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**“Significant Contributors of Job Satisfaction in Hydro Power Corporation in Himachal Pradesh: A Study of Satluj Jal Vidyut Nigam Ltd. (SJVN).”**

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**ABSTRACT**

*In the present era of competition, one of the most important issues for an organisation is knowing the level of job satisfaction of the employees, as the world economy has been globalized, organisations are facing more complexities, competition and structural changes which elicit enhancing job satisfaction level within the workplace so as to enable human hearts, spirits and souls to grow. The job satisfaction which affects employees' productivity, commitment, loyalty, retention rate, absenteeism, efficiency and much more. The present paper has been solicited through a survey consisting a sample of 360 employees chosen through quota sampling working at SJVN Ltd based on the qualitative analysis of the information to find out the factors which are responsible for job satisfaction. Factor analysis, standard deviation, skewness, kurtosis and chi-square have been used as statistical tools for analysis. The study reveals that employees are satisfied with their present job. Further, result indicates that eight factors i.e. work environment and monetary incentives, job related factors, social relationships, self actualisation and grievance redressal, interpersonal relationships, overall HR practices and occupational stability are the significant contributors of job satisfaction.*

**KEYWORDS:** Job satisfaction, economy, employees' productivity.

**INTRODUCTION**

Human Resource Management which is considered to be the most valuable asset in any organisation and should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. People join organizations with certain motives like security of income and job, better prospects in future, and the 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. 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 motivation to work. Jobs that are rich in positive behavioural elements- such as autonomy, task identity, task significance and feedback contribute to employee satisfaction.

The attitude and feelings of an employee regarding his job may psychologically be termed as job-satisfaction. Job satisfaction constitutes the inner contentment that a job holder gets from performing the job well. It is an amount of pleasure associated with a job. It influences the behaviour, attendance and length of service. Job satisfaction reflects the overall attitude of workers towards the work, co-workers, the organization, the culture, the environment and the social group at large. It can be viewed as the result of various attitudes that the worker holds towards his job, towards other related factors and towards life in general. The happiness or pleasure that an employee gets by using this knowledge and skill effectively, result in job satisfaction. It is the psychological satisfaction a person gets by using

his strengths and talents effectively. Job satisfaction reflects the attitude which results from a balancing and summation of the many likes or dislikes and experiences in connection with a job.

**SJVN** Limited is a Mini Ratna & a Schedule 'A' CPSU under the Ministry of Power, Govt. of India, is a joint venture between the Govt. of India & Govt. of Himachal Pradesh. Incorporated in the year 1988, the Company is fast emerging as a major power player in the country. The present authorized capital of SJVN is INR 7000 crores. SJVN is successfully operating the country's largest 1500 MW Nathpa Jhakri Hydropower Station and is setting new benchmarks in generation and maintenance year after year, after having tackled the silt erosion problems in under-water turbine parts. Beginning from a single hydropower project company, SJVN today has a footprint in a diversified set of power projects, which includes Hydroelectric Projects in Himachal Pradesh, Uttarakhand, Aurnachal Pradesh and in the neighbouring countries of Nepal and Bhutan, a Thermal Power Project in Bihar, a Power Transmission Project in Nepal, Wind Power project in Maharashtra and Solar Power Projects in Gujarat & Rajasthan.

### REVIEW OF LITERATURE

**Shobhna Gupta , Hartesh Pannu (2013)** conducted a study to analyze the level of job satisfaction among the employees of Public and the Private sector. The aim of this study was to define the relationships between job satisfaction and the potential variables of pay, promotion, positive affectivity / encouragement, job involvement, potential of rest-day/ off-day, relations with co-workers, health facilities, relations with supervisor, training and education facilities, autonomy, physical facilities, reconciliation role of supervisor, procedural justice, tangible aids, office tools, level of role clearness, participation in decisions, management style of supervisor. A multi dimensional analysis of job satisfaction and coping patterns of employees was the primary focus of this research. A sample of 50 employees of public & private sector of different service sectors. Major findings of the study were that if all the factors are considered separately then public sector employees are more satisfied than the private sector employees in some cases. But in general both sector are satisfied from their jobs.

**Bemana & colleagues (2013)** in their study titled "The Relationship among Job Stress and Job Satisfaction in Municipality Personnel in Iran" investigated the relationship between job stress and job satisfaction. A sample of 200 participants was selected for the purpose of the study. The results revealed there was significant negative relationship between job stress and job satisfaction. The result also showed that there wasn't significant difference between two genders in job stress and job satisfaction.

