



Volume: 2, Issue: 6, 371-374
June 2015
www.allsubjectjournal.com
e-ISSN: 2349-4182
p-ISSN: 2349-5979
Impact Factor: 3.762

Sunder Arumugam
Assistant Professor of Social
Work, Arignar Anna Govt.
Arts & Science College,
Karaikal, U.T. of
Puducherry, South India

A study on employee outlook

Sunder Arumugam

Abstract

It is probably not at all news for those man managers who do not believe in employee outlook. But for who care for employee approach, it is a great deal because it has an impact on their commitment, engagement and productivity and what not. Now a simple question arise as to which type of approach is good, submissive or hard-hitting.

It is clear that no employee is born with a set of approach. It has to be nurtured either by the family, friends or peer groups or employers (socialization). It is always easy for the man managers to shape and mould the personality and thought process of an employee if he or she is a new entrant.

The author would like to emphasise that each organisation will have a set pattern of employee attitude at least within the working campus. Though the external (outside) approach of the employee also matters and influences his work in office, man managers seem to be not caring for it. Those who care for it and do the needful become a triumphant manager. The simple understanding is that a satisfied worker will make the manager and management also satisfied.

The author in this research has found out a few approaches of employees.

Keywords: Outlook, Type of approach, Man manager, Satisfaction.

1. Introduction

Which approach will work for which employee an in which company? This is the question which all the employees would certainly like to seek an answer to.

Since the dawn of companies around the world, there have been attempts to know the employees attitude to find out whether happy workers are productive workers or not. Though a considerable number of researches have been conducted with clear findings on this issue the practitioners of HR are yet to understand it. It's even sad to say that most of them have even overlooked this issue and faced the bullet.

The most important aspect of attitude of employees includes Job Satisfaction and also the most widely investigated attitude. The most-used research definition of job satisfaction is by Locke (1976), who defined it as “. . . a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences” (p. 1304). The author realizes the importance working condition, leadership style and its effect on Job Satisfaction as an attitude which can be moulded and shaped by the management policies and practices.

Literatures have shown that welfare, knowledge of employees and personal characteristics also correlate attitude of workers.

Parvin and Kabir (2011), explain that there are many factors influencing a person's level of job satisfaction, such as level of salary and incentives, the perceived fairness of the promotion system within a company, crock bag working conditions, leadership and social relationships, and the existing job.

According to Budianto and Oetomo (2011), the indicators of job satisfaction consists of the work itself, promotion of employment, the relationship between employees (co-workers) and working conditions. Yet, according to the study conducted by Ahmad et al (2010), job satisfaction variable is measured from the level of employee's satisfaction within the company and the will of the employees to stay up within the company.

This research has been conducted in an organisation in Karaikal District. 26.88% of the samples were selected through Disproportionate Random Sampling. The research design is Descriptive in nature.

Correspondence:
Sunder Arumugam
Assistant Professor of Social
Work, Arignar Anna Govt.
Arts & Science College,
Karaikal, U.T. of
Puducherry, South India

Objectives of The Study

1. To examine the link between the employees age and motivation.
2. To find out the sex-wise level of Organisational Attachment.
3. To find out the level of Commitment of employees.
4. To find out the level of Job Satisfaction and it sources.
5. To suggest suitable measures to improve the approach of employees.

Table No - 1.

Table Showing The Age And Extent of Employee Motivation.

Age ----- Extent of Motivation	High	Moderate	Total
21-30 Years	5 21.73%	18 78.27%	23 46%
31-40 Years	2 7.41%	25 92.59%	27 54%
TOTAL	7 14%	43 86%	50 100%

It is found that age has an impact on the employee’s level of motivation. As the age increases, the level of motivation decreases. It is because the aged employee must have experienced most of the motivational aspects in his service tenure and hence, an attempt to motivate him may be a mere repetition.

The above table shows that 46% of the respondents fall in the age group of 21-30 years and 54% of them are 31-40 years of age. And 14% of the respondents’ level of motivation is found to be high and 86% of their motivation is moderate.

