

A STUDY ON JOB SATISFACTION OF NRI EMPLOYEES WITH SPECIAL REFERENCE TO PALAKKAD DISTRICT

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ABSTRACT

The world is advancing at a faster pace and it results in the betterment of our economy. Organisations has a great role to play in the development and balancing of our economy. This work is focused on the job satisfaction of employees under different working environment. The study is carried out focusing NRI employees of Palakkad district. The main area focused here are working environment, monetary and non-monetary benefits etc. The research design implemented is termed as 'descriptive'. The size of the population considered for this study was 150, depending on various convenience and intactness of the data obtained. Simple random sampling technique was employed. Both primary and secondary data are used for the study. The data thus obtained were tabulated for processing through the various statistical tools such as Percentage analysis, spearman's Correlation and one-way Annova. The results show that there is moderate relationship between training and development and performance evaluation. The relationship between ideas and opinion an application of knowledge, skills, ideas is moderate. educational qualification is not only the factor for determining the salary. There is no significant correlation between level of education and level of work satisfaction. To conclude the organization should focus more on the monetary benefits along with the work pressure and work load given to its employees.

Key words: *Job Satisfaction, monetary & non-monetary benefits, Employees, Non-Resident Indians, etc.*

INTRODUCTION

When one talk about how satisfied are people our jobs, or how satisfied our

employees are, it means how happy or positive one are with the work that one do for our organisation. A person's level of

contentment can and does change from one instance to the next. Factors that make a difference in an employee's happiness range from person to person. Monetary and non-monetary rewards are the two primary categories into which the main factors of employee happiness can be sorted. Compensation in the form of money is a monetary advantage obtained from an employer or other organisation. It includes things like base pay, commission, bonuses, and incentives. In addition to a regular pay check, employees may also receive non-monetary incentives such as internal promotions, perks, and allowances from their employer. An employee's decision to work for a company may also be influenced by the company's commitment to environmental sustainability, the quality of the employer-employee relationship, the pleasantness of the workplace atmosphere, the respect shown to employees' ideas and interests, and so on. It's a reference to whether or not they assess how workers feel or think about their jobs. An employee won't stick around unless he's happy. Keeping a good employee on staff is crucial to any business's success. Because losing good workers hurts revenue and development.

DEFINITION: JOB SATISFACTION

Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual.

Spector (1997) lists 14 common facets: Appreciation, Communication, Coworkers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision.

1.2 The positive effects of job satisfaction include:

1. More efficiency of employees of workplace if they are satisfied with their job.
2. Higher employee loyalty leading to more commitment.
3. Job satisfaction of employees eventually results in higher profits for companies.
4. High employee retention is possible if employees are happy.

THEORIES OF JOB SATISFACTION

There are 3 major theories of job satisfaction.

- Herzberg's Motivation - Hygiene theory.
- Need fulfilment theory.
- Social reference - group theory.

REVIEW OF LITERATURE

- The objective of the study of **Castro and Martin, (2010)**, is to explore the relationship between organisational climate and Job Satisfaction and to determine whether employee's perceptions of work environment influenced their level of Job Satisfaction. Questionnaire was administered to the sample of 696 employees from a population of 1453 employees working in three regions in which the organisation was operational. Confirmatory and explanatory factor analyses were used to investigate the structure of the climate model. The findings of the study indicated a positive relationship between organisational climate scores and Job satisfaction scores.
- **Salman Khalid²⁴, (2010)**, examined Job Satisfaction level of Bank Employees in Punjab Province. The information collected from 144 respondents from four Banks employees who were randomly selected from both public and private sector banks. Five components of Job Satisfaction such as work, pay, promotion, salary and recognition were examined besides overall Job Satisfaction. The findings of the study indicated that the sectorial differences in terms of salary, promotions, job security, recognition and benefits play a significant role in influencing one's perception of job satisfaction. Private sector bank employees reported dissatisfaction in terms of Job Security.
- **Chileshe and Haupt, (2009)**, investigated the perceived age differences in Job Satisfaction of construction workers in South Africa. The main objectives of the study were to identify the major variables affecting the relative aspects of work within the South African Construction industry and to investigate the impact of age on the

satisfaction derived from work. A total of 300 questionnaires were sent to potential respondents.

NRI: AN OVERVIEW

MEANING OF NRI

Non-resident Indian and person of Indian origin (NRI-PIO), also called Overseas Indians or Indian Diaspora, are people of Indian birth or descent who live outside the Republic of India. As per Ministry of External Affairs report there are approximately 31.2 million Indian diaspora residing outside India. India has the largest diaspora population in the world with over 15.6 million according to United Nations Department of Economic and Social Affairs.

LEGAL DEFINITION OF NRI

Strictly speaking, the term says non-resident refers only to the tax status of a person who, as per section 6 of the Income-tax Act of 1961, has not resided in India for a specified period for the purposes of the Income Tax Act. The rates of income tax are different for persons who are "resident in India" and for NRIs. For the purposes of the Income Tax Act, "residence in India"

requires stay in India of at least 182 days in a financial year or 365 days spread out over four consecutive years and at least 60 days in that year. According to the act, any Indian citizen who does not meet the criteria as a "resident of India" is a non-resident of India and is treated as NRI for paying income tax.

