

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Diploma Thesis

**Job Satisfaction of Employees in Mobile Companies in
Czech Republic and Ireland**

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Acknowledgement

I declare that this thesis “Job Satisfaction of Employees in Mobile Companies in Czech Republic and Ireland” is developed independently under the guidance of my supervisor, Dr. Richard Selby, Ph.D. for which I am thankful to him and other persons for their advice and support given during my research. I also declare that the use of literature and other information sources that are cited in the work are listed in the references at the end of work. As the author of the referred thesis, I further declare that I didn't infringe the copyright of any third parties in the context of its creation.

Spokojenost zaměstnanců v mobilních společnostech v České republice a Irsku

Souhrn

Tato studie hodnotí míru pracovní spokojenosti zaměstnanců pracujících v mobilních společnostech v České republice a v Irsku. Tato studie analyzuje různé strategie a přístupy které jsou využívány v mobilních společnostech pro vylepšování spokojenosti zaměstnanců. Na základě analýzy převládajících zkušeností, tato studie poskytuje zavedení strategických činností pro zlepšení spokojenosti zaměstnanců. V této studii byly analyzovány odlišné strategie a techniky, které mohou být použity v mobilních společnostech, a také metody, které mohou být implementovány k uspokojení jejich zaměstnanců. Tato studie zahrnuje návrh na zvýšení hodnoty pracovní spokojenosti zaměstnanců.

Ke stanovení stupně spokojenosti mezi zaměstnanci tato studie použila experimentální výzkumnou metodu s využitím nepravděpodobnostní metody s pohodlím přístupu k odpovědím získaných z užitečných zdrojů. Tato studie použila výzkum strukturovaným dotazníkem, který se dotazoval několika zaměstnanců z různých mobilních společností v různých místech. Zjistilo se, že pozitivní přístup k práci je ekvivalentem k pracovní spokojenosti, kdy negativní přístup k práci, byl čas od času, definován rozdílně. Společnosti mohou profitovat ze snížení stížností a křivdy, absence v práci, obratu a uzávěrek, stejně jako zlepšování přesnosti a pracovní morálky. Pracovní spokojenost je také spojena se zdravějším pracovní silou a byla zjištěna jako indikátor k dlouhověkosti.

Tato studie doporučuje jako velice důležité povzbuzovat a odměňovat pozorné, riskující zaměstnance, protože lidé s vysokou mírou pracovní spokojenosti se umísťují vysoko při touze zkoušet neobvyklé postupy, přijímat výzvy a řešit problémy, jak samostatně, tak skupinově. Manažeři by měli měřit progres zaměstnanců a komunikovat zapojení úspěchů a neúspěchů. Morálka je vedlejším produktem skupiny, kdežto pracovní spokojenost je více záležitostí jednotlivce.

Klíčová slova: Pracovní spokojenost, Dlouhověkost, Očekávání, Management, Organizace práce, Plat, Personalistika, Kooperace, Pracovní etika, Strategie, Implementace, Spokojenost

Job Satisfaction of Employees in Mobile Companies in Czech Republic and Ireland

Summary

This study is conducted to evaluate the job satisfaction level of employees working in the Mobile Telecommunication Companies in the Czech Republic and Ireland. This study analyzes different strategies and techniques employed by Mobile Telecommunication companies to enhance employee satisfaction. Based on an analysis of prevailing practices the study recommends a set of strategic actions for Mobile Telecommunication Companies for improvement of employee satisfaction.

To determine the level of satisfaction among employees, this study has used exploratory research design using non-probability method with convenience sampling type approach to collect responses from useful sources. This study has used structured questionnaire surveying required number of employees from varied mobile companies and places. It was found out that positive attitude towards job are equivalent to job satisfaction where as negative attitude towards job has been defined variously from time to time. The organizations can be benefited which includes reduction in complaints and grievances, absenteeism, turnover, and termination; as well as improved punctuality and work morale. Job satisfaction is also linked with a healthier work force and has been found to be a good indicator of longevity.

The study recommends that it is very important to encourage and reward thoughtful risk-taking employees because people with high job satisfaction also score high on the desire to try novel approaches, face challenges and perform problem-solving both individually and in groups. Managers should track progress of employees and communicate implementation of success and failures. Morale is the by-product of the group, while job satisfaction is more an individual state of mind.

Keywords: Job Satisfaction, Longevity, Expectations, Management, Work Organization, Pay Scale (Salary), Human Resource Management (HRM), Cooperation, Work Ethics, Strategy, Implementation, Contentment

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1 Introduction

1.1 Background of the Research

Job satisfaction is defined as “the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs” (Spector, 1997, p.2). We can therefore say that job satisfaction is an employee’s feeling or perception about their job. Researchers and Human Resource Management professionals continue to assess and measure job satisfaction in different ways. Since job satisfaction involves individual perceptions and reactions to environment, it is important to study several dimensions of ‘satisfaction.’ These dimensions influence employees’ perception as well as their relationship with and responses to their work environment. These include their co-workers, remuneration, benefits, job conditions, supervision, and nature of work. A careful examination of these facet conditions is often useful for assessment of examination of employee satisfaction with critical job factors.

Job satisfaction describes the level of contentment of an individual with his/her job. The happier individuals are within their job, the more satisfied they are said to be. As indicated above several dimensions or factors ranging from the management style and culture, employee involvement, empowerment and level of autonomy in job function, and employee involvement influence job satisfaction level amongst employees.

Job satisfaction is a very important attribute, which is frequently measured by organizations. Job satisfaction can be expressed and assessed at two levels: affective job satisfaction and cognitive job satisfaction.

- i. Affective job satisfaction is a person's emotional feeling about the job as a whole.
- ii. Cognitive job satisfaction defines how employees feel satisfied with regard to some aspects of their job such as pay scale, work responsibilities, variation in assignments, opportunities for promotion, and colleagues.

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one’s job; an affective reaction to one’s job and an attitude towards one’s job. Organizations can and do develop an environment to enhance job satisfaction among employees by promoting an inclusive work culture, better

remuneration and benefits, providing job rotation opportunities, and by providing reasonable functional autonomy. However, it must also be noted that only management efforts to create conditions for improved satisfaction may be counter-productive, if these are not tied with clear definitions of organizational goals and expectations from employees. This approach could lead to a condition wherein mediocre employees would stay on because they are in a comfortable and satisfactory environment without any sense of responsibility to return value for the work environment created by the organization.

Factors contributing to employee satisfaction include treating employees with respect, providing regular employee recognition, empowering employees, offering above industry-average benefits and compensation, providing employee perks and company activities, and positive management within a success framework of goals, measurements, and expectations.

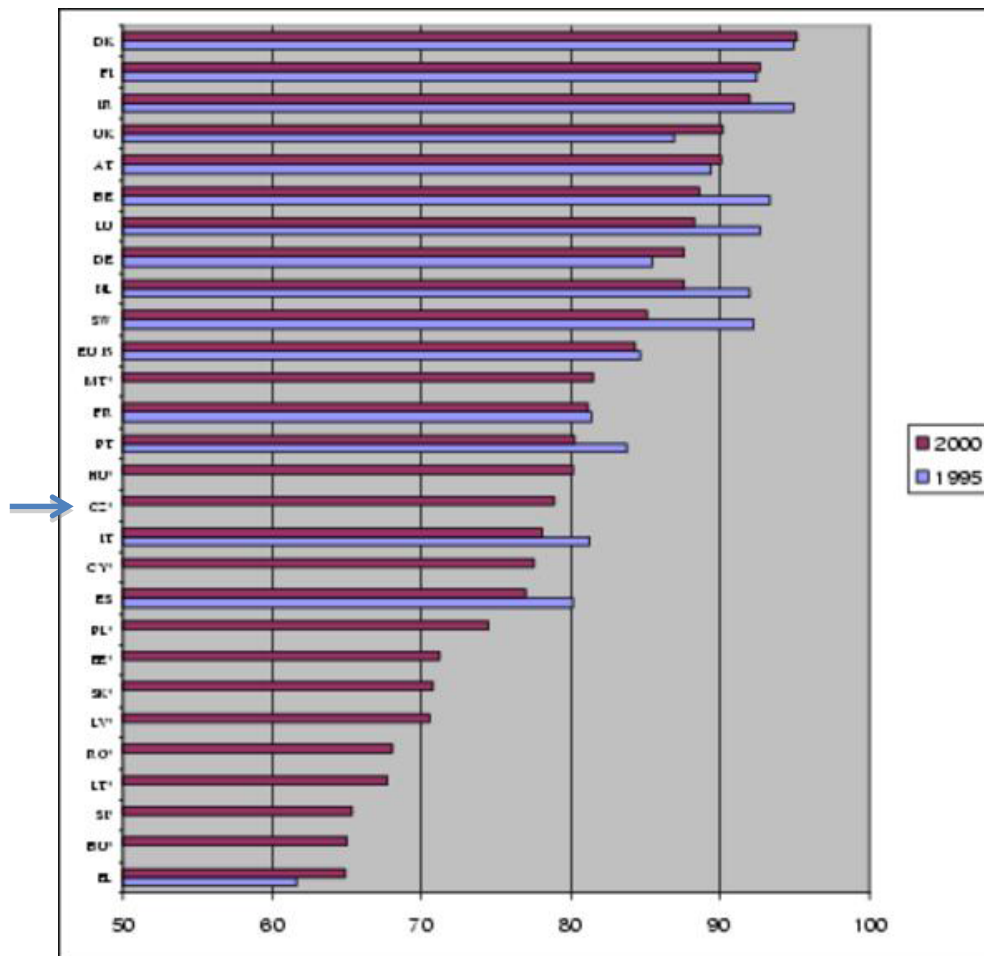
However, more comprehensive approach requires that many factors are to be included before a complete understanding of job satisfaction can be obtained. Such factors as employee's age, health temperature, desire and level of aspiration should be considered. Further his family relationship, social status, recreational outlets, activity in the organizations etc. contribute ultimately to job satisfaction.

1.2 Importance of Job Satisfaction

It is clear that low levels of employee satisfaction leads to decreased productivity, reduced levels of customer satisfaction, and hence compromises the organization's competitiveness and profitability. In other words, employees are the greatest assets of an organization. Low levels of employee satisfaction also lead to high employee turnover. High turnover rate or attrition means wasteful expenditure on the part of the organization because it increases cost of recruitment and training.

According to a report of the European Foundation for the Improvement of Living and Working Conditions, all of the five east European countries considered (Hungary, Russia, Slovenia, Bulgaria and the Czech Republic) were among the eight countries showing the lowest satisfaction levels. (2006)

Figure 1.1: Job Satisfaction in 27 EU countries, 1995-2000 (% of employees expressing satisfaction with their working conditions)



Source: European Working Condition Surveys (EWCS), 1995 and 2000

*** 2001 figures**

Within the European policy framework places a strong emphasis on achieving quality of work and generating better jobs in the EU. One would think intuitively that there should be direct correlation between job satisfaction and quality of work. However, researchers differ in their opinion on the effect of job satisfaction on quality of work. For example, according to (Llorente & Macías, 2005) job satisfaction cannot be used as a measure of job quality. However, job satisfaction has been used as one of the key context indicator in the framework for quality in work (European Commission, 2003)

As the baby boomer generation reaches retirement age, their inheritors, the Generation-Y establish their key step into workforce. The average baby boomer aims to expect and desire more job security thereby sacrificing their job satisfaction criteria.

However, Generation-Y expects avalanche of responsibilities and gets engaged in their employment relationship. Generation-X of 35-44 in age are now commanding the workforce, but doomed from 60.9% to 54% job satisfaction in 2013 (PEW Research Center). Organizations realized this dynamic perspective and were keen to suspect job satisfaction a severe concern. Job satisfaction determines employee retention and turnover rate within an organization, with that come motivation and productivity, and the final results are happier customers and higher revenues. This chain of relationship with job satisfaction can be described in three phases as Work behaviour, Performance, and Customer satisfaction.

1.3 Limitations

The task of measuring job satisfaction poses a significant challenge to organisations. It is difficult to accurately assess job satisfaction because people express and interpret the concept of job satisfaction differently. However, organizations do realize that level of job satisfaction does influence their performance on the job. It is therefore imperative that organizations develop a metrics to determine satisfaction levels. However, most organizations realize that workers' level of job satisfaction can impact their job performance, and thus determining metrics is crucial to creating strong efficiency. Despite this widespread belief, studies have shown that even high-performers may not be 'satisfied' with their job simply on account of respectable titles and high remunerations. This lack of correlation is a significant concern for mobile organizations, since studies also reveal that the implementation of positive HR practices results in financial gain for the organizations.

The research sample size in the present study is limited and qualitative aspects are not measurable. It is also limited to a few mobile telecommunication companies in the Czech Republic and Ireland. A more detailed study can be designed on the basis of conclusions drawn from such preliminary tests. By direct questioning, no correct answer is expected especially in sensitive areas.

2 Objectives and Methodology

2.1 Objectives

The main objective of this thesis is to evaluate the level of Job Satisfaction of employees who are working in European Companies. As this subject is very wide, I have given attention to research that is based on Employees working in Mobile Companies in Czech Republic and Ireland.

- To study the various job satisfaction strategies and techniques that can be used by the mobile telecommunication companies, and their effects on the trainees.
- To identify the methods that can be implemented by the mobile companies to satisfy their employee needs.
- To understand the detailed concept of Job Satisfaction.
- To provide recommendations to increase the level of job satisfaction among employees.
- To take feedback and evaluate that how much the employees are satisfied with the benefits provided to them.

2.2 Methodology

In the preparation of this thesis, the data collected from different sources is analysed. The sources of data are as follows:

1) Primary Sources

The Primary Data are those, which are collected afresh & for the first time and thus happen to be original in character. However, there are many methods to collect the primary data. Many data are very sensitive for the organization and cannot be shared, so all the data are not included in this thesis. The data collected for the thesis are from the following sources:

- Informal Interviews
- Questionnaires
- Observation
- General Discussions

2) Secondary Sources

The Secondary Data are those, which have already been collected by someone else and passed through Statistical process. These data was collected through various textbooks, journals, internet and articles.