**Ayesha, Mohsin (2015)** conducted a study to measure the effect of intrinsic and extrinsic rewards on employee attitudes, job satisfaction and organizational commitment as well as the mediating role of perceived organizational support. The study focuses on the employee's perception about the organizational support and employees' satisfaction and organizational commitment. The mediation effect of perception of organizational support has been analyzed between the relationship of intrinsic & extrinsic rewards and employee attitudes like organizational commitment and job satisfaction. The study revealed that employees felt positively about intrinsic and extrinsic rewards.

The previous discussion dealt with the review of existing studies and related topics and was confined to explore the existing research gap which provides valuable information to frame the need, scope and objectives of the present study. It has been that substantial work has been done on job satisfaction, but such work has to be researched in the light of emerging challenges especially in the light of attaining job satisfaction, but no study has been confined to assess job satisfaction of employees

of an PSU undertaking hydropower projects. There exists a research gap among various studies available so far. Therefore, the present study has been undertaken on job satisfaction of employees in SJVN Ltd.

### NEED OF THE STUDY

In this era of globalization, it has become an essential task of every organization to have a good productive workforce with high morale. This is only possible if the employees are satisfied. If employees are satisfied there would be reduction in Labour Turnover and Absentism, less wastage of raw materials, sound industrial relations, while on the other hand, if employees are not satisfied, then there can be an outburst in the form of strikes, lockout, low productivity, disciplinary problems and many more. As pointed out in the literature survey, there seems to be a discontentment on the part of employees towards their job as a result of which, standards of performance are falling. The present study is the modest effort to study the level of job satisfaction of the employees of SJVN Ltd.

### OBJECTIVES

Following are the objectives of the study:

1. To assess the level of job satisfaction.
2. To identify the factors that influence the job satisfaction.

### RESEARCH METHODOLOGY AND DATA COLLECTION

Data has been collected from both primary and secondary sources to accomplish the objectives of the study. A sample of 360 respondents, i.e., 20 percent of the total employees has been drawn from the each strata applying quota sampling out of total 1782 employees working in the corporation. For the purpose of collecting primary data, a questionnaire was systematically designed to seek information relevant to the subject matter. Hence, sample is representative the survey was conducted from 2014-2015. Five and three point Likert scale, standard deviation, skewness, kurtosis, chi-square and correlation matrix have been applied.

Hence, a sample which is representative of the total population was chosen. Multistage and stratified sampling was applied to get desired information from the respondents.

### Sample Size

	Total	Sample Size (20%)
Executives	691	139
Supervisors	318	64
Workmen	773	157
Total	1782	360

### RESULTS AND DISCUSSION

Perception of employees about the statements relating to the job they are performing in the corporation as shown in table 1 reveals that the mean score of responses has been found higher than the average mean score in all the statements. The negative value of skewness depicts that the responses of the majority of the respondents are towards the higher side of the mean value. The value of kurtosis shows that the distribution of responses is Platykurtic. Analysis has been further supported

by the value of chi square which is higher than the table value. Further perception of respondents are not equally distributed which rejects null hypotheses. Thus, it can be concluded that the majority of respondents are happy with their job as they feel pleasant and partially agree that their job is repetitive. Further it is evident from the table that majority of respondents are found satisfied with their job and consider their job respectful. While respondents partially agree with the statement that their job is creative, not frustrating, challenging, stressful, autonomous and gives a sense of accomplishment.

**Table 1**  
**Perception of Employees About the Job**

Particulars	Strongly Agree	Partially Agree	Not at all	Total	Mean	S.D.	S.K.	Kt	Chi Square	P. Value
Pleasant	196 (54.4)	110 (30.6)	54 (15.0)	360 (100)	2.39	.735	-.773	-.763	85.267	.000
Repetitive	92 (25.6)	216 (60.0)	52 (14.4)	360 (100)	2.11	.623	-.081	-.462	121.867	.000
Respectful	213 (59.2)	106 (29.4)	41 (11.4)	360 (100)	2.48	.692	-.961	-.343	125.717	.000
Satisfying	214 (59.4)	123 (34.2)	23 (6.4)	360 (100)	2.53	.615	-.949	-.122	152.117	.000
Creative	78 (21.7)	207 (57.5)	75 (20.8)	360 (100)	2.01	.653	-.008	-.639	94.650	.000
Not frustrating	89 (24.7)	222 (61.7)	49 (13.6)	360 (100)	2.11	.610	-.062	-.359	136.737	.000
Challenging	137 (38.1)	136 (37.8)	87 (24.2)	360 (100)	2.14	.778	-.247	-1.307	13.617	.000
Stressful	91 (25.3)	185 (51.4)	84 (23.3)	360 (100)	2.02	.698	-.026	-.938	53.017	.000
Autonomous	131 (36.4)	145 (40.3)	84 (23.3)	360 (100)	2.13	.763	-.225	-1.250	17.017	.000
Gives sense of accomplishment	132 (36.7)	182 (50.6)	46 (12.8)	360 (100)	2.24	.662	-.306	-.769	78.867	.000

Source: - Data collected through Questionnaire.

