

# “Comparative Study on Job Satisfaction of Day And Night Shift Workers” A Case Study Of Falcon Tyres Ltd., Mysore

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**Abstract:** India is a land of emotions feeling belongingness and skilled worker as well, in this technical world more than 60% of the population working in different sectors of industry as skilled and unskilled, permanent and temporary, employee or as labour people are busy with the machine and they are spending less time with their family members and with their self so we find difficult to understand with feelings others have, in fact we can say that we are not able to understand what we feel for our self as we don't have a time to spend for our self and affecting our personal life Antony Giddens has rightly said that Modernity is Juggernaut and it is a runaway world and Derrida say about the deconstruction of the world

**Keywords:** Job Satisfaction, Sociology.

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## I. INTRODUCTION

The term job satisfaction refers to an individual's general attitudes towards her/his job. A person with a high level of job satisfaction holds positive attitude towards the job. While a person is dissatisfied with his job holds negative attitudes about the job. Job satisfaction is supposed to be an important key to employee's performance. Job satisfaction is an individual's emotional reaction to the job itself. It is his attitude towards his job.

### Definitions:

1. According to Fieldman & Arnold, "Job satisfaction is the amount of overall positive effect or feelings that individuals have towards their job".
2. According to Keith Davis, "One of the surest signs of deteriorating conditions in an organization is low job satisfaction. In its more serious forms it links behind wild cat strikes, slowdowns, absenteeism and employees turn over, it may also be past of grievances. Low productivity, disciplinary problems and other organizational difficulties".
3. According to Andrew J Dubrins, "Job satisfaction is the amount of pleasure or contentment associated with job. If you like your job intensely, you will experience high job satisfaction, if you dislike your job intensely, you'll experience job dissatisfaction".

### Objectives of the Study:

1. To know the personal profile.
2. To study the level of job satisfaction of the employees.
3. To study the factors associated with the job satisfaction.

### **Hypothesis:**

1. Job satisfaction is more among permanent employee than a temporary
2. Job satisfactions is more among morning shift workers than night shift
3. Day shift employee enjoy life than night shift worker

### **Importance of the Study:**

Dissatisfied with one's job may have especially volatile spillover effect. For instance, people feel bad about many other things such as a family life, leisure activities, sometimes even life itself many unresolved personality problems & maladjustment arise out of a person's inability to find satisfaction in his work. Both scientific study & casual observation provide ample evidence the job satisfaction is an important for the psychological adjustment and happy living of an individual. A classic study by Author Kormhausen provides empirical evidence for the relationship between job Satisfaction & mental health. In fact job satisfaction and life satisfaction are inextricably bound. A study by Plamore has come to the conclusion that people who like work, likely to live longer, here the logic behind such result is that people with greater satisfaction tend to have greater benefits which promote longevity on the other side of the coin, it was contended that chronic dissatisfaction with work represents stress. This in turn eventually takes its toll on the organization. Emotional stress, as contributory factor in the genesis of hypertension, coronary artery disease, digestive ailments, & even some kinds of cancer therefore, job satisfaction is essential to maintain physical health also.

## **II. METHODOLOGY**

Researcher decided to gather data from both primary and secondary source. Adopted the job satisfaction scale given by Dr.Amar sing and Dr.T.R.Sharma to collect the primary data. Study was conducted to find out the actual level of job satisfaction between Day shift and Night employees in Falcon Tyres Ltd, Mysore.

### **Research Design:**

Here researcher selected descriptive research design. It aims at describing various elements related to socio-economic, work related and understand the level of job satisfaction.

### **Sampling Technique:**

The sampling technique used for the study is stratified sample. Out of 1200 employees of the production department of Falcon tyres .ltd, Mysore 50 was taken as a sample for the study by using the above mentioned technique. Among 50 samples 25 from day shift, 25 from night shift.

