

**Job Delight beyond Job Satisfaction among Managerial Employees**

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**Abstract**

The intended research on “Job Delight beyond Job Satisfaction” has been carried out to identify significant factors of quality of job index and intrinsic job satisfaction which needs to be considered for enhancing self-esteem and personal effectiveness. Quality of Job Index talks about the methods in which an organization can ensure the holistic well-being of an employee instead of just focusing on work-related aspects. Intrinsic Job Satisfaction is defined as the *Intrinsic job satisfaction* is when workers consider only *the kind of work they do*, the tasks that make up the job. Self Esteem is defined as the sense of personal worth and ability that is fundamental to an individual's identity. Personal Effectiveness is defined as a branch of the self-help movement dealing with success, goals, and related concepts.

Various statistical tools have also been applied like *Descriptive, Reliability Statistics, and Regression analysis* to analyze the data using software for Statistical Package for Social Sciences (SPSS) 16.0. Through Descriptive, the researcher comes to know about the mean as well as standard deviation. Standard deviation and variance gives more information about the distribution of each variables. Reliability statistics has been used to find out the extent to which data collected is reliable and truly represents the population. After its application, it has been found that data is 87% reliable. After applying Factor analysis, 4 components have been extracted. These are : **Skill Variety, Autonomy, Self-Esteem, Personal Effectiveness**. Regression analysis has been used to find out the percentage impact of independent variables on dependent variables and it has been found that independent variables hold an insignificant impact on the dependent variables. At the end suggestions are given to enhance the self-esteem and personal effectiveness.

## **Introduction**

Intrinsic means that your motivation has come from some internal stimuli such as wanting to master your job. You attribute your success or failure from your actions. *Intrinsic job satisfaction* is when workers consider only *the kind of work they do*, the tasks that make up the job. These two types of satisfaction are different, and it helps to look at jobs from both points of view. For example, if you are dissatisfied with your current job, ask yourself, "To what extent is it due to *the kind of work* I am doing?" and "To what extent is it due to *the conditions of my work*?" If it is primarily the kind of work you are doing, it is *intrinsic* job dissatisfaction. Quality of Work Life/ Job Index is becoming an increasingly popular concept in recent times. It basically talks about the methods in which an organization can ensure the holistic well-being of an employee instead of just focusing on work-related aspects. It is a fact that an individual's life can't be compartmentalized and any disturbance on the personal front will affect his/her professional life and vice-versa. Therefore, organizations have started to focus on the overall development and happiness of the employee and reducing his/her stress levels without jeopardizing the economic health of the company.

Sense of personal worth and ability that is fundamental to an individual's identity is referred as Self-Esteem. Family relationships during childhood are believed to play a crucial role in its development. Parents may foster self-esteem by expressing affection and support for the child as well as by helping the child set realistic goals for achievement instead of imposing unreachably high standards. Karen Horney asserted that low self-esteem leads to the development of a personality that excessively craves approval and affection and exhibits an extreme desire for personal achievement. According to Alfred Adler's theory of personality, low self-esteem leads people to strive to overcome their perceived inferiorities and to develop strengths or talents in compensation. **Personal effectiveness** is a branch of the self-help movement dealing with success, goals, and related concepts. Personal effectiveness integrates some ideas from "the power of positive thinking" and positive psychology but in general it is distinct from the New Thought Movement. A primary differentiating factor is that Personal Effectiveness proponents generally take a more systematic approach including a number of factors besides simple positive thinking. Some proponents take an approach with similarities to business process management techniques. Others may take a holistic spiritual and physical wellness approach.

Personal effectiveness means making use of all the personal resources at your disposal - talents, skills, energy and time to enable you to achieve both work and life goals. How you manage yourself impacts directly on your personal effectiveness. Being self-aware, making the most of your strengths, learning new skills and techniques and developing behavioural flexibility are all key to improving your personal performance.

## **Theoretical Framework**

### **Construct:**

Measuring the impact of Quality of Job Index & Intrinsic Job Satisfaction as predictors of Personal Effectiveness & Self-Esteem among Managerial employees.

### **Dependent Variables.**Self-Esteem

Personal Effectiveness

**Independent Variables:**

- Quality of Job Index
- Intrinsic Job Satisfaction

**Research Objective**

To analyze the effect of Quality of Job Index & Intrinsic Job Satisfaction on Self-Esteem & Personal effectiveness.

