

# A STUDY ON FACTORS AFFECTING EMPLOYEE JOB SATISFACTION

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Received: January 30, 2019

Accepted: March 14, 2019

**ABSTRACT:** *Employee satisfaction and Loyalty represents one of the most key challenges faced by the managers today when it comes to managing their employees. Employees are the most valuable resource for all organizations; the longer an employee works for a company the more valuable it becomes. Many researchers have been conducted in various sectors to demonstrate the impact of Job satisfaction on employee loyalty. Employee satisfaction is all about employees being satisfied in the organization with a strong belief that working with that particular organization is their best option. The aim of the study was to find the impact of job satisfaction of an employee. This study also finds out various factors underlying employee satisfaction. To achieve the aim of the study questionnaire survey was used. The results show that there is direct impact of all the factors in the organization. Job satisfaction is related to different Socio-economic and personal factors, such as: Age, Sex, Incentives, Working Environment, Education, duration of work etc. The present paper will highlight different factors affecting job satisfaction in pharmaceutical company in Hyderabad, India.*

**Key Words:** : *Job Satisfaction, Working conditions, Incentives, social security, Skill.*

## I. Introduction

Job satisfaction is a universal attitude which is the result of many detailed attitude in three areas, like (i) Individual characteristics; (ii) Group relationship outside the job; and (iii) Specific job factors. These factors cannot be isolated from each other for analysis. The approach which since to be opted is that job satisfaction is the favorableness or un favorableness with which employees view their works. It results when job requirements suit to the wants and expectation of the employees.

However, a more comprehensive approach requires that many additional factors be included before a complete understanding of job satisfaction can be obtained. Such factors, such as the employee's age, health, temperament, desires and level of aspiration should be considered. Further, his family relationships, social status, recreational outlets, contribute ultimately to the job satisfaction.

## NEED FOR THE STUDY:

To understand the level of satisfaction of employees based on overall parameters. If the employees are satisfied then only the organization can function smoothly and increases its productivity and faces competition.

If employees are satisfied with their job they will carry a positive attitude. Hence the study has been undertaken to assess the employee's satisfaction which is necessary for the organization in order to make decisions.

## OBJECTIVES OF THE STUDY

The study was conducted in keeping the following objectives in mind:

- a) To study the level of satisfaction of respondents towards working conditions and welfare facilities.
- b) To study the level of satisfaction of respondents towards financial benefits, opportunities for promotion and training.
- c) To study the opinion of respondents towards interpersonal relationship, appreciation of work and decision making.
- d) To study the level of satisfaction of respondents towards standing rules, grievances redressal system and disciplinary action, interest and boredom.
- e) To find out over all level job satisfaction among the executives.
- f) To give suggestions to improve the level of job satisfaction, if required.

## SCOPE OF THE STUDY

The scope of the study is limited to Employees of the Cipla, Hyderabad

### Factors Relating to Job Satisfaction:

Job satisfaction is derived from many interrelated factors. Every factor has its own importance and which can not be neglected. All these factors are subject to change from time to time and therefore study of these factors is important. These factors are:

#### 1. Personal Factors:

Fig. 1. **Sex:** In most of the investigations on the subject, it is revealed that generally women are satisfied with their job than man. This may be because of multiple role of women when they take position outside home. It was found that, women prefer to work with friendly people, good social position in spite of less pay.

ii. **Age:** Studies have found different results in different groups on the relationship of age with job satisfaction. Some feel that age has little relationship with job satisfaction but this relationship has importance in some job situations. In some groups job satisfaction is higher with increasing age in other groups it is lower.

iii. **Education:** In this relationship some studies show that there is a tendency for the more educated employees to be less satisfied and conversely the less educated employees to be more satisfied. But, other studies shows no relationship at all and certain variables such as ; companies advancement policy in relation to education have to be considered.

iv. **Time of Job :** Several studies show that job satisfaction is higher in first few days then falls slowly.