The study of employee satisfaction involved convenient sampling to select respondents. The respondents were well briefed with the objective of the study and with their consent the questionnaires were filled.

Convenience sampling is the method of sampling where the respondents are selected as per the convenience of the researcher. The convenience is such that the respondent selected will represent the population and form sample for the research.

3 Literature Review

3.1 Overview of Job Satisfaction

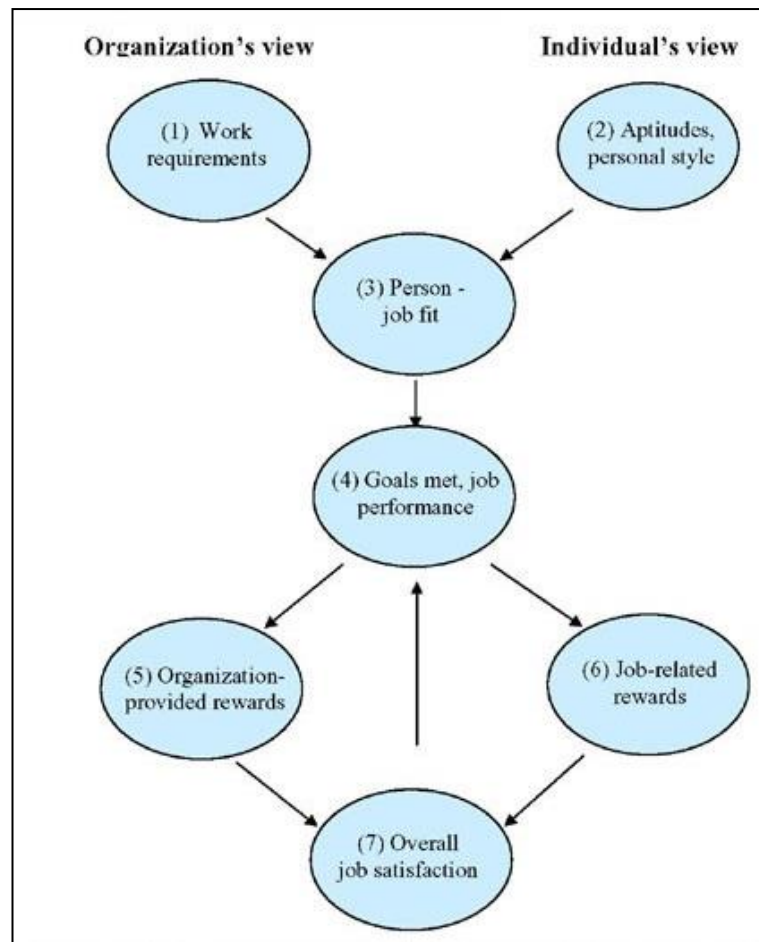
There have been many surveys regarding Employee satisfaction and as a result, it provides information which helps to improve different levels such as productivity, job satisfaction, and loyalty. Organizations can identify the root causes of work issues and create solutions for employee satisfaction which is supremely important in an organization because it is the main element, where productivity of the company depends. If your employees are satisfied they would produce superior quality performance in optimal time and lead to growing profits. Satisfied employees are also more likely to be creative and innovative and come up with breakthroughs that allow a company to grow and change positively with time and changing market conditions.

3.1.1 Job Satisfaction Model

Employees can be in a good position to achieve work satisfaction and success once they understand and can communicate how their own unique work profiles such as abilities/aptitudes, personality style, interests & values can meet company's work related requirements and opportunities.

A simple job satisfaction model shown on the following page demonstrates the organizing relationship of these different concepts.

Figure 3.2: Job Satisfaction Model



Source: Redmond & Tinsley, 2016 (Penn-State University)

The model is divided so the concepts can be identified for employers' benefits and employees' contribution.

- **Circles 1 and 5:**

It identifies what the employer wants and what it offers as rewards and benefits; the organization-provided satisfiers.

- **Circle 2:**

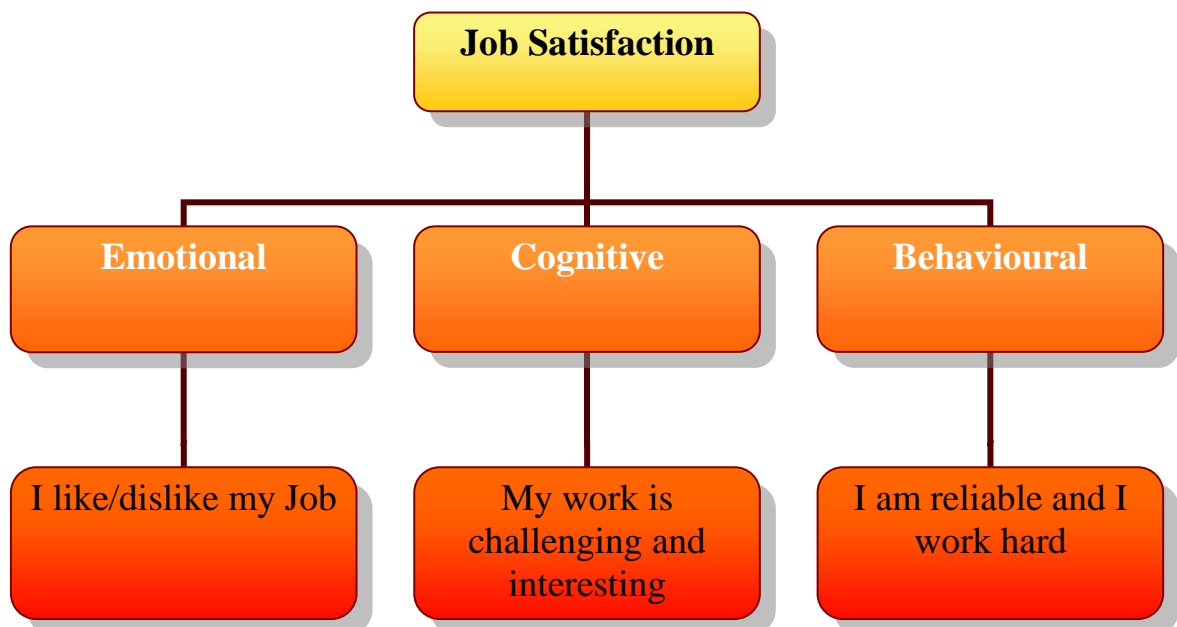
It shows what the employee contributes to accomplish specific tasks and ultimately the organization's goals. The more self-aware an individual is about their aptitudes, personal style, and values, the greater the potential to identify and select jobs that fit. The more accurate the job description, the better the odds of attracting the right pool of applicants.

- **Circle 3:**
In today's complex work environment, job descriptions are evolving as we take on special projects/or are assigned to teams. This expanded complexity and increases the need to be proactive in determining fit.
- **Circle 4:**
It shows what the employee contributes to accomplish specific tasks and ultimately the organization's goals. When there is a clear fit between the person and the job, there is a greater chance of successfully accomplishing goals.
- **Circles 6 and 7:**
Employee receives rewards from employer as a result of accomplishing goals and getting other benefits from them. This in turn leads to an increase in personal satisfaction.

3.1.2 Components of Job Satisfaction

The components of job satisfaction have been proposed by Bernstein & Nash (2008), which are emotional, cognitive, and behavioural components.

Figure 3.3: Components of Job Satisfaction



1. **Emotional Component:** It refers to the feelings which are related to job such as boredom, excitement, acknowledgement and anxiety. Here, employee feels whether he/she like/dislike his job.

- 2. Cognitive Component:** It refers to the beliefs concerning to the job whether it is respectable, mentally demanding/challenging or rewarding. Here, employee refers to different aspects such as salary, benefits, growth opportunities, and analyzing how the work is challenging as well as interesting.
- 3. Behavioural Component:** It refers to the actions of people which are in relation to their work such as unpunctuality, working late; falsify illness in order to avoid work, etc. Here, employee refers to hard working and how reliable he is for job and the company.

3.2 Reasons for Job Dissatisfaction

Most employees go through a period of job dissatisfaction in their employment. There is wide range of logic for this period in employees' job period, and in many cases, it's an unending and highly tense situation. Generally, it occurs in mid-career, where experts argue in this matter to be the worst possible time.

However, there are big differences between the situation of change of career and job dissatisfaction. Career change is a large leap, leaving the entire previous career; whereas job dissatisfaction certainly is not on the same level of Richter scale events.

There are always distinctions to be made, still study doesn't criticize or devalue anyone's endurance in a ghastly situation. Job dissatisfaction can have varied causes than career change level dissatisfaction.

Career dissatisfaction at career change level is based on:

- Motivation Loss
- Interest lack
- No interest in career option
- Lack of application to career issues
- In some cases, career goals are totally rejected

Job dissatisfaction is usually based on:

- Frustration
- On the job nuisances
- People problems
- Issues with management
- Workplace environment

- Overwork
- Levels of pay
- Lack of promotion
- Lack of recognition

As we can see, things mentioned above do have noticeable career impacts and they are also allied to the career goals. The research pointed out above reasons for severe job dissatisfaction, but they also relate to the job itself and not to leaving the career. Sometimes, making the distinction between 'I can't handle this anymore' and 'I want to leave this' are the prime issues. In multiple cases, change of job will solve the problem of job dissatisfaction, at times completely. However, change of career can even happen without having the job dissatisfaction problem, although it is usually a part of the problem. The study used 3 questions to figure out if employee has a job problem, or a career problem which are laid below:

1. If he leaves this job, will he get rid of the problem?
2. If he has a job which gives him the things he lacks, will it solve the problem?
3. If the main problem disappears, would he be satisfied in the job?

If employee answered positively to the above questions, problem is certainly the prevailing job and he need to leave that environment. It's much likely that the employee is needs a change and better career options, and the resistance from various local job issues is simply aggravating the problems. A new job, a better work environment, and real opportunities will solve the major issues. (CVTips, n.d.)

If employee answered negatively, he may have a real career issue and the job isn't the major issue. Employee still needs to move on and change the environment, because like job dissatisfaction, the environment is making things tougher for employee.

Figure 3.4: Satisfaction Gap for Employees



The different actual reasons for the job dissatisfaction have been figured out from the questionnaires, surveys and other sources where different employees face this problem which are as below:

1. An employee who has a different educational background but has unfortunately landed in a different profession is seen to develop some kind of dissatisfaction towards the work. This is natural as the employee is unable to match his preference for that kind of job.
2. Another prime reason of job dissatisfaction is work pressure. Many times employers ask their employees to complete as many tasks as possible within a stipulated time, thus creating huge work pressure and generally, due to this employees develop some kind of aversion to the work.
3. Workplace politics and inability on the part of an employee to suit with the office environment is another reason for job dissatisfaction and this minimizes his efficiency.
4. Sudden cuts in salaries, withdrawal of expected perks, promotions also causes job dissatisfaction in an employee. There is a good saying, 'Nobody likes to work for peanuts' which means that a person must get the suitable price for the services he has rendered.
5. Inefficiency on the part of the HR department of the company to place the right employee for the right job and to track their individual performance also causes job dissatisfaction among the employees. The HR executives must listen to employee problems.

3.2.1 Principal Causes of Job Dissatisfaction

Every human being possesses a different attitude towards work. In some cases, employees are found to enjoy their work; while on the other hand, many employees are found to hate their jobs. Job dissatisfaction is caused due to a number of causes, some of which are mentioned below:

1. Too Low Pay

This is the prime cause where employees always have a discussion about how much do they get paid compared to others. Every employee wants more wages;

however, if an employee finds out that his co-worker makes a higher wage, they want it on similar scale.

This is also a prime problem to handle; for unsatisfied employees. Companies many times are pounded with workers who demand more money, explain them with policies of company based on annual increases and performance reviews and ensure this information is incorporated when creating an employee manual. There are even employees who always mention their wages to others; communicate with them privately and explain them the harmfulness.

2. Overload of Work

Another major cause and often holds true. Employers probably load their employees with work whom they trust, even with their life as they know, that employee will get the job done at any cost and these employees, however, rarely show their grievance. On the other hand, there are employees who just ‘think’ that they do all the work, where as they all do is complaining.

Combat this problem by asking the employees to make a list of tasks they do each day, or are responsible for, while you make the same list. Most likely, the employee’s list will be longer, but may contain the same task conversed in a different way. Communicate with employees about what their job entails and to stop similar situations from beginning, list effective job descriptions.

3. Lacking of Benefits

Unfortunately, many small to mid-sized employers, can’t afford healthcare, dental, or even retirement benefits, and your employees will often remind their employers for these basic benefits.

If employer can’t afford to implement any sort of employee benefit programs, scrutinize annual stipends to help them pay for their own, or other incentives that will make them satisfied; there are many unique employee benefits that improve retention that you can afford if you consider some creative options.

4. Overtime Work

While overtime has been reduced in some offices, in others, ethical issues concerning downsizing, means more work for the workers you retain.

Companies should always analyze employees' real worth working hours – do they working too much? Do you work as much as they do? They should consider their feelings and lifestyles, and try to find a way to cut down on the working hours. Companies would have better productivity if they have crisply rested workers.

5. Extra pay for Overtime

There are employees who mainly depend on overtime wages to survive, however there will be employees who don't. Because companies have a blend, offer to those who want overtime and they'll be productive because of the extra Euros they receive. Companies need to be aware of overtime labour laws, when assigning overtime hours.

6. Unpleasant Co-workers

Employers may think that they hired adults with mature attitudes but working side by side, every day, can make for some arguments from time to time. Sometimes a co-worker may be bullied or experience sexual harassment.

