

An Exploratory Study on Job Dissatisfaction at Workplace

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Abstract: The world we know today has a very dynamic environment wherein the changes keep occurring with every passing day. The same can be said about the business world, wherein there are a lot of continuous changes in the business environment. These changes in the business environment bring about the competitive nature in the organizations and help them strive and drive towards the top spot in whichever sector they operate. Every organization aims for having high growth, high stability, and high revenue. However, one must keep in mind that it is not the organization that drives people but the people who are the drivers of the organization. So, in order for the organization to sustain and grow in this dynamically changing business environment, there is a requirement of human resources who are productive and are able to cope with challenges brought by the dynamically changing environment. Every organization in its own way tries to make its workforce productive and in turn, tries to increase the growth and stability of the organization. However, one must know that employees are only productive in a work environment if they are truly happy at their job. Furthermore, If the employees are not satisfied with their job, then they won't be able to become much productive. This is where our research begins by exploring the world for job dissatisfaction. We are trying to find an answer to a simple problem which is Are the people really dissatisfied with the job in the Indian, global, and industry context in the current scenario? To answer such a question, we have Collected Secondary data collected by organizations, educational institutes, MNCs, etc., through surveys, websites, research papers etc. and then analyze the same to drive our data-driven solution for the exploratory study.

Keywords: workplace, job dissatisfaction, productivity, dynamic changing environment, data driven, scrutinize.

1. Introduction

The human resource is a department of a business that is responsible for recruiting, selecting, hiring, screening, training, rewarding, recognizing, and administering the human resource within an organization. Human resources play a key role in an organization as they help the company move forward in an increasingly dynamic work environment. HR plays an important role in an organization as they are responsible for recruiting candidates for the organization. Any organization cannot function without its employees which is where HR plays a crucial role. Even though anyone can hire employees without the need of HR personnel, however, we do not know how many

to hire and where to put those resources. This is called Manpower planning which is done by the HR within an organization every time a position is vacant in the organization. To put it in simple sentence "Right people for Right job and in the right amount" is fulfilled by HR. Furthermore, the Role of HR doesn't just end when the candidates are recruited, deciding on the payroll for the employees based on their skill set and the resources/Speciality that they can provide the company is also one of the major job roles of HR.

Moreover, HR deals with the disciplinary decision within an organization, which involves the punishment of an employee if he/she breaks the organization's disciplinary code. The charges against the employees are all decided by HR in line with the organization's disciplinary stands. Apart from disciplinary maintenance in an organization, HR is responsible for Rewarding and Recognizing the employee if he/she has done exemplary or a great job in an organization.

In our project, we are trying to depict how we enhance the overall productivity within an organization. This is done by gauging the job dissatisfaction level in an organization and implementing steps to make employees more satisfied and happy with the organization. As it is a known fact that when you are happy you tend to be more enthusiastic and productive when compared to your usual self. Making people satisfied and happy while improving the work culture within an organization is a job of HR.

2. Job Dissatisfaction

Job Satisfaction can be laid out as a positive emotional response that you feel or experience while you are working in an organization. Nowadays, organizations want to keep their employees satisfied so as to make their employees happy which in turn helps the organization to increase its productivity and efficiency. Job satisfaction is not only making the employees happy but also for the employer and the organization as a whole.

There are many reasons which make up for the fact that Job Satisfaction is really important in an organization. Job Satisfaction benefits the organization as a whole by increasing profits. Keeping the employees within the organization happy may lead to a higher amount of sales, a strong bottom line, and

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lower costs. Moreover, Job Satisfaction helps with job retention within the organization. Employees with Job satisfaction are more likely to stay within the organization which in turn will help the organization to retain quality employees and save hiring costs.

Job Satisfaction helps to increase productivity within the organization. If the employees feel satisfied with their jobs, salary, and if they feel like their work has been recognized and rewarded properly then the employees will start to work more effectively and efficiently. If the employees are satisfied with their jobs, then they will most probably become more loyal towards the company and gain sentiments for the company moving further down the life.