**Research Questions:**

- To measure the significant factors of Quality of Job Index & Intrinsic Job Satisfaction.
- To establish the reliability and validity of collected data with respect to Quality of Job Index, Intrinsic Job Satisfaction, Self- Esteem and Personal Effectiveness i.e. do they all truly represents the universe or not.
- To measure the predictive value of Quality of Job Index & Intrinsic Job Satisfaction on Self-Esteem & Personal Effectiveness.

**Research Methodology** To carry out the research, the researcher has used the following framework of research design.

Purpose of the study	Exploratory Cum Descriptive
Type of Investigation	Causal
Study Setting	Non Contrived
Time Horizon	Cross-Sectional
Measurement And Scaling	Likert Scale (Interval Scaling)

**Type of Research Design:**

The present study has been **Exploratory cum Descriptive in nature**, as it seeks to discover ideas and insight to bring out new relationship based on previous findings in other organizations

**Type of Investigation:**

The present study has been **Causal relationship** because the researcher has attempted to find out the cause & effect relationship between the Quality of Job Index & Intrinsic Job Satisfaction as predictors and Self-Esteem & Personal Effectiveness as criterion variables.

**Time Horizon:**

The study has been found to be as data **Cross-Sectional** has been collected at one time duration.

**Study Setting:**

The study setting is **Non Contrived** as the study has been carried out in natural environment and no researcher interference has been there in data collection

**Measurement & Scaling:-**

Five point **Likert (Interval) Scaling** has been used for conducting the survey to analyze the effect of Quality of Job Index & Job Satisfaction on Self-Esteem & Personal Effectiveness which has been given as follows:

**5 – Strongly Agree, 4 -Agree, 3 – Neither Agree Nor Disagree, 2 - Disagree, 1 – Strongly Disagree.**

**Hypothesis Developing and Testing**

**Null Hypothesis (H0):** There has been no significant effect of “Quality of job Index” on “Self-Esteem” among the employees of Saraswati Sugar Mills Industry Ltd. **Alternate Hypothesis (H1):** There has been positive significant effect of “Quality of job Index” on “Self-Esteem” among the employees of Saraswati Sugar Mills Industry Ltd.

**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
satisfied_with_how_often_learn_new_information	40	4.0250	.83166	.13150
satisfied_with_how_often_create_new_ideas	40	3.9250	.91672	.14495
satisfied_with_how_often_take_part_in_problem_solving	40	3.6750	.76418	.12083
satisfied_with_how_often_perform_detailed_tasks	40	3.9250	.85896	.13581
satisfied_with_how_often_help_others	40	3.7750	.80024	.12653
satisfied_with_how_often_share_knowledge_with_others	40	3.8000	.82275	.13009
satisfied_with_how_often_work_or_create_visual_information	40	4.0250	.69752	.11029

**One-Sample Test**

	Test Value = 2.5					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
satisfied_with_how_often_learn_new_information	11.597	39	.000	1.52500	1.2590	1.7910
satisfied_with_how_often_create_new_ideas	9.831	39	.000	1.42500	1.1318	1.7182
satisfied_with_how_often_take_part_in_problemsolving	9.725	39	.000	1.17500	.9306	1.4194
satisfied_with_how_often_perform_detailed_tasks	10.492	39	.000	1.42500	1.1503	1.6997
satisfied_with_how_often_help_others	10.077	39	.000	1.27500	1.0191	1.5309
satisfied_with_how_often_share_knowledge_with_others	9.993	39	.000	1.30000	1.0369	1.5631
satisfied_with_how_often_work_or_create_visual_information	13.827	39	.000	1.52500	1.3019	1.7481

**INTERPRETATION:**

Through t-test it has been found that the significant level is .000 which is less than .05 which implies that the alternate hypothesis is accepted i.e. there is a positive significant effect of "Quality of Job Satisfaction" on "Self Esteem" of the employees of Saraswati Sugar Mills Industry Ltd.

**Null Hypothesis (H0):** There has been no significant effect of "Intrinsic Job Satisfaction" on "Personal Effectiveness" among the employees of Saraswati Sugar Mills Industry.