STATEMENT OF THE PROBLEM

Job satisfaction is one of the main areas which is focused by researchers for their studies. Satisfaction depends upon various factors like working environment, materiality, financial and non-financial aspects offered by the organization to the employees. Any organization's major asset is their employees and they are the real reason for the success of the organization and development. This study focuses on the job satisfaction of NRI employee as they are the main hard workers as they leave their home country for a better earning and leaving and ultimately it results in the development of own country. The study focuses on the job satisfaction level of employees and also to measure their contribution to the work. It also aims at measuring the job satisfaction level on monetary and non-monetary benefits received. Emphasis is also given to find out

the service quality provided and the stress level faced by employees.

OBJECTIVES OF THE STUDY

The main objectives of the study are, to know the satisfaction level of employees with respect to the following criteria's: Monetary and Non-Monetary benefits, working environment, co workers rapport etc.

METHODOLOGY

In this present study, the research design implemented is termed as 'descriptive'. The study focuses on job satisfaction level of employees. The subjects that constitute the universe of the study are the NRI employees of Palakkad district. The size of the population considered for this study was 150, depending on various convenience the data was

ANALYSIS AND RESULTS

1.1.Demographic Variables Table

SL.NO	DEMOGRAPHY	FREQUENCY	PERCENTAGE
1	AGE		
	Below 25 years	30	20

obtained. Simple random sampling technique was employed in this study, in order to remove any possible bias creeping in to the study, considering the small sample size of 150. Both primary and secondary data are used for the study. The data thus obtained were tabulated for processing through the various statistical tools such as Percentage analysis, Weighted Average.

LIMITATIONS OF THE STUDY

The data were collected at the time of covid 19 pandemic situation which made the sample to limit in 150. The NRIs are countless in the Palakkad region so, it was difficult to reach the complete population. Timings was a major limitation as the standard timing of countries differ from one another.

	25 to 40 years	103	68.67
	40 to 60 years	17	11.34
2	GENDER		
	Male	109	72.67
	Female	41	27.33
3	EDUCATIONAL QUALIFICATION		
	12 th grade / ITI / Diploma	38	25.33
	Graduation	96	64
	Post Graduation	16	10.67

PRELIMINARY ANALYSIS

No. of Respondents	Mean	Median	Standard Deviation
150	145	144	23.1

Job satisfaction level

Group	Norms	N	Percentage
High	M + SD and above	18	12
Average	M + SD to M – SD	108	72
Low	M – SD and below	24	16

INTERPRETATION

The mean value obtained in the job satisfaction level is 145, median is 144, standard deviation is 23.1, 12% is the high level of satisfaction, 72% is the average level and 16% is the low level.

SPEARMAN’S CORRELAION

Correlation between training and development and performance evaluation

		TRAINING AND DEVELOPMENT	PERFORMANCE EVALUATION
TRAINING AND DEVELOPMENT	Spearman's rho	-	
	P-value	-	
PERFORMANCE EVALUATION	Spearman's rho	0.625	-
	p-value	<0.001	-

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Ho: there is no relationship between training and development and performance evaluation done in the organisation.

INTERPRETATION

- The r value for training and development and performance evaluation is 0.625, p value is less than 0.001 level of significance. Which implies there is moderate relationship between training and development and performance evaluation. Hence, the hypothesis Ho is rejected.

Correlation between application of skills, knowledge, ideas and consideration of ideas and opinions

		Consideration of Ideas and opinions	Application of skills	Application of knowledge	Application of ideas
Consideration of Ideas and opinions	Spearman's rho	-			
	p-value	-			
Application of skills	Spearman's rho	0.505 ***	-		
	p-value	<0.001	-		
Application of knowledge	Spearman's rho	0.537 ***	0.830 ***	-	
	p-value	<0.001	<0.001	-	
Application of ideas	Spearman's rho	0.581 ***	0.860 ***	0.922 ***	-
	p-value	<0.001	<0.001	<0.001	-

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Ho: There is no significant relationship between Application of Skills, Knowledge, Ideas and Consideration of Ideas and Opinions

Interpretation

- The r value for consideration of ideas and opinion and application of skills is 0.505, p value is less than 0.001 level of significance. Which implies there is moderate relationship between consideration of ideas and opinion and application of skills. Hence, the hypothesis Ho is rejected.
- The r value for consideration of ideas and opinion and application of knowledge is 0.537, p value is less than 0.001 level of significance. Which implies there is moderate relationship between consideration of ideas and opinion and application of knowledge. Hence, the hypothesis Ho is rejected.
- The r value for consideration of ideas and opinion and application of ideas is 0.581, p value is less than 0.001 level of significance. Which implies there is moderate relationship between consideration of ideas and opinion and application of ideas. Hence, the hypothesis Ho is rejected. 56
- The r value for application of skill and application of ideas is 0.860, p value is less than 0.001 level of significance. Which implies there is strong relationship between

- The r value for application of skill and application of knowledge is 0.830, p value is less than 0.001 level of significance. Which implies there is strong relationship between application of skill and opinion and application of knowledge. Hence, the hypothesis Ho is rejected.