Job satisfaction facilitates proper communication within the organization. It helps employees to be more open about their ideas, collaborative, confrontational, and trustworthy which in turn enhances the work culture within the organization. People might become more disciplined, dedicated, participative about their work than they usually are. Apart from work culture, job satisfaction creates a sense of security within the employees. A sense of security may arise from the fact that the employees are working in a viable company with long-term goals this, in turn, leads to having a feeling of belongingness to the organization and creates personal security within the employees.

A. *Job Dissatisfaction Indian Scenario with Fact and Figures* 1) *Year 2016*

According to a Times Job study which was published in economics times, HR lags behind considerably when it comes to addressing employee concerns. 55% claim the poor quality of HR services in their organization and 60% feel HR aren't sincere in their attempts to resolve employee complaints and will not recommend the organization based on its HR policies to others. The reasons explained for the same was that there is an Inaccessibility of HR - Among the respondents, 60% say that they face a problem to find the right HR person to solve the problem, 15% say their problem never gets resolved. In the case of resolutions, 45% claim it takes over a month, 30% claim it takes at least a week, (10%) claim it takes 2 to 3 days. Apart from that, another problem is the Response time, to which 55% of respondents lay claim to and among which 45% of respondents' blame lack of HR staff and resources in the department. The next problem highlighted in the survey is that of the People orientation in which 60% of respondents claim poor management of people-related issues, 18% claim their interactions with the HR department as poor. Finally, Other reasons include: (60%) of employees aren't informed about HR policy and rules changes, (70%) aren't satisfied with the rewards and recognition.[1]

According to a Times Job survey published in economics times, of over 1000 working professionals across India, (55%) GenY and (53%) GenZ were unhappy with their first drawn salaries. Around 45% of GenY and 58% of GenZ left their jobs in 2 to 3 years for a better package. 58% of GenZ and 40% of GenY are able to negotiate their salaries before accepting the final job offer. And, 52% of GenZ and 46% of GenY applied to 10-15 jobs and 5-10 jobs respectively before ultimately

accepting a job offer.[2]

Survey of Job Satisfaction 2016 published in economic times by TimesJobs.com declared the status of employees that 60% of employees are dissatisfied with present jobs and 80% wants to switchover the job. [3]

A survey was conducted by Economics time for around 1,000 executives of organisations of different sectors where around 50% replied about the unfavourable work culture as awkward elements in the workplaces. The survey explains 47% of employees said improper career development create problem to them in most at their organizations, 30% said inefficient supervisor or authority create unpleasant situations in workplace, 22% of the employees said they do not have opportunities for development, about 70% opined about no scope for further learning and development to upgrade themselves.,16% were unhappy about their extent of recognition at the workplace, Going more details of work culture in India Inc. 52% of employees has given bad rating to their work place, On further probing what limited their career growth, researcher found 68% of employees indicated the responsibility of external factors, 32% cited the individual reasons. Out of all external factors, 35% listed due to similar work and lack of challenge in jobs, while around 33% observed biased, about their manager to whom they report as they felt the reporting manager limited their career growth. The respondents also felt a lack of recognition as one of the factors of job dissatisfaction. About 70% of the respondents said that others are not giving weightage at work, whereas 30% said that nobody appreciated in work place for their over performance. Unfortunately, 35% of those are not got appreciation at work place, have served 2-5 years at the present organizations.

A survey collected by DNA news talked about 60% of people who they recorded responses from said that they are dissatisfied with the job. In that 60% of respondents, 80% were people at junior level, 60% belonging to middle level, and 40% belonging to top level managers. Out of the 60% respondents, 50% of them are with poor work-life balance, 30% of are in value less work, and 20% of are with poor salary.

According to a survey conducted by PR NEWSWIRE on job dissatisfaction statistics in the Indian scenario, they found that about 60% Employees of India are dissatisfied with their present job, 80% are interested to change the job reflected in the 'Job Satisfaction 2016 survey'. The figures for the same state that out of that 60% of Employees in India who are dissatisfied with the present job there about 50% of respondents that say that the cause of their dissatisfaction is the poor work-life balance, whereas the other 30% argue that the work given to them is meaningless, while rest of the 20% of the respondents say that poor salary the reason for their dissatisfaction.