## **III. REVIEW OF LITERATURE**

1. **Reports/Dashboards ... According to a recent job satisfaction survey on Salary.com, [www.allegiance.com/employeevoice/job\\_satisfaction](http://www.allegiance.com/employeevoice/job_satisfaction):** According to a recent job satisfaction survey on Salary.com, more than 65% of respondents said they plan on looking for a new job within the next three months. Job satisfaction is related to a number of factors, including workplace conditions, manager relationships, compensation, no recognition and no opportunity for advancement. The survey found that there is a significant bridge between employers and employees when it comes to job satisfaction. The most effective ways to understand how employees feel about job satisfaction is to simply ask them and then provide them with an ongoing way to report concerns, ask questions and provide feedback.
2. **Fred Luthans (2005) Organizational Behavior, 10<sup>th</sup> Edition, McGraw Hill / Irwin New York, page.No-105-111 :** This review says that, Job satisfaction as involving cognitive, effective and evaluative reactions or attitudes, and states it is a pleasurable or appraisal of ones job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are received as important. It is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude. Some factors influence on job satisfaction ex pay, promotion, supervision, working condition etc. who are prompted on the basis of performance is more satisfied then who are prompted on the basis of seniority.
3. **Keith Davis (2002) Organizational Behavior (Human Behavior at Work), 11<sup>th</sup> edition, Tate McGraw Hill Publishing Company Limited – Page. No-200-227.** This review says that Job satisfaction may lead to increased

absenteeism, turnover and other undesirable behaviors, so employers want to develop satisfaction among their employees. The vast majority of workers in the united stress report that they are satisfied with their job although they may be dissatisfied with specific aspects of these. High job involvement leads to higher levels of dedication and productivity in workers. High performance and equitable rewards encourage high satisfaction through a performance - satisfaction effort loop. Committed employees are also more likely to embrace company values and beliefs (its culture).

4. **Panda, Tapan.K (2001) Job satisfaction of dotcom employees. Indian experiments Management & Labour Studies, Sage publications India pvt.Ltd, New Delhi, Page. No 120-128.** : This study assesses the level of job satisfaction among the employees of dotcom companies. A sample of 150 executives of various levels context managers to vice-presidents of dot.com companies spread over 6 cities of India was administered the scale for perceived importance of job factors. Results revealed that majority of the 5s were satisfied with their job but dissatisfied with their companies.

Apart from experience none of the other personal factors like age, sex and marital status had a significant influence on overall job satisfaction. The important causes of job satisfaction were unstable nature of the industry, turnaround of venture capitals, faculty business model, non-responsive market, & lack of job security. Moreover majority of the

5. **Biranchi N.Puhan (1999), Indian psychological abstract and review, volume 6, Sage publications India pvt.Ltd, New Delhi – Page.No-85-90.** : This study result reveal that the employees of public & private sectors differed significantly in their job satisfactions, job & work involvement. Demographic variables such as age, length of service monthly income & work experience in the present job also affected their job & work involvement. However gender of the employees did not influence these variables.5s were dissatisfied with their family and social life.

#### IV. THEORIES OF JOB SATISFACTION

##### 1) Fulfillment Theory:

Fulfillment theorists regard satisfaction in terms of outcomes (rewards) a person receives or the extent to which a person's needs are satisfied. Schaffer thinks that job satisfaction will vary from directly with the extent to which those needs of individuals that can be satisfied are actually satisfied. The difficulty with approach to be satisfaction is that satisfaction is a function of not only what a person receives but also what he feels he should receive and/or wants to receive. What may satisfy a person may leave another dissatisfied because of difference in their expectations.

##### 2) Discrepancy Theory:

This theory argues that satisfaction is the function of what a person actually receives from his job situation and what thinks he should receive or what he expects to receive. When actually received satisfaction is less than expectation satisfaction it causes dissatisfaction. Porter thinks that satisfaction is the difference between what one actually received and what he feels he should receive.

##### 3) Equity Theory:

According to equity theory a person's satisfaction is determined by his perceived equity. His input/output balance in turn determines perceived equity. Input/output balance is the perceived ratio of what a person receives from his job relative to what he puts in the job. People compare their input-output balance with the perceived input/output balance comparison others. According to equity theory either under reward or over reward can led to dissatisfaction although the feelings associated with them are different. Under reward causes feelings of treatment while over reward leads to feelings of guilt and discomfort.