#### 2. Factors In Job:

i. **Type of Work:** The most important factor in the job is the type of job. Studies have shown that in job causes greater job satisfaction than the routine work. Other studies have shown that a majority of factory employees to be dissatisfied where as a minority of professionals were dissatisfied.

ii. **Skill Required:** Where skill exists to considerable degree, it tends to become the first source of satisfaction to the employees. Satisfaction in condition of work or in wages became prominent only where satisfaction in skill has materially decreased.

iii. **Occupational Status:** Occupational status shows a very high correlation with intelligence, income and year of education. It has been found that employees are more dissatisfied in the jobs which have less social status and prestige.

iv. **Responsibility:** Responsibility also plays a major part in an industry .Thus studies on responsibility among factory managers have been found more significance leading them to job satisfaction.

#### 3. Factors Controlled By the Management:

i. **Wages:** Wages are the most important factor of the job satisfaction. Higher the wages more the job satisfaction, but this is not necessarily lead to cover all employees' satisfaction. Studies show that in some cases salary was rated well blow in job satisfaction, but security and opportunities for advancement by highly educated class of people is much higher than salary.

ii. **Working Condition:** Comfortable working conditions are ranked an important factor also. Better the working condition less will be fatigue and more will be job satisfaction.

iii. **Benefits:** Other benefits have been ramped as an important factor also. Since studies show that highly educated employees having a good pay give more importance to benefits and facilities.

iv. **Security :** All the studies show that employees want a steady work The higher will be the job satisfaction when there is a job security and vice -versa. But studies also show that security is also less important to better educated persons.

v. **Opportunity for Promotion:** Studies show that after years in the job people will give more importance to advancement than pay. Job satisfaction is happier where there are ample opportunities for career advancement.

### II Company Profile

Cipla Limited is an Indian multinational pharmaceutical and biotechnology company, headquartered in Mumbai, India. Cipla primarily develops medicines to treat respiratory, cardiovascular disease, arthritis, diabetes, weight control and depression; other medical conditions.

Cipla sells active pharmaceutical ingredients to other manufacturers as well as pharmaceutical and personal care products, including Escitalopram (anti-depressant), Lamivudine and Fluticasone propionate. They are the world's largest manufacturer of antiretroviral drugs.

#### Cipla Ltd, In Hyderabad

My study is related to Cipla from Hyderabad region which is located in kukatpally, Hyderabad,

### III. REVIEW OF LITREATURE

Mira Singh and Pestonjee<sup>1</sup> (1990), hypothesized that Job Satisfaction is influenced by the levels of Occupation, Job involvement and Participation. The sample for the study consisted of 250 officers and 250 clerical cadres belonging to a Nationalised bank in Western India. The study confirmed the hypothesis and it was found that Job Satisfaction of the Bank employees was positively affected by the Occupational level, Job involvement and participation.

Balgi<sup>2</sup> (1991) attempted to understand hygiene-motivational factors as postulated by Herzberg based on their need priorities that dominate the minds of Indian Managers while continuing service in their respective Organisations. The results revealed that Job Satisfaction, Salary, Job Security, better chances of promotion, happy Personal life, high Position and friendly social circle are some of the motivating factors in that order which strongly influence Indian Managers.

Mathew<sup>3</sup> (1991) tested the relationship between Satisfaction and Organisational commitment with a Non-recursive model that permitted the simultaneous examination of the influence of satisfaction on commitment and the influence of commitment on satisfaction. The study highlighted that the two variables were reciprocally related but that the influence of satisfaction on commitment was stronger.

Mehra and Mishra<sup>4</sup> (1991) in their study explored the potential moderator effect of mental health on the Intrinsic Job Satisfaction-Occupational stress relationship. The study was conducted on 250 blue collar industrial workers of UPTRON India Ltd. The findings of the study showed that mental health has a moderating effect on the Intrinsic Job Satisfaction-Occupational stress relationship.

Dhar and Jain<sup>5</sup> (1992) carried out an investigation amongst academicians. The investigation explored the nature of relationship between employee satisfaction. Job Involvement, Age and Length of service. An important finding of the study was that Job Involvement and Job Satisfaction are positive correlates which imply that involvement in Job increases Job Satisfaction and vice versa.

