



Employee Satisfaction in Small Scale Enterprises in Bangalore

Dr. S. Jayalakshmi Priya

Assistant Professor, Department of Economics, Bangalore University Bengaluru, Karnataka, India.

Email: jayalakshmipriya6@gmail.com

Abstract

Employee satisfaction today is the most important thing which has to be taken care of by the management. In small scale enterprises it is often not given the importance as chasing after orders and carrying out production activities with greater significance. So what is the role played by the proprietor/manager to keep his enterprises in the optimal production stage and his employees satisfied? The research gap here refers to the desired targets not being met and the deadlines are not kept in any organization. Because of this problem the managers opt for a optimal production goal with sufficient production accruing satisfactory profits so that the employees are assured of their salaries on time and payment for overtime. This is so because the aspiration level of set target of production may be higher than the actual level acquired. The aspirational level of production targeted may be higher but if the actual level of production maybe lesser then the employee is dissatisfied due to less wages and because of fall in profits. So Simon's Behavioral model of Satisficing tells us about the satisfaction and sufficing meaning a sufficient level of profits have to be earned to keep the employees at a satisfied level. The findings showed that higher salaries and payment for overtime was what brought about employee satisfaction. The sample size taken was 150. Electrical machining & fabricating industries was selected for study. The study centered around the primary data. The sampled respondents from Bangalore and Kolar small enterprises showed preference for welfare facilities such as transportation and canteen facilities.

Keywords: Social Security, Work Environment, Employees.

1. Introduction

Small scale enterprises falling in the private sector was taken for study. Only here it's quite a challenge for employee satisfaction as most of the times it's just toil and toil without ample rewards [1-3]. Employees are where from 15 to 25 and investment is from 5 lakhs to 20 lakhs and these enterprises depends on bigger factories to get work orders for field study five are as in Bangalore and five areas in Kolar were selected. Their main problem was their orders from Public sector undertakings and other bigger manufacturing industries for work were drying up and so they were running under losses since 2022-23. Based on Herbert Simon's Satisficing model of Behavioral theory of managerial economics it says that satisficing is a form of decision making where manager may choose the acceptable option rather than the optimal one [4-7].

2. Literature Review

Mohammad Sayed. A., & Akhtar N. 5 (2014) studied

the effects of perceived work life balance and job satisfaction on organizational commitment among healthcare employees [8]. It was predicted that perceived work life balance fosters job satisfaction which leads to the organizational commitment among employees in the long run. Results showed that respondents have moderate level of perceived work life balance, job satisfaction and organizational commitment. Author concludes that work life balance and job satisfaction are important for developing and enhancing organizational commitment among healthcare workers. Singh Rajkumar G. 6 (2013) conducted a study on hospital employees to probe the factors influencing job satisfaction [9]. Author states that positive performance of employee in the organization is an outcome of his satisfactory job experience. Study investigated the factors influencing the job satisfaction among the private hospital employees of



Manipur in India [10-13]. There was a significant association between job satisfaction of employees and relationship behavior factors, pay and compensation factors and training and career growth factors. Pay and compensation factors were the most important factors positively correlated with employee job satisfaction. Elarabi.H. M., & Johari F. 7 (2013) studied the factors that affect job satisfaction and job performance and the relationship between job satisfaction and job performance. Study identified four factors: work comfort, Work treatment, salary, incentives and evaluated their impact on job satisfaction of the medical staff working in government hospitals in Libya. Employees and medical staff were not satisfied with all the factors affecting job satisfaction which lead to low job performance in the hospital. The study concluded that the performance of medical staff and medical service quality in hospitals could be enhanced when employees are satisfied and are well treated by their managers in addition to good salaries and effective incentive system [14].

3. Objectives

- To find out if social security and welfare measures were available in small industries of Bangalore &Kolar [15].
- To find out what factors entailed employee satisfaction in small industries in Bangalore

and Kolar.

- To suggest a few remedial measures to improve employee satisfaction in the sampled industries [16].