These issues must be dealt effectively or employers have more to worry about compared to reasons for job dissatisfaction. Find ways to separate those who don't work well together, even if it means spending money on a partition or finding another space. For those who truly are troublemakers, companies need to follow policies and procedures and let them know in a written warning, however if they don't improve, replace them.

7. Superiors

This could mean managerial level executives. If they hear through the grapevine about employees' negative remarks regarding them, it's time to revisit your own work attitude and leadership style. If you're autocratic, or of the "it's my way or the highway" type, you need to change or you'll lose employees. If it's a supervisor, observe them closely and help them improve through personal counselling sessions or outside training or seminars.

8. Lack of Training

Believe it or not, many employers hire people and stick them right into jobs they don't understand. On top of that, it's expected that these employees do

well without a bit of training. If you hire the untrained, don't expect them to deliver good results because you need to teach them, provide training or an employee mentorship program.

9. Goals of Job

Do employees understand the company's mission or vision or do employers just dictate what should be done? A happy workplace means everyone understands his/her job, what is expected, and what they are aiming to achieve as a unit. Have regular employee meetings, allow for inputs from your employees and do consider them.

10. Working Environment

One of the reasons for job dissatisfaction is the too-strict work environment. Today's workforce is diverse and offers generational challenges as well. If you're an employee who has set bathroom breaks, expect your employees to feel like they're being watched and in a prison-like workplace.

Handle this dissatisfaction by asking your employees to offer up some suggestions through chosen leaders. Expect some of the ridiculous but if you're that tough of a boss, you'll be surprised and start implementing suggested changes right away, especially if you want to keep your staff environment positive.

There are many reasons why employees may be dissatisfied with their jobs, and not all of them fall on this list. However, as the management level, you need to be aware that some of the causes on this list can be easily fixed and if ignored, could spell disaster (Breaugh, 1958 and Gupta & Pannu, 2013).

3.2.2 Methods to Improve Job Satisfaction

There are three basic approaches to work which are a job, a career, or the passion. The things which give satisfaction will vary based on the type of work, an employee is indulged.

- If employee works for a JOB, the more appealing factor would be compensation compared to anything else, and this will be more impacted whether he decides to stay or go.

- If employee works for a CAREER, they will be attracted to career development and promotion opportunities. Employees' satisfaction will be softened with achievement of status, position or power.
- If employee works for the PASSION, the work itself will be the factor determining satisfaction, regardless of prestige, money or control.

Certainly, these are abstractions, and employee may find that more than one approach proves satisfactory. Being aware of the type of work they doing, and the things needed for job satisfaction, will help them to identify and adjust their satisfaction expectations accordingly.

Figure 3.5: Methods to Improve Job Satisfaction



Once, employee identifies the blend of status, power, or intrinsic enjoyment that need to be present in the work for satisfaction level, they need to work on some of the identified methods for a satisfying job. These methods are:

1. Self-Awareness

To get satisfaction in the job, an employee needs to self-aware. Employee should understand their own strengths and weaknesses to be successful and satisfied. This helps to identify the types of profession and building strengths

and minimizing weaknesses. Personal SWOT analysis will be useful to conduct this framework analysis.

If an employee is not good at something, it is difficult to feel satisfied, so rather than having hard time to look at those things, it is better to focus on things where they excel and to find a job where you can use those skills.

To get self-aware, employee should understand own personality traits and preferred style of working. Schein (1985), tools helps employee to understand what should be valued and what will motivate them in career.

2. Challenge

Different challenges are challenged at different times to different people. An employee just need to figure out what he/she can do to make sure they don't allow themselves to go stale at work.

Employee should make the job challenging, even if it is not to measure their capabilities. Some of the ideas are as below:

- Set own performance standards – have a friendly competition with colleagues and try to break own records.
- Teach your skills to others – pass on your skills and knowledge to others.
- Thrive for new responsibilities – it gives you opportunities to stretch yourself.
- Participate in interesting projects – take projects that use your excel skills, or you want to improve.
- Commit to professional development – take courses, read books and attend seminars. Always keep yourself updated with current market.

3. Variety

There is always a challenge for that needs to minimize boredom. Boredom is a common factor when it comes to job dissatisfaction. When mind is tired, there is lack of interest and enthusiasm and even a well-matched job becomes dissatisfying. Few methods to alleviate boredom at work are as below:

- Cross train and learn new skills.

- Ask to be moved to a new assignment or department requiring the same skills.
- Work in different shifts.
- Volunteer for new tasks.
- Get involved with committee work.
- Go on an extended leave, or take a sabbatical.

4. Positive Attitude

Attitude plays a huge role in perceiving job and life in general. If an employee is depressed, angry or frustrated, they're much less likely to be satisfied. Making a change to a positive attitude is a complex process that requires a lot of work and a strong commitment. However, over time, internal dialogues can be turned around and positivity can be seen in most of the life events. Below are worthy spikes to change attitude:

- Stop negative thoughts from entering brain.
- Reframe thoughts to the positive.
- Put the events of the day in the correct context.
- Don't dwell on setbacks.
- Observe obstacles as challenges.
- Take mistakes as opportunities to learn.
- Become an optimist.

5. Know your Options

When employees feel trapped, they get anxious. Initially, they wonder there is nothing left out for them. They progress to the point where they become convinced that anything other than the job they're doing has got to be more satisfying. To combat this, continuously scan environment around you for opportunities and when they have feelings for getting some options, they will have more control. When you make a positive choice to stay with a job, that job has much more appeal than if you feel forced to stay because you feel you have no alternative.

- Maintain accounts of accomplishments.
- Update CV on regular periods.
- Have current knowledge on employment trends.

- Research other jobs of the interest.
- Adopt an 'I am keeping my options open' approach.

6. Maintain a Balanced Lifestyle

Employees should always maintain a balance between personal life & work life. People often focus on one part at the expense of other which brings distress in the whole system. When the work takes over the personal life, it is easy to feel bitter and some may lose the sense of perspective which leads to cloud of sudden negativity in your life.

7. Find a Sense of Purpose

The last method; for many employees, is the need to find a sense of purpose in the work they perform. Even if they have a boring job, it caters lot if they can see the real advantage provided by them to people.

Even the most monotonous work will come with purpose if they can deeply enough dig, and if it doesn't; question arises whether were you wasting your life doing it?

Work plays a significant role in lives. Having a strong sense of job satisfaction is important in quest to be happy and productive. Dissatisfaction with the job tends to have an influence on the overall outlook on life. It's the responsibility to make sure that what work you do should be satisfactory, even though it may not be the dream career right now.

3.3 Maslow's Hierarchy of Needs Theory

Abraham Maslow is well renowned for proposing the Hierarchy of Needs Theory in 1943. This theory is a classical depiction of human motivation. This theory is based on the assumption that there is a hierarchy of five needs within each individual. The urgency of these needs varies.

Figure 3.6: Maslow's Hierarchy of Needs



1. Physiological Needs:

These needs include food, clothing, air, shelter and water. If these needs are not met, then all efforts are focused on these needs. In job context, need of satisfactory wages.

2. Safety Needs:

Safety needs include physical, environmental and emotional safety and protection. Safety needs are generally concerned with the environment and can be seen at home, at job, and elsewhere. In job context, urge to attain seniority and need to become supervisor, manager, etc

3. Social Needs:

Social needs include the need for love, affection, friendship and family relations. Sometimes it is overlooked; however it often is just as important as physiological needs. In job context, to maintain and grow social activities with colleagues, manager, etc.

4. Self-Esteem Needs:

Self-esteem typically includes confidence, achievement, get valued by others and to be a unique person in the society. However, if needs doesn't met then person feels deprived, inferior and helpless. In job context, employees urge to achieve incentives, bonuses, promotion, etc.

5. Self-actualization Needs:

This includes the urge to become what you are capable of becoming or the potential. It includes the desire for self-fulfilment and these needs are never fully satisfactory. In job context, employee never gets satisfied with any particular job or position; he always needs some challenges or better job/position.

According to Maslow (1954), individuals are motivated by unsatisfied needs. As each of these needs is significantly satisfied, it drives and forces the next need to emerge. Maslow grouped the five needs into two categories:

- **Lower-order Needs:** The physiological and the safety needs constituted in this category. These lower-order needs are mainly satisfied externally.
- **Higher-order Needs:** The social, esteem, and self-actualization needs constituted in this category. These higher-order needs are generally satisfied internally, i.e., within an individual. Thus, we can conclude that during boom period, the employees lower-order needs are significantly met.

3.3.1 Implications of Maslow's Hierarchy of Needs Theory for Managers

The managers should identify the level of need at which an employee is prevailing and then those needs can be deployed as a thrust for motivation (Maslow, 1943).

- **Physiological Needs:** Satisfactory salaries should be provided to employees by their managers as well as maintaining timely break timings.
- **Safety Needs:** Job security should be rendered to employees as well as safe & hygienic work environment. If managers can provide retirement benefits, it reduces retention rate.
- **Social Needs:** Encouraging employees at workplace, organizing social events, application of teamwork brings sense of motivation to employees.

- **Esteem Needs:** Employees take down the targets given in order to achieve promotions or appreciation, if managers fail to appreciate or promoting deserved employees, there can be dissatisfaction among company.
- **Self-actualization Needs:** Managers can give the employees challenging jobs in which the employees' skills and competencies are fully utilized. Moreover, growth opportunities can be given to them so that they can reach the peak.

3.3.2 Limitations of Maslow's Theory

We examined the needs and advantages of Maslow's theory, however there are also few limitations to this theory which are as below:

- The theory is not empirically supported.
- It is essential to note that not all employees are governed by same set of needs. Different individuals may be driven by different needs at same point of time. It is always the most powerful unsatisfied need that motivates an individual.
- The theory is not applicable in case of starving artist as even if the artist's basic needs are not satisfied, he will still strive for recognition and achievement.

3.4 McClelland's Theory of Needs

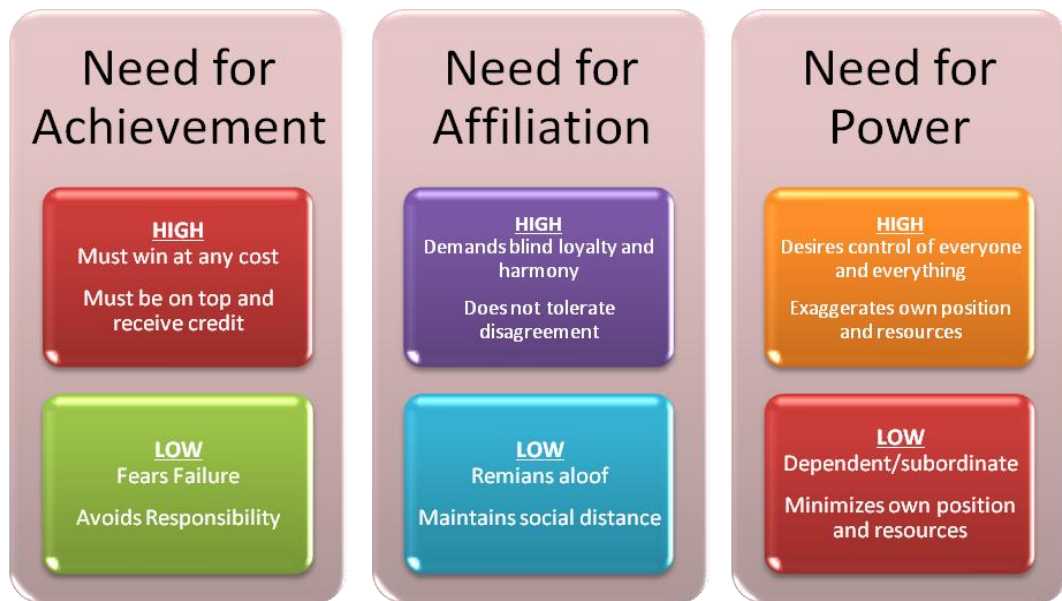
David McClelland and his associates proposed this 'Theory of Needs' in 1961. This theory states that human behaviour is affected by three needs - Need for Achievement, Affiliation and Power.

Need for Achievement is the urge to excel, to accomplish in relation to a set of standards, to struggle to achieve success.

Need for Affiliation is a need for open and sociable interpersonal relationships. In other words, it is a desire for relationship based on co-operation and mutual understanding.

Need for Power is the desire to influence other individual's behaviour as per your wish. In other words, it is the desire to have control over others and to be influential.

Figure 3.7: McClelland's Theory of Needs



Source: McClelland (1961)

The individuals with high achievement needs are highly motivated by competing and challenging work. They look for promotional opportunities in job and have a strong urge for feedback on their achievement. Such individuals try to get satisfaction in performing things better because high achievement is directly related to high performance. McClelland called such individuals as gamblers as they set challenging targets for themselves and they take deliberate risk to achieve those set targets. Such individuals look for innovative ways of performing job, perceive achievement of goals as a reward, and value it more than a financial reward.

The individuals who are motivated by affiliation have an urge for a friendly and supportive environment. Such individuals are effective performers in a team and want to be liked by others. The manager's ability to make decisions is hampered if they have a high affiliation need as they prefer to be accepted and liked by others, and this weakens their objectivity. Individuals having high affiliation needs prefer working in an environment providing greater personal interaction. Such people have a need to be on the good books of all. They generally cannot be good leaders (McClelland, 1961).

The individuals who are motivated by power have a strong urge to be influential and in control. They want their views and ideas to dominate as they want to lead. Such individuals are motivated by the need for reputation and self-esteem. Individuals with greater power and authority will perform better than those possessing

less power. Generally, managers with high need for power turn out to be more efficient and successful managers. Need for power should not always be taken negatively.