Syed<sup>6</sup> (1992), made an endeavour to determine the relationship between employee Job Satisfaction and Organisational effectiveness. The sample for the study consisted of 44 supervisors of a public sector undertaking which was randomly drawn from a single unit of the Company. The main objective of the study was to relate satisfaction with Organisational effectiveness along with personal attributes such as age, education, pay, length of service etc. the study revealed that Job satisfaction facets had more explanatory power than the personal attributes of respondents. It was clear from the study that the Organisation through its human resource development policies and practices created better environment for employees, resulting in greater satisfaction which in turn enhanced Organisational effectiveness.

Rama Devi<sup>7</sup> (1997) conducted a study on faculty Job Satisfaction and their views on management of the two universities in Andhra Pradesh. The sample consisting of 200 teaching faculty and 100 members were selected randomly from each university and the attempt was made to measure Job Satisfaction of the faculty in universities of Andhra Pradesh. The study found that the factors such as freedom in job, scope for self-improvement, income and job security were causing satisfaction while bureaucratic rules, no recognition for work and routine work were causing dissatisfaction to them.

### IV. RESEARCH METHODOLOGY

#### DESIGN OF THE STUDY:

It is a Descriptive and Explorative study design, which had enabled to know the level of job satisfaction among the executives working at Cipla Hyderabad.

#### SAMPLING

A sample of 107 employees was taken which contributes to about 46% of the total employees.

The result of the study was characterized on the basis of:

- a) Total Respondent; and,
- b) Departmental wise

#### PILOT STUDY:

Before distributing questionnaire among the respondents, first conducted pilot study. Here five questionnaires were distributed to five employees to know the response. It was revealed from the filled in questionnaire that they were all set and clear. Then the questionnaire was finalized.

#### METHODS OF DATA COLLECTION

Both primary and secondary methods were used for data collection. Primary means, the information which is given by the respondents through the questionnaire directly, and secondary method means, any source other than primary source, i.e. Office files, documents, Manuals etc.

**V. DATA ANALYSIS AND INTERPRETATION:**

After all the data were displayed after tabulation, analyzed the tabulated data as per the objectives of the study.

For the study, Average Satisfaction was calculated using the following formula:-

$$\text{Average Satisfaction} = \frac{\text{Percentage of employees satisfied/very satisfied}}{\text{Percentage of total employees taken}}$$

**Attributes taken into consideration for the study:**

The few attributes that are taken for consideration for the study are as follows:-

- i. Working Hours.
- ii. Fair Payment for work done.
- iii. Training.
- iv. Physical Layout of the Department.
- v. Motivation.
- vi. Performance feedback.
- vii. Teamwork.
- viii. Welfare Benefits.

**Employee Satisfaction Measurement:**

Employee satisfaction has been defined as a function of perceived performance and expectations. If the performance falls short of expectations, the employee is dissatisfied and if it matches the expectations, the employee is satisfied. The process is however, more complicated than it appears. It is more important for any organization to offer high satisfaction, as it reflects high loyalty and it will not lead to switching over once a better offer comes in.

**Tools for tracking and measuring employee satisfaction:**

- i. Complaint and Suggestion System: Employee can freely deliver complaints and suggestions through facilities like suggestion box, personal meetings with seniors etc.
- ii. Lost Employee Analysis: The exit interviews are conducted or employee loss rate is computed.
- iii. Employee Satisfaction Survey: Periodic surveys by use of questionnaire or telephone calls to random sample of recent buyer help to find out employee satisfaction.

**Scale Construction:****i) For Questionnaire:**

On the basis of different attributes taken into consideration, a questionnaire was prepared. To each, there are 4 possible answers out of which one is to be ticked. In case of pertaining to satisfaction, the respondent has to give a response in terms of very satisfied, satisfied, dissatisfied, very dissatisfied.

**ii) For interpretation:**

After the collection of data, the results were plotted in the form of graph and the interpretation was carried out taking the following scale into consideration:

0 to 0.5 -----Very Dissatisfied.