2) *Year 2017*

According to JobBuzz's survey of over 1800 working professionals across India, 70% of the employees were dissatisfied with the working hours. The figures suggest that around 30% of the workforce considered work-life balance to be an important consideration while taking up a job. While flexi-time is available to 50% of the employees, 40% said it would have a negative impact on growth. [4]

According to a survey conducted by My Result Plus on job dissatisfaction in India, it says that about 80% of People are dissatisfied with their job and are looking for a job change. The figures for the same indicate that out of that 80% of the people who are dissatisfied with their job, there are about 50% of people who account for poor work-life balance, while about 30% state meaningless work as their core reason for job dissatisfaction and the rest 20% blames poor salary as the reason for this dissatisfaction. [5]

According to a Times Job Compensation and Benefits survey, published in Economic Times, 37% of employees are dissatisfied with their appraisals and leave their companies to look out for better opportunities. This is because 46% of employers' salary increase of less than 10% in the current year. Again 48% of employers have given a maximum salary hike at the middle level of management and limited employers of 28% offered a maximum salary enhancement at junior or entry level. Therefore, employees at the junior level are mostly vulnerable to change the job because of huge opportunities.

According to a Times Job Survey of over 2,200 working professionals which was published in Economic Times, it was found that 45% of employees were dissatisfied with their job out of which 35% were senior employees. It was also found that 60% were looking out for a job change. While citing the reasons for the dissatisfaction, the figures showed that 40% of the employees said that they had a bad salary, 35% said that they had poor work-life balance, 25% said that they did meaningless work.

According to a Times Job study conducted on 700 working professionals (published in Indian Express), 70% of mid-level employees and 60% of junior professionals showed job dissatisfaction respectively. It was also found that 70% were men and 54% were women implying that male employees were more displeased than their female counterparts. The main reasons for dissatisfaction were 'people in the workplace', job/role, and logistics. 50% of employees were dissatisfied due to the 'people' in their workplace. Among them, 60% blamed it on their 'bad bosses', 35% blamed it on annoying co-workers and 10% blamed it on disengaged teams. In the case of job/role, about 50% of employees weren't liking their current position, 25% of employees realised that their job description wasn't communicated properly during the hiring process, 15% of employees complained that the job had little scope for career growth and 10% of employees complained that the jobs weren't challenging. In the case of logistics, 40% of employees complained about inflexibility at work and 20% of employees said that they were tired of the long working hours.

3) Year 2018

According to a Times Job Survey which was published in economics times, it states that of over 1100 working professionals, there are about 80% dissatisfied employees. The Figures suggests that out of those 80% people there are about 75% of them who blame it on the influx of technology and out of those 75% people there are about 50% people who are in a Fear of loss of job from the influx of technology, whereas about 25% of the people Fear the fewer jobs in future because of the technology influx, another 10% of the people blame it on the

Poor work-life balance, and the rest 15% blame it on the Poor workplace ethics. There are other factors contributing to job dissatisfaction which include: Very few career growth opportunities 40%, Lack of recognition 30%, Biased work environment 20%, and Bad workplace relationships 10%.[6]

According to the Worknrb survey, out of the total surveyed employees, 52% were not well versed with their salary structure. Again, out of the total employees, 70% said that their salaries are not at par with the current standard. 30% employees from reputed companies are not satisfied with the salaries and responsibility assigned to them. 42% of Indian employees are not satisfied with extra work without incentives. 64% of the employees are dissatisfied with the lack of proper career growth plans in the companies.

According to the Medtronic's survey, 35.2% of staff in health care organizations are dissatisfied with management issues, training and salary issues, and benefits. Whereas 64.8% of staff were found to be satisfied with performance issues, supervisory issues, and planning.

4) Year 2019

According to the 'Staff Squared HR' survey in a global poll conducted by Gallup, they have declared that 85% of people are not satisfied in their jobs out of one billion full-time workers of world. [7]

According to the Analytics India mag survey, there was about 54% of an overwhelming majority of the respondents when asked about the level of job satisfaction and job dissatisfaction. Most of the respondent's answer "somewhere in between", which indicates their jobs went through ups and downs. Around 30% of the data scientists were not happy with the present jobs. From those 30% dissatisfied respondents 27% were not happy with the present jobs because of low package and 15% said that they are being trapped with the current job due to the improper career development opportunities, while 14% said the requirement of opportunities for upskilling and finally 13% of them suffered from stressful job. [8]

According to the Jobs Monster Portal survey, 25% of respondents are dissatisfied with their current job roles, but only 79% are dissatisfied with their pay. The legal and market consultancy sectors have shown job dissatisfaction at 16% of the level while the construction and technical consultancy sector have shown 17%. Information & Communication Technology Services has registered 97% of dissatisfaction among employees. Education and research have registered 47%.