3.5 Workers' Roles in Job Satisfaction

If job satisfaction is employees' benefit, surely they must be able to contribute to their own satisfaction and well-being on the job. The following suggestions can help employees to find personal job satisfaction:

1. **Seek opportunities to demonstrate skills and talents:** This often leads to more challenging work and greater responsibilities, with attendant increases in pay and other recognition.
2. **Develop excellent communication skills:** Employers value and reward excellent reading, listening, writing, and speaking skills.
3. **Know more:** Acquire new job-related knowledge that helps you to perform tasks more efficiently and effectively. This will relieve boredom and often brings one in notice.
4. **Demonstrate creativity and initiative:** These qualities are valued by most organizations and often result in recognition as well as in increased responsibilities and perks.
5. **Develop teamwork and people skills:** A large part of job success is the ability to co-operate well with colleagues to complete given tasks successfully.
6. **Accept the diversity in people:** Accept people with their differences and their imperfections and learn how to give and receive criticism constructively.
7. **See the value in your work:** Appreciating the significance of what one does can lead to satisfaction with the work itself. This helps to give meaning to one's existence, thus playing a vital role in job satisfaction.
8. **Learn to de-stress:** Plan to avoid burnout by developing healthy stress-management techniques.

3.5.1 Importance to Worker and Organization

Frequently, work underlies self-esteem and identity while unemployment lowers self-worth and produces anxiety. At the same time, absenteeism and unnecessary turnover can be led by monotonous jobs that erode a worker's initiative and enthusiasm. Job satisfaction and occupational success are major factors in personal satisfaction, self-respect, self-esteem, and self-development. A positive work attitude can be led by job satisfaction for worker which brings a pleasurable emotional state. A satisfied worker is more likely to be creative, flexible, innovative, and loyal.

For the organization, job satisfaction of its workers means a work force that is motivated and committed to high quality performance. Increased productivity, quantity and quality of output per hour of work deem to be a by-product of improved quality of working life. It is important to note that the literature on the relationship between job satisfaction and productivity is neither conclusive nor consistent. However, Herzberg (1959) have shown at least low correlation between high morale and high productivity, and it does seem logical that more satisfied workers will tend to add more value to an organization. Unhappy employees, who are motivated by fear of job loss, will not give 100 percent of their effort for very long. Though fear is a powerful motivator, it is also a temporary one, and as soon as the threat is lifted, performance will decline.

There are many tangible ways in which job satisfaction benefits the organization including reduction in complaints and grievances, absenteeism, turnover rate, and termination; as well as improved punctuality and worker morale. Job satisfaction is also linked to a healthier work force and has been found to be a good indicator of longevity, although only little correlation has been found between job satisfaction and productivity.

Organizations should through knowledge of what do people might be looking when they come for a job. Satisfactory pay-check, health benefits, beneficial retirement plan, to learn new skills or for opportunities for advancement are the types of critical rewards that are determined by the organization based on their strategy to be profitable and competitive in recruiting and retaining people. This is the heart of how employees and organizations negotiate the value of the labour exchange.

3.5.2 Creating Job Satisfaction

We will identify elements of a job that create job satisfaction. Organizations can help to create job satisfaction by putting systems in place that will ensure that workers are challenged and then rewarded for being successful. Organizations that aspire to creating a work environment that enhances job satisfaction need to incorporate the following:

- Flexible work arrangements
- Training and other professional growth opportunities
- Variety and challenging work opportunities
- Opportunities to use talents and to be creative
- Opportunities to take new responsibilities
- A stable, secure work environment that includes job security/continuity
- An environment in which workers are supported by an accessible supervisor who provides feedback periodically as well as congenial team members
- Flexible benefits, such as child-care and exercise facilities
- Up-to-date technology
- Competitive salary and opportunities for promotion

Probably the most important point to bear in mind while considering job satisfaction is that there are many factors that affect job satisfaction level and they vary for each worker which makes them satisfied from day to day. Apart from the factors mentioned above, job satisfaction is also influenced by the employee's & managers' personal characteristics, management style, and the nature of the work itself. Managers who want to maintain a high level of job satisfaction must try to understand the needs of each member of the workforce. For example, when creating work teams, managers can enhance worker satisfaction by placing people with similar backgrounds, experiences, or needs in the same workgroup. Also, managers can enhance job satisfaction by carefully matching job tasks as per employees' personalities.

Managers who significantly think about the job satisfaction of workers can also take other deliberate steps to create a stimulating work environment by creating job enrichment. Job enrichment usually includes increased responsibility, recognition, and

opportunities for growth, learning, and achievement. Good management has the potential for creating high morale, high productivity, and a sense of purpose and meaning for the organization and its employees. Empirical findings by Ting (1997) show that job characteristics such as pay, promotional opportunity, task clarity & significance, and skills utilization as well as organizational characteristics such as commitment and relationship with supervisors and co-workers have significant effects on job satisfaction. These job characteristics can be carefully managed to enhance job satisfaction.

However, it is not only organization's responsibility to give job satisfaction to its employees, but an employee who takes some responsibility for his or her job satisfaction will probably find many more satisfying elements in the work environment. To determine the required level of satisfaction, an employee should ask himself following questions suggested by Everett (1995):

- When have I come closest to expressing my full potential in a work situation?
- What did it look like?
- What aspects of the workplace were most supportive?
- What aspects of the work itself were most satisfying?
- What did I learn from that experience that could be applied to the present situation?

3.5.3 Strategies to Improve Job Satisfaction

Depending on the underlying cause for lack of job satisfaction for employees, there are few strategies for increasing it which are as below:

1. Create new challenges

Take on a project that can motivate you and give a sense of control. Before moving to larger goals, start with small tasks. Work on something you care which will boost confidence and job satisfaction level.

2. Mentor a colleague

Once you've governed a job, you will feel as a routine. Helping a new team member or an intern, advancing their skills can restore the challenge and the job satisfaction you desire.

3. Break up the monotony

If you're feeling drilled or unchallenged, talk with your supervisor about cross-training. Volunteer for the team, if you get to know about launching of a new project.

4. Stay positive

Use positive thinking to reframe your thoughts about your job. When you detect yourself thinking negatively for job, stop the thought in its tracks. Remember, everyone encounters good days and bad days on the job.

5. Look for the silver lining

Imagine that you receive a less than stellar performance appraisal. Instead of taking it personally or starting to search for another job, look for the silver lining, such as the opportunity to attend continuing education classes or work with a performance coach. Take satisfaction in your ability to put performance feedback to work.

6. Learn from your mistakes

Don't let failure defeat you or erode your job satisfaction. When you make a mistake at work, learn from it and try again. Perhaps the mistake will eventually lead to a great success.

7. Be grateful

Gratitude can help you focus on what's positive about your job. Find at least one thing you're grateful for and savour it.

8. Nurture your passion

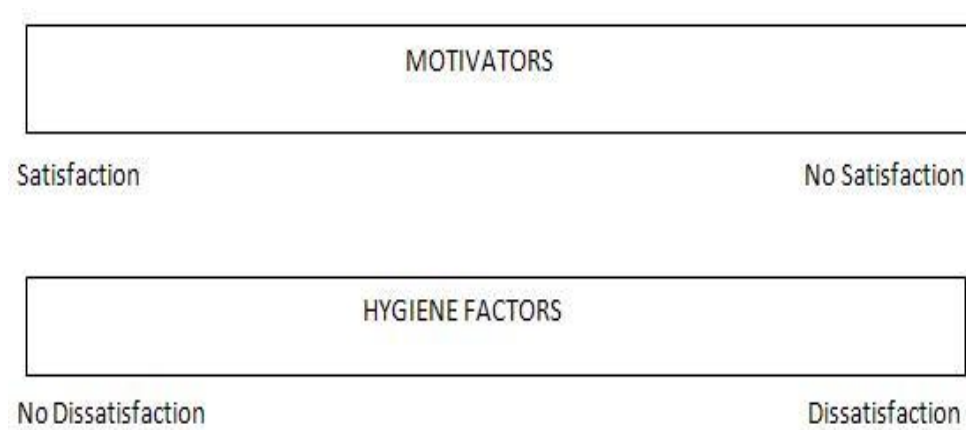
If your job satisfaction has waned but seeking a new job isn't a realistic option, you might consider current job as a welcome pay-check that allows you to focus energy on an important hobby or interest outside of work. Sometimes work is simply a means to enjoy those things you're truly passionate about.

Make the best of difficult work situations by maintaining a positive attitude. Brief (1998) wrote: "If a person's work is interesting, her pay is fair, her promotional opportunities are good, her supervisor is supportive, and her co-workers are friendly, then a situational approach leads one to predict she is satisfied with her job". This can help manage your stress and experience the rewards of your profession.

3.6 Herzberg's Two-Factor Theory of Motivation

In 1959, Frederick Herzberg, a behavioural scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of “Satisfaction” is “No satisfaction” and the opposite of “Dissatisfaction” is “No Dissatisfaction”.

Figure 3.8: Herzberg's view of Satisfaction and Dissatisfaction



Source: Herzberg (1959)

Herzberg classified these job factors into two categories:

A. Hygiene Factors

These factors are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent or non-existent at workplace, then they lead to dissatisfaction. These factors are extrinsic to work. Hygiene factors are also called maintenance factors as they are required to avoid dissatisfaction and they describe the job environment/scenario. These symbolize the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include:

1. Wages

The salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.

2. Company policies and administrative policies

The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc.

3. Fringe benefits

The employees should be offered health care plans, benefits for the family members, employee help programmes, etc.

4. Physical working conditions

The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained.

5. Status

The employees' status within the organization should be familiar and retained.

6. Interpersonal relations

The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.

7. Job security

The organization must provide job security to the employees.

B. Motivational Factors

According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work and are involved in performing the job. These factors motivate the employees for a superior performance and are called satisfiers. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include:

1. Recognition

Employees should be praised and recognized for their accomplishments by the managers.

2. Sense of achievement

Employees must have a sense of achievement which depends on the job. There must be a reward of some sort in the job.

3. Growth and promotional opportunities

There must be growth and advancement opportunities in an organization to motivate the employees to perform well.

4. Responsibility

The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.

5. Meaningfulness of the work

The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

3.6.1 Limitations of Two-Factor Theory:

The two factor theory is not limitations free. Its limitations are as below:

- It overlooks situational variables.
- Herzberg assumed a correlation between satisfaction and productivity. But the research conducted by Herzberg stressed upon satisfaction and ignored productivity.
- The theory's reliability is uncertain. Analysis has to be made by the researchers. They may spoil the findings by analyzing same response in different manner.
- No comprehensive measure of satisfaction was used. An employee may find his job acceptable despite the fact that he may hate/object part of his job.
- This theory is not free from bias as it is based on the natural reaction of employees when they are enquired of the sources of satisfaction and dissatisfaction at work. They will blame dissatisfaction on the external factors such as salary structure, company policies and peer relationship. Also, the employees will give credit to themselves for the satisfaction factor at work.
- The theory ignores blue-collar workers.

3.6.2 Implications of Two-Factor Theory:

The Two-Factor theory implies that the managers must stress upon guaranteeing the adequacy of the hygiene factors to avoid employee dissatisfaction. Also, the managers must make sure that the work is stimulating and rewarding so that the employees are motivated to work and perform harder and better. This theory emphasize upon job-enrichment so as to motivate the employees. The job must utilize the employee's skills and competencies to the maximum. Focusing on the motivational factors can improve work-quality.

3.7 Important Aspects of Job Satisfaction

The important aspects of job satisfaction are as below:

1. Job Security

Assurance or lack of security an employee has about the continuity of gainful employment for his or her work life. Job security usually arises from the terms of the contract of employment, collective bargaining agreement, or labour legislation that prevents arbitrary termination, layoffs, and lockouts. It may also be affected by general economic conditions.

When we have a high level of Job Security, we will often perform and concentrate our effort into work more effectively than an employee who is in constant fear of losing their job although fear can actually increase motivation in certain situations, but only for a short period.

Job Security has a significant effect on the overall performance of teams, too. Because, in most organizations, the breakdown of tasks into jobs means that teamwork is essential to deliver a service or a product, the result is as strong as only the 'weakest link', which could be a worker who is feeling very nervous about their future. Not just that, an organization with workers with low Job Security causes others to doubt their own future. Water-cooler chats are a hotbed of gossip and rumour-mongering.

2. Employee Benefits

The Family Medical Leave Act (FMLA) of 1993 was passed to allow employees to take a leave from work, if necessary, and create a better balance between the work environment and personal life. Employees are allowed to take unpaid time

off with full benefits (employee must continue to pay for paid benefits) for any of the following cases:

- Birth of a child
- Adoption of a child
- Care for a family member
- Personal serious health condition

3. Compensation and Benefits

i.) Fair and Transparent Compensation Policy

It is the biggest pain of Compensation and Benefits - how to introduce the fair and transparent compensation policy to the organization. In the public sector, this issue is quite easy to solve as their compensation scheme are pretty rigid and people get used to them. But in the large corporations - the transparency and fairness of the compensation policy can be a real issue to the employees.

ii.) Right ratio between base salary and bonus

It is a quite common issue for many organizations setting the right ratio between the base salary and bonuses of employees. The right ratio will allow to employees to feel the stability and attractive bonus, which will motivate them to reach a better performance. The balance can be delivered just by the right ratio between the base salary and bonuses.

The issue is more about the relationship between HRM and Line Management. The line manager usually believes in the power of high ratio between the base salary and the bonus. It is easy to understand as the manager believes in easier people management when the ratio is high as employees will be motivated to reach higher performance on their own.

The bonuses work just when two main conditions are met. The employees must believe in the motivational role of bonuses, which is about the correct ratio between the base salary and bonuses. The second condition for efficient bonuses is the working and transparent goal setting process.

iii.) Right Business Compensation Strategy

When the Business decides about its Business Strategy and HRM Management Team decides about correct HR Strategy - it is a moment to create and implement a correct Compensation and Benefits Strategy for the organization.

The HR Strategy helps to navigate and set goals for HR Employees, managers and employees in the organization and it sets their expectations from the organizations. When the organization sets itself as a low cost provider of services, then HR Strategy cannot state the highest quality of employees is the goal. The quality is always expensive. Even with human capital.

