

A Study on Factors Determining Employee Job Satisfaction at Entrepreneur's Organisation

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Abstract

Employees are considered as real assets for any organisation in the modern economy because modern organisations believe that due to globalisation employee retention is a major problem hence employees are treated as real assets for the organisations. Once employees are satisfied with the organisation then employee retention takes place. Employee satisfaction is linked with employee job satisfaction. So this study concentrates on factors determining employee job satisfaction at Balaji Agencies and Industries. The main objective of the study is to determine the factors influencing job satisfaction of employees at Balaji Agencies and Industries. The other objectives were to calculate the Job Satisfaction Index (JSI) and to find the relationship between the personal factors and job satisfaction of employees. Data were collected from 53 employees at Balaji Agencies and Industries at Nellore. Data were analysed using chi square analysis. The findings of the study reveal that there is no relationship between age, gender, educational qualification of employee and experience to the job satisfaction. It may be in relation with some other factors which are included in the study considered for scope of future research.

Keyword: Job Satisfaction, Salary, Career, Working Environment, Safety, Benefits, Job Satisfaction Index and Work Load

Introduction

One of the most placid problems in most of organisations in the modern era is how to motivate employees for doing better productivity, better satisfaction level, better involvement and better commitment etc. (Hastings, 2012). All around for this we need employee job satisfaction. Job satisfaction is the basis for many HR functions like training, employee retention, organisational development etc. Most of scholars and researchers say that only satisfied employees are not liable to the organisation, rather the motivated and satisfied employees are liable for the organisations. Hence, employees are important for organisations for production of products, services, for fulfilling of organisation goals, etc. Job satisfaction can be measured directly with the use of questionnaire statements or can be measured with the help of any index or measure. Here in this study job satisfaction index is used for measuring job satisfaction. With the help of job satisfaction index employee's job satisfaction in the organisation will be calculated. There are many factors will influence job satisfaction depending on the type of industry, type of work, and type of working environment etc. (Sowmya & Panchanatham, 2011). Since years scholars and researchers have been defining the factors determining employee job satisfaction at various sectors and industries the present also aims to determine the factors influencing employee job satisfaction.

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Review of Literature

Malik (2013) described the factors influencing job satisfaction of teachers and tested using Anova. The factors like gender, education, experience, age, and type of employment define demographic variables chosen for the study. He concluded that salary is the major factor which defines the job satisfaction of employees and he listed around 30 variables for Anova analysis and compared with the job satisfaction.

Murad, Zayed, and Mukul (2013) in their article say that job satisfaction factors in bankers in Bangladesh and listed around eight independent variables like job status & security, management policy, pay, working condition, decision making process & communication pattern, supervisor behaviour, job nature, recognition & promotion hypothesis for measuring the relationship between the dependent variable job satisfaction. The results of the study reveal that there is a positive significant relation between eight independent variables and dependent variable job satisfaction.

Alshetri (2013) says that job satisfaction of employees of R & D identifies that five factors that influence job satisfaction of employees are promotion, pay, relationship with workers, supervision, and nature of work. Among all the factors promotion has a direct relationship with the job satisfaction whereas pay has positive influence on employee job satisfaction. He says that job satisfaction in the department has a positive influence with the factors like pay and promotion acting as antecedents of job satisfaction.

Azim, Haque, and Chowdhury (2013) say that the relationship between gender and the job satisfaction along with marital status of employees to the job satisfaction. They find that both gender and marital status had a positive influence on job satisfaction of employees. They consider some other factors like pay, promotion, supervision, colleagues, work environment etc. are factors influencing job satisfaction.

Parvin and Kabir (2011) say that factors influencing job satisfaction of employees at pharmaceutical sectors are pay, promotion, working conditions, fairness, job security, relationship with supervisors, and relationship with co-workers which play an important role in determining job satisfaction.

