

RESEARCH PAPER

Job satisfaction of educationally overqualified employees in selected Government offices in Kerala with special reference to Malappuram district

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ABSTRACT

Different employees may perceive the same job differently and it is those individual perceptions that determine whether or not an employee is satisfied with the job. Unemployed youths in Kerala are struggling to get Government jobs, even if the pay and status are low. This is because of the job security and promotion prospects. As a direct result of this, many overqualified employees could be found in various Government jobs in Kerala. The main thrust in the present study is to analyse job satisfaction among the overqualified employees in Government offices in Kerala. The questionnaire was framed so as to get the perception of the respondents to the six quality dimensions or constructs. The paper concluded that Minimum qualified employees had shown higher job satisfaction than over qualified employees.

KEY WORDS : Job satisfaction, Overqualified employees, Government offices

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Job satisfaction comprises those outward and inward manifestations which give an individual a sense of enjoyment or accomplishment in the performance of his job. It is the result of various attitudes and feelings an employee holds towards his job. According to Armstrong (2006) the term job satisfaction refers to the attitude and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction

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Christen *et al.* (2006) provide a model of job satisfaction in which the following elements are included: Job related factors, role perceptions, job performance and firm performance.

Lawler and Porter (1967) give their model of job satisfaction which unlike the previous model places a special importance on the impact of rewards on job satisfaction. According to this model the intrinsic and extrinsic rewards are not directly connected with job satisfaction, because of the employee's perceptions regarding the deserved level of pay. The factors in this model includes-Performance, Intrinsic rewards, Extrinsic rewards, Perceived equitable rewards, Job satisfaction

Thus, considering the fact that about one-third of a

person's working life is spent on his job, it is becoming increasingly important to study the level of satisfaction from one's work place. Job satisfaction may be mediated by the perception of individual employees. This is because different employees may perceive the same job differently, and it is those individual perceptions that determine whether or not an employee is satisfied with the job.

Lack of job satisfaction adversely affects productivity. Low productivity and sluggishness of Kerala's Government enterprises are threatening not only their growth, but also their relevance. Higher output per employee can only be achieved if there is complete job satisfaction arising from relationship based on mutual goodwill, acceptance and accommodation.

The highest number of educated unemployment exists in Kerala. The highest rate of literacy and the existence of large number of higher education institutions in Kerala persuade the youth to join for higher courses. Another feature of Kerala is that unemployed youths are struggling to get Government jobs, even if the pay and status are low. This is because of the job security and promotion prospects. As a direct result of this, many overqualified employees could be found in various Government jobs.

Thomas (2003) has pointed out, "Kerala's labour market faced a crisis: work participation rates declined; educated unemployment was the highest of all states in the country; and the relatively better –educated workers had little choice but to work in relatively less value- adding economic activities".

Different authors have different approaches towards defining job satisfaction. Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

Vroom (1964) in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus, he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying .

The most-used research definition of job satisfaction is by Locke (1976), who defined it as "... a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" Implicit in Locke's definition is the importance of both affect, or feeling, and cognition, or thinking. When we think, we have feelings about what we think. Conversely, when we have feelings, we think about what we feel. Cognition and affect are thus inextricably linked, in our psychology and even in our biology. Thus, when evaluating our jobs, as when we assess most anything important to us, both thinking and feeling are involved.

Davis and Nestrom (1985) are of the view that job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place.

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. According to Kaliski (2007), job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion and the achievement of other goals that lead to a feeling of fulfillment.

Statt (2004) defined Job satisfaction as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation.

George and Jones (2008) believe that job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay.

Mullins (2005) argued that Job satisfaction is a complex and multifaceted concept which can mean

different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative.

The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc. Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. Second, the behaviour of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. Third, job satisfaction may serve as indicators of organizational activities.

General objective of the study :

The main thrust in the present study is to make a microscopic analysis of the scenario of job satisfaction in Kerala. It intends to analyse job satisfaction among the overqualified employees in Government offices.