The business strategy is the main limit for the compensation strategy. A quality focused organization with expensive products can afford to employ quality staff. The organization focused on mass market with average products does not need to employ quality sort of employees and it can save a lot of money from the payroll.

4. Developing Bonus Scheme

A bonus scheme is not an easy task to accomplish successfully. A successful bonus scheme depends on Performance Management and mainly on efficient goal setting process. In many companies the Incentive Scheme and Bonus Scheme are taken as the same items in compensation and benefits area, but they are not the same.

Bonus Scheme is usually linked to the company goals with long term deadlines. But the Incentive Scheme is very individualized and the employee can fully control the income from the scheme. Even in the case the company is losing money, the excellent salesman can earn a lot of money.

A successful Bonus Scheme needs realistic and achievable goals to be set. When the goals set are not realistic, the employees will not believe in the bonus scheme and they will become de-motivated rapidly.

The efficient bonus scheme needs the following criteria to be met:

- Transparency
- Simplicity
- Trust

The bonus scheme must be transparent to employees. Each employee must have a chance to sit down with a calculator and based on goals or KPI fulfilment, he/she must be able to make a proper calculation of his/her bonus. Many companies do make a mistake – the bonus scheme is not transparent to the employees and they do not know exactly, what behaviour and performance is expected from them.

5. Variable Pay

A variable pay or a bonus is the most common part of the motivation of employees. Many companies do believe in the motivational role of variable pay.

The companies believe the higher proportion of variable pay to the base salaries, the more the employees will be motivated to reach higher goals and better sales volumes. But this kind of motivation works just in the years of good and excellent sales volumes.

Some companies set very aggressive proportion of base salary and variable pay, which can work in times of excellent sales results and booming net income of the whole company. In the moment, when the sales volumes are stable, the employee can be stressed by the decreasing personal salary and total cash.

The variable pay for employees has to be a “nice extra”, but the company cannot make all the employees depend on the variable part of the salary to survive. It will be the company, who will lose the war, the employees will leave immediately when their income will get smaller and smaller.

6. Salary

Most people do not understand how their salary is set and what the structure of their own salary is. The bigger the company is the less understandable the system for setting the base salary and variable scheme is understandable for employees.

The salary is one of the most important factors in setting the whole motivation and performance management system in the company. In the small company, it is pretty easy to explain to people the goals; the company has to reach to survive. In large corporations, the employees do not see their own impact on the financial results of the organization and their contribution to the final result.

In small organizations, setting the salary is mainly on the sense and ideas of the founder or a leader of the company and the financial possibilities of the company. In larger organizations, the system for setting salaries must be put in place to keep the organization in shape and to allow employees to trust and feel fairness in the system, when they see their own salary and comparison with the rest of the organization.

Large corporations use services provided by external consulting companies to set the correct level for each position within the organization and to attach correct salary level to each position and to make adjustments every year to stay competitive with market.

Setting the base salary is not that hard task and it is pretty simple to explain it the employees, but with the variable part of the total income - it can be a complete mess. Human Resources tend to provide management with a very sophisticated system, when every calculation needs a lot of time from managers and Human Resources. And - it does not support performance in the organization as employees do not see the impact of their performance to the final result of the company.

3.7.1 Ways to Create a Positive Work Environment

We have all worked at places that we were less than excited to get up in the mornings and go to; this is an awful feeling. It is much more pleasurable, and less stressful to go to a work environment that is filled with positivity and enjoyment. A positive work environment is not only important for our physical, mental and emotional health, but is also important for the results that we produce for the company. The better we feel at work, the more likely we will take pride in our job activities and be loyal towards our place of employment.

Now, look at some ways to create a positive working environment:

1. Accept the right position

The first step to creating a positive work environment is to secure a position that positively suits you. Before you accept a position, you should know what your key skills are; what type of work you want to do, what kind of role you would like, where you see yourself in five years, and what kind of environment you thrive in. Knowing the answers to these questions will help you to recognize those opportunities that meet those criteria, giving you a running start.

2. Be a positive person

Present an attitude of positivity and approachability. Show co-workers that you are available and willing to help them. Walk around with a smile, and make eye contact with those you pass in the hallways. Be friendly, pleasant and nice. Talk with kindness, encouragement, civility, and respect. Ask questions before making assumptions. Be fun to work with. Listen to others with interest; and finally, don't complain, whine or gossip.

3. Take responsibility

Take responsibility for the direction of your career. Ultimately you are responsible for creating an environment in which you can learn and grow. The longer you stay on a "dead-end" career path, the harder it will be to stay positive. If you are not happy with the current directions of your career, communicate that to your manager if you wish to stay with the company; otherwise, look for another job that you feel is a better match.

4. Communicate with your manager

Meet with your manager regularly to ensure you are on track for meeting his or her expectations, and your performance goals. Don't always wait for your manager to reach out to you. Informing your manager about the status of the activities you are performing shows that you are credible, trustworthy, interested in the business, and committed to your job. You may even consider sending a weekly status report indicating what you are working on, what you have completed, and what you have pending.

5. Be social

Interact with your colleagues in a non-working way. Join a company team or group. Bring a few games in that you can play over your lunch break. Celebrate birthdays, and other special events. Cultivate working friendships. Organize a competitive sporting event. Organize a departmental pot luck lunch. There are so many things that you can do to connect with others while at work.

So, if you are wondering what a positive work environment looks like, here are some signs:

- You are doing a job that you enjoy
- Your ideas are valued
- Your creativity is encouraged
- You feel appreciated
- The job matches your skill set
- You have work friends that you can talk to
- Your manager is approachable
- There is room for you to grow
- You are recognized when you do good work
- You feel like a part of a team
- You look forward to coming to work
- You are respected
- You are happy while at work
- Work is fun

4 Practical Analysis

4.1 Brief Overview

Data was gathered from total 500 employees of different departments within major mobile telecommunication companies operating in the Czech Republic and Ireland such as T-Mobile, Three Mobiles, O2 Mobile and Vodafone. The departments covered include CSR, C-level & Directors, IT Department, and Finance Department.

I have gathered overview and opinions through the structured questionnaire (in Appendix) from the above mentioned employees. I have structured them numerically by mass data as 250 employees from each of the countries. And 100 employees each from CSR department and 73 employees each for both Finance & IT department, and 2 C-level and 2 Directors from each company selected for both countries concluding of total results from 500 employees. I also have gathered information from both male and females from all the companies for each country and divided those in 4 different age spans, which are from 18-30 years, 31-45 years, 46-60 years, and over 61 year old employees.

4.2 Major Mobile Telecommunication Companies

In both countries of Czech Republic and Ireland, I took major operating Mobile telecommunication companies such as Vodafone in Czech Republic and Three Mobiles in Ireland where they are dominating with the highest market share in these countries respectively. There are some companies which have networks in both the countries and there are few who only have network in the particular country only. Vodafone and O2 Mobile have networks in both the countries, however Three Mobiles have network only in Ireland whereas T-Mobile have network only in Czech Republic.

Major mobile telecommunication companies in both the countries have acquired major market share due to their optimal services in the market which satisfies market customers as well as satisfactory tariff plans for all kind of customers such as students, professionals, businessmen, etc. They also have good international tariff plans which attract tourists, international students and many others.

4.3 Information Mining

To collect the information from the employees and to study the results, the study has used exploratory research design using non-probability method with convenience sampling type approach to collect responses from useful sources. The study has gathered information through structured questionnaire and also from the observations done during taking informal interviews and ongoing discussion from some C-level employees as well as Directors of few companies from both countries. The study has been conducted to review the level of satisfaction among employees whether from a junior level executive or from a Director of a company. Are the employees satisfied in the company or do they lack critical involvement in the company due to some factor/s. The study has been done to know about the factors which are involved and provide motivation or satisfaction to employees, such as teamwork among employees, quality provided, trust among each other, satisfactory compensation, proper training provided, etc.

The research has been done by distributing Google forms link and in order to do that, the researcher has went to few employees of the companies and explained them about the research topic and how will it benefit them in the future, once this study has its results which will be partly shared with them. As a result, they have agreed to share their opinions and also to distribute those forms to their colleagues. The managers will get to know about the satisfaction level of employees working under them and other factors in where they can have improvement or not.

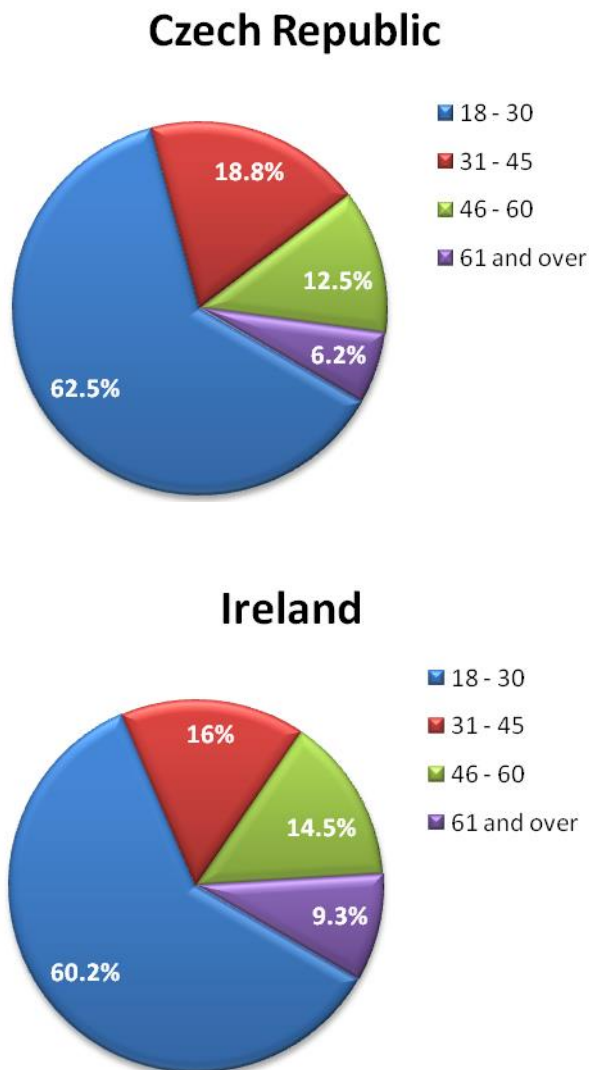
5 Results and Discussion

5.1 Results

5.1.1 Age group and Gender Involvement

The primary research revealed that the employees in the age group of 18-30 years old, 62.5% & 60.2% in Czech Republic and Ireland respectively are working in the mobile companies; this shows young talent involvement which brings energy, innovation, more flexibility, etc. to the organization and these results in profitability of the company.

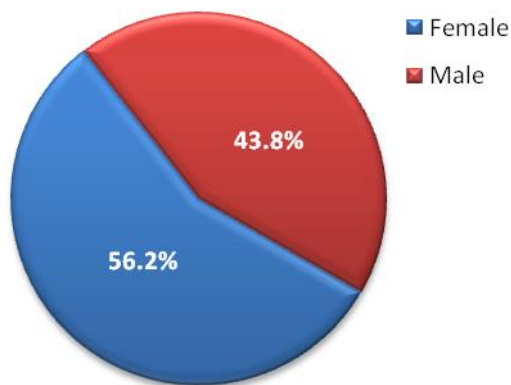
Figure 5.9: Age Group working in Mobile Companies



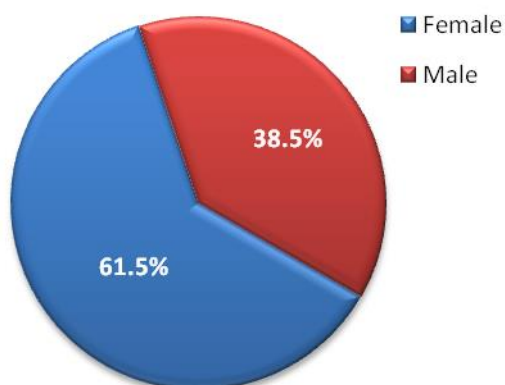
The primary research revealed that females are dominating in acquiring jobs in the mobile organizations which is quite appreciable. Even in the managerial positions of companies are dominated by females employees. This observation is contrary to the findings of ATKearny report (2015) which states that women account for less than 40% of the workforce in the telecommunication companies surveyed. The ATKearny survey included 54 companies in Africa, Asia Pacific, Middle East, Europe, North America, and Latin America. A further study on gender diversity in telecommunication companies in the Czech Republic may give us better comparison with the rest of the world.

Figure 5.10: Gender Involvement in Mobile Companies

Czech Republic



Ireland

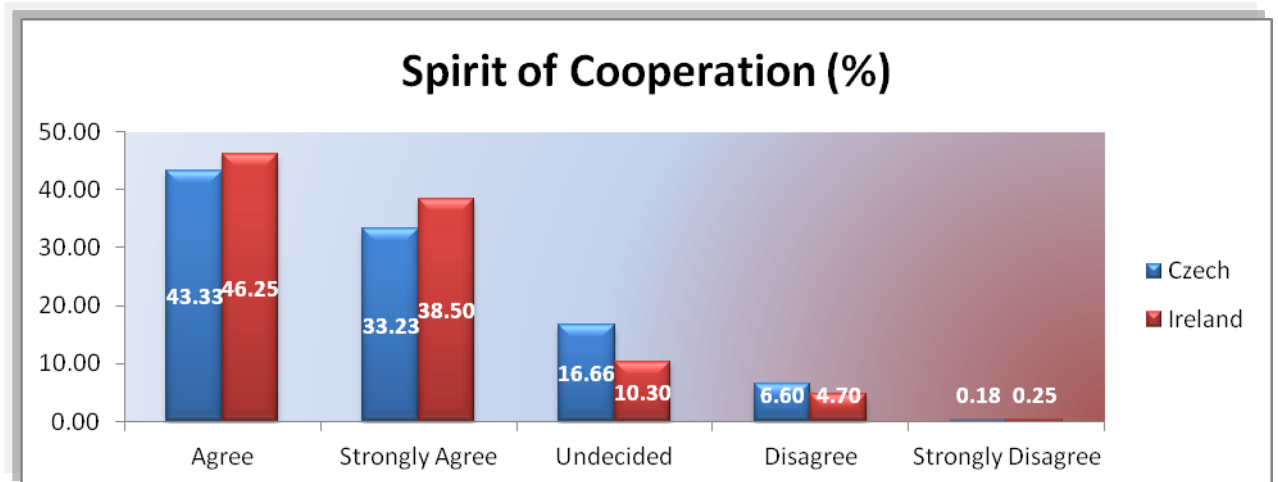


Higher number of female employees may be explained by the fact that a significant part of mobile telecommunication company work is customer-facing and service oriented where female employees perform better than their male counterparts.