#### V. COMPONENTS OF JOB SATISFACTION

Most of the studies conducted abroad have found that women are more satisfied with their job, then men. This is so in job competition and pay, perhaps the stress of grater financial need brings about grater dissatisfaction with ones job. Men are restless by nature. They want more freedom and can't concentrate more time as compared to women. It is natural that men take the whole burden of the family responsibility; because of the limited earnings they'll be less satisfied .and the age has

to do something with the degree of job satisfaction (Table 1.1). In other groups lower the age higher the satisfaction, Higher the Education lesser the satisfaction (Table 1.2) this is the general conclusion given by the researchers. It may be partly true, that the highly educated people may have greater expectations and ambitions and when their job shows negative signal naturally, they get less satisfied. The number of dependents also influences the level of the job satisfaction. If one has a large family it is hard to manage with little earnings, this may lead to less satisfaction

Table 1.1

Properties	No of respondents /Percentage	
	Day shift	Night shift
30-40	15(60%)	12(48%)
41-50	07(28%)	04(16%)
51-above	03(12%)	09(36%)
<b>Total</b>	<b>25(100%)</b>	<b>25(100%)</b>

Above table describes that 60% of the respondents of the day shift belongs to the age group of 30-40 and 48% of the respondents of the night shift belongs to the age group of 30-40. It shows that the company provides good facilities to the employees. So there is less labour turnover in this company. By this we can know, the employees are satisfied with their job

Table 1.2

Properties	No of Respondents /Percentage	
	Day shift	Night shift
PUC	17(68%)	14(56%)
SSLC	01(4%)	06(24%)
Others	07(28%)	05(20%)
<b>Total</b>	<b>25(100%)</b>	<b>25(100%)</b>

Above table says that majority (68%) of the respondents of the day shift is PUC background and majorities (56%) of the respondents of the night shift are PUC background. In both day & night shift majority respondent's background is PUC because in this company for shop floor employee's qualification is required as PUC.

#### Nature of Work that gives job satisfaction:

The permanent workers seem to be more satisfied as compared to that of temporary and voluntarily servicing workers. The permanency in the job gives them a kind of recognition and he can plan for the future in a planned way. In the same way routine kind of jobs gives very less job satisfaction. Everyday doing the same type of activity and also doing it again brings monetary and boredom. It is also true that those people who have variety of jobs that are challenging leads to creative thinking and innovation and they will derive more satisfaction. Skilled persons deemed to have more satisfaction in the job and what he is doing compared to semi-skilled or unskilled workers. Skilled workers are more confident in what they are doing and can handle the work independently and this is not possible with semi-skilled or unskilled employees. The position that a person acquires in his career is also another means of getting satisfaction. Usually people have a strong desire to raise you in social hierarchy but the situation prevailing in the organization regarding promotion policy prevents them to rise in status. Then naturally frustration walks in and leads to lesser to satisfaction on the job. The amount paid for the service put in includes major part of the components of job satisfaction compared to other things every worker will say salary is a very important item to gain little satisfaction. A well-paid worker works hard because he/she feels fully secured and at the same time a low paid worker thinks seriously about the future and the worries about the next morning, which will hinder to work effectively satisfactorily. Working conditions play an important role in the concept of job satisfaction. Working conditions provide mainly lead to good health and have greater influence on the workers perception and helps in forming positive attitude toward the organization, Social rewards such, as recognition attentions and praise tend to be very satisfying for most employees. However similar to contrived rewards, social rewards must by administer on a contingent basis. For example, a part on the back or a verbal praise that is randomly given may have more of a negative boomerang affect them a positive effect. But, genuine social reward contingently administrated for performance of the target can be very effective in increasing ones job satisfaction.

**1 Psycho-social condition:**

<b>Psycho-social condition</b>	<b>Day shift</b>	<b>Night Shift</b>
1.In the society in general as a result of the job I hold my social status is	77	76
2.The training , orientation and experience that I have got while on job has improved my competency and efficiency as a man	71	58
3. Keeping individual factors like intelligence, capacity, diligence, etc...in view I genuinely feel that I am	46	46
4.As a result of the job that I hold my social circle has widened to my	59	51
5.My job is responsible for developing in me a desirable style of life, with regard to habits and attitudes	67	67
6.By virtue of the job that I hold , opportunities to get certain other positions, ex-officio, etc. are	35	32
7.Opportunities in my job for horizontal and longitudinal mobility , like promotion , increased responsibilities are	53	57
8. All side and done, how satisfied are you with your job?	75	77
<b>Total Raw score</b>	<b>483</b>	<b>464</b>

	<b>Day shift</b>	<b>Night shift</b>
Raw Score	483	464
Mean	19.32	18.56

The intercomparison of the area psycho-social condition (Intelligence, social circle,) of the employees It reveals that the day shift employees obtained a raw score is 483 with mean of 19.32. The night shift employees obtained a raw score is 464 with mean of 18.56. It reveals that day shift employees are well-satisfied then night shift employees in the area of psycho-social condition.