5) Year 2020

According to the Springer research paper "Working in lockdown: the relationship between COVID-19 induced work stressors, job performance, distress, and life satisfaction". During the third and fourth phase of lockdown 433 working professionals of both public and private sector data was collected from Delhi and NCR region of India. the survey has 57% females and 43% males. Out of 57% of the females, it has been observed that 48% of females experienced more stress with the job and 41% of the males have been also experiencing the same out of 43% of male respondents. [9]

According to a survey conducted by Economics times.com as many as 3,074 respondents participated in the online survey, 39% of the respondents said salary reduction as the major part of job dissatisfaction, the rest 61% blamed on the reward and recognition factor being the major cause of their Job discontent.

According to an article published in money control, about 57% of the people working as IT professionals have said they are dissatisfied with their jobs. The reason for dissatisfaction follows Salary for 20%, recognition and reward aspect by 32%, work culture by 23%, and communication by 25%.

6) Year 2021

Statista conducted a survey on truck drivers of and found 71% of them were not satisfied with their professions because of low or irregular income. Drivers are not getting adequate pay as per their work. Over 15 percent of the truck drivers were dissatisfied with their profession because lack of respects.

As per the global job portal of indeed 71 percent of employees were willing to rethink about their jobs and may even see "if a different career is worth pursuing". The report indicated again that 51% pondered if the present job fulfilled the purpose, where 67% replied as they are in right jobs.

B. Job Dissatisfaction World Scenario with Fact and Figure

1) Year 2016

Rights Management in 2016 conducted a survey where 65% of respondents were partially or fully not satisfied with their jobs. 30,000 workers worldwide studied by Mercer revealed that 28% to 56% of the workers interested to leave their present jobs. The main reason is that employees don't understand the purpose of the job and how and why their contribution is relevant to the organization. After this, underappreciation and inadequate training coupled with unreasonable expectations are sighted to be the next main reason. [10]

According to the Pew Research survey, about 51% of workers in US are not satisfied with their present jobs. Four in ten employed Americans with low annual family income from \$0 to \$ 74999 are dissatisfied with their current jobs. People who work in manual or physical labor, amounting to 48% of Americans, are very likely dissatisfied with their jobs. Around 51% Americans employees said to get recognition through jobs, where the rest 47% said about jobs are foe survival. Around 51% of U.S. workers viewed their job as a career, where 18% considered as a stepping stone for career and 30% said it is just a job to get them by.

According to the Time jobs survey, 60% of employees are dissatisfied with their present job, where 80% planned to switch over jobs. The degree of job satisfaction has shifted from optimization package to optimization of career optimization with a well-maintained work-life balance. 50% said about the poor work-life balance, 30% state has done thankless work, and 20% said about lower remuneration as the reason for this dissatisfaction.

A survey conducted by Statista shows what percentage of the people will consider leaving the organization based on each factor. These factors include, 56% of people say they will leave mostly because of pay, 29% says they will leave because of the overall package, 25% says if they are dissatisfied with the job

security they might consider leaving, 21% career advancement opportunity, 18% says because of non-flexible work-life balance, 16% says they will leave because of stress, 14% because of not getting meaningful work, 13% may leave because of work location, 8% because of challenging work, 7% because of the relationship with the immediate supervisor, and finally 7% because of the overall organizational work culture.

2) Year 2017

As per the 'Mind the Workplace' report, which is published by the Mental Health America (MHA) (non-profit group) and The Faas Foundation which has published in "The Ladders", where around 17,000 U.S. workers from 19 industries were surveyed where 71% were either "actively looking for new job opportunities" and 63% percent surveyed said the stress of their job had a high impact on their mental and behavioural condition. The main reason for the dissatisfaction was found to be that employers are not recognizing the contribution and helping them with the issues they face. 66% of employees said they rarely or never trust their colleagues to help them at office. 64% employees said their supervisor support them rarely or never. Also, 44% believe that they are always or often overlooked. Adding to this, 45% of respondents are dissatisfied with the compensation they received.

