

**ANALYSIS OF EMPLOYEE SATISFACTION IN
COMMUNICATION COMPANY**

Neha Nazneen Siddiqui,
Department Of Management, AIMT, Lucknow.

ABSTRACT

This paper presents an evaluative survey of employee's satisfaction and assessment system of engineers with special reference to Tata Communications Ltd. with the objective to determine the following. In this paper, it has been tried to determine the degree of effectiveness of the present working environment, employee's evaluation of the limitations influencing the growth of the organization, employee's feeling of being motivated by their subordinates & the level of cooperation achieved, employee's suggestions regarding changes in the present working conditions in order to get success.

KEYWORDS: Employee, satisfaction, dissatisfaction Tata communication limited.

I. INTRODUCTION

This paper will relate to the amount of satisfaction achieved by the engineers at work with special reference to Tata Communications Ltd and will be limited to engineers at different levels. Therefore, to start with, it is obvious to involve the engineers of Tata Communications Ltd from different departments. Engineers will be put through a questionnaire and personal discussion for data collection. A detailed questionnaire will be drawn with a view to collect comments and suggestions of the engineers as to how they perceive their present job. The questionnaire will be designed after the review of the background of knowledge and experience and the time people will like to devote to give reasonable and correct views. The questions will be arranged in sequence in order to avoid confusion and misunderstanding. A common questionnaire will be designed for all the employees keeping in mind the different aspects of employee satisfaction. A sample size of engineers from each level will be taken for paper and the response received from the respondents will be analyzed by paper of percentage.

This paper, based on the suggestion of the employees, will help in evolving an improved way for performing the tasks in the organizations. This paper will help to understand the factors that lead to satisfaction contributing to the growth of the organization. It will also help to understand the problems faced by the employees during work which would increase the efficiency and output of the organization with same manpower.

The paper has been organized in the following manner. The company profiles are discussed in Section II. Section III presents detailed information about Employee satisfaction. The research methodology is discussed in Section IV. Data analysis & Interpretation are discussed in Section V. Section VI discusses about the findings and finally section VII concludes the paper.

II. COMPANY PROFILE

This section discusses about the profile of Tata Communication Limited. Tata Communications has an ISO 2000 and 27001 certifications for managed services and data cent and the company has renewed ISO 14001 certificate. This achievement is a key milestone in securing a leadership position in the managed hosting and storage and hosted messaging services provider space. Tata Communications comprehensive portfolio includes transmission, IP, converged voice, mobility, and managed network connectivity, data centers, communications solutions, business transformation services for global and Indian enterprises, service providers as well as broadband and content services to Indian consumers. Tata Communication serves its customers from offices in 80 cities across 40 countries, reflecting the reflecting the diversity of the customers and markets we live in and serve. Tata Communication embodies the well known TATA ethics and culture which are Integrity, Understanding, Excellence and Unity.

Tata Communication has very good HR practices as fair and transparent Performance Evaluations and compensation linked to achievement. HR department in VSNL has come into its full swing after the takeover by TATAs. So in its PSU days the planning for manpower requirement & deployment was done annually. Annual meeting of section/functional heads are conducted wherein the need for manpower was discussed & put into a proper format i.e. the

