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A STUDY OF JOB SATISFACTION & ITS RELATIONSHIP WITH GROUP COHESION

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Abstract

Current literature on job satisfaction and group cohesion will be outlined in this article, and the relevance of being aware of employee satisfaction levels will be discussed. The goal of this study was to examine the impact of sigil and sigil-based group investigation on the results of the study. We're looking for information about how group cohesion and job satisfaction affect the productivity of employees working at the Ministry of Home Affairs' HRDA. For the goal of this study, we wanted to find out how sigil and sigil-based group investigation affected the results. The goal of the study is to learn more about the impact of group cohesiveness and work satisfaction on employee productivity.

Keywords: Job Satisfaction, group cohesion, role ambiguity, group cohesiveness, productivity.

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Introduction:

There is a discrepancy between the quantity of awards employees receive and the amount they believe they should earn when it comes to their overall attitude toward their work. People's mental health may also be affected by it. Deviant behaviour such as absenteeism, labour turnover, and accidents can be reduced by using this method. It is possible to define job satisfaction as the level of good thoughts or attitudes people have about their jobs. Job satisfaction is a measure of how much a person enjoys his or her work and how much he or she appreciates his or her work (Jain, Sharma & Jain, 2012). [1]

The value of collaborating with others to accomplish a common objective will never fade. An organization's or institution's productivity is boosted and its employees' morale is improved when they work together as a team to achieve the best results possible. It's impossible to fully understand organisational behaviour without first grasping the concept of group cohesion. An organization's ability to work as a cohesive one is enhanced by the effective use of group cohesiveness.

Despite the fact that it sounds complicated, the idea is actually pretty straightforward. It is the degree to which members of a group are devoted to the group as a whole and each other. They are more likely to succeed in their endeavours when the group is well-cohesive and the members encourage, validate, and trust each other. Group cohesion is clearly beneficial to an organization's members since it creates a strong bond between them. The study's primary focus is on the importance and necessity of fostering cooperation among employees in every workplace.

In spite of this, group cohesion, which was used in this study, is a phrase that may be unfamiliar to many businesses. This word does not have to be well-known by everyone. It is an attempt to comprehend and analyse how many companies and their members use this notion to attain their

desired goals in the study entitled "Study on the relevance of group cohesiveness in an organisation." In addition, it focuses on the difficulties people encounter when working with their coworkers. Keep in mind that group cohesion is not a guarantee of success, and group work can often cause friction among the participants. As a result, staff productivity will be negatively impacted.

The famous American poet Mattie Stepanek has framed the saying "Unity is Strength" to further emphasise the importance of working together as a team. As a result, this study began with the hypothesis that when people in a group have strong bonds of friendship and cooperation as well as feelings of sympathy for one another, their efforts are more effective and their outcomes are better, and so this research began with the premise that when people work in groups, they are more successful and their outcomes are better. Without a question, the research was a significant asset in determining the concept's true worth. This study examines the role that collaboration plays in improving employee output and the productivity of the company as a whole. Using a questionnaire survey, I attempted to determine how improving teamwork can affect a group's performance. Group cohesion has a priceless worth, despite the possibility of a few squabbles, disagreements, and fights among the members. [2]

When we talk about productivity, we're talking about the work that employees do. In the end, this piece is the result of a person's dedication to his or her labour. Effectiveness and resource efficiency are linked through productivity, which demonstrates this relationship. As is well known, every business and non-business organisation must work within a limited budget to achieve its goals. Human, machine, material, financial, and informational resources are all included in the management of human resources. The

human element is the most significant production factor in an organisation since human resources plan, implement, and control all of the organization's activities in order to reach the goal. Workers, as opposed to tools or factory machinery, are living, breathing individuals with distinct personalities that might have an impact on their ability to perform their jobs effectively.

Even when all the necessary criteria are met, it is common to find that employee productivity is still low, despite the fact that these conditions have already been met. Always looking for reasons why staff productivity is low due to a lack of corporate resources or employee unhappiness. Most people believe that low incomes or salaries are to blame for poor living circumstances. To be sure, pay and working conditions do have a significant impact on productivity, but group cohesion and employee job satisfaction play an even more important role in overall output.

