

A Study on Factors Influencing Employee Job Satisfaction -A Study in Cement Industry of Chhattisgarh

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Abstract

One of the most pressing problem facing organizations today is how to motivate employees to work more productively and to increase their feelings of satisfaction, involvement, and commitment. All around us we see examples of shoddy and imperfect work in products. This paper aims at studying the factors which are contributing towards employee job satisfaction. The factors which are the probable causes behind employee job satisfaction can be broadly divided into three broad categories: Behavioral, organizational and environmental factors. This report focuses on all of these categories and attempts to find the relation between these factors and employee job satisfaction.

Keywords

Environmental, Job-satisfaction, work-condition, commitment etc.

I. Introduction

In a labour surplus and capital hungry country like India jobs are very important to individuals. They help to determine standards of living, places of residence, status and even one's sense of self worth. Jobs are important to organizations because they are the means of accomplishing organizational objectives. Technological advances and competitive pressures may often force an organization to put more emphasis on characteristics of successful performance rather than on standard jobs duties and tasks etc. Frederick W. Taylor (1916), one of the pioneers, believed that workers motivation was due largely to their interest in money. He also proposed that the most satisfying situation was one in which a worker could make the most money with the least effort. Both productivity and satisfaction would result, if workers were given fair wages and work that could be done quickly without excess fatigue. The main objective of this study is to find the relation between behavioral, environmental and organizational factors and job satisfaction. This study is conducted in a cement plant in India.

II. Literature Survey

For a few decades, many researchers have been carried out about job satisfaction and its components. Many researchers and administrators have noticed the importance of job satisfaction on a variety of organizational variables (Chu et al., 2003). In particular, we know that dissatisfied employees are likely Hulusi DOGAN to leave their jobs. Thus, the understanding of employee job satisfaction and its contributing variables are important for any organization to exist and prosper (Mrayyan, 2005). Job satisfaction is simply defined as the affective orientation that an employee has towards his or her work (Price, 2001). In other words, it is an affective reaction to a job that results from the comparison of perceived outcomes with those that are desired (Kam, 1998). Shortly, job satisfaction describes the feelings, attitudes or preferences of individuals regarding work (Chen, 2008). Furthermore, it is the degree to which employees enjoy their jobs (McCloskey and McCain, 1987).

And also, it is possible to see a number of theories developed to understand its nature in literature. Vroom (1964), need/value fulfillment theory, states that job satisfaction is negatively related to the discrepancy between individual needs and the extent to which the job supplies these needs. On the other hand, Porter and Lawler (1968) collect the influences on job satisfaction in two groups of internal and external satisfactory factors. According to them, internal satisfactory factors are related the work itself (such as feeling of independence, feeling of achievement, feeling of victory, self-esteem, feeling of control and other similar feeling obtained from work), whereas external satisfactory factors are not directly related to work itself (such as good relationships with colleagues, high salary, good welfare and utilities). So, the influences on job satisfaction can be also divided into work-related and employee-related factors (Glisson and Durick, 1988). Job satisfaction has been the most frequently investigated variable in organizational behavior (Spector, 1997). Job satisfaction varies and researchers, for example Peretomode (1991) and Whawo (1993), have suggested that the higher the prestige of the job, the greater the job satisfaction. Many workers, however, are satisfied in even the least prestigious jobs. That is, they simply like what they do. In any case, job satisfaction is as individual as one's feelings or state of mind. Job satisfaction can be influenced by a variety of factors, for example, the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, the degree of fulfillment in their work, etc. However, there is no strong acceptance among researchers, consultants, etc., that increased job satisfaction produces improved job performance. In fact, improved job satisfaction can sometimes decrease job performance (McNamara, [n.d]; War, 1998). Frederick Herzberg's two factor theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organization goals (Hoskinson, Porter, & Wrench).

A. Work Environment

Stress: When negative stress is high it reduces job satisfaction. When a job does not correspond with employee's personal life, or is the source of anxiety and confusion, it's stressful.
Work conditions: Work places must be in normal conditions allowing employee to do their job properly. In work places where there is not sufficient conditions employee motivation level decreases and such a situation affects employee job satisfaction negatively.

B. Organizational Factors

Fair rewarding: Employees are more satisfied when their works are fairly rewarded.

Promotion: Promotion opportunities influence job satisfaction in different ways. The reason is conducting promotion in many different ways. For example, “employees promoted based on their work experience” are less satisfied with their jobs than “employees which are promoted on the basis of their work results”.

Opportunities: Job related opportunities increase employee satisfaction. For example, a job which has an opportunity to participate in projects, presenting competition and requiring more responsibilities.

C. Behavioral Factors

Adequate authority: Giving more freedom to employees in their job increases their satisfaction.

Salary: Material rewards are very important in job satisfaction. Money meets luxury needs and wants of people, along with their fundamental needs. Generally, employees accept salary as supervisors’ reward for the work they have performed.

Supervisors: Managers are one of the main factors which affect job satisfaction. Managers interested in employees’ work, assisting them in solution of their work related and personal life problems and also developing informal relations together with the formal ones are increasing employees’ job satisfaction

III. Research Methodology

The research design used in the research is descriptive research. This research was used because it is a good structured instrument for collection of data. The research method used is survey method. The research technique used is Questionnaire. The data is collected using primary data the data is collected using primary data. Sample size is 150.

Research Model developed based on literature survey:

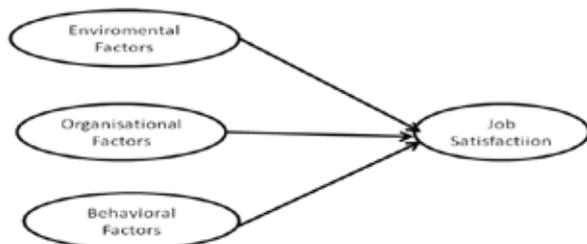


Fig 1: Research Model

IV. Research hypothesis

H1 :There is significant impact of work environment on job satisfaction

H2: There is significant impact of organizational a factor on job satisfaction.

H3: There is significant impact of behavioral factors on job satisfaction.

V. Data Analysis and Interpretation

The type of analysis used in this research is regression analysis. It is the determination of a statistical relationship between two or more variables. One variable is independent whereas the other is dependent variable. Since, in this research we had to study the relationship of various factors with job satisfaction that is why we have applied regression analysis. Here job satisfaction is the dependent variable and work environment, organizational factors and behavioral factors are independent variables.

Table 1: Anova Table

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.619	.554		1.118	.269
	Work	.349	.135	.355	2.590	.013
	Behavioral Organizational	.112 .210	.005 .050	.110 .136	0.550 0.742	.000 .010
a. Dependent Variable: job satisfaction						

Interpretation:

In table 1, it has been found that all the three factors i.e. behavioral, organizational and environmental factors have a significant impact on employee job satisfaction since the significance level is less than 0.05 i.e. 0.000 for behavioral factors and 0.010 for organizational factors and 0.013 for environmental factors.

VI. Conclusion

This study focuses on impact of various factors on job satisfaction. It has been found out that all the three variables that are environmental, organizational and behavioral factors have a positive impact on job satisfaction. It means that if the employees are treated equally and fairly and they are properly supervised, their level of satisfaction can be increased towards their job. Organizational factors will thus contribute to job satisfaction. Hence from this research it can be concluded that organizational factors are the most important aspect for job satisfaction of the employees in a company.

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