5.1.2 Teamwork and Cooperation

Spirit of Co-operation deals with people want to work together which will lead to great accomplishment.

Figure 5.11: Cooperation Spirit

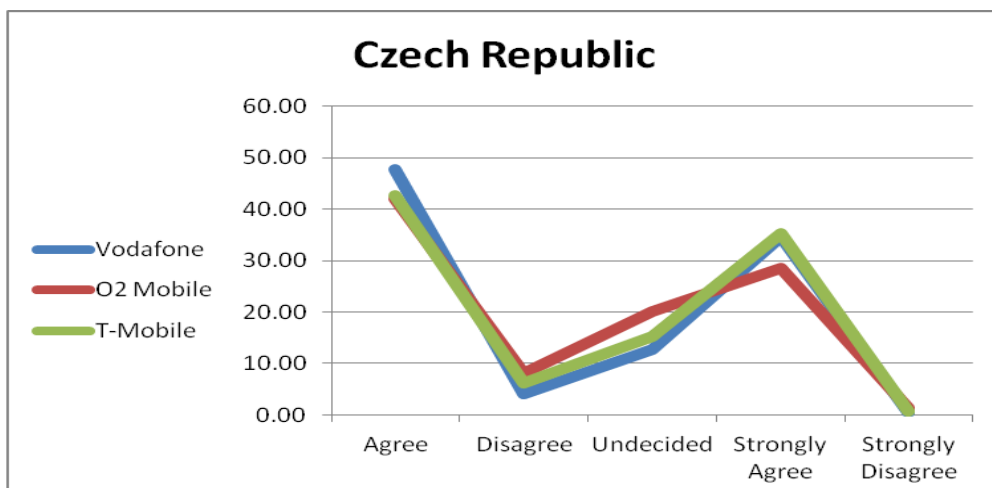


84.75% agree that there is a spirit of co-operation in their organizations in Ireland whereas 76.56% agree in Czech Republic. Also, approximately 7% believe that the spirit of co-operation does not exist in Czech Republic, however in Ireland it is 5% only. This shows that the employees working in Ireland have more cooperation compared to Czech Republic.

5.1.3 Quality & Customer Focus

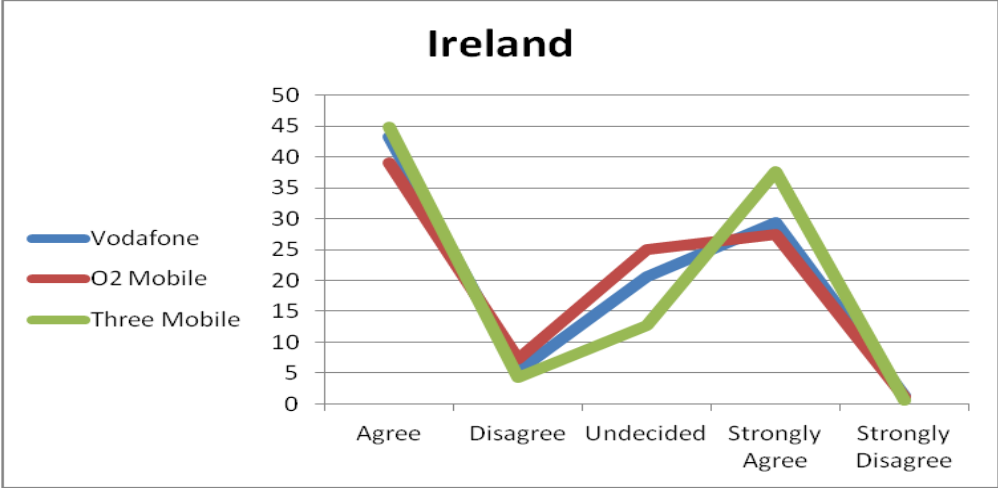
Customer Focus and quality provide to them is the main element of any organization where employees tend to believe in satisfaction levels they would be attaining.

Figure 5.12: Quality & Customer Focus in Czech Republic



We can see here that employees of Vodafone agree with orientation of focus on quality and its customers by 4.5% & 11.9% higher compared to T-mobile and O2 mobile respectively.

Figure 5.13: Quality & Customer Focus in Ireland



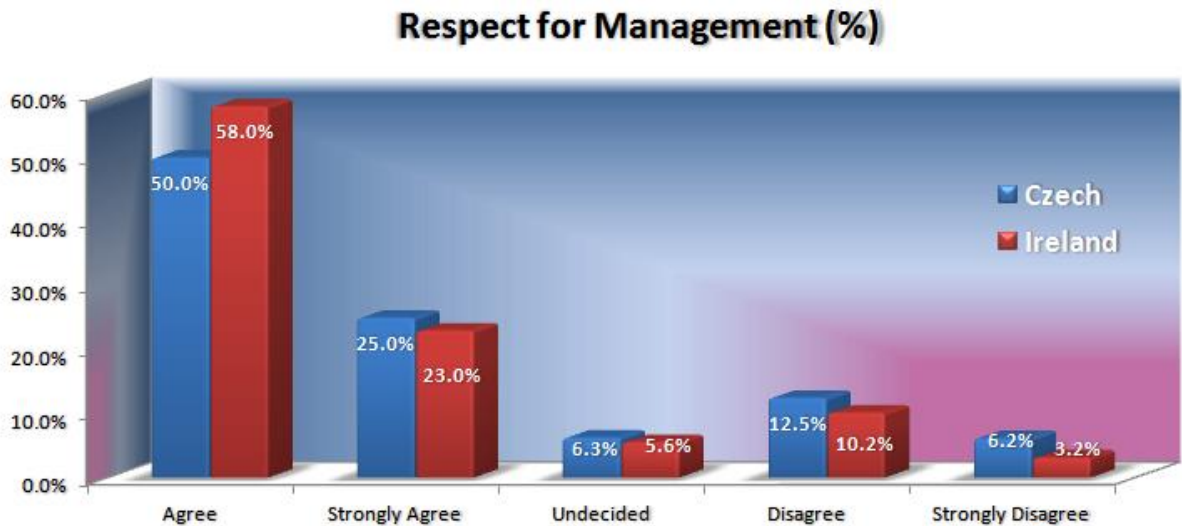
We can see here that employees of Three Mobile have more focus on quality and its customers by 9.7% & 15.9% higher compared to Vodafone and O2 mobile respectively.

The above results shows us O2 mobile lacking quality and customer orientation in both the countries, however Vodafone has higher percentage of better quality in Czech Republic than Ireland. It can be sufficed from the results that sometimes organization fails to meet the customer needs and cannot provide the expected quality demanded by its customers and it sometimes rely on country or region; the company is based.

5.1.4 Respected Management

Employee should respect the managers or the management of the organization, however sometimes due to dissatisfaction in the job, they criticize them.

Figure 5.14: Respect for Management



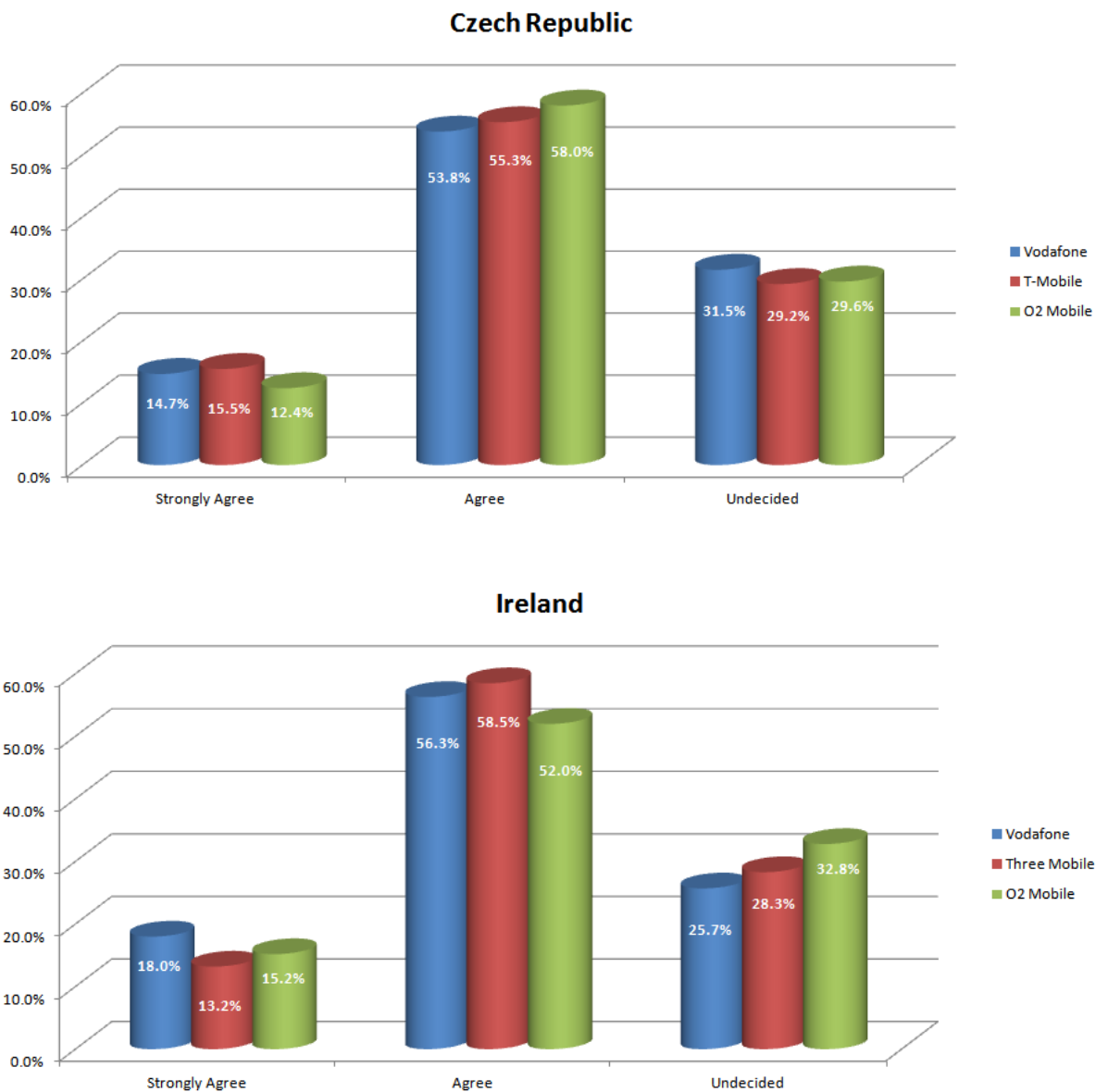
We can see that 75% & 81% of the employees in Czech Republic and Ireland respectively agreed for having the respect for management or are satisfied with their managers and they think leaders of company have good relationship with their employees.

However, we can also observe that 19% & 13% of the employees in Czech Republic and Ireland respectively have disagreed with the statement for respecting their senior employees or their management, for which the reason may be disrespect of employees from their superiors or may their management micromanage and don't give required credit for the ideas and work of good employees.

5.1.5 Trust Framework

Trust is the one element that both employees and management should have for each other. Here, we will see whether employees can trust their company and their superiors, whether they can report the unethical practices prevailing in the organization.