Comparison between output (results) and total resources used (capacity utilisation) is a measure of productivity (input). In other words, productivity can be broken down into two aspects. That which helps achieve goals in quality, quantity, and time is the first dimension of the overall process. The second is the efficiency of efforts in respect to inputs and the realisation of their usage or the manner in which the work is performed. [3-4]

Review of Literature:

There has been a long history of job satisfaction, beginning in the early 1900s with the situationist approach. This perspective claims that job satisfaction is influenced by job qualities and job environment factors. Since Hauser, Taylor, and the Western Electric plants in Hawthorne began their study, this idea has been prevalent in the literature (Cranny, Smith & Stone 1992). [5] In these research, it is assumed that a specific level of job satisfaction will result if certain conditions are present in the workplace. When it

comes to early 20th century industrial relations, there's no better study than Hawthorne's studies. It is only by understanding the factors that contribute to employee happiness that good management may be achieved. Beginning in 1924 and continuing into the early years of the Great Depression, they were produced in Chicago at the Bell Telephone Western Electric manufacturing factory. In the early 1920s, the Hawthorne company established an Industrial Research Division. Employees' morale and productivity were studied in tests conducted by human resources managers (Brannigan & Zwerman 2001). [6] For example, "Hawthorne Effect" refers to a circumstance in which experimental conditions designed to identify prominent characteristics of behaviour have the effect of altering their intended purpose.

Additionally, many people use the Minnesota Satisfaction Questionnaire to gauge their level of job satisfaction (MSQ). The MSQ can be scored in twenty different ways, and the results of each of the questions on the MSQ are added together to get a final composite score. The Minnesota Importance Questionnaire (MIQ) is frequently used in conjunction with the MSQ (MIQ). Adult career counselling clients with work experience should use these instruments, which were developed for that purpose. "Career changers," as they are more commonly referred to, are those adults who have worked in a certain field for a long period of time but are still undecided about their future (Thompson & Blain, 1992). [7] The MIQ gauges how important each respondent's own career goals are to them. To gauge job satisfaction, the MSQ examines how satisfied respondents are with their current workplace needs. Percentile values of 25 or lower suggest dissatisfaction, while scores of 26 to 74 indicate moderate satisfaction, and scores of 75 or higher show a high level of contentment. From -1.0 to 3.0, the MIQ scores range. Ratings below 0.0 indicate low relevance; scores between 0.0 and 1.4 indicate moderate importance; and scores

of 1.5 or higher indicate high importance (Thompson & Blain, 1992).

In order to determine the strength of a group's cohesion, it is necessary to look at how well the group keeps together, or how strongly each member of the group wants to stay in the group. Severity of induction, beliefs of a "common enemy," and time spent together are all factors that contribute to group cohesion. Members of a cohesive group are drawn to one another and to the group as a whole, and the group itself becomes a valuable resource for exchanging information. Organizational comprehension may be enhanced by a sense of belonging to one's coworkers" (Gilbert & Tang, 1998). In terms of the company's overall health, from its long-term stability to its financial performance, this improved knowledge of the business can be quite beneficial. It has been suggested that members of a team that works well together may also have a high level of trust in the organisation. "According to research, trust has been shown as a strong predictor of employee satisfaction with supervision and performance evaluations. Instilling confidence is facilitated by the following four factors: (1) open communication, (2) giving workers a greater share in decision making, (3) sharing of critical information, and (4) true sharing of perceptions and feelings. Affective attachment to the workplace and employee attitudes are sometimes referred to as the "customary nets" of trust, job satisfaction, and organisational commitment. Others believe that work happiness is one of many factors in "organisational commitment" (Gilbert & Tang, 1998). [8]

Objectives:

1. To find out if employees are experiencing satisfaction within their jobs.
2. To evaluate the relationship between elements of job satisfaction by the completion of a factor analysis of the constructs in relation to overall

evaluations of satisfaction with the work.

3. To better understand the link between job satisfaction and an organization's sense of civic responsibility.
4. Work-related factors that contribute to job satisfaction can be identified.