0.5 to 1.0----- Dissatisfied.

to 1.5 ----- Satisfied

1.5 to 2-----Highly Satisfied

**Interpretation:**

Based on the data collected, as a whole, the total respondents are dissatisfied with the following attributes:

- a. Working Hours,
- b. Training,
- c. Motivation, and
- d. Team Work,

And the employees are very much dissatisfied with

- a) Performance feedback, and
- b) Welfare Benefits,

**Major Findings of the Study:**

On the basis of the methodology adopted for the study, the following findings were drawn:

**i) Satisfaction Level of The Employees (Department Wise):**

In this organization, there are total six departments like Production, Quality Control and Assurance, Warehouse, Engineering, Finance and Human Resource Department. I tried to collect data from each of the department as the satisfaction level differs from one department to another.

**a) Production Department:**

The percentage of employees taken into consideration is 45% of the total employees of the department. The employees of Production department are highly satisfied with the physical condition of the department (1.9) and satisfied with payment structure (1.2) ; while very much dissatisfied with Performance Feedback (0.2), Team Work (0.2) & Welfare Benefits (0.3); and dissatisfied with Working Hours (0.7), Training (0.5) and Motivation (0.5).

**b) Quality Control And Assurance Department:**

This is one of the most important departments in any organization in general and pharmaceutical industry in particular. Thus, the employees of this department are almost satisfied and very much satisfied with all most all attributes except Performance Feedback (0.4), Team Work (0.4) and Welfare Benefits (0.8).

**c) Warehouse Department:**

The employees of this department are almost dissatisfied in all the factors and satisfied only with Working Hours and Training (1.2).

**d) Engineering department:**

The employees of this engineering department are only satisfied with training (1) and very much satisfied with Physical Layout (1.6) and very much dissatisfied with Performance Feedback, Payment, Motivation & Welfare Benefits (0.4), and dissatisfied in Team Work (0.8) and Working Hours (0.6).

**e) Human Resources And Finance Department:**

As the total number of employees are less (Human Resources -3 and Finance Department-4). Data collected from all of these seven employees.

The employees of both these departments are satisfied with Working Hours, Training, Physical Layout & Team Work (1) and very much dissatisfied with Performance Feedback (0.5), Motivation & Welfare Benefits (0.4), and dissatisfied with payment (0.7).

**ii) Causes For Employee Dissatisfaction:**

On the basis of data collection, the foregoing discussions would highlight the factors of Employees dissatisfaction.

**a) Long Working Hours:**

The working hours generally starts from 8:30 am to 5:00 pm. However, mostly for reasons such as increase market demand employees need to work up to 7 pm which may get extended up to 10 pm. The Long working hours when coupled with sleep disturbance cause deterioration of task performance because of its detrimental effect on things such as rate of errors, pace of work and social behavior and long working hours also show an adverse effect on the health of the employees. Employees may face many problems related to health such as: a) mental health; and; b) cardiovascular problem. Furthermore, it also has a negative impact on the work-life balance and also disturbs the domestic relationships.

In the study, it was found that though majority of the respondent are satisfied with the payment structure, only certain percentage of employees in Warehouse, Engineering, Human Resources and Finance Department of Cipla Ltd, (hyd plant) were of the view that they were not paid according to their contribution to the organization which is the most demotivating factor at the top.

**b) Training:**

Training has become extremely vital to the success of modern organizations. Organisation often competes on competencies- the core set of knowledge and expertise that give them an edge over competitors. Training plays a central role in nurturing and strengthening these competencies and in this way become part of the backbone of strategy implementation.

In addition, rapidly changing technologies require that employees continuously hone their knowledge, skills and abilities continuously to cope with new processes and systems. Almost all employees however need some type of training on the ongoing basis to maintain effective performance or to adjust to new work.

In the present study the following causes were found for employees' dissatisfaction related to imparting training to them.