Data and results of One-way ANNOVA for significant difference in the mean scores of monetary benefits based on educational qualification

	Educational qualification	N	Mean	SD	SE	F	P
Monetary benefit	12 th / ITI / Diploma	38	29.4	8.40	1.363	0.108	0.898
	Graduation	96	30.1	7.16	0.731		
	Post – graduation	16	30.1	6.58	1.644		

Ho: There is no significance difference of the monetary benefit based on educational qualification

Interpretation

From the analysis given in the table 4.4.2, the F value obtained for monetary benefit based on educational qualification is 0.108 and the p value is 0.898. which is greater than 0.05 level of significance. So there exists no significant difference in the monetary benefit satisfaction based on educational qualification.

Data and results of One-way ANNOVA for significant difference in the mean scores of monetary benefits based on length of service

	Length of service	N	Mean	SD	SE	F	P
Monetary benefit	Up to 10 years	25	29.9	6.26	1.252	4.27	0.020
	11 – 20 years	106	27.8	6.07	0.590		

	Above 20 years	19	30.5	3.31	0.758		
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Ho: There is no significance difference of the service quality and monetary benefit based on length of service

Interpretation

From the analysis given in table 4.4.3, the F value obtained for monetary benefit based on length of service is 4.27 and the p value is 0.020, which is less than 0.05 level of significance. There exists significant difference in the monetary benefit satisfaction based on length of NRI employee’s services.

Data and results of One-way ANNOVA for significant difference in the mean scores of job satisfaction based on educational qualification

	Educational qualification	N	Mean	SD	SE	F	P
Job satisfaction	12 th / ITI / Diploma	38	143	26.5	4.30	0.228	0.797
	Graduation	96	146	22.1	2.26		
	Post-graduation	16	147	21.0	5.24		

Ho: There is no significance difference of the job satisfaction based on educational qualification

Interpretation

From the analysis in the table 4.4.4, the F value obtained for job satisfaction based on educational qualification is 0.228 and p value is 0.797. which is greater than the 0.05 level of significance. So there exists no significant difference in the job satisfaction based on educational qualification.

SUMMARIES OF RESULTS

Demographic Variables

- The majority of respondents (68.67%) falls under the age group of 25 to 40 years.

- Majority of the respondents (72.67%) is male.
- More than half of the respondents (64%) are graduates.

Preliminary Analysis

The mean value of the data is 145, median is 144 and standard Deviation is 23.1. The mean value obtained in the job satisfaction level is 145, median is 144, standard deviation is 23.1, 12% is the high level of satisfaction, 72% is the average level and 16% is the low level.

Spearman's Correlation

- There is moderate relationship between training and development and performance evaluation.
- There is moderate relationship between consideration of ideas and opinion and application of skills".
- There is moderate relationship between consideration of ideas and opinion and application of knowledge.
- There is moderate relationship between consideration of ideas and opinion and application of ideas.
- There is strong relationship between application of skill and opinion and application of knowledge.
- There is strong relationship between application of skill and opinion and application of ideas.
- There is very strong relationship between application of ideas and application of knowledge.

- There is strong relationship between peer group rapport and superior rapport.
- There is moderate relationship between peer group rapport and subordinate rapport.
- There is weak relationship between peer group rapport and stress level.
- There is moderate relationship between subordinate rapport and superior rapport.

ONE-WAY ANNOVA RESULTS

- The educational attainment of an NRI employee does not play a large role in determining their salary.
- NRI employee satisfaction with monetary benefits does not vary significantly with service length.
- In the case of non-resident aliens, there is no statistically significant correlation between level of education and level of work satisfaction.
- There is no statistically significant correlation between the number of years an NRI has worked there and their level of job satisfaction.

SUGGESTIONS

The main areas of suggestions are Monetary benefit, non-monetary benefit, Work pressure and Stress level. The company should focus on providing better benefits in term of cash and kind to its employees which will retain them in the organization and also will result in the betterment of the organization. The work pressure and stress level of employees will result in the

CONCLUSION

The happiness of non-resident alien (NRI) workers is the subject of this research. One's mental state can be said to be "satisfied." The nature of the work, the working circumstances, the financial and non-financial advantages received, and other factors all contribute to how happy an employee is in their job. Employees are pleased with their work environment, including the tools and equipment offered, as well as with their working hours, leave

degradation and negative growth of the organization, so they should focus on the working hours and work load. In general, the company should put more effort into making the employees happy by increasing their pay and other benefits, listening to and acting on their suggestions, and fostering a positive work environment where everyone gets along.

sanction, safety measures, job security, basic wage, medical facilities and accommodation, holiday benefit, canteen facilities, and aircraft ticket. Employees had no strong feelings one way or the other about the following: ideas and opinions being considered; training and development; grievance management system; allowances; pay hikes; leave salaries; petrol allowances; vehicle and cab facilities. Employees are not particularly satisfied in any area of their work, including overtime pay, incentives, commission, and bonus. Employees, on the whole, are happy in their current positions.

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