**Economic Condition:**

<b>Economic condition</b>	<b>Day shift</b>	<b>Night Shift</b>
1.with regard to economic advantages like salary, allowances, etc	61	58
2. with regard to post retirement benefits. Like pension, gratuity, etc.	73	63
3. My job provides facilities like medical care, housing subsidized rationing, travel in	77	77
4. In some emergence after me, my job has provisions to offer job to my children or family, ex gratia grants etc.	40	41
<b>Total Raw score</b>	<b>251</b>	<b>239</b>

	<b>Day shift</b>	<b>Night shift</b>
Raw Score	251	239
Mean	10.04	9.56

The above table indicates that the intercomparison of the area economic condition (Salary, allowance, medical care) of the day & night shift employees. It reveals that the day shift employees obtained a raw score is 251 with mean of 10.04 and the night shift employees obtained a raw score is 239 with mean of 9.56. This result shows that day shift employees are satisfied then night shift employees in the area of Economic condition. But there is no much difference because both are getting same facilities from the company.

**Consequences of Job Dissatisfaction:**

Job satisfaction can act as a double-edged sword as it reduced absenteeism and labour turnover. There exist a relationship between the job satisfaction and frequency of absence of employees whether unexcused absence due to minor ailments or total long absence. Absenteeism is inversely related to the level of job satisfaction. Job dissatisfaction produces a lack of will to work and this forces the employee to alienate from work as far as possible. Another frequently noticeable consequence of job dissatisfaction is 'bad mouthing' the organization. That is the disgruntled employee verbalizes his discontent to others in the community and makes the organization unpopular. Such negative publicity can conceivably lead to difficulty in recruiting new employees. It may also result is loss of business to a certain extent.

**Determinants of Job Satisfaction:**

The first and foremost important determinant of job satisfaction is supervision and the style of leadership. Generally, employee-centered leadership style enhances a great amount of job satisfaction as the leader looks after the subordinates carefully, displays friendship, respect and warmth etc. towards employees. On the other hand, production-oriented leader may cause low job satisfaction to employees and may affect the turnover and absenteeism adversely. Of course, it all depends on the situation. Perhaps one strong human characteristic is the man's desire to be continuously associated with others, according to Elton Mayo. It has been found empirically that isolated workers dislike their jobs. In other words, the work group also exerts a tremendous influence on the satisfaction of employees at work places. Another influential factor of job satisfaction is the job content. Job content refers to the factors such as recognition, responsibility, advancement, achievement, etc., in the jobs employees perform In one study by Walker and Guest it has been found that at least one job content factor is very significant from the viewpoint of job satisfaction. They found that repetitive nature of task is the most dissatisfied factor, and pay and security were satisfying factors.

The relationship between job specialization and job satisfaction is complex. Specialization leads to greater efficiency in general, but at the same time it lowers the job satisfaction to some people. With increasing but after a particular (undefined) point, it starts falling. That is to say, after a certain point specialization leads to dissatisfaction.

The relationship between age of the employees and their satisfaction from the job is both complex and fascinating. Research reveals that old workers are satisfied workers. The relationship between age and job satisfaction is portrayed.

Job satisfaction usually tends to be high when people enter the work force; it plummets and then plateaus for several years (say for five to six years) up to the age of roughly thirty years, after which there will be gradual increase in satisfaction. Finally, may be due to pre-retirement apprehension, job satisfaction may have a slight dip at the end.

**Significant factors that affect job satisfaction?**

Bavendam Research identified six factors that influenced job satisfaction. When these six factors were high, job satisfaction was high. When the six factors were low, job satisfaction was low. These factors are similar to what we have found in all organizations.



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, and special assignments—as well as promotions. 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. 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. Employees are more satisfied when their entire workgroup takes pride in the quality of its work. 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. Employees are more satisfied when they have adequate freedom and authority to do their jobs.