- i) These trainings are generally provided to the supervisory and managerial level employees which inhibits the junior level employees to increase their skill and knowledge to increase productivity.
- ii) Employees are provided training only for their particular kind of job.
- iii) In the Quality Control and Assurance Department. Employees lack proper theoretical knowledge of the chemicals that are used along with their properties which provides hindrance during their work.

**c) Motivation:**

After employees were hired and trained, it is important to motivate them to get desired efforts from them to achieve organizational objectives. Motivation factors are perceived needs of employee satisfaction of which contribute to employee performance and productivity. Motivation process starts with a physiological or psychological deficiencies or need that accelerates behavior or drive that is aimed at a goal or incentives.

The following conclusions were drawn relating to employees' dissatisfaction in relation to motivation. Employees were generally demotivated as the management takes no step to identify employees' wants, the problem they face during their working in the organization. This reduces their feeling of being a part of the organization thereby reducing their efficiency at work.

**d) Teamwork:**

Teamwork is a concept of people working together cooperatively as a team in order to accomplish the same goals or objectives. Applied to work place teamwork is a method that aligns employee mindset in a corporative and usually selfless manner, towards specific business purpose shared goals. Effective collaborative skills (knowledge) are necessary to work well in a team environment. As business and organizations are becoming larger and sophisticated, many employers attempt to enhance their employees' collaborative efforts through training, cross training and work-shops in order to help people effectively work together in a cohesive group.

**e) Welfare Benefits:**

Employee benefits constitute an indirect form of compensation intended to improve the quality of work life and personal life of the employees. Benefits represent 40% of the total payroll cost to the employer. In return, employers generally expect employees to be supportive to the organization and be more productive. Since employees have come to expect an increasing number of benefits, motivation values of these benefits depends on how the programme is designed and communicated.

In the study, it was found that the company follows 3 tier of benefits like, Officer Level, Managerial Level and worker level, which was the major reason for dissatisfaction among the employees.

**VI) Conclusion And Recommendations:**

Despite different policies and programmes by Government on Industrial Development, employees welfare and statutory norms employees of different industrial establishments are dissatisfied with the facilities provided to them by the management of the industrial establishment. The summary of the study on the basis of the objectives show the followings and recommend the management to take corrective measures for increasing productivity:

**a) Working Hours:**

Employees should be provided with relaxation period in between their working hours so that they can do their work more efficiently. Relaxation period should be scheduled as follows:

After working from 8:30 am to 10:00 am ---- Tea Break for 15 minutes.

After working from 10:15 am to 12:30 pm ---- Lunch Break for 30 minutes.

After working from 1:00 pm to 5:00 pm ---- Tea Break for 15 minutes.

**When employees are working for extra hours:**

After working from 5:15 pm to 7:00 pm ---- Tea Break for 15 minutes.

**b) Payment Of Work Done:**

The organization should come up with a clear cut method to ascertain the productivity of each and every employee and based on their performance, employees should be compensated with increments, rewards etc.

The management should provide various rewarding schemes (monetary and non- monetary) which would further increase the employees' commitment towards the organization.

**c) Training:**

- i) Organization should provide training facilities to junior level employees in order to enhance their knowledge and skills to increase productivity.

ii) Employees should be provided with cross-functional training to provide employees with multi skills to take - up more responsibility.

iii) Off-the-job training should be provided to the employees of the Quality Control and Assurance Department in order to provide them knowledge of the various chemicals that are to be used in their laboratory.

**d) Motivation:**

i) A complain box should be kept in each department, so that employees can write down the problems related to their job and the management should continuously make a review of them and takes corrective measures accordingly.

ii) The management should make an attempt to identify the social needs of the employees for which the manager should continuously interact with his team members.

**e) Teamwork:**

i) Management should take initiative to conduct seminars and workshops including group dynamic games to increase the teamwork of the organization.

ii) Team members should conduct meetings (both formal and informal) which would not only make the members aware of the team goal as well as to increase the communication between the team members.

**f) Welfare Benefits:**

The people who are concerned with the fooding are contractual employees. In order to enhance the quality; regular invigilation should be conducted by the contractual head. The HR personnel should also do a monthly invigilation so that the quality of food increases.

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