**Job Satisfaction in SJVN: A Factor Analysis**

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy has been used to examine the appropriateness of factor analysis. Higher values between 0.5 and 1 indicate that factor analysis is appropriate. The results of the Kaiser-Meyer-Olkin (KMO= .828) measure of sampling adequacy and Bartlett's test of sphericity with highly significant value clearly indicates the appropriateness of the use of factor analysis.

**Table 2**  
**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.828	
Bartlett's Test of Sphericity	Approx. Chi-Square	7450.386
	df	435
	Sig.	.000**

\*\*Significant at .05 level of confidence

**Total Variance**

Table 3 shows that how many variables can be clubbed together to make a single factor. Eigen value represents the amount of variance associated with the factor. If a factor has low eigen value, then it is contributing little to the explanation of variances in the variables and may be ignored as redundant with more important factors. Therefore, only factors with eigen value more than one are retained. Eight factors have been derived from thirty variables which shows 70.601 percentage variance.

**Table 3**  
**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.822	26.073	26.073	7.822	26.073	26.073	5.654	18.847	18.847
2	4.545	15.150	41.224	4.545	15.150	41.224	3.235	10.784	29.631
3	2.227	7.423	48.647	2.227	7.423	48.647	2.909	9.697	39.328
4	1.589	5.297	53.944	1.589	5.297	53.944	2.562	8.540	47.868
5	1.399	4.664	58.608	1.399	4.664	58.608	2.368	7.893	55.761
6	1.346	4.488	63.095	1.346	4.488	63.095	1.544	5.147	60.908
7	1.219	4.065	67.160	1.219	4.065	67.160	1.487	4.956	65.864

8	1.032	3.441	70.601	1.032	3.441	70.601	1.421	4.737	70.601
9	.882	2.940	73.541						
10	.835	2.782	76.323						
11	.765	2.549	78.872						
12	.726	2.421	81.293						
13	.661	2.204	83.498						
14	.604	2.014	85.512						
15	.536	1.786	87.297						
16	.469	1.565	88.862						
17	.445	1.483	90.345						
18	.413	1.376	91.721						
19	.393	1.311	93.032						
20	.376	1.253	94.285						
21	.303	1.012	95.297						
22	.279	.932	96.228						
23	.268	.892	97.120						
24	.227	.758	97.879						
25	.214	.712	98.590						
26	.147	.489	99.079						
27	.125	.417	99.496						
28	.083	.275	99.771						
29	.051	.168	99.940						
30	.018	.060	100.000						

Extraction Method: Principal Component Analysis

Source: Data collected through questionnaire

### Rotated Component Matrix

To refine the study and improve the interpretability, the variables are rotated by using varimax rotation to find the underlying constructs and their relationship. The variables are chosen to represent the various components enhancing job satisfaction. The result of rotated component matrix drawn under table 4 identifies eight important underlying components which are most correlated. First factor i.e., **work environment factors and monetary incentives** includes load on communication system of the organisation, flexibility in job, fairness at the workplace, job security and as the most important factor at workplace which gives them maximum satisfaction. The variables of salary, other incentives and facilities at workplace also are included in the first factor. It implies **monetary incentives** are important among the other factors and the financial needs should be satisfied first. The first factor explains 26.073

per cent of the variance. The second important factor i.e., **job related factors** represents four variables namely job status, job assignment, clarity of job assignment and work schedule. This second factor explains 15.150 per cent of the variance.

The third factor i.e., **social relationships** finds its identification with variables like attitude of family members, attitude of friends and associates, social and cultural value, management sees social obligation and encouragement to join social and voluntary bodies. This third factor explains 7.423 per cent of the variance. It is further revealed by the study that job-satisfaction level of the employees is affected by their social environment. The pressures from the social environment can inculcate dissatisfaction in them.

The fourth category i.e., **self actualization** and **grievance redressal** is identified with weight on five factors which includes self development, bringing innovations in job, grievance redressal forum of the organisation, reward and penalty system and performance appraisal. This fourth factor explains 5.297 per cent of the variance. It can be concluded that the procedure to solve the problems and grievances mattered a lot to the employees.