requisite qualifications, experience etc are recorded & then the recruitment used to take place centrally for all the circles in the corporate office based on the results of the written exams & interviews conducted. After the takeover, though the HR department has grown & initiated many process for employee development yet the restructuring after the takeover will take its time for the company to get stabilized. Thus the manpower requirement is purely on the need basis, & to account for the vacancies created. There is no formal process of planning the manpower as of now on a periodic basis but the functional head who is in need of people has to put up an application along with the details of the profile of the person for the post, to the corporate functional head, whose approval will further the direction to the corporate HR who in turn checks for the validity of the requirement & then gives a permission for the hire. The Recruitment & Selection Process includes requisition from the Departments/ Line Managers, prepare the Job Description/ Person specification, decide the compensation, call for CVs from the placement agencies/ place the requirement on a few job sites, screen the applications, call for interviews, and Preliminary interview by HR followed by the 2nd interview by Line Managers & HR. Attracting the most qualified employees and matching them to the jobs for which they are best suited is important for the success of any organization. However, many enterprises are too large to permit close contact between top management and employees. Human resources, training, and labor relations managers and specialists provide this link. In the past, these workers have been associated with performing the administrative function of an organization, such as handling employee benefits questions or recruiting, interviewing, and hiring new personnel in accordance with policies and requirements that have been established in conjunction with top management. The director of human resources may oversee several departments, each headed by an experienced manager who most likely specializes in one personnel activity, such as employment, compensation, benefits, training and development, or employee relations.

III. EMPLOYEE SATISFACTION

Over the years researchers have studied and attempted to quantify employee commitment, loyalty, morale and overall employee satisfaction. This gave rise to many types of employee surveys whose purpose was to measure one or all of these components. Extensive research in this

area has been conducted. This research came to the conclusion that overall employee satisfaction is manifest in the level of engagement that employees have in their work. In other words, employee engagement was the ultimate expression of employee commitment, loyalty, morale and overall employee satisfaction. Therefore organizations needed to focus on employee engagement rather than on these other components of employee satisfaction. This research clearly pointed out the large gap in employee engagement and the magnitude of the challenge facing most organizations.

Measuring satisfaction is measuring a passive employee state, while measuring engagement is measuring an active state. For example, an employee that is not engaged at work might very well indicate a high level of satisfaction with their organization. This employee is getting everything they wish: a steady paycheck, benefits, sick leave and paid vacation. Their actual contribution to the well being of the organization in terms of innovation, creativity and productivity is negligible. But they are satisfied.

The Employee Satisfaction Survey measures employee satisfaction and helps to:

- Foster commitment instead of compliance
- Identify managers in need of leadership development
- Determine your organizations readiness and its ability to accomplish its mission
- Leverage best demonstrated practices
- Create a rich working environment
- Improve the performance of teams
- Shape customer-centric behavior
- Track progress over time

A. Two Dimensions of Employee Satisfaction

In the late 1950s, Frederick Herzberg, considered by many to be a pioneer in motivation theory, interviewed a group of employees to find out what made them satisfied and dissatisfied on the job. He asked the employees essentially two sets of questions:

1. Think of a time when you felt especially good about your job. Why did you feel that way?
2. Think of a time when you felt especially bad about your job. Why did you feel that way?

From these interviews Herzberg went on to develop his theory that there are two dimensions to job satisfaction: motivation and "hygiene". Hygiene issues, according to Herzberg, cannot motivate employees but can minimize dissatisfaction, if handled properly. In other words, they can only dissatisfy if they are absent or mishandled. Hygiene topics include company policies, supervision, salary, interpersonal relations and working conditions. They are issues related to the employee's environment. Motivators, on the other hand, create satisfaction by fulfilling individual needs for meaning and personal growth. They are issues such as achievement, recognition, the work itself, responsibility and advancement. Once the hygiene areas are addressed, said Herzberg, the motivators will promote job satisfaction and encourage production.

a. Applying the Theory

To apply Herzberg's theory to real-world practice, let's begin with the hygiene issues. Although hygiene issues are not the source of satisfaction, these issues must be dealt with first to create an environment in which employee satisfaction and motivation are even possible. The issues are following:

- Company and administrative policies
- Supervision
- Salary
- Interpersonal relations
- Working conditions
- Work itself
- Achievement
- Recognition
- Responsibility
- Advancement

Frederick Herzberg theorized that employee satisfaction depends on two sets of issues: "hygiene" issues and motivators. Once the hygiene issues have been addressed, he said, the motivators create satisfaction among employees.