Figure 5.15: Trust Environment

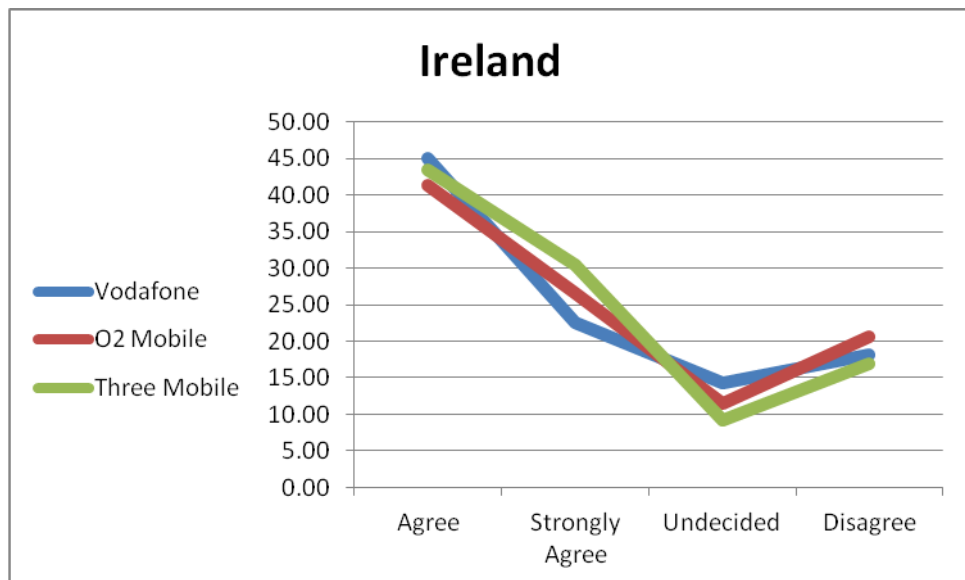
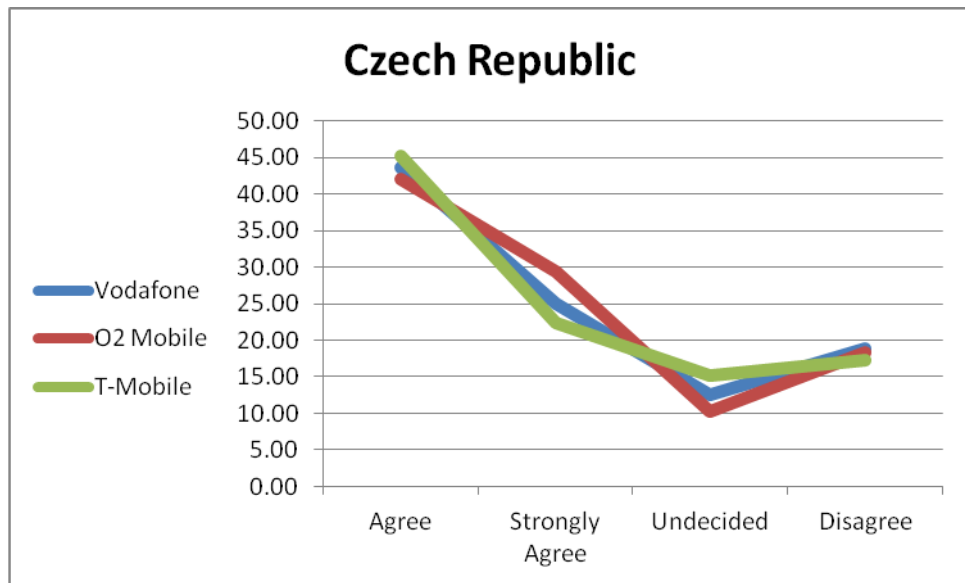


We observed that trust environment is approximately 70% in both of the countries in all the companies and none of the employees voted for disagreement which is very promising factor for the organizations.

5.1.6 Effective Communication in Organization

This is a vital part for organization to know whether they communicate effectively with the employees. To know that do employees get informed about any changes in the organization and do management listen to grievances of employees and try to resolve it effectively.

Figure 5.16: Effective Communication



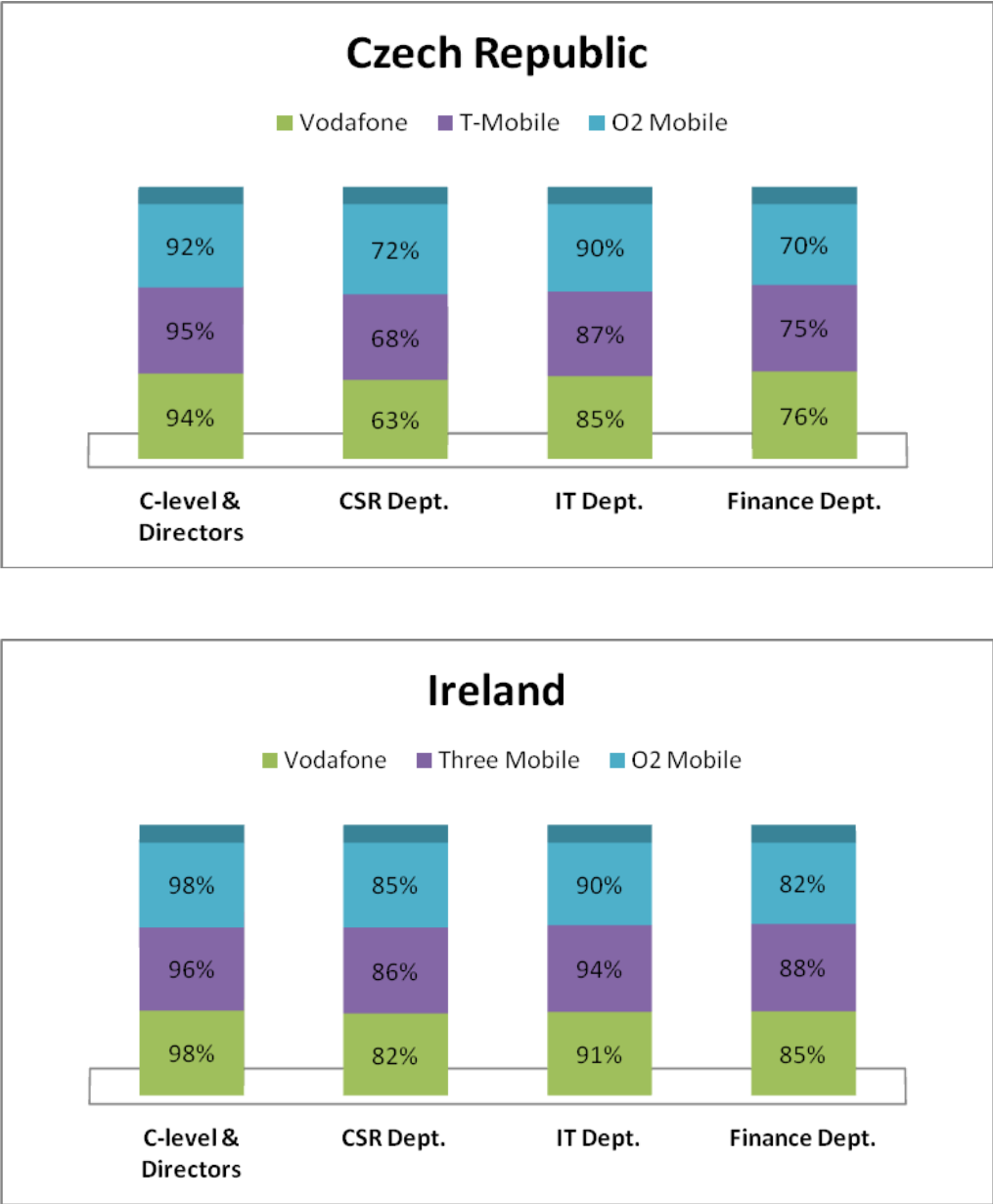
We can see that there is much effective communication between employees and management with average of 69% & 70% in Czech Republic and Ireland respectively which is quite a good level; however originations can still improve in this sector as the average is 31% & 30% in Czech Republic and Ireland respectively where

the employees were not satisfied with the communication strategy implied in the company. They fall lack of understanding level of managers for their employees and sometimes they are not informed about the change in the organization.

5.1.7 Compensation and Stress & Workload

Compensation or wages is the main contributing factor for any employee to get satisfaction. If employee doesn't get satisfactory wages, then is more likely to criticize the organization as the workload will be same, but not comparative to salaries given. Employees always tend to get stressed with the amount of work given in the organization in these current market scenarios.

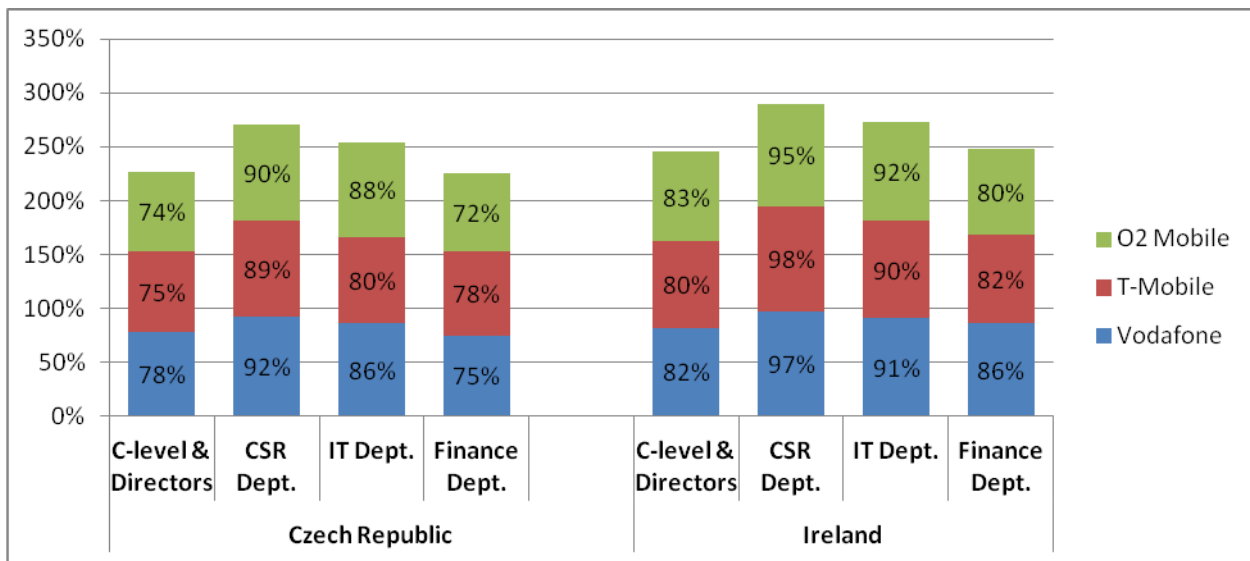
Figure 5.17: Satisfactory Compensation



We observed that compensation is where the many employees are dissatisfied with the organization in compare to the Czech Republic than Ireland. We can also see that CSR departments in both the countries in all the three companies are less satisfied then other departments in terms of compensation given compared to workload given. We can observe that there is a difference of approximately 10% employees with satisfaction levels comparing both countries which is quite alarming.

Approximately only 80% & 90% of employees are happy with their current wages including all the departments and companies in Czech Republic and Ireland respectively, which is quite good statistics for organizations because employees always tends to seek more wages and feels that they are not fairly paid for the work. However, here almost 15% & 8% of employees were dissatisfied for their wages which can be a problem and turnover rate can be increased.

Figure 5.18: Workload & Stress Level

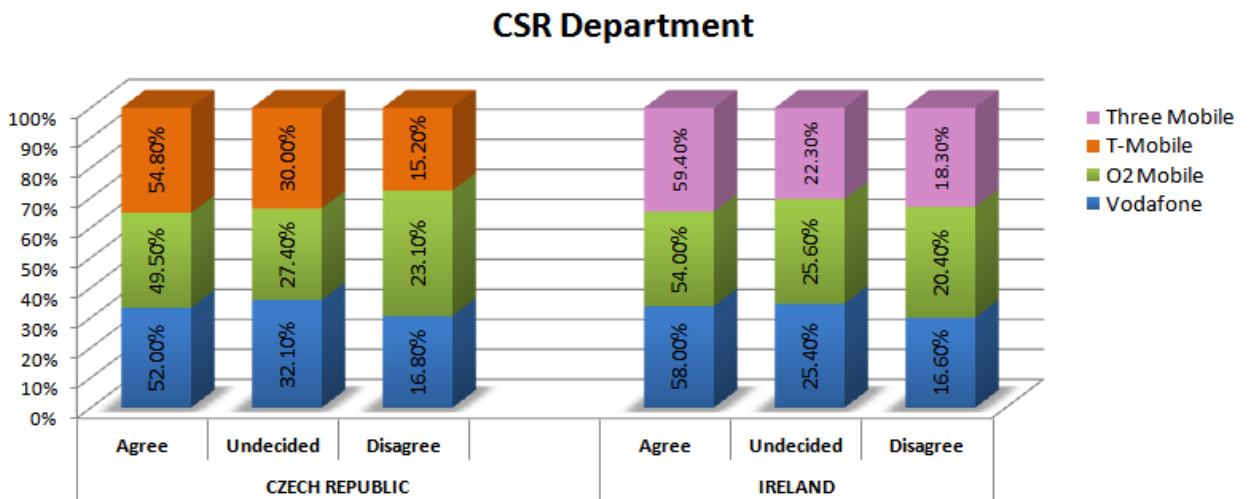


We can obviously see that CSR department has the highest amount of stress or workload level in their organizations which is quite high amount whereas; C-level & Directors has comparatively less amount of workload. To distress the workload level, organization should implement smart plans and motivate their employees. We can also observe from the research from figure 5.17 that employees in Ireland have higher salary levels compared to Czech Republic which defines the level of stress and workload assigned with it. Higher salary comes with higher amount of responsibility which results to elevated amount of stress and workload.

5.1.8 Training and Employee Involvement

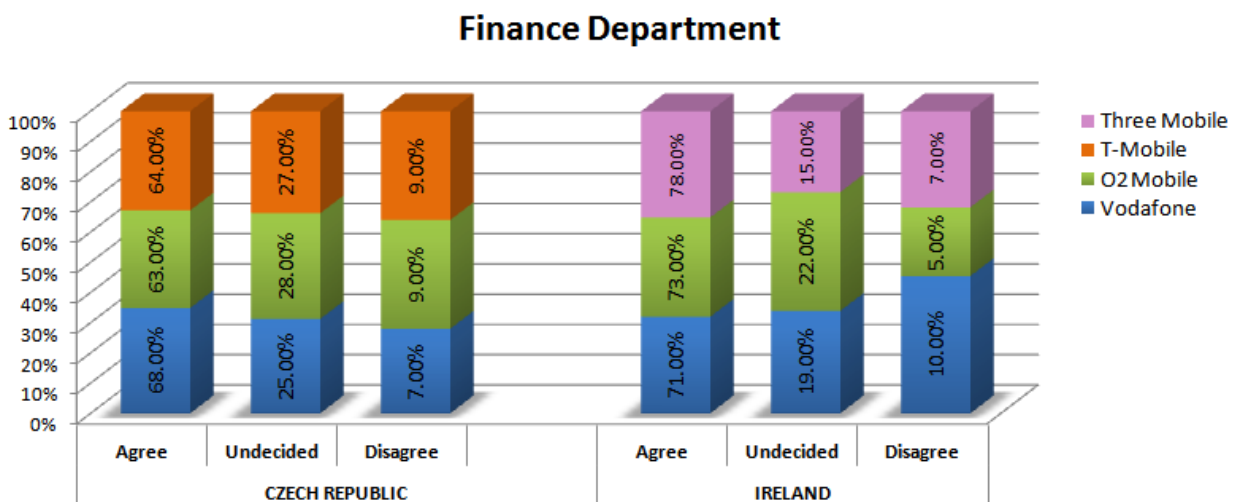
There should always be fair training given to employees to know about the organization, their job, and expectancy from their employers. Employee seeks its own involvement in the organization. He thinks that his opinions and inputs will be taken into consideration, if this doesn't come into place; he is likely to be unsatisfied.

