	32.0	100.0
	Total	50	100.0	100.0	
Income level	below 20000	6	12.0	12.0	12.0
	20001-30000	17	34.0	34.0	46.0
	30001-40000	14	28.0	28.0	74.0
	above 40000	13	26.0	26.0	100.0
	Total	50	100.0	100.0	
Work experience	less than 2 years	12	24.0	24.0	24.0
	2-4	23	46.0	46.0	70.0
	4-6	4	8.0	8.0	78.0
	above 4 years	11	22.0	22.0	100.0
	Total	50	100.0	100.0	
Family type	Joint	15	30.0	30.0	30.0
	Nuclear	35	70.0	70.0	100.0
	Total	50	100.0	100.0	

(Source: SPSS 20)

Interpretation:

It is clear from the data presented in the table that the majority of respondents fall within the age range of 21 to 30 years old, making up sixty percent of the total. It is estimated that 60% of the respondents are male, and that 30% of the respondents have attained the level of education of master's degree or higher. It appears that 32% of the respondents do not have a spouse, while 68% of the respondents are married. Furthermore, it appears that 34% of the respondents earn between 20,001 and 30,000. While 28% of those who responded have monthly incomes between 30,000 - 40,000. The majority of those who responded have between two and four years of professional experience. Many of the people who participated in this study come from nuclear families.

RELIABILITY ANALYSIS:

This study used a research tool that has been carefully tested and measured for its accuracy and reliability. A Cronbach's Alpha-Coefficient study was done to find out how reliable the measurement was. Haron (2010) said that an alpha value of 0.70 or higher is the generally accepted cut-off point in social science for a group of things to be considered a scale. But

some people use 0.75 or 0.80, while others use as little as 0.60. Cronbach's Alpha values depend mainly on how many items are on the scale, and each Cronbach Alpha value is less than 0.60. In this type of scenario, those are enough.

Table 2: Reliability Statistics for Work performance

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.843	.846	18

(Source: SPSS 20)

Inference: Statistics on Reliability Table that shows the Cronbach alpha value, which in this case is .843 and shows that the measuring tool is very reliable. Also, it shows that the work performance data have a high level of consistency.

Table 3: Reliability Statistics for Job satisfaction

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.704	.710	10

(Source: SPSS 20)

Inference: Statistics on Reliability Table that shows the Cronbach alpha value, which in this case is .704 and shows that the measuring tool is very reliable. Also, it shows that the cultural intelligence data have a high level of consistency.

ANOVA

Hypothesis:

H₀: There is no significance difference between age category and job satisfaction and Work Performance.

H₁: There is a significance difference between age category and job satisfaction and Work Performance.

Table: 4

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
JOB SATISFACTION	Between Groups	6.924	3	3.472	3.462	.004
	Within Groups	60.386	96	.735		
	Total	83.000	99			

WORK PERFORMANCE	Between Groups	6.343	3	3.181	2.556	.001
	Within Groups	74.587	96	.850		
	Total	90.760	99			

Inference:

From the above ANOVA table, we infer that cultural intelligence ($F = 3.462$, $P = 0.004$) and work performance ($F = 2.556$, $P = 0.001$) with respect to age. The employees' age has a statistically significant effect because their p-value is smaller than 0.05. Therefore, it shows that employees in different age group have different perception towards job satisfaction and work performance.

H₁: The Null hypothesis rejected is for job satisfaction and Work Performance.

FACTOR ANALYSIS:**(A) WORK PERFORMANCE****Table 5: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.743
Bartlett's Test of Sphericity	Approx. Chi-Square	386.317
	df	142
	Sig.	.000

(Source: SPSS 20)

Inference:

The test for adequacy factorial analysis is displayed in the table above. Even if average, the KMO's value is satisfactory (above 0.5). Due to a substantial p-value, the identity matrix hypothesis is rejected by the Bartlett test. Based on these two tests, we may conclude that factorial analysis is applicable in this instance.

Table 6: Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.011	17.661	16.771	2.457	13.651	52.060
2	2.619	13.994	29.664	2.324	12.911	69.994
3	1.701	9.445	40.118	1.714	9.520	72.534
4	1.329	7.384	47.492			
5	1.306	7.257	54.749			
6	1.135	6.762	61.611			

7	1.022	5.633	67.344		
8	.861	4.739	71.183		
9	.816	4.576	75.659		
10	.769	4.315	81.874		
11	.671	3.712	84.507		
12	.556	3.447	86.744		
13	.510	2.801	90.633		
14	.477	2.604	92.338		
15	.448	2.524	95.762		
16	.318	1.700	96.482		
17	.252	1.454	98.835		
18	.192	1.065	100.000		

(Source: SPSS 20)

The above table shows seven stages of factors influencing cultural intelligence and work performance of employees working in IT sector in Chennai. three factors were derived as their eigenvalues larger than one. When seven factors were extracted, then 72.534% of the variance shall be explained.

Table 7

	FACTOR 1	FACTOR 2	FACTOR 3
WP15	.762		
WP18	.758		
WP16	.737		
WP17	.641		
WP14	.559		
WP11		.785	
WP4		.746	
WP12		.731	
WP7			.787
WP5			.688
WP13			.561

(Source: SPSS 20)

Inference:

The above table demonstrations the rotated factor matrix for the survey. Variables with factor loadings more than .5 was selected in this study because loadings .5 is considered average where is loading .4 is considered less good after carrying out varimax rotation method with Kaiser Normalization. Factor 1 contains 5 items with component coefficient ranging from .7 to .5. The items in factor 1 are WP15, WP18, WP16, WP17 and WP14. Factor 2 included of three items with component coefficient ranging from point .78 to .73. The items in the factor

2 are WP11, WP4 and WP12. Factor 3 contains three items with component coefficient ranging from .7 to .5. The items in factor 3 are WP7, WP5 and WP13.