Specific objectives:

- To assess the performance of the overqualified employees in the Government offices in Kerala *vis a vis* their level of job satisfaction.
- To make a comparative analysis between the level of job satisfaction of the over qualified employees with that of the employees who have just the minimum qualification prescribed for the post.
- To recommend measures for improving the level of job satisfaction and performance of the overqualified employees in Government offices in the State on the basis of the findings of the study.

METHODOLOGY

This study is descriptive in nature. It is based on both primary and secondary data. Necessary primary data required for the study was collected from the employees (senior clerks, clerks and typists) of important Government office/institutions in Malappuram District selected on a sample basis.

Selection of samples :

In Kerala, a large number of employees are working in various Government offices. The district level offices in Malappuram district constitute the population of the study. Out of this, 15 important offices/institutions were selected on the basis of random sampling. 225 employees (senior clerks, clerks and typists) is the sample. Out of these, 150 belong to educationally overqualified for the present jobs and the other 75 belong to employees who have the minimum prescribed qualifications for the present job. 30 superiors/officers are also included for assessing their opinions about the attitude and performance of the educationally overqualified employees in their offices.

Since the population from which the sample has been taken is heterogeneous, stratified sampling method was applied to obtain representative samples from each major category. The population was stratified into (1) senior clerk (2) clerk and (3) typist. In order to give adequate representation to all the 15 offices, the total sample was divided among the offices, with the help of proportionate representative sampling technique.

Tools for data collection:

One questionnaire was designed to collect data from the employees. For assessing the job satisfaction of employees, items from Minnesota Satisfaction Questionnaire (MSQ), developed by the University of Minnesota, was used after necessary modifications. Another questionnaire was designed to assess the superior-subordinate relationship between the educationally overqualified employees and their bosses. It was administered among the superior officers. A pilot study was conducted before finalizing the questionnaire formats. Each respondent was contacted individually and secured his/her responses by maintaining good rapport with them.

Statistical tools for analysis:

The questionnaire was framed so as to get the perception of the respondents to the six quality dimensions or constructs, namely Creativity and Ability Utilization, Compensation and advancement, Relationship and Reorganisation, Working conditions, Job security and Social status and Authority and Achievement. The questions which related to each quality dimension were grouped later and the responses analysed with the help

of version 21 of SPSS software. Simple statistical tool of chi-square analysis was applied at 5 per cent level of significance. Independent sample t-test, correlation analysis, Multiple regression analysis and factor analysis etc. were also used for data analysis.

ANALYSIS AND DISCUSSION

From the box plot each distribution score is represented by a box and protruding lines (Whiskers). The length of box is variables interquartile range and contains 50 per cent of cases. The line across the inside of the box represents the median value. The whiskers protruding from the box go out to the variables smallest and largest values. Any scores that SPSS consider are outliers appear as little circles with a number attached (This is ID number of cases). Outliers are cases with scores that are quite different from the reminder of the sample, either much higher or much lower.

In the box plot out of 225 government employees mean of job satisfaction score were 2.997 with Standard deviation of 5.93. A line across the inside of the box represent medium value of 2.995 and the whiskers protruding from the box go out to the variables 2.23 and 3.578 which is considered as smallest and largest job satisfaction mean score, respectively. The circles representing the outside box is called outliers these are extreme values that deviate significantly from the rest of the sample and they can exist above or below the whiskers of the box plot. Here the outliers are case no 27, 61 and 49 with job satisfaction values of 2.178, 2.057 and 3.887, respectively.

Table 1 one sample t- test proves that there is a significant difference between Total job satisfactions means score of government employees. The over qualified employee job satisfaction score is far below of average job satisfaction score.