4. Research Gap

So how is employee satisfied? A satisfied employee is an asset to the organization. But to achieve employee satisfaction what goals should an organization follow?

5. Research Methodology

Both primary and secondary data were used. The primary data was collected by means of distributing a questionnaire to collect the responses of the sampled individuals of small scale private sector of Kolar and Bangalore. In Kolar five small industries were taken for study and in Bangalore another five industries were sampled. All the industries taken for study were electrical machining and fabrication units. The total sample size was 150 and 75 samples were taken from Kolar industry and 75 from Bangalore and simple random sampling techniques was used and simple percentage method was used to calculate the data collected (Table 2).

6. Data Analysis and Interpretation

Table -1 Available work environment and social security to sampled employees of small industries in Bangalore and Kolar.

Table 1 Available Work Environment and Social Security

Sl no	Name of the Sampled Area	No of the Employee Sampled	Conducive Work Environment	High Salaries	Insurance	OT Pay	Other Welfare
1	Mahadevapura	30	20%	40%	10%	20%	10%
2	Peenyadasahalli	40	20%	40%	10%	20%	10%
3	Yeshwanthpur	30	20%	35%	10%	15%	20%
4	Devanahalli	20	20%	30%	20%	20%	20%
5	Auto nagar	05	20%	39%	10%	10%	20%
6	Kondaraanahalli	05	10%	40%	20%	20%	20%
7	Kolar town	05	10%	40%	30%	20%	20%
8	Kolar malur road	05	10%	30%	30%	20%	20%
9	Muneshwar nagar	05	15%	30%	30%	20%	20%
10	Kolar bye pass road	05	15%	35%	30%	10%	20%

Field Survey 2024 May



Table 2 To Find Out What Factors in The Small Scale Sectors Brought Satisfaction to Their Employees

Sl.no	Name of the Area Sampled	No. of Employees Sampled	Medical	Transportation & Canteen
1	Mahadevapura	30	30%	70%
2	PeenyaDasarahalli	40	40%	60%
3	Yeshwanthpur	30	35%	65%
4	Devanahalli	20	40%	60%
5	Autonagar(K)	05	40%	60%
6	Muneshwarngar	05	30%	70%
7	Kondarajanahalli	05	30%	70%
8	Kolar Tower	05	35%	65%
9	Kolar Malur Road	05	35%	65%
10	Kolar Bypass Road	05	35%	65%

Field Survey 2024 May

6.1. Table Analysis

The main factor which gave the sampled employees a high amount of satisfaction the payment of high salaries and paying higher amount for overtime only the employees sampled in Kolar industries wanted better welfare facilities other than high salaries. High salaries job security besides having a competitive and cordial work environment will usher in higher employment rates. Small scale industries are the main employers in small towns and semi- rural areas. Most of the employees working in sampled small scale industries of Bangalore and Kolar were not happy with the social welfare measures like social insurance and social assistance. Even welfare facilities like transportation and canteen was not available. As indicated in the second table.

7. Remedial Measures

1. Getting more work orders and giving higher salaries to the workers and keeping a satisfied workforce will go a long way in increasing the production.
2. By entering into tie-ups with bigger firms nearby stable employment is assured for

workers due to the smooth inflow of work orders.

Conclusion

Employees form the life and a company. Giving a heavy work incentive equals to increasing their salaries and paying bonus. Most of the times its seen that the targets (actual) are high but the achieving of these targets always falls short. In these lean times its better to go far fiery with other small industries in the area or bigger industries to give work orders for manufacturing and disbursing producing of salaries to employees which is the most important thing.