The fifth factor i.e., **informal interpersonal relationship** include behaviour of co-workers, behaviour of superiors and interpersonal relations. The fifth factor explains 4.664 per cent of the variance. The sixth factor i.e., **advancement and growth opportunities** include satisfaction with scope for promotion, transfer policies and Sanction for Conferences, Projects, Workshops, Trainings etc. These variables show that there should be enough scope for growth in the organisation. The sixth factor explains 4.488 per cent of the variance.

Seventh factor i.e., **overall H R practices** includes three variables viz. human resource practices, encouragement to join social and voluntary bodies and welfare measures. The seventh factor explains 4.065 per cent of the variance. Further, the last factor i.e., **occupational stability**, which is a unique factor. The first factor explains 3.441 per cent of the variance.

**Table 4**  
Rotated Component Matrix<sup>a</sup>

	Component							
	1	2	3	4	5	6	7	8
Salary is adequate	<b>.913</b>	-.124	-.233	.057	-.141	.031	-.021	.003
Communication	<b>.892</b>	-.145	-.125	-.011	-.143	.180	-.098	.020
Job security	<b>.891</b>	-.140	-.184	.103	-.102	.110	-.076	.047
Flexibility in job	<b>.876</b>	-.158	-.253	.159	-.177	.075	-.008	.024
Other incentives	<b>.869</b>	.205	.031	-.096	-.028	-.211	-.076	.091
Facilities at work	<b>.611</b>	.387	-.008	.232	.053	-.286	-.156	.333
Fairness at work	<b>.604</b>	.302	-.135	.019	-.115	-.016	.028	.476
Job assignment	.035	<b>.762</b>	.192	.120	.216	.114	-.107	.172
Job status	.036	<b>.755</b>	-.008	.051	-.005	.339	-.070	.017

Work schedule	-.160	<b>.738</b>	.131	.115	.109	.020	-.103	-.018
Clarity of job assignment	.023	<b>.628</b>	.257	.044	.054	-.095	.137	-.202
Attitude of family members	-.115	.047	<b>.757</b>	-.014	.029	.170	.027	-.166
Attitude of friends and associates	-.147	.343	<b>.619</b>	.051	.143	-.010	.074	-.197
Social and cultural values	-.183	.394	<b>.595</b>	.075	.212	-.086	.119	-.153
Management sees social obligation	-.159	.117	<b>.593</b>	-.023	.155	.460	-.088	.197
Encouragement to join social and voluntary bodies	.357	-.012	<b>-.533</b>	.107	-.249	.291	.090	.001
Self development	.145	-.005	-.137	<b>.840</b>	-.090	.089	-.071	-.134
Bringing innovations in job	.230	-.050	.054	<b>.749</b>	-.089	.047	-.134	-.129
Grievance Redressal Forum	.042	.292	-.016	<b>.726</b>	.215	-.070	.100	.153
Reward and Penalty system	-.246	.350	.063	<b>.627</b>	.198	-.128	.070	.055
Performance Appraisal	-.126	.019	.304	<b>.435</b>	.279	.016	-.214	.245
Behaviour of co-workers	-.237	.109	.281	.036	<b>.798</b>	.110	.116	.005
Behaviour of superiors	-.303	-.012	.304	.042	<b>.718</b>	.015	.172	-.145
Interpersonal relations	.085	.292	-.113	.131	<b>.647</b>	-.027	-.203	-.213
Promotion	-.232	.210	.449	.002	.141	<b>.500</b>	-.136	.146
Transfer	-.009	.301	.223	.021	.125	<b>.679</b>	.083	-.156
Sanction for Conferences, Projects, Workshops, Trainings etc.	.489	-.023	-.102	-.026	-.005	<b>.588</b>	-.064	.342
Satisfied with HRM practices	-.009	.049	-.084	-.055	-.030	.108	<b>.774</b>	-.051
Welfare measures	-.213	-.179	.135	-.052	.060	-.114	<b>.749</b>	.041
Occupational stability	-.268	.124	.256	.065	.187	-.022	.007	<b>-.720</b>

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 12 iterations.

### CONCLUSION

Majority of respondents appeared to be satisfied with their present jobs. Working environment has been found the most important factor of job satisfaction followed by salary and other job related factors. Further Security of job enhances the degree of job satisfaction. Hence, management must create an environment of job security among employees. The job should provide enough scope for the employees in terms of promotion and transfer. Other factors found to be important in influencing job satisfaction were: social relationships, self actualization, grievance redressal, interpersonal relationships and fairness in the job. Employee working in the study corporation are provided with the opportunity to improve their working conditions and morale. Besides another factor that led to dissatisfaction of employees is promotion policy. The research on the subject has put forth that through providing enough monetary benefits and building of employees' competencies and self-confidence through training, feedback and recognition should be a regular practice.

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