According to a report by Society of Human Resource Management titled "Employee Job Satisfaction and Engagement: The Doors of Opportunity are Open" it states that 51% of American employees showed lesser degree of satisfaction in the work. The factors that were considered while gauging the dissatisfaction were: 68% of the workforce considered support of all employees at different levels to be an important factor out of which 27% consisted of people who were slightly and/or not satisfied with it; 61% of the workforce regarded compensation as an important factor out of which 35% consisted of people who were slightly and/or not satisfied with it; 61% of the workforce considered that trust among employees and senior management was very important out of which 28% consisted of people who were slightly and/or not satisfied with it; 58% of the workforce regarded job security as an important factor out of which 22% consisted of people who were slightly and/or not satisfied with it; 56% of the workforce considered opportunities to use skill and ability in work as important but 12% consisted of people who were slightly and/or not satisfied with it.

3) Year 2018

According to a report of Investors in People's Annual Job Survey Exodus (2018) conducted on 1000 employees, published in Personnel Today, almost half of UK workers 47% are dissatisfied and are looking to change their jobs. While investigating the reasons behind the dissatisfaction, it was found that, 49% cited poor management, 40% were dissatisfied with their pay, 20% were dissatisfied with their working hours, 20% were dissatisfied due to lack of career progression, 39% felt that they weren't valued as members of staff, 30% said that they didn't enjoy the work itself and 21% were dissatisfied due to lack of authority and leadership.

According to a survey conducted by Totaljobs on over 9,000 of Britain's workers, across more than 20 industries, 70% of

employees cannot picture themselves at their current company next year and 56% of the employees are looking for another job during work time. While investigating the reasons behind the dissatisfaction, it was found that 57% of respondents cited lack of training, learning and development opportunities, 70% state that they haven't received a promotion or pay rise and say that their efforts go unrewarded. 67% say that their ideas are not being heard by their employers, 69% said that their bosses didn't support their career goals.

According to a survey titled Ceridian's 2018- 19 Pulse of Talent that was conducted among 1,001 Canadians and 1,000 Americans surveyed, published in CBC News, 73% of Canadians were dissatisfied with their job, out of which 37% of employees are either actively or casually expect help from another employer and 36% would consider an offer proposed by another employer. The main reasons were dissatisfaction with compensations and also stated that the work wasn't very interesting. Along with this, lack of opportunity for new challenges and lack of respect from the employer added to the dissatisfaction.

According to a survey conducted by online Chinese recruitment company Zhaopin (report published in China Daily), on 50,837 people across 37 major cities, 69 % of employees are interested to give resignation or entry procedures or searching for new job out of which 74.5% are from media and entertainment sector and 70.7% are from the real-estate industry. The three main reasons for not satisfaction are improper salary, employer's poor prospects, and low scope for personal growth.

According to research conducted by CV library (report published in The Recruitment Bar), 1200 workers were surveyed, out of which 55.6% of the employees were dissatisfied with their jobs. While investigating the reasons for the dissatisfaction, it was found that 38.9% cited poor salaries, 32.6% cited lack of space for career growth, and 30.8% cited bad company culture, 21.8% cited poor work-life balance, 18.7% cited boring daily routine, 15.3% cited that they dislike the working hours, 14.9% cited that they dislike their boss, 13.6% cited long commutation time as an issue, 5% cited that they disliked their colleagues and 4.8% cited that they had issues in private life that affected their work life.

4) Year 2019

According to a Payscale survey, 25% of respondents said higher pay package was the reason to switch for a new job, where 16% of employees said about the unhappiness at present organization". The reason which entice employees to change other organisation, 27% expects opportunity to do constructive work, where 17% said about enhanced responsibilities and 16% said about high pay package was the major driver. With comparison to men women are 11% more likely to change the job for a flexible environment. Millennials are 9% more than Boomers to switch jobs for high package as they're not happy or expect promotion. But Boomers are much interest than Millennials to switch for flexibility in their job.