Out of those who fall in the age group of 21-30 years, 21.73% of them say that their level of motivation is high and 78.27% say it is moderate. And out of those respondents’ who are in the age group of 31-40 years 7.41% of their motivation is high and 92.59% of their motivation is moderate.

This study has come out with the finding that comparatively, the respondents belonging to the lesser age group have high level of motivation.

Table No – 2

Table Showing the Gender of the Respondents and Their Attachment towards the Organisation.

Gender ----- Nature of Attachment	Strong	Weak	Total
MALE	30 81%	7 19%	37 74%
FEMALE	9 69%	4 31%	13 26%
TOTAL	39 78%	11 22%	50 100%

It is natural that both genders have attachment towards their organisation. The reason is because they earn their bread and butter from there. The level of attachment may vary owing to

various reasons. The author would like to take the liberty of saying that it is usually male that show higher level of attachment towards the organisation. The reason may be because the female show greater attachment towards their own families than towards the organisation.

The cross tabular analysis shows that 74% of them are male and 26% are female. And 78% of them have strong attachment towards the organisation and only 22% have weak attachment.

Among those who are male 81% have strong attachment towards their organisation and 19% of them have weak attachment. And among the female respondents 69% of them are found to be having strong attachment towards the organisation and 31% of them have weak attachment.

Again comparatively, male employees are found to have stronger attachment compared to their female counterpart.

Table No- 3

Table Showing the Marital Status and the Level of Commitment of Employees.

Marital Status ----- Level of Commitment	High	Moderate	Total
SINGLE	4 19%	17 81%	21 42%
MARRIED	9 31%	20 69%	29 58%
TOTAL	13 26%	37 74%	50 100%

Usually it is found that single and young workers have greater commitment towards the organisation. They are in a much better position to totally commit towards the organisation. Though married workers also have commitment but it is share with their family, hence it is less.

42% of the respondents are single and 58% of them are married. And only 26% of the respondents have high commitment towards their work and 74% of them have moderate level of commitment.

Among those who are single 19% have high level of commitment and 81% have moderate level of commitment. And among those who are married 31% of them show high commitment and 69% of them show moderate level of commitment.

This study has a completely different finding wherein the married workers are found to be having high commitment compared to the single workers. The researcher doesn’t want to make a biased statement by saying that this finding is against the expected line of the researcher. But, there may be other reasons for this. As far as this study is concerned, the married workers show high level of commitment.

Table No- 4

Table Showing The Area of Domicile And The Organisational Attachment of The Employees.

Area of Domicile ----- Level of Attachment	Strong	Weak	Total
RURAL	30 73%	11 27%	41 82%
URBAN	9 100%	--	9 18%
TOTAL	39 78%	11 22%	50 100%

The table shows that 82% of the respondents belong to rural areas and 18% are from urban areas. And 78% of the respondents have a strong organisational attachment and 22% of them are with weak organisational attachment.

Among those who are rural background 73% have a strong organisational attachment and 27% of them have weak attachment. But out of those who are from urban areas cent percent are found to be having a strong organisational attachment.

Workers hailing from urban areas are found to be having a strong organisational attachment.

Table No- 5

Table Showing the Workload and Stress Level of the Respondents.

Workload ----- Level of Stress	High	Moderate	Low	Na	Total
HEAVY	4 44%	5 56%	--	--	9 18%
MODERATE	2 5.5%	32 88%	1 2.75%	1 2.75%	36 72%
LOW	--	4 80%	1 20%	--	5 10%
TOTAL	6 12%	41 82%	2 4%	1 2%	50 100%

It always depends on the individual whether he links his workload and stress or not. The psyche of the individual plays a vital role. Though there are numerous factors which results in stress the workload would certainly determine the stress or stress free individuals.

The table indicate that 18% of the respondent's states that their workload is heavy, 72% say it is moderate and only 5% say it is low. 12% of them say that their level of stress is high, 82% say it is moderate, and 4% say it is low.

Among those employees whose workload is heavy, 44% have high level of stress and 56% have moderate level of stress.

