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Research Article

ROLE OF HUMAN RESOURCE MANAGEMENT IN JOB SATISFACTION OF EMPLOYEES: A COMPARATIVE ANALYSIS IN PUBLIC & PRIVATE SECTOR

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Abstract

This study investigates the relationship between human resource management and employees' job satisfaction in public and private undertakings. The results revealed a positive relationship between managers and employees' job satisfaction. The analysis is based on a sample of 100 employees which were randomly chosen from both the sectors. The happier people are within their job, the more satisfied they are said to be. This paper surveys both the sectors in most of the aspects of analysis. However both sectors have their own pros and cons which will be made clear while evaluating job-satisfaction levels among the employees of both the sector. And given that the reward system in the public sector systematically differs from that of the private sector (in terms of pay, benefits, and psychic value), it seems likely that studies of satisfaction levels among private-sector employees may not be applicable to public-sector employees.

Keywords: Human resource management, Job satisfaction, Public sector, Private sector

Introduction

Human Resource Management is considered to be the most valuable asset in any organization. It is the sum-total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise of executives, supervisors, and the rank and file employees (Saiyadain, 1996). Job satisfaction is one of the important factors that have drawn attention of managers in the organization. Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organization. Job satisfaction is the mental feeling of favorableness which an individual has about his job. Job satisfaction plays significant role in the organization (Bruce and Blackburn, 1992). Therefore managers should take concrete decisions to improve the satisfaction level of employees working in the organization which may be in the form of job redesigning, quality of work life, linking rewards with performance and improving overall organizational climate and culture.

Objective of the study

1. The main objective of this study is to determine the relationship between the role of HRM in job satisfaction of employees of public and private sector.
2. To identify which job factor such as age, tenure, salary, job type, job level and work environment lead to satisfy and motivate the employees.

3. To identify feelings of the employee or the need of something.
4. To determine that the person concerned, gets tensed at the very idea of his need not being satisfied.
5. To determine that motivation techniques utilized to stimulate employee satisfaction at job.

Public Sector vs Private Sector

Economic theories consider the public sector less efficient and productive than the private sector. People in the public sector are not very potential or we can say that they don't want to use their accurate potential to their work. They just do their work as a routine and they don't use their creativity. Also they are not very eager to take any initiative. So to reform the public sector, the government can launch a major privatization effort. However, parts of the public sector (e.g., public schools and governmental offices) cannot be privatized. Here, other strategies need to be formulated and incorporated into the reform process. To design the strategies for resolving the problem effectively, the causes of the problem must first be explored.

The most important thing which the public sector lacks is the absence Human resource department. Now question arises that what this department can do? It is a key way to success. It can be seen that the employees working in private sector are more efficient and always ready to give their 100%. They are motivated and very much satisfied with their job. So why this world of difference between the

employees of the two sectors. It is just because almost all private firms have human resource department to manage everything, which is fully concerned about the employees. In the public sector there is nothing like this. Another argument is that public employees' job satisfaction is often lower than that of private employees' because jobs in the public sector lack motivating potential. Although low job satisfaction is not necessarily related to low productivity at the individual level, it is often associated with a higher level of absenteeism and turnover, which in turn can reduce productivity at the organizational level. If public employees' job satisfaction is lower than that of private employees, public institutions should redesign their employees' jobs to enhance motivating potential. Because of the implications of job satisfaction to productivity at the organizational level, one purpose of this study is to compare the differences in job satisfaction, both extrinsic and intrinsic, between public and private employees.

Literature review

Job satisfaction

People join organizations with certain motives like security of income and job, better prospects in future, and satisfaction of social and psychological needs. Every person has different sets of needs at different times. It is the responsibility of management to recognize this basic fact and provide appropriate opportunities and environments to people at work to satisfy their needs (Prasad, 2006). In this paper I have attempted to explain about job satisfaction

The term job satisfaction figures prominently in any discussions on management of human resources. Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivator to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job (Bruce and Blackburn, 1992).

Job satisfaction is an individual's feeling regarding his or her work. It can be influenced by a multitude of factors. The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling state accompanying the attainment of any goal, the end state is feeling accompanying the attainment by an impulse of its objective. The term Job satisfaction was brought to limelight by Hoppock (1935). Hoppock describes job satisfaction as, "any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job."

Job satisfaction has many dimensions. Commonly noted facets are satisfaction with the work itself, wages, and recognition, rapport with supervisors and coworkers, and chance for advancement. Each dimension contributes to an individual's overall feeling of satisfaction with the job

itself, but different people define the "job" differently. There are three important dimensions to job satisfaction:

1. Job-satisfaction refers to one's feeling towards one's job. It can only be inferred but not seen.
2. Job satisfaction is often determined by how well outcomes meet or exceed expectations. Satisfaction in one's job means increased commitment in the fulfillment of formal requirements. There is greater willingness to invest personal energy and time in job performance.
3. The terms job-satisfaction and job attitudes are typically used interchangeably. Both refer to effective orientations on the part of individuals towards their work roles, which they are presently occupying.