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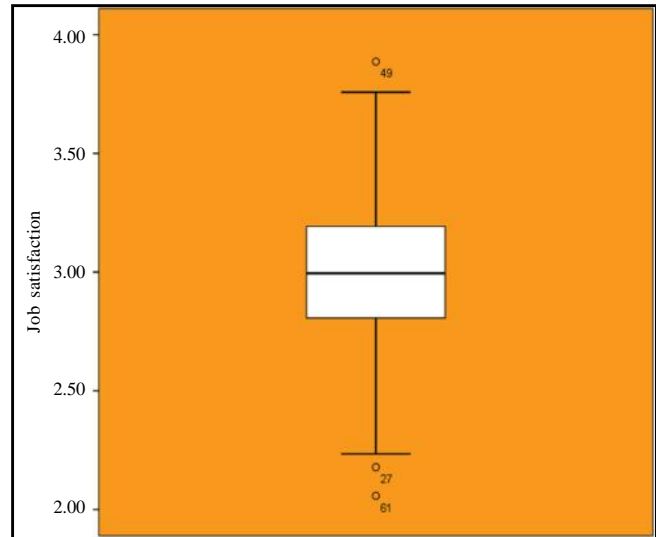


Fig. 1 : Job satisfaction of Government employees

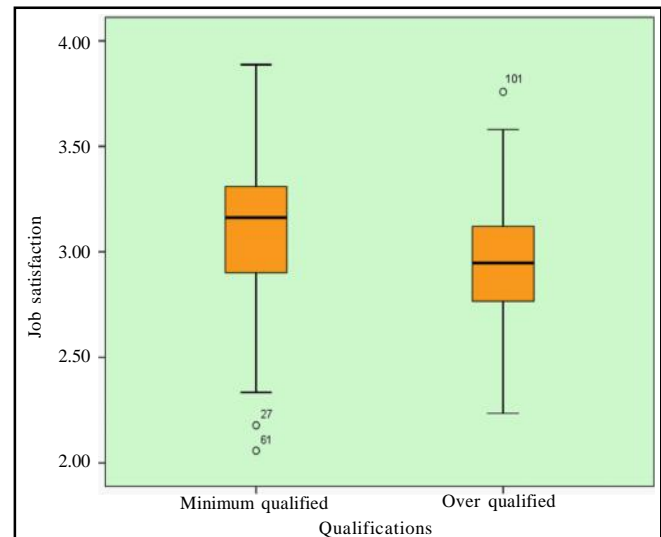


Fig. 2 : Boxplot and whisker diagram for job satisfaction of minimum and over qualified employee

Table 1: One sample t-test						
One-sample test						
Qualifications		Test value = 2.997				
		t	df	mean	Standard dev.	*Sig. (2-tailed)
Minimum qualified	Job satisfaction	2.544	74	3.092	.3239	.013
Over qualified	Job satisfaction	-2.094	149	2.950	.27151	.038

(*indicate items significant at P =0.05 significant level)

Source- Field survey

(This is ID number of cases). Outliers are cases with scores that are quite different from the remainder of the sample, either much higher or much lower.

In the above minimum qualified box a line across the inside of the box represent medium value of 3.16 and the whiskers protruding from the box go out to the variables 2.0575 and 3.887 which is considered as smallest and largest, respectively.

In the over qualified box a line across the inside of the box represent medium value of 2.946 and the whiskers protruding from the box out to the variables 2.234 and 3.578 which is considered as smallest and largest, respectively.

From the Table 1 the distribution score of job satisfaction and qualified groups are dissimilar. Minimum qualified group had shown more job satisfaction than overqualified people.

Major findings:

There is a significant difference between total job satisfactions means score of government employees. The over qualified employee job satisfaction score is far below of average job satisfaction score.

The study revealed that the distribution score of job satisfaction and qualified groups are dissimilar. Minimum qualified group had shown more job satisfaction than overqualified people.

Over qualified employee who had intended to continue in the present office were influenced by the factors like spouse employment, childrens' education, place of residence etc. It was not because of job satisfaction.

In general, it can be conclude that minimum qualified employees had shown higher job satisfaction than over qualified employees. In minimum qualified and over qualified employee job satisfaction not with standing their difference in gender, age and educational qualification and in service course attended, whereas in service course of over qualified employee affect their perception of job satisfaction.

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