Among those employees whose workload is moderate, 5.5% have high level of stress, 88% have moderate level of stress, 2.75% of them have low level of stress and another 2.75% of them say that this issue is not applicable to them.

Among those employees whose workload is low, 80% have moderate stress and 20% have low stress.

Table No – 6

Table Showing The Employees' Level of Job Satisfaction With That of Initial Years of Service.

SI No	Responses	Total No. of Respondents	Percentage
1.	Has Come Down	5	10%
2.	Increased	45	90%
	Total	50	100%

Vast numbers of relevant literature have shown reduction in the level of job satisfaction as the years pass by. This is because the level of expectations increases as age increases

and any discrepancies in meeting the need lead to low level of job satisfaction.

But here in this study it has been found that for 90% of the respondents present level of job satisfaction have increased compared to that of initial years of service and only 10% of the respondents say that their present level of job satisfaction has come down compared to that of initial years of service.

Table No- 7

Table Indicating the Sources of Job Satisfaction.

SI No	Sources of Job Satisfaction	No. Of Employees	Total
1.	Challenging Assignment	4	8%
2.	Pay	23	46%
3.	Job Variety	7	14%
4.	Job Security	16	32%
	Total	50	100%

When asked about the various sources of Job Satisfaction, as other normal workers, the respondents here in this study also 46% of them pointed out that pay package is the main source of satisfaction, next is job security at 32%, and then it is job variety at 14% and the last being the challenging assignment at 8%.

Table No -8
Table Showing the Effects of Job Satisfaction on Behaviour and Work- Family Conflict.

Effects Work-Family Conflict	Yes	No	Total
Positively	50% 1	50% 1	2 4%
Negatively	91.5% 43	8.5% 4	47 94%
Bothways	100 1	--	1 2%
Total	45 90%	5 10%	50 100%

A person’s psychology within the workplace is likely to be affected who experience work- family conflict and has a bearing on job satisfaction too.

It is found that 4% of the respondents are of the opinion that job satisfaction affects their behaviour positively, 94% say it affects negatively and 2% say it affects both ways. And 90% of the respondents do experience work-family conflict and 10% do not experience it.

Among those who are of the view that job satisfaction affects their behaviour positively, 50% experience work-family conflict and another 50% do not experience any work-family conflict.

Out of those respondents who view that job satisfaction affects their behaviour negatively, 91% experience work-family conflict and only 8.5% do not experience it.

Among those respondents who say that job satisfaction affects their behaviour both ways, cent percent of the respondents do experience work-family conflict.

Conclusion

The approach of the employees will go a long way in determining whether the organisational behaviour is favourable or unfavourable. There are many issues which affect the approach of the employees and the author has made an attempt to find out a few issues pertaining to it. Human Assets are the invaluable asset for any organisation. Each individual worker is important and it is not only the duty of the concerned individual worker or his family but also the management should come forward to take care of his overall approach. Any negative change occurring within the individual will be a headache for the management.

This study has found that lesser the age higher is the level of employee motivation. And with regard to marital status and level of commitment it is found that married workers have higher commitment compared to the unmarried workers. It would always be in the mind of the author if it is not said that a contradictory finding has emerged because though married, they are still in the age group of less than 40 years. If it would have been 50 years or more, it would have been the other way round.

The overall organisational attachment is found to be very strong and especially workers hailing from urban areas have a very strong organisational attachment. The male workers have more organisational attachment compared to their female counterpart. For 10% of the employees the level of job satisfaction has come down compared to that of initial years of service. The management considering the less number of workers should not neglect this issue because each individual

is important (Principle of Individualisation). Since, a huge majority of workers have pointed out at Pay Package as the main source of job satisfaction; the management should consider pay revision at regular intervals.

The management can also think of organising programmes to release stress and appoint a professional counsellor to counsel workers who have work-family conflict.

References:

1. Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), Handbook of industrial and organizational psychology (pp. 1297–1349). Chicago: Rand McNally.
2. International Journal of Managerial Studies and Research (IJMSR) Volume 2, Issue 5, June 2014, PP 69-77 ISSN 2349-0330 (Print) & ISSN 2349-0349 (Online)