**Alternate Hypothesis (H2):** There has been positive significant effect of "Intrinsic Job Satisfaction" on "Personal Effectiveness" among the employees of Saraswati Sugar Mills Industry.

**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Able_to_keep_busy_all_the_time	40	3.7500	1.10361	.17450
Chance_to_work_alone_on_the_job	40	4.0250	.91952	.14539
chance_to_do_different_things_from_time_to_time	40	4.1000	.98189	.15525
able_to_do_things_that_dont_go_against_my_conscience	40	3.7000	1.09075	.17246
chance_to_do_things_for_other_people	40	3.8250	.95776	.15144
chance_to_tell_people_what_to_do	40	3.9750	1.04973	.16598
chance_to_do_something_that_makes_use_of_my_abilities	40	4.0250	.97369	.15395
chance_to_try_my_own_methods_of_doing_the_job	40	3.8000	.99228	.15689

**One-Sample Test**

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satisfied_with_how_often_take_part_in_problem_solving	9.725	39	.000	1.17500	.9306	1.4194
satisfied_with_how_often_perform_detailed_tasks	10.492	39	.000	1.42500	1.1503	1.6997
satisfied_with_how_often_help_others	10.077	39	.000	1.27500	1.0191	1.5309
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**Sample and Sampling Design<sup>2</sup>**

**Target Population** : 40 pay roll managerial employees working at Saraswati Sugar Mills Industry Ltd.

**Sample Unit** : Employees working with Saraswati Sugar Mills Industry Ltd

**Sampling Size** : 40 Employees which comprises 30% of total population

**Sampling Technique** : Non Probability

**Sampling Area** : Saraswati Sugar Mills Industry Ltd.

**Statistical Tools**

Statistical tools helped the researcher to correctly analyze the data. The researcher has used the SPSS 16.0 (Statistical Package for Social Sciences) software for analysis of the data.

T

he following tools have been used by the researcher:-

### **Descriptive Statistics, Factor analysis, Reliability Statistics and Regression Analysis**

#### **Limitations of the Study**

However, the researcher has tried her best in collecting the relevant information for research report, yet there have been some problems faced by the researcher. Only 40 respondents have been chosen, that is a small number to represent whole of the population. Hence, the results cannot be generalized. While collecting the data many employees were unwilling to fill the questionnaire. Respondents were having a feeling of wastage of time for them. The area for study has been restricted only to one of branches of Saraswati Sugar Mills Industry Ltd., located at Yamuna nagar. There has been biasness in the responses given by respondents due to fear of losing their positions.

#### **Results and Findings**

The following are the major findings of the study:

- With reference to t-test, it has been found that the significant level is .000 which is less than .05 which implies that the alternate hypothesis is accepted i.e. there is a positive significant effect of “Quality of Job Satisfaction” on “Self Esteem” of the employees of Saraswati Sugar Mills Industry Ltd. Through t-test it has been found that the significant level is .000 which is less than .05 which implies that the alternate hypothesis is accepted i.e. there is positive significant effect of “Intrinsic Job Satisfaction” on “Personal Effectiveness” of the employees of Saraswati Sugar Mills Industry Ltd.
- With reference to factor analysis applied on Intrinsic Job Satisfaction & Quality of Job Satisfaction, 4 components have been extracted namely Component 1: Skill Variety (Being Able to busy all the time, chance to work alone on the job, the chance to do something that make use of my abilities) Component 2. Autonomy (the chance to do different things from time to time, the chance to tell people what to do) Components 3. Self- Esteem (I am satisfied with how often I handle a paper work, I am satisfied how often I work with or create visual information) Components 4. Personal Effectiveness (I complete task successfully)
- With reference to Factor analysis applied on Self- Esteem & Personal Effectiveness **Component 1 Managerial Effectiveness** (excel in what I do, dont see the consequences of things, Feeling of having a number of good qualities, have little to contribute, dont understand things), **Component 2 MisJudgment** (situation handle task, misjudge situations), **Component 3 Demotivation** (feeling of not having much to be proud of, able to do things as well as most other people,), **Component 4 Self-Esteem** ( have vivid imagination).
- By applying Regression analysis, the independent variables (Quality of Job Index & Intrinsic of Job Satisfaction) together explain 12.7% of the variance (R Square) in, “Handle Task Smoothly” which is insignificant, as indicated by the F-value.
- By applying Regression analysis the independent variables (Quality of Job Index & Intrinsic of Job Satisfaction ) together explain 12.7% of the variance (R Square) in “Have Vivid Imagination” which is insignificant, as indicated by the F-value.