Research Methodology:

The Ministry of Human Resource Development, MHRD, of India undertook this study. Simple Random Sampling with 133 personnel was employed in the study. In addition to academic journals, websites, and research reports, secondary data was gathered from prominent authors. The study has been completed using both primary and secondary data.

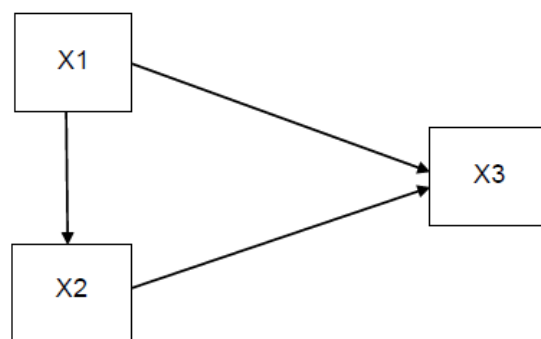


Figure 1: Constellation of Research Problems

Result & Discussion:

Cohesion in a group has a direct impact on production.

According to the path analysis results, the Indian Ministry of Human Resource Development's employees' productivity is directly influenced by group cohesiveness. Coefficient $r_{13} = 0.356$ and path coefficient value $p_{31} = 0.280$ were found in the computation results. "One anticipation about the relationship between performance and performance teams perform better than non-cohesive ones," says Jerry Gosenpud (1986: 115) [9] in his research. Many theorists, particularly social psychologists, have come up with this theory. There are

numerous benefits to having a high degree of cohesiveness, according to Penrod, such as a higher level of production. Hence, hypothesis 1, stating that group cohesion has a direct impact on employee productivity, is acceptable. This is in line with the idea that higher levels of group cohesion lead to higher levels of productivity among the workforce.

Job satisfaction has a direct impact on productivity.

The direct impact of job happiness on the productivity of employees of the India - Ministry of Human Resource Development, MHRD.. has been calculated using route analysis. The correlation coefficient $r_{23} = 0.358$ and the path coefficient value $p_{32} = 0.282$ were found in the calculation results. The findings of this study are supported by the perspectives of those who participated in it. Group cohesion has been linked to job satisfaction by Mark G. Resheske (2008: 7) [9-11]. For organisations, job satisfaction is critical because of absenteeism, employee turnover, and pro-social "citizenship" behaviours including aiding coworkers and customers and being more cooperative with all social ties. According to the literature, a rise in production is linked to a greater sense of well-being. As a result, hypothesis 2, which states that job satisfaction affects productivity directly, can be accepted. This shows that the more satisfied an employee is with their job, the more productive they are at their job.

When a team is cohesive, it has a direct impact on job satisfaction:

In India, the Ministry of Human Resource Development, MHRD, calculated the direct impact of group cohesiveness on job satisfaction using route analysis. The correlation coefficient $r_{12} = 0.271$ and the path coefficient value $p_{21} = 0.271$ were calculated from the results of the calculations. 'The findings of this study are in line with the research that was conducted. To put it another way, according to Lynne MacDonald's (2012: 48)

research[13-14], "People in groups are more likely to stick together because they have similar interests and values. Group participation is viewed as a badge of honour and a way to distinguish oneself from one's peers. Participants are dedicated to their work and take pride in the group's results and accomplishments. Cohesive organisations are able to openly and constructively deal with disagreement in a productive manner. Because they provide a social network for their members, cohesive groups boost morale and lower stress levels on the workplace." Hence, hypothesis 3, which states that group cohesiveness has a direct impact on job satisfaction, can be taken into consideration. This shows that the more cohesive a group is, the more satisfied its members are with their jobs.

Conclusion:

Various efforts can be made to improve the productivity of employees of the India - Ministry of Human Resource Development, MHRD, according to the findings of the research: provide relief for subordinates. Employees must also have a high level of work dedication to the organisation and its working group members, as well as carry out the dimensions of group cohesiveness, such as: (a) In general, a group's ability to stay together is based on the strength or desire of its members, (b) Oneness in groups: A sense of belonging and moral obligations owed to one's fellow members because of one's group membership. (c) Aesthetics: Individuals will be more interested in viewing their own team as a whole than in seeing individual individuals' work. (d) As a group, people are more inclined to work together than on their own.

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