TABLE 1

ISSUES RELATED TO EMPLOYEE SATISFACTION

Hygiene issues (Dissatisfiers)	Motivators (Satisfiers)
Company and Administrative Policies	Work itself
Supervision	Achievement
Salary	Recognition
Interpersonal Relations	Responsibility
Working Conditions	Advancement

Job satisfaction is good not only for employees but employers, too; it increases productivity and decreases staff turnover. Employee satisfaction is also correlated with patient satisfaction. Research from motivation theorist Frederick Herzberg suggests that employee satisfaction has two components: "hygiene" and motivation. Hygiene issues can only dissatisfy if they are absent or handled improperly by employers. An organization's policies, if unclear or unfair, can stand in the way of employee satisfaction. Although employees do want to be paid fairly for their work, money is not an effective way to motivate individuals. Employees need a reasonable amount of social interaction on the job. Employees also need some degree of personal space, which diffuses tension and improves working conditions. Practices should address the hygiene issues before attempting to tackle the motivators. If hygiene issues are ignored, excellent employees will seek jobs elsewhere while mediocre employees will stay behind. To begin motivating employees, help them believe that their work is meaningful. If you discover a task that is truly unnecessary, eliminate it so that your employees can focus on tasks that matter. To help employees achieve on the job, provide them with ongoing feedback and adequate challenges. When your employees do good work, recognize them for it immediately. To increase an employee's sense of responsibility, do not simply give them more work; give them freedom and authority as well. You can help employees advance in their professional lives by promoting them, when appropriate, or encouraging continuing education.

B. Factors that Influence Job Satisfaction

Following are the factors which influences job satisfaction.

a. Opportunity

Employees are more satisfied when they have challenging opportunities at work. This includes chances to participate in interesting projects, jobs with a satisfying degree of challenge and opportunities for increased responsibility. Important: this is not simply "promotional opportunity." As organizations have become flatter, promotions can be rare. People have found challenge through projects, team leadership, special assignments-as well as promotions. It may be possible to create job titles that demonstrate increasing levels of expertise, which are not limited by availability of positions. They simply demonstrate achievement.

b. Stress

When negative stress is continuously high, job satisfaction is low. Jobs are more stressful if they interfere with Employees' personal lives or are a continuing source of worry or concern.

c. Leadership.

Employees are more satisfied when their managers are good leaders. This includes motivating employees to do a good job, striving for excellence or just taking action.

d. Work Standards

Employees are more satisfied when their entire workgroup takes pride in the quality of its work.

e. Fair Rewards.

Employees are more satisfied when they feel they are rewarded fairly for the work they do. Consider employee responsibilities, the effort they have put forth, the work they have done well and the demands of their jobs.

f. Adequate Authority

Employees are more satisfied when they have adequate freedom and authority to do their jobs.

C. Benefits of The Employee Satisfaction Analysis Using Employee Response

- Access to a comprehensive survey which can be adapted to meet your needs
- Holistic analysis of employee satisfaction as the basis for entrepreneurial and customer-oriented employees
- Consideration of significant of the organization's power fields which influence employee satisfaction Concrete ideas for improving employee satisfaction
- Generation of core and steering sizes (e.g. for Balanced Scorecard, ISO-certification)
- Independence and the related cost-savings in conducting the analysis.

D. Employee Satisfaction-Fundamental to Company Success

The willingness of employees to be customer-oriented as well as the interaction between customer and employee determines to a significant degree the customer's perception of performance. Employees are often claimed by management, entrepreneurs and researchers to be the most important resource of the company. In practice, the proclaimed importance of employees is, however, often only lip service. The related potential for increasing company success is only used half-heartedly.