- By applying Regression analysis the independent variables (Quality of Job Index & Intrinsic of Job Satisfaction) together explain 39.8% of the variance (R Square) in 'able\_to\_do\_things\_that\_dont\_go\_against\_my\_conscience', which is insignificant, as indicated by the F-value.
- By applying Regression analysis the independent variables (Quality of Job Index & Intrinsic of Job Satisfaction) together explain 27.8% of the variance (R Square) in "Don't\_see\_the\_consequences\_of\_things", which is insignificant, as indicated by the F-value.

By applying Regression analysis the independent variables (Quality of Job Index & Intrinsic of Job Satisfaction) together explain 27.8% of the variance (R Square) in "Don't\_understand\_things", which is insignificant, as indicated by the F-value. By applying Regression analysis the independent variables (Quality of Job Index & Intrinsic of Job Satisfaction) together explain 10.3% of the variance (R Square) in "Excel\_in\_what\_I\_do", which is insignificant, as indicated by the F-value.

By applying Regression analysis the independent variables (Quality of Job Index & Intrinsic of Job Satisfaction) together explain 20.9% of the variance (R Square) in "Feeling\_of\_having\_a\_number\_of\_good\_qualities", which is insignificant, as indicated by the F-value. By applying Regression analysis the independent variables (Quality of Job Index & Intrinsic of Job Satisfaction) together explain 23.2% of the variance (R Square) in 'Feeling\_of\_not\_having\_much\_to\_be\_proud, which is insignificant, as indicated by the F-value.

By applying Regression analysis the independent variables (Quality of Job Index & Intrinsic of Job Satisfaction) together explain 33.7% of the variance (R Square) in "Misjudge Situation", which is insignificant, as indicated by the F-value.

By applying reliability statistics, the value of Cronbach's alpha has been found to be .087% which is greater than 50%. It means that data under study is highly reliable and is true representative of the target population.

### Recommendations

The researcher has proposed recommendations which are purely suggestive; the applicability of the same would depend up on the changes in the environment, the planning premises and resource availability with Saraswati Sugar Mills Industry Ltd, Yamunanagar. The Organization needs to redesign jobs incorporating variety of tasks, enhancing task identity, autonomy and task significance furnishing prompt feedback. The key decisions must be taken involving all the interested stakeholders that will enhance their self-esteem, bring in clarity of decisions taken, their comprehension and ensure the ready acceptance of the decisions. The employees entrusted with decision making authority must be provided with certain and complete set of information required taking effective decisions overcoming the problem of misjudgment of situations. In order to enhance personal effectiveness, the organization must make mentoring a regular feature in the organization whereby buddies may be assigned to every individual who will be responsible for enhancing their KSA towards present and future work assignments.

### Policy implications

Policy Implications are the probable outcomes resulting from the implementation of various recommendations given by the researcher. According to researcher the following are the policy implications.

- HR policies of the company should be made clear to all employees working in the organization so that employees will be clear about what is expected from them.
- Company should establish and maintain both the parties and the impression of fair treatment of all employees, so as to help foster a positive, consistent and reassuring work environment.
- Open communication between the employees superior should be encouraged to resolve various issues faced by the employees on the job.
- Company should ensure appropriate integration of individual and organization goals which will enhance quality of Work Life of employees.
- To produce a highly functioning employee, it is important to offer the employees clear and focused feedback on their work and to provide useful criticism.
- The difference in relationship between work, attitude and intention to quit may result from the differences in the encouragement of professional values and behaviour provided.
- Findings provide practitioners with valuable insight on how to decrease employee voluntary turnover which has been associated with variety of negative outcome in the organization.
- To keep their valuable human resources should endeavor to promote and reinforce retention strategy that lead to provide changes in employee job satisfaction. For instance , Manager can proactively to provide new types of recognition or bonuses and introduce unique carrier or training opportunities to highlight the desirable carrier prospect associated with increasing with tenure.

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