#### **Measures To Improve Job Satisfaction:**

One simple prescribe solution to increase job satisfaction is to improve those conditions, which are organizational sore parts. In one company job enrichment raised the morale of electronic technicians. Thus by identifying the root cause of job satisfaction the management can evolve a strategy for remedial action. In some cases it is also possible to remove dissatisfaction by transferring the disgruntled employee to another job matching his tastes & preferences. This transfer achieves a better fit between individual & job characteristics & promotes job satisfaction. This kind of transfer may not be without certain constraints. The dissatisfied person may be unwilling to move from the visiting position or he may be incompetent to hold other challenging job. Sometimes Employees have misconceptions about many aspects of job dissatisfaction stems from the misconceptions about the organization. Employees may be misinformed about certain issues, i.e. the misperceptions might be based on inadequate or incorrect information's. In these cases, management can change the perceptions of dissatisfied employees & restore job satisfaction by furnishing the correct information, discontent gets subsided overtime.

#### **Strategies to Improve the Job Satisfaction:**

New challenges in job will. Improve our job skills. Imagining our self in our dream job, we might see our self as an excellent project manager — a confident communicator and a highly organized person. Take on a project that can motivate us and give us a sense of control. Start small, such as organizing a work-related celebration, before moving on to larger goals. Working on something new can boost our confidence, and Use positive thinking to reframe our thoughts about our job. Changing our attitude about work won't necessarily happen overnight. But if we're alert to ways our view of work brings down, we can improve our job satisfaction.

#### **Evaluation:**

Employee's attitudes are important to monitor, understand and manage. They develop as the consequences of the feelings of equity or inequity in the reward system as well as from supervisory treatment. Job satisfaction may lead to increased absenteeism, turnover and other considerate behavior and so employees want to develop satisfaction among their employees. Older employees and higher occupational levels specially tend to have higher satisfaction. Majority of people will be satisfied with their job although they may have dissatisfaction with specific aspect of them.

Higher job environment leads to dedicate procedure workers. High performance and equitable rewards encourage high satisfaction through a performance-satisfaction effort loop. Higher job satisfaction usually is associated with higher job satisfaction usually is associated with lower turnover and fewer absence information of employees attitudes is useful only if it influence manager to import their performance.

#### **Major Findings:**

Majority of the (68&56) day and night shift employees' qualification background is PUC.

1. Majority (60&48) of both the respondents' age is between 30-40 years.
2. Majority (80&64) of both the respondents have 10-20 years work experience in the company.
3. Day shift employees are well satisfied than night shift employees in the area of job concrete (working condition, place of posting).

4. The psychosocial condition of the day shift employees is good than night shift employees.
5. Day shift employees are well satisfied than the night shift employees in the area of economic condition.
6. Majority of the respondents feel that in both day and night shift they have got good social status in their job.
7. Majority of the respondents in day shift are very satisfied by the training, they got while on job to improve their competence. But majority of the respondents in night shift are moderately satisfied.
8. Majority of the respondents feel that in both day and night shift, their intelligence, capacity diligence etc, are equal to the job.

## VI. SUGGESTIONS

1. Working condition is an important aspect, which leads to a higher level of job satisfaction, and so the working condition should be attractive enough to motivate the employees to perform their job smoothly.
2. The welfare facilities are also important aspect for increasing level of job satisfaction. So the welfare facilities like comfortable seating, adequate temperature, humidity, hygiene and healthy environment at work place should be provided systematically.
3. Training is an important aspect to improve and individual skill and level of the performance hence proper, frequent and effective programmes should be conducted for the employees
4. Promotion should be systematized as per the promotion policy of the organization
5. They have to provide healthy environment at work place.

## VII. CONCLUSION

Satisfaction is the relative phenomena it is mental, physical, economical, and social state of person. A satisfied man is an important asset to the society like wise a satisfied employee in an important gift to the organization. The job satisfaction cannot be achieved by single factor. The factors are wages, supervisions, working condition, recognition and scope of advancement etc, determines the level of job satisfaction. For achievement of grater or higher level of job satisfaction the actual needs of employees have to be fulfilled. Increase in the level of job satisfaction will be beneficial not only to the employee but also for the organization in which he works.

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