Though the terms job-satisfaction and attitudes are used interchangeably, there are differences between the two. Attitude refers to predisposition to respond. Job-satisfaction, on the other hand, relates to performance factors. Attitudes reflect one's feelings towards individuals, organizations, and objects. But satisfaction refers to one's attitude to a job. Job satisfaction is, therefore, a specific subset of attitudes.

Human resource manager may be concerned about employees' job satisfaction for different reasons than their employees. Altruistic managers want satisfied employees because they care about their employees. Result-oriented managers want satisfied employees because satisfied employees may perform better and have less absenteeism and greater longevity. Satisfied employees also tend to produce higher-quality work than their dissatisfied cohorts. In fact, studies on humanizing the workplace indicate that satisfied employees are more productive and that organizations with satisfied employees are more efficient. Satisfied employees are more likely to experience high internal work motivation, to give high quality work performance and to have less absenteeism and turnover.

Study methodology

A total sample of 100 employees were taken randomly who were working in a various public and private sector. Three different departments which were working in the field of education, health and telecom were evaluated in this study. Both private and public sector are active in these three fields. A set of 12 questionnaires were prepared and employees of both of the sectors participated in a short survey relating to job satisfaction. Different factors of satisfaction were mentioned in the questionnaire and respondents had to answer them categorically as mentioned. The all factors as well as the responses of all respondents category wise are mentioned in Table 1.

Table 1: Questionnaires related to job satisfaction

	Questions	Public sector	Private sector
1.	I have got a real opportunities to improve my skills in the organization	40	60
2.	My work gives me a feeling of personal accomplishment	45	55
3.	Considering everything, how satisfied are you with your job?	48	52
4.	I like the kind of work I do	49	51
5.	The people I work with, cooperate me during my work	38	62
6.	How satisfied are you with involvement in decision making process?	33	67
7.	How satisfied are you with the recognition you receive for doing a good job?	30	70
8.	How satisfied are you with the training you receive for your current job?	50	50
9.	How satisfied are you with the opportunity to get a better job in your organization?	45	55
10.	How satisfied are you with the information you receive from the management that what's going on in the organization?	40	60
11.	How secure are you with your job?	80	20
12.	Is there a presence of a department which only takes care of the human resources of the organization?	0	100

Results and Discussions

All 100 participants participated in the survey. Some participants were from public sector and a few were from private sector. Each and every respondent enthusiastically participated in the survey. The Best Places to Work analysis shows that the public sector outperforms the private sector in only one of about dozen criteria for job satisfaction, when it comes to having an opportunity to job security. In public sector performance doesn't matter a lot, means to say that employees who perform better gets the same rating compared to the employees who doesn't perform well or it can be said that they don't want to work. But also, no actions are taken against them. Just opposite in the private sector, ratings are always performance based and those who are not able to perform well get lower ratings or have to leave the job. Considering the table above Except Q8 and Q11, responses to every question were more positive in favour of private sector. In case of Q8, responses are equal and in Q11, more responses are in the favour of public sector. It was my personal opinion after reviewing all the participants that they want job in public sector only because there is a sense of feeling that either they work or not, job is not going anywhere, means 'job security' is there. Management also don't take any initiative to motivate their employees to work. But now a days things have changed, and if you have the talent and ability to work and perform better, then getting a good job is not a tedious job. Just employees have to give their best according to their capability. As far as Q12 is concerned, availability of Human resource department is only in the private sector which is in existence only for the goodwill of the employees, to motivate the employees, as well as to fulfill their needs. This shows that private sector are more concerned about their employees and overall job satisfaction can be best seen in private

sector. This finding shows agreement with the previous report (Khalid *et al.* 2012).

Conclusions and suggestions

This survey tells how employees feel about their jobs, what parts of their jobs, their feelings are focused on, which departments are particularly affected and whose feelings are involved (for example, supervisors, employees, or staff specialist). The survey is a powerful diagnostic instrument for assessing broad employee problems. If job satisfaction studies are properly planned and administered, they will usually produce a number of important benefits, both general and specific.

To know more about the employees and to enhance their performance and satisfaction, managers must anticipate the needs of their employees and if possible, these suggestions should be considered:

1. **Improved communication:** Improved communication has an important benefit to increase the satisfaction level of employees working in the organisation. Communication flows in all directions as people plan, talk, and discuss its results. Particularly beneficial to the company is the upward communication when the employees are encouraged to comment about what they really have in their minds.
2. **Surveys:** The job-satisfaction survey can help discover the causes of indirect productivity problems, such as absenteeism, turnover and poor quality of work. If an organization is disturbed by a high rate of absenteeism or turnover, it might appropriately turn to job-satisfaction surveys to diagnose the cause. The causes could be low pay, lack of promotional opportunities, unchallenging jobs, unjust treatment etc. Without proper surveys there could be random guessing on the part of

management. A job-satisfaction survey helps management both to get a better handle on why employees are lagging to plan better solutions to problems.

3. **Reward system:** There is a positive relationship between performance and satisfaction. This relationship will be strong when rewards (intrinsic and extrinsic) are distributed equitably contingent upon performance.
4. **Performance based ratings:** In public sector it has been seen that people are so lazy and they really don't bother about their work. They always get their increments and bonuses on time irrespective of their performance. But now things should be change and they also should follow the rule, "no work, no pay".

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