Factors Determining Employee Job Satisfaction

Sowmya and Panchanatham (2011) identify the factors influencing job satisfaction were pay and promotion, organisational factors, supervisor's behaviour, job and working condition, co-worker's behaviour etc. They identified that all these factors are important for employee job satisfaction. Hong, Hamid, and Salleh (2013) identify that promotion, pay, and salary were positively influencing factors of employee job satisfaction whereas fairness of the company has no influence on job satisfaction of employees. The study also proves that work environment has a positive influence on job satisfaction. Neog and Barua (2014) identify that salary is the most determining factor of job satisfaction. Other factors are work-life balance, supervisor support, job security, and career opportunities. Rafique, Butt, Khawaja, Akhtar, Hussain, and Bashir (2014) identify that six job satisfaction determining factors are workplace, empowerment, compensation, training and development, appraisal system, and clear goals of job. All the variables identified had a positive and significant relation between the variable and the employee job satisfaction. From the researchers and scholars it was identified that employee job satisfaction can be determined with the use of these factors and defining a conceptual framework will help in determining job satisfaction. Arthur, Bennett, Edens, and Bell (2003), in their article, also considered grievance handling like employee's personal and work related problems as one factor among employee job satisfaction determining factors. Participation in decision making also improves employee satisfaction level with this they feel that organisation is giving more responsibility and they should be liable to the organisation. Tanjeen (2013) identifies that factors for job satisfaction in telecommunications sector are working environment, decision making, relationship with supervisor, pay and autonomy, freedom, and job security. Among all the factors most of the research articles say that salary, job security, working conditions, relationship, decision making and career are important factors in determining employee job satisfaction.

A Model Determining Employee Job Satisfaction

From the review of literature eight determining factors influencing employee job satisfaction were identified and

a model was developed using these factors which is shown in Fig. 1. The model explains the relationship between the variables and job satisfaction. From the literature it is clear that job satisfaction index helps in determining the employee job satisfaction. The flow of data was shown using arrow marks in Fig. 1 and the hypothesis too.

The model explains the job satisfaction index determined by eight factors which are salary, welfare facilities, working hours, relationship with co-workers, facilities, working environment, and participation in decision making. With this JSI job satisfaction of employees were calculated. Higher the value of JSI, higher the job satisfaction of employees and vice-versa.

Here in the conceptual framework H1, H2 and H3 denote the hypothesis used in the study. Employee job satisfaction will be determined using the relationship between JSI and personal factors of employees. Hence the conceptual framework define factors determining employee job satisfaction.

Research Methodology

Here descriptive type of qualitative research design was chosen using convenient sampling technique. Data were collected through primary source using technique of

closed ended structured questionnaire with 20 statements. This structured questionnaire was given to 60 employees and 53 valid questionnaires are considered for the study. Data were collected in the month of April 2015. Secondary data were collected from text books, journal articles, websites and magazines etc. Hypothesis was formulated using review of literature and was tested using chi square analysis in SPSS. Data analysis and interpretation was done using graphs, tables and percentiles etc.

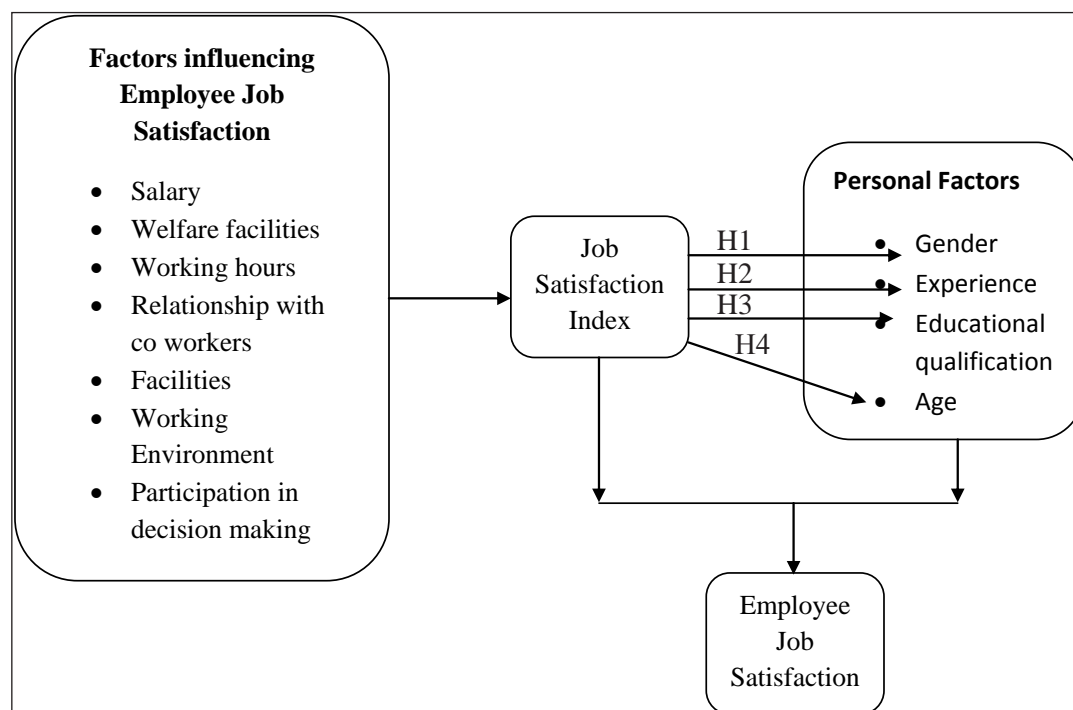
Objectives of the Study

- To study the how well employees are satisfied with their job at Balaji Agencies & Industries.
- To calculate the Job Satisfaction Index (JSI) of Balaji Agencies and Industries employees.
- To test the relationship between job satisfaction and personal factors of employees using chi square analysis.