Employee satisfaction is a significant determinant for employee motivation. On this basis, a holistic measurement of employee satisfaction is necessary on several levels

- Goals
- Process
- Work Group
- Individual Person
- Communication & Information

E. Methods For Measuring Employee Satisfaction

We can measure employee satisfaction using a number of different methods, including:

- a. Survey
- b. Paper questionnaire

a. Surveys

Employee Satisfaction surveys includes

- Focusing of Employee Development Programs
- Enhancing Management/Employee Relations
- Training Needs Assessment
- Evaluation of Training
- Organizational Climate Survey
- Customer Satisfaction Survey

This process can also be a motivator of performance since it shows the employee that their opinions and views are considered important.

b. Paper questionnaires

Paper questionnaires are a proven methodology for this type of research, and continue to be used with success. However, if everyone in

your organization has Internet access (and actually uses it), you may want to consider utilizing a web-based methodology to conduct your research. We'll work with you to help you determine the most appropriate methodology for your particular circumstance.

IV. RESEARCH METHODOLOGY

This Employee Satisfaction Survey asks questions which go to the heart of how an employee feels about his or her company, job and work life. The result of the survey will indicate if there is need to follow up.

This survey does not provide a complete list of the numerous issues that employees could raise about management, work and work life. Even if there were a complete survey and if the employer were to remedy all complaints, there would remain a serious flaw in that approach. Aside from the cost & feasibility such an approach would be paternalistic and not constructive because it would leave the employees out of the process.

The Employee Satisfaction Survey consists of the following stages:

Design --> Administration --> Analysis

Effective employee surveys provide management with actionable items that:

- Engage employees in their desire to meet individual and organizational goals.
- Increase employee retention and development.
- Lead to increased customer satisfaction.
- Help management clarify "perception" vs. "reality" in understanding the things that matter most to employees

The information gathered from employee satisfaction surveys gives us the management knowledge that directly impacts the bottom line and fosters positive employee relations in any or all of the following ways:

- Identifying cost-saving opportunities
- Improving productivity
- Reducing turnover
- Curbing absenteeism
- Strengthening supervision
- Evaluating customer-service issues
- Assessing training needs
- Streamlining communication
- Benchmarking the organization's progress in relation to the industry

A common questionnaire will be designed for all the employees keeping in mind the different aspects of employee satisfaction. A sample size of engineers from each level will be taken for paper and the response received from the respondents will be analyzed by paper of percentage

The target group of sample paper consists of executive engineers of Videsh Sanchar Nigam Limited, at different levels. The sample consists of **50 executives** of Videsh Sanchar Nigam Limited.

A questionnaire was developed that consisted of particulars of the employees & questions relating to the satisfaction acquired by the employees in accordance with there

- Job
- Skills
- Work culture
- Other Factor

It was intended to paper the employee's satisfaction in Videsh Sanchar Nigam Limited for six categories of Respondents. Those categories are :

- ✓ Engineers
- ✓ Assistant Managers
- ✓ Sr. Managers
- ✓ Executives
- ✓ General managers
- ✓ Managers

In, this paper the analysis has been done on the basis of Job Related Satisfaction. It is a diverse term, which in reference to an employee in the organization refers to the satisfaction that he gets from the job conducive to an employee's development. Some of the critical dimensions that were considered in the questionnaire were:

- Nature of job
- Motivation
- Flexibility
- Growth
- Work load
- Security

V. DATA ANALYSIS & INTERPRETATION

This section deals with the critical analysis of data and its interpretation.

A. Analysis Method

Various responses to objective type questions were ranked from 1 to 4 whereby point 1 was given to very much satisfied response and point 4 marked for very much dissatisfied response. The responses were evaluated under four categories:

- Very much satisfied (VMS)
- Moderately satisfied (MS)
- Neither satisfied nor dissatisfied (NSND)
- Very much dissatisfied (VMD)

The responses to various questions were placed in these four categories and percentage was taken out for the four categories for various dimensions. It is shown as follows:

Rate your Satisfaction level on the basis of following parameters-

This consists of following sub dimensions:

Q1. Nature of Job

VMS	MS	NSND	VMD
26	24	0	0

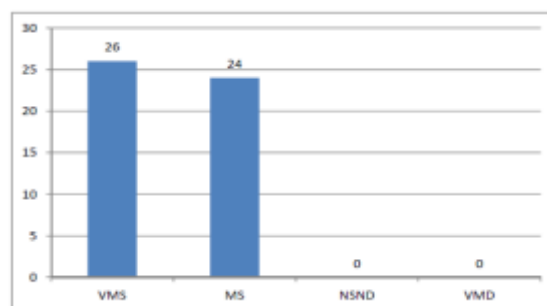


Figure 1 Bar Chart for Employee Satisfaction for the Nature of Job

Majority of the respondents were very much satisfied with the nature of the job (55%), where as 45% of other respondents were moderately satisfied.

Q2. Degree of Motivation

VMS	MS	NSND	VMD
24	23	3	0

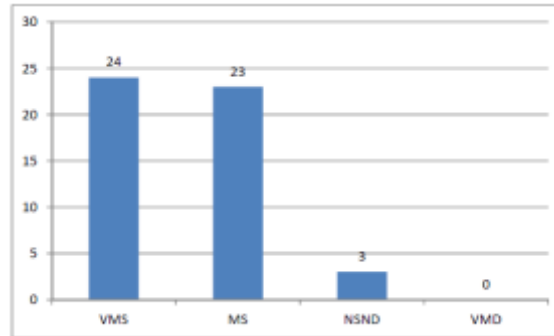


Figure 2 Bar Chart for Employee Satisfaction for the Degree of Motivation

45% of respondents were very much satisfied by the degree of motivation for their job, 40% were moderately satisfied with the meager 15% were neither satisfied nor dissatisfied.

Q3. Flexibility

VMS	MS	NSND	VMD
28	20	1	1

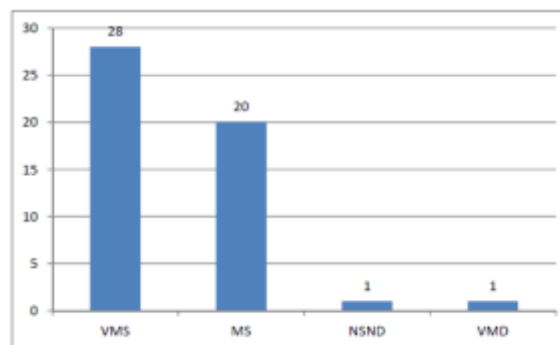


Figure 3 Bar Chart for Employee Satisfaction for the flexibility

50% of respondents were moderately satisfied with the growth, whereas 30% were very much satisfied and 20% were neither satisfied nor dissatisfied.

Q4. Growth

VMS	MS	NSND	VMD
36	10	4	0

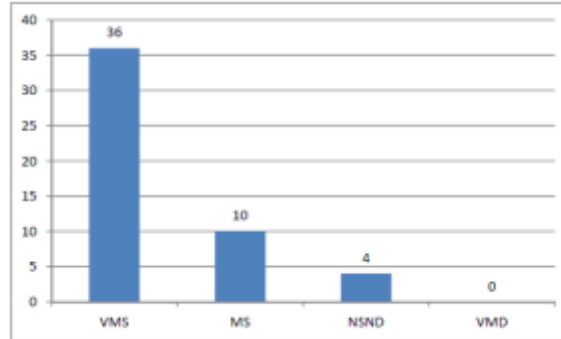


Figure 4 Bar Chart for Employee Satisfaction for the Growth

50% of respondents were moderately satisfied with the growth, whereas 30% were very much satisfied and 20% were neither satisfied nor dissatisfied