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- 1343). Chicago: Rand McNally.
- [2]. Spector, P.E. (1997). Job satisfaction: Application, assessment, causes and consequences, SAGE, London.
- [3]. Isham, A., Mair, S. and Jackson, T. (2019), Wellbeing and Productivity: A Review of the



- Literature, Report for the Economic and Social Research Council, December 2019.
- [4]. Jamrozik, A., Clements, N., Hasana, S.S., Zhaoa, J., Zhanga, R., Campanellaa, C., Loftness, V., Portera, P., Lya, S., Wang, S. and Bauera, B. (2019), "Access to daylight and view in an office improves cognitive performance and satisfaction and reduces eyestrain: a controlled crossover study", *Building and Environment*, Vol. 165, p. 106379, doi: 10.1016/j.buildenv.2019.106379.
- [5]. Jensen, P.A. and Van der Voordt, T. (Eds) (2017), *Facilities Management and Corporate Real Estate Management as Value Drivers: How to Manage and Measure Adding Value*, London/New York, NY, Routledge
- [6]. Jensen, P.A. and Van der Voordt, T. (2020), "Healthy workplaces: what we know and what we should know", *Journal of Corporate Real Estate*, Vol. 22 No. 2, pp. 95-112, doi: 10.1108/JCRE-11-2018-0045.
- [7]. Jinnett, K., Schwatka, N., Tenney, L., Brockbank, C.V.S. and Newman, L. (2017), "Chronic conditions, workplace safety, and job demands contribute to absenteeism and job performance", *Health Affairs*, Vol. 36 No. 2, pp. 237-244, doi: 10.1377/hlthaff.2016.1151.
- [8]. Kar, G. and Hedge, A. (2021), "Effect of workstation configuration on musculoskeletal discomfort, productivity, postural risks, and perceived fatigue in a sit-stand-walk intervention for computer-based work", *Applied Ergonomics*, Vol. 90, pp. 1-11, doi: 10.1016/j.apergo.2020.103211.
- [9]. Bagheri, S., Kousha, A., Janati, A., & Asghari-Jafarabadi, M. (2012). Factors Influencing the Job Satisfaction of Health System Employees in Tabriz, Iran. *Health Promotion Perspectives*, 2(2), 190–196. <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3963645/>
- [10]. Bhatnagar, K., & Srivastava, K. (2011). A Preliminary Study to Measure and Develop Job Satisfaction Scale for Medical Teachers. *Industrial Psychiatry Journal*, 20(2), 91. <http://doi.org/10.4103/0972-6748.102484>
- [11]. Jathanna, R., Melisha, R., Mary, G., & Latha, K. (2011). Determinants of Job Satisfaction among Healthcare Workers at a Tertiary Care Hospital. *Online Journal of Health ...*, 10(3), 3–5. Retrieved from <http://cogprints.org/8001/>.
- [12]. Kaur, S., Sharma, R., Talwar, R., Verma, A., & Singh, S. (2009). A Study of Job Satisfaction and Work Environment Perception among Doctors in a Tertiary Hospital in Delhi. *Indian Journal of Medical Sciences*, 63(4), 139–144. <http://doi.org/10.4103/0019-5359.50762>.
- [13]. Peltier, J., & Dahl, A. (2009). The Relationship between Employee Satisfaction and Hospital Patient Experiences.
- [14]. Mosadeghrad, A. M., Ferlie, E., & Rosenberg, D. (2008). A Study of the Relationship between Job Satisfaction, Organizational Commitment and Turnover Intention among Hospital Employees. *Health Services Management Research*, 21, 211–227. <http://doi.org/10.1258/hsmr.2007.007015>.
- [15]. Selebi, C., & Minnaar, A. (2007). Job Satisfaction among Nurses in a Public Hospital in Gauteng. *Curationis*, 30(3), 53–61. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&AuthType=cookie,ip,shib&db=rzh&AN=2010031335&site=ehost-live>.
- [16]. Lu, H., While, A. E., & Barriball, K. L. (2007). Job Satisfaction and Its Related Factors: A Questionnaire Survey of Hospital Nurses in Mainland China. *International Journal of Nursing Studies*, 44(4), 574–588. <http://doi.org/10.1016/j.ijnurstu.2006.07.007>.