Hypothesis Formulation

From the review of literature it was identified that many factors are influencing job satisfaction of an employee. But among all, nine factors were considered to be very important and are used for calculating Job Satisfaction

Fig.1: A Model Determining Employee Job satisfaction



Index (JSI). Now JSI is tested using chi square analysis to know the relationship between JSI and the personal factors. Three hypotheses were framed and are listed as below.

Hypothesis 1: H0: There is no relationship between gender and job satisfaction.

Hypothesis 2: H0: There is no relationship between experience and job satisfaction.

Hypothesis 3: H0: There is no relationship between educational qualification and job satisfaction.

Hypothesis 4: H0: There is no relationship between age and job satisfaction.

Analysis and Interpretation

Calculation of Job Satisfaction Index (JSI)

From Fig. 1 eight factors were considered for determining job satisfaction of employees. Those are salary(X1), working environment(X2), working hours(X3), grievance handling(X4), participation in decision making(X5), relation with co-workers(X6), facilities(X7), and welfare facilities(X8). From these factors JSI is calculated using the formula shown below and each variable is denoted as X1,X2,...etc. Hence there are eight variables for calculating job satisfaction index.

$$JSI = (X1) + (X2) + (X3) + (X4) + (X5) + (X6) + (X7) + (X8)$$

where X1, X2, X3.... denote the variables as shown in above description.

The variables were measured using the common instrument Likert scale with point rating, hence there will be minimum of 8 and maximum of 40 values from the variables. The obtained results were grouped into four levels as shown in Table 1. The classification of JSI was clearly mentioned in Table 1. They are listed using the code as 1, 2, 3 and 4. Using these codes job satisfaction of employees were calculated.

Table 1: Job Satisfaction Index (JSI) codes

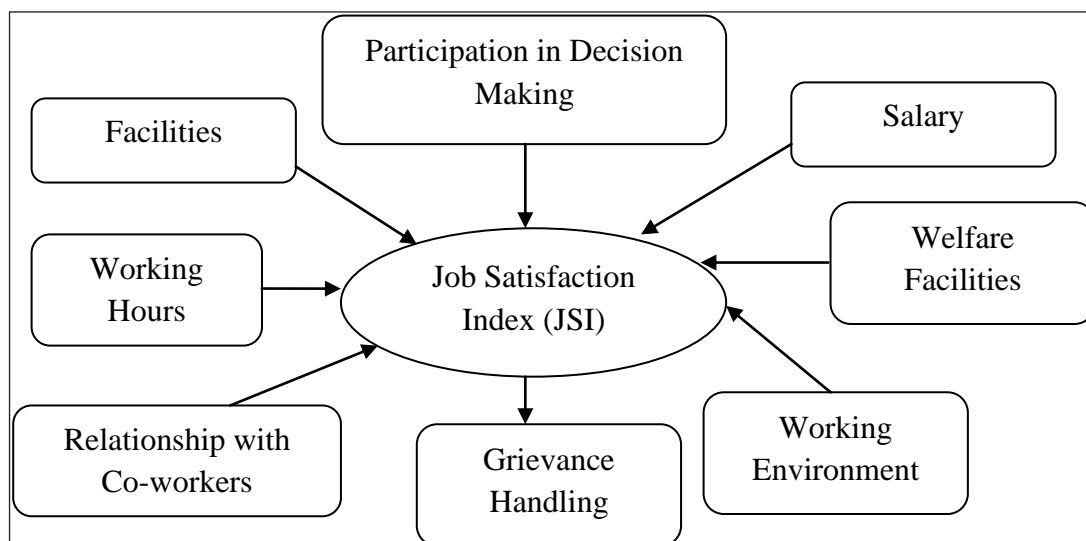
Range	Category	Code
8-16	Highly Dissatisfied	1
17-24	Dissatisfied	2
25-32	Satisfied	3
33-40	Highly Satisfied	4

Table 2: Does Company Organise Counselling Programmes for Employees

Opinion	No. of respondents	Percentage
Yes	48	91%
No	5	9%
Total	53	100

From Table 2 it was clear that 48 respondents said that company is providing well counselling programmes for the employees and only 5 respondents said that company

Fig.2: Factors of Job Satisfaction Index (JSI)



is not providing any counselling programme for the employees so far.