Q5. Workload

VMS	MS	NSND	VMD
28	14	4	4

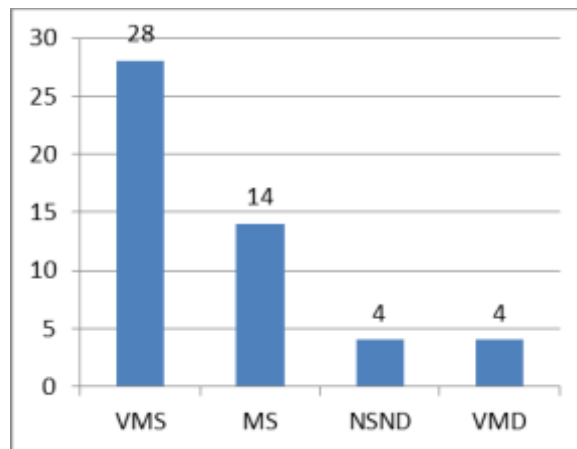


Figure 5 Bar Chart for Employee Satisfaction for the Workload

Majority of the respondents (60%) were very much satisfied with the amount of workload given to them whereas 30% were moderately satisfied, 5% were neither satisfied nor dissatisfied and 5% were very much dissatisfied.

Q6. Job Security

VMS	MS	NSND	VMD
24	25	1	0

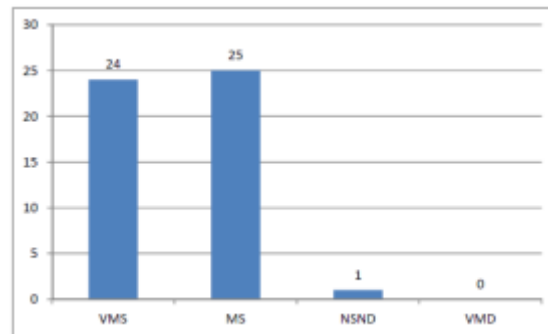


Figure 6 Bar Chart for Employee Satisfaction for the Job Security

50% of respondents felt that their jobs were moderately secured, whereas 45% felt that their jobs are very much secured and rest of 5% respondents were neither satisfied nor dissatisfied with the job security factor.

B. Findings

Based on the feedback & as per the interaction with the people, I endeavor certain recommendations as a remedy to the problems faced by the employees working in the organization:

- There has to be a proper work distribution among the staff. It should not happen that some are sitting idle and some are slogging under the pressure of work.
- Emphasis should be to build a strong ‘pay for performance’ work culture. Compensation that is “real-time equitable”.
- Benefits that meet the individual’s needs and ensuring that they are communicated and understood.

- At the time of their entry in the organization, the employees should be made aware of the career opportunities in the organization. The superiors should continuously update their subordinate about the various opportunities and how to exploit them.
- It is necessary that job rotation be practiced in the organization. Time to Time new opportunities should be given to the individuals, so as to sustain their interest and enthusiasm. It is necessary that every employees be given a chance to go for training & development programs as suitable for him.
- Giving employees access to the latest technology and tools. Providing work/life programs that allow employees to balance work with family, education, hobbies, etc.
- There should be improvement in the relationship between management and the employees. It is management's responsibility to make each employee feel his/her importance in the organization and treat the organization as his or her own.

VI. CONCLUSION

This paper has presented the satisfaction acquired by the employees working in Tata Communications Ltd. The questionnaire put up to a sample of employees, records their views & as to what level of satisfaction they get while working under various departments in the organization. There is a feeling that the Performance Appraisal system is not open to the employees. It does not help the employees in their improvement; moreover the self-appraisal seems to be a formality. The flow of information between different departments is not adequate. Generally the employees do not come to know of the remarks regarding the information put up by their superior. Regarding the assessment of the training & development needs, there is no proper procedure followed. The decision regarding who should be imparted the training, is more based on the management's discretion and less on the genuine requirement. There is a general feeling that at the time of entry in the organization, the employees are not briefed about their career growth in the organization. They also have a feeling that their senior officers are not supervising them properly. Many people have the feeling that their workload should be reduced to a certain extent & proper working conditions should be provided to them. Employees share in the risk and rewards of company performance.

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