According to a Ceridian Pay experience report, 80% of North American workers are stressed because of regular financial issues. About 30% of workers are more satisfied in terms of

transparency about the pay package. Female employees are more dissatisfied upon their employers than men (51% of women listed pay, versus 35% of men).

According to a Staples Workplace survey, 67% of employees are leaving the job because of more rigid administrations. Nearer to 90% employees expect more flexible organisational environment and schedules to increase morale of employees but wellness is so important to them that 41% said they are ready to pay 10% for the wellness.

According to The Executive Group survey, 66% of professionals are not interested to continue with the present organisation. 86% of professionals are interested to change the job if they get opportunities for career development. 66% of professionals are not getting support for the leadership role. 45% of employees told they did not get healthy environment for better work life balance. 71% of professionals are interested for a job of flexible schedule.

5) Year 2020

According to a Randstad Work monitor survey, 58% of the Japanese were not satisfied with their job. The reason was the cutthroat nature of Japanese work culture. Also, out of 42% of job satisfaction people, there were 21% of people who were still dissatisfied with the lowest and highest outcome in the survey. They said the most discontent came from the bad work environment and pay rise or bonus.

According to the BMC Nursing survey article, pre-Covid-19 there were about in between 30%-50% of nurses that were highly dissatisfied with their workplace and wanted to leave their jobs. The survey had 1742 nurse respondents, out of this about 2/3rd of the respondents (1162) are highly demoralized or demotivated to work. The conclusion obtained from the survey was that the people were dissatisfied due to staffing issues and failure in leadership.

According to the article published by MDPI on the topic of "Work Flexibility, Job Satisfaction, and Job Performance among Romanian Employees— Implications for Sustainable Human Resource Management" stated that about 30% of the employees in Romania were unsatisfied with their job. Out of those 30% employees, 54% people considered that their salary wasn't satisfactory. Also, they stated that by increasing the salary we are to somewhat increase the Job satisfaction in Romanian employees.

According to the job satisfaction survey of November 2020 published in Forbes, there are about 40% job dissatisfied people in the globe. The reasons for the job dissatisfaction was that due to the pandemic, security in job, labour payments, company bonus, old person retirement/pension plans, the potential for future growth, and spending on training were hit hard which resulted in more number of job dissatisfied people over the globe.

According to the article "The application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals" stated that about 75.3% of medical workers were not satisfied because of improper working environment, inappropriate remuneration and promotion, where it is the deciding factor between employers and employees.

6) Year 2021

According to a survey conducted by World Forum Economics 40% of employees are interested to resign from the job, 41% of workers globally are thinking about handing in their notice, as per the new Microsoft survey, 54% of Generation Z workers, 41% of world work force wanted to resign from their jobs, as per the Microsoft report 46% of the people wanted to relocate their home to work remotely. 66% of leaders of different companies wanted give ample scope for hybrid work, 73% of workers wanted for remote work.

According to a survey conducted by EY 2021 Work Reimagined Employee Survey, 54% of employees in the world interested to quit the job post-COVID-19 pandemic if they will not get flexibility in work place. More than average employees wanted to work between two and three days in remote area after the pandemic. When restrictions due to pandemic relaxed, 22% employees wanted to work full time in the office, 33% of employees are interested shorter working weeks. 67% of employees think the productivity is irrespective of location of work.

As per the Prudential Financial Pulse of the American Worker survey, published by CNBC, every fourth worker is looking for new opportunities if the pandemic subsided. 26% of employees willing to leave their companies after the pandemic, 80% are interested for their career development; 72% said the pandemic changed their view to rethink about their skill set.

3. Conclusion

Demographic profile data of both male and female employees describes that they are equally dissatisfied with 'the people factor'. Male employees are most dissatisfied than the female employees. Most professionals are given arguments like discontent to 'the job itself', which reflects the dissatisfaction for the current position, and profile. Workers mostly dissatisfied on their job on factors like 'the logistics related issues' like the communication time, schedule of the work, and

organisational environment. The main reasons were dissatisfaction with compensations and also stated that the work wasn't very interesting. Along with this, less opportunity for the latest challenges and inappropriate respect from their supervisors added to the dissatisfaction. Factors like pay structure, inadequate promotion, continuous training and development, better relations with supervisors, lack of good working conditions, and inappropriate organizational policies leads to dissatisfaction of jobs.

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