Grouping factor:

1. The factor “work environment” explains the 1st component
2. The factor “Flexibility” explains the 2nd component
3. The factor “Job Knowledge” explains the 3rd component

(B) JOB SATISFACTION

Table 8: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.683
Bartlett's Test of Sphericity	Approx. Chi-Square	702.069
	df	192
	Sig.	.000

(Source: SPSS 20)

In the table above, you can see the test for adequacy factorial analysis. Even if the KMO is average, its value is good enough (above 0.5). Due to a high p-value, Bartlett's test shows that the identity matrix hypothesis is not true. From these two tests, we can figure out that factorial analysis can be used.

Table: 9

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.051	20.51	20.51	2.051	20.51	20.51
2	1.543	15.426	37.936	1.543	15.426	37.936
3	1.429	14.292	49.229	1.429	14.292	49.229
4	1.167	12.868	61.096	1.167	12.868	61.086
5	0.887	8.868	69.964			
6	0.835	8.353	78.318			
7	0.689	6.985	84.303			
8	0.601	6.013	91.316			
9	0.528	5.283	96.591			
10	0.35	3.501	100			

(Source: SPSS 20)

The above table shows seven stages of factors influencing cultural intelligence and work performance of employees working in IT sector in Chennai. four factors were derived as their

eigenvalues larger than one. When seven factors were extracted, then 61.086 % of the variance shall be explained.

Table 10

Rotated component matrix

	Component			
	1	2	3	4
(JS 5)	.789			
(JS 4)	.762			
(JS 5)	.690			
(JS 10)		.784		
(JS 3)		.641		
(JS 9)		.550		
(JS 1)			.854	
(JS 2)			.783	
(JS 8)				.824
(JS 7)				.644

(Source: SPSS 20)

Inference:

The above table demonstrates the rotated factor matrix for the survey. Variables with factor loadings more than .5 were selected in this study because loadings .5 is considered average where a loading .4 is considered less good after carrying out varimax rotation method with Kaiser Normalization. Factor 1 contains 3 items with component coefficients ranging from .7 to .5. Factor 2 included three items with component coefficients ranging from .7 to .5. The items in factor 2 are JS 10, JS 3 and JS 9. Factor 3 contains two items with component coefficients ranging from .85 to .78. The items in factor 3 are JS 1 and JS 2. Factor 4 contains two items with component coefficients ranging from .82 to .64.

Grouping factor:

1. The factor "Recognition" explains the 1st component
2. The factor "job safety" explains the 2nd component
3. The factor "Better communication" explains the 3rd component
4. The factor "Work life balance" explains the 4th component

FINDINGS:

The findings of the EFA showed that the variance was more than 70 percent. Nevertheless, the values of Cronbach's Alpha are higher than 0.7, which indicates a high degree of reliability. In addition, the data from this research were sufficient for utilizing descriptive analysis for putting the EFA into practice. The evaluation of the validity of the factor

structure and individual questions will be aided by the 100 respondents who provided enough information for EFA to use as a sample.

The data that is shown in the table makes it abundantly evident that the vast majority of respondents fall within the age range of 21 to 30 years old. This age group accounts for sixty percent of the total. It is anticipated that sixty percent of the respondents are male and that thirty percent of the respondents have obtained the level of education equivalent to or higher than a master's degree. It would appear that 32 percent of those who responded are unmarried, while the remaining 68 percent are married. In addition, it seems that 34 percent of the people who responded have incomes ranging from 20,000 to 30,000. While 28% of individuals who participated have monthly salary that range from 30,000 to 40,000 rupees. The majority of people who provided their responses have professional experience ranging from two to four years. The majority of the persons who took part in this investigation are members of traditional nuclear households.

WP15 has the greatest loading (.762) for the work environment component, indicating that the employees are supplied with a good working environment, which in turn leads to strong work performance. An increase in output is to be expected when workers are given more leeway in scheduling, as depicted by the factor loading of .785 on WP11. Having a greater factor loading for WP7 indicates that it is more likely that workers whose understanding of the job and the task at hand is greater will be more successful in their roles.

Since JS5 has a factor loading of .781, it may be inferred that workers' efforts to complete projects are appreciated and hence contribute to their sense of fulfilment on the job. Under the factor JS10, .784 'Job safety,' it entails guaranteeing worker safety by creating a risk-free working environment for workers, which includes providing risk-free equipment and implementing risk-free processes at the workplace.

The factor JS1 "better communication" is loaded at .854, indicating the importance of communication in fostering harmonious working relationships between management and staff. The factor JS8 states that satisfaction can only be attained when employees have both work and family balance; any conflicts at work or in the family will have a negative impact on the level of satisfaction.

SUGGESTION AND CONCLUSION:

Factors like work atmosphere, job security, and employee recognition were shown to have larger factor loadings, suggesting they contribute more to overall job satisfaction. The management should concentrate more on the company policies. This is because good policies are the essential building blocks of excellence in any organisation, and employees will only feel motivated when there is acknowledgement and recognition for the work that they have done. This acknowledgement and recognition can come in the form of monetary as well as non-monetary incentive. Some workers anticipate receiving a promotion or a thank-you note for their efforts, while others anticipate receiving a bonus or an increase in pay in exchange for their hard work. The management of the company ought to give consideration to these

factors in order to boost the degree of contentment felt by the workforce, which will, in turn, lead to a rise in the efficiency of the organisation.

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