Figure 5.19: Training Provided in CSR Department



We studied above that training was not effectively provided in the CSR Department in Czech Republic compared to Ireland. Approximately 57% agreed on effective training provided in Ireland, however approximately 18.5% disagreed with the above statement which is a matter of worry for organizations in both the countries.

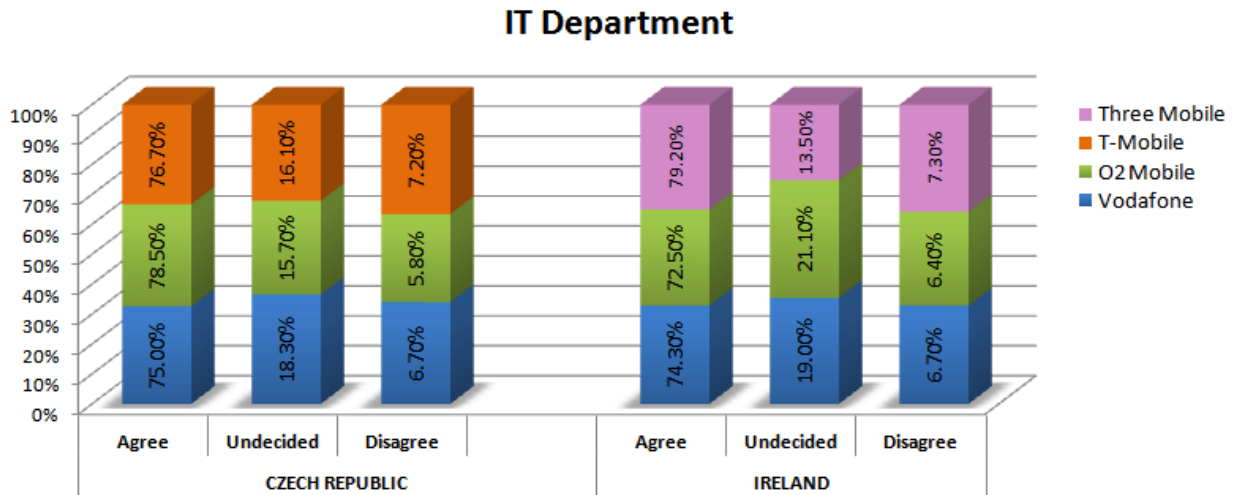
Figure 5.20: Training Provided in Finance Department



We can observe that training was not effectively provided in the Finance Department in Czech Republic compared to Ireland. Approximately 74% agreed on

effective training provided in Ireland, however approximately 8% disagreed with the above statement which can be worrisome for organizations in both the countries.

Figure 5.21: Training Provided in IT Department

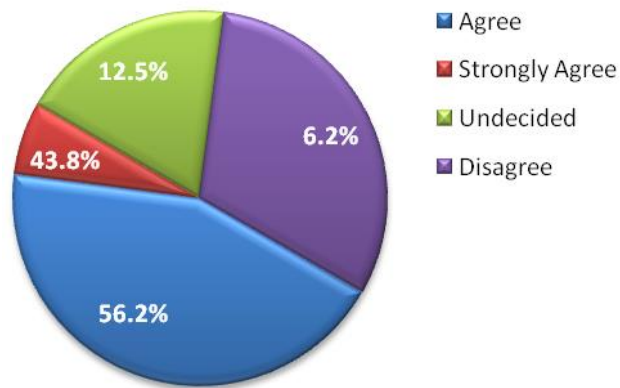


We can see from the research that training was effectively provided in the Finance Department in both Czech Republic and Ireland. Approximately 75% agreed on effective training provided, however approximately 7% disagreed with the above statement and this results to some extent of agitation for the organizations in both the countries.

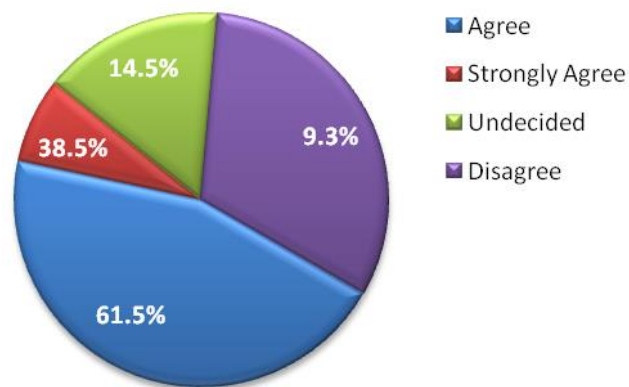
When we compare different departments of companies from Czech Republic, we can observe the highest amount of training satisfaction (approx. 76%) was in IT department and lowest (approx. 52%) stands to CSR department which actually is crucial to the company as it lures and satisfies the grievances of their customers. However in Ireland, we can observe that IT and Finance department stands almost equal with approximately 75% of satisfaction and 7% of dissatisfaction. If the training is not provided properly, employee will never know about its organization and job which will stands its results to dissatisfaction of employee with the job, no wonder how better the job may be in the scale.

Figure 5.22: Involvement of Employee

Czech Republic



Ireland



We observed above that approximately 51% of employees were happy with the level of involvement in the organizations which includes them in both the Czech Republic and Ireland. They ask their opinions and also consider their recommendations to improve the organizational process.

From the above results, we can say that employees are satisfied with almost every factor that contributes to job satisfaction, leaving 8% of them which is a good sign for organizations, However, still there is a chance to improve in some elements for organizations and if they get successful, they will have most satisfied employees and retentions will never occur in those organizations.

5.2 Discussion

The data indicates that the largest number of employees fall within the age group of 18-30 years old which is 62.5% and 60.2% in Czech Republic and Ireland respectively. This shows young talent involvement which brings energy, innovation, more flexibility, etc. to the organization and these results in profitability of the company. Among the respondents, around 56.2% & 61.5% were females in Czech Republic and Ireland respectively. This observation is not in line with other studies on gender diversity covering several countries across different parts of the world.

Spirit of Co-operation deals with people want to work together which will lead to great accomplishment. Customer Focus and quality provided to them is the main element of any organization where employees tend to believe in satisfaction levels they would be attaining. Employee should respect the managers or the management of the organization, however sometimes due to dissatisfaction in the job, they criticize them. Trust is the one element that both employees and management should have for each other. Here, we saw in Figure 5.15, whether the employees can trust their company and their superiors and can they report the unethical practices prevailing in the organizations or not.

Communication is a vital part for organization to know whether they communicate effectively with the employees and to know, do employees get informed about any changes in the organization and do they listen to grievances and try to resolve it effectively. Compensation or wages is the main contributing factor for any employee to get satisfaction. If employee doesn't get satisfactory wages, then is more likely to criticize the organization as the workload will be same but not comparative to salaries given. Employees always tend to get stressed with the amount of work given in the organization in these current market scenarios. There should always be fair training given to employees to know about the organization, their job, and expectancy from their employers. Employee seeks its own involvement in the organization. He thinks that his opinions and inputs will be taken into consideration, if this doesn't come into place; he is likely to be unsatisfied. From the above results, we can say that employees are satisfied with almost every factor to contribute to job satisfaction, leaving few of them which are nearly good signs for organizations in both the countries. However, still there is a chance to improve in some elements for organizations and especially in organizations working in Czech Republic as they lack few factors compared to Ireland

to satisfy their employees and if they get successful, they will have most satisfied employees and retentions will never occur in those organizations.

Due to the above factors fall positively for Ireland, its economy is currently growing at the highest rate compared to Czech Republic. International students are attracted towards Ireland, keeping in mind the opportunities which can be captured better in Ireland. Czech Republic fails in giving better employment opportunities as well as satisfaction needed to their employees and which can lure international students as well as multinational companies who can help in improving economy of Czech Republic. This chance was taken by Ireland to invite multinational companies who can better provide and employee satisfaction and also helps in improving economy.

6 Conclusion & Recommendations

6.1 Recommendations

- It is very important to encourage and reward thoughtful risk-taking employees because people with high job satisfaction also score high on the desire to try novel approaches, face challenges and perform problem-solving both individually and in groups.
- There is a very close relationship between high job satisfaction and feelings of effectiveness on the job, so employees should be motivated to perform better by providing them different benefits than usual.
- Managers should track progress of employees and communicate implementation of success and failures.
- Finally, in the interest of building a relationship of honesty, integrity, and trust, among organization employees, the results should be communicated effectively and acted upon by the organization.

6.2 Conclusion

Job satisfaction is one important aspect; a company should look after because it has a significant correlation with job performance. Specifically, this relationship appears stronger on collective basis, which has a greater effect to the units and organizational performance, including productivity, work process efficiency, and most importantly, profit. Then, personality traits and emotional states seem to have an important role in determining individual satisfaction. Concurrently, work environment and organization strategy are more likely determinant to increase collective job satisfaction. Thus, company should consider implementing both personal and organizational approach to ensure greater level of employees' satisfaction is achieved.

The study shows that the employees show a generally high level of job satisfaction. This conclusion is based on their responses which indicate that employees feel positively about spirit of co-operation, management's commitment to quality and customer focus, respect for managers, effectiveness of communication, and employee involvement in various organizational decisions. There are, however, areas where employees indicate a split opinion. These include satisfaction about compensation (about 25% expressed dissatisfaction), workload related stress (about 60% indicated that they found workload stressful), and training and development (about 31 % felt employee development efforts were not adequate, and 31% were neutral about it)

It appears that the mobile telecommunication companies should focus on these key areas to further boost employee satisfaction.

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8 Appendix

Structured Questionnaire

Questionnaire for Job Satisfaction in your Company

This Survey is to understand the level of "Job Satisfaction" of employees in different companies.

NOTE:

Names in the survey will be kept completely anonymous and will not be displayed or shared with anyone. This Survey is completely for educational purpose.

Name of Employee

Gender

Male

Female

Age Group

18-30

31-45

46-60

61 and over

Job Title

Nature of Job (Type of work you do)

JOB SATISFACTION SEGMENTS:

Kindly select one of the options from various alternatives given below:

Agree (A)

Disagree (D)

Undecided (U)

Strongly Agree (SA)

Strongly Disagree (SD)

QUESTIONS:

QUALITY & CUSTOMER FOCUS	1	2	3	4	5
The quality of our products and services are very important	A	D	U	SA	SD
Customer needs are the top priority	A	D	U	SA	SD
We maintain very high standards of quality in everything we do	A	D	U	SA	SD
High ethical standards are always maintained throughout the year	A	D	U	SA	SD
Senior management really understands to our customers' needs	A	D	U	SA	SD
RESPECT FOR MANAGEMENT					
I respect my manager as a competent professional	A	D	U	SA	SD
I have a great deal of respect for the senior leaders	A	D	U	SA	SD
I am very satisfied with my manager	A	D	U	SA	SD
The leaders of my company really know what they are doing	A	D	U	SA	SD
PURPOSE AND DIRECTION					
I know what is expected of me	A	D	U	SA	SD
The work I do makes a difference to the organization	A	D	U	SA	SD
My manager clearly defines goals and expectations	A	D	U	SA	SD
I know what I need to do to succeed	A	D	U	SA	SD

TRUST	
I could report unethical activities without fear of reprisal	A D U SA SD
There is an atmosphere of trust	A D U SA SD
People in my company trust one another	A D U SA SD
TEAMWORK AND COOPERATION	
My manager emphasizes cooperation and team work among members of my workgroup	A D U SA SD
There is a strong spirit of teamwork and cooperation among employees	A D U SA SD
It really feels like everybody is on the same team	A D U SA SD
People throughout the company cooperate effectively with one another	A D U SA SD
COMMUNICATION	
I have a clear understanding of the company's strategic goals	A D U SA SD
My manager always makes sure I am informed about decisions or changes that will affect me	A D U SA SD
Senior management communicates well with the rest of the organization	A D U SA SD
Information and knowledge are shared openly	A D U SA SD

COMPENSATION					
The benefits I receive are comparable to those offered by other organizations	A	D	U	SA	SD
My salary is competitive with similar jobs, I might find elsewhere	A	D	U	SA	SD
I am paid fairly for the work I do	A	D	U	SA	SD
STRESS AND WORKLOAD					
The amount of work I am asked to do is always reasonable	A	D	U	SA	SD
My job does not cause stress or anxiety in my life	A	D	U	SA	SD
EMPLOYEE INVOLVEMENT					
My opinion counts	A	D	U	SA	SD
Employees are encouraged to participate in the decision-making process	A	D	U	SA	SD
I am always involved in important decisions that affect my work	A	D	U	SA	SD
Employee input is considered before important decisions or changes are made	A	D	U	SA	SD
INDUCTION AND TRAINING					
I was given full information about company's and my job expectations	A	D	U	SA	SD
I was made feel comfortable to the new environment	A	D	U	SA	SD
Training schedule was well designed	A	D	U	SA	SD
Training helped me to do my job more efficiently	A	D	U	SA	SD

FAIRNESS					
Everybody is treated fairly in my company	A	D	U	SA	SD
Company's policies for promotion and advancement are always fair	A	D	U	SA	SD
Favouritism is not an issue in raises or promotions	A	D	U	SA	SD

Any comments / suggestions / opinions (Remember, your comments will be anonymous)

Thank You for your precious time to fill up this survey.