Table 3: Factors that will Motivate Employees Most in the Company for Doing Job

Opinion	No. of respondents	Percentage
Salary increase	21	40%
Promotion	16	30%
Leave	0	0%
Recognition	16	30%
Total	53	100

From Table 3 it was clear that salary, promotion and recognition play a vital role in motivating employees for doing job. None of the employees says that leaves play a role in motivating employees for doing of job.

Table 4: Does Organisations do Equal Justice for All

Opinion	No. of Respondent	Percentage
Strongly agree	15	28%
Agree	35	66%
Neither agree nor disagree	0	0%
Disagree	3	6%
Strongly disagree	0	0%
Total	53	100

From Table 4 it was clear that company is providing equal justice to all employees. Only 6% of employees were not satisfied, hence we can say that company is providing equal justice to all employees.

Table 5: Job Satisfaction Index of Employee in the Organisation

Opinion	No. of Respondent	Percentage
Strongly agree	12	23%
Agree	33	62%
Neither agree nor disagree	8	15%
Disagree	0	0%
Strongly disagree	0	0%
Total	53	100

Testing of Hypothesis

Hypothesis 1:

H0: There is no relationship between gender and job satisfaction.

The hypothesis was tested with the statistical tool of chi square analysis and the results are shown in Table 6. The results show that the value is 0.801 which is higher than the level of significance (0.005) so we accept H0 and reject H1. Hence, there is no relationship between the gender and job satisfaction.

Table 6: Chi-Square Tests results for Gender and Job satisfaction

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.444a	2	.801
Likelihood Ratio	.410	2	.815
Linear-by-Linear Association	.163	1	.686
N of Valid Cases	53		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.36.

Hypothesis 2:

H0: There is no relationship between experience and job satisfaction.

The hypothesis was tested with the statistical tool of chi square analysis and the results are shown in Table 7. The results show that the value is 0.317 which is higher than the level of significance (0.005), so we accept H0 and reject H1. Hence, there is no relationship between experience and job satisfaction.

Table 7: Chi-Square Tests results for Experience and Job satisfaction

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.046 ^a	6	.317
Likelihood Ratio	9.198	6	.163
Linear-by-Linear Association	3.133	1	.077
N of Valid Cases	53		

a. 9 cells (75.0%) have expected count less than 5. The minimum expected count is .75.

Hypothesis 3:

H0: There is no relationship between educational qualification and job satisfaction.

The hypothesis was tested with the statistical tool of chi square analysis and the results are shown in Table 8. The results show that the value is 0.176 which is higher than the level of significance (0.005), so we accept H0 and reject H1. Hence, there is no relationship between educational qualification and job satisfaction.

Table 8: Chi-Square Tests Results for Educational Qualification and Job Satisfaction

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.476 ^a	8	.176
Likelihood Ratio	15.767	8	.046
Linear-by-Linear Association	.002	1	.966
N of Valid Cases	53		

a. 12 cells (80.0%) have expected count less than 5. The minimum expected count is .91.

Hypothesis 4:

H0: There is no relationship between age and job satisfaction.

The hypothesis was tested with the statistical tool of chi square analysis and the results are shown in Table 9. The results show that the value is 0.814 which is higher than the level of significance (0.005), so we accept H0 and reject H1. Hence, there is no relationship between age and job satisfaction.

Table 9: Chi-Square Tests results for Age and Job Satisfaction

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.956a	6	.814
Likelihood Ratio	3.270	6	.774
Linear-by-Linear Association	1.637	1	.201
N of Valid Cases	53		

a. 9 cells (75.0%) have expected count less than 5. The minimum expected count is .60.

Discussions

From the above results it was clear that age, gender, education, and experience are not influencing job satisfaction for taken sample of data. There may be some other influencing factors which have significant relationship with job satisfaction. The hypothesis reveals

that no factor is influencing job satisfaction. From hypothesis1 the value is 0.801 which is greater than 0.005, hence H0 is accepted which means that there is no relationship between the variable and the job satisfaction. From hypothesis 2 the value is 0.317 which is greater than 0.005, hence H0 is accepted which means that there is no relationship between the variable and the job satisfaction. From hypothesis3 the value is 0.176 which is greater than 0.005, hence H0 is accepted which means that there is no relationship between the variable and the job satisfaction. From hypothesis 4 the value is 0.814 which is greater than 0.005, hence H0 is accepted which means that there is no relationship between the variable and the job satisfaction. Hence from the results we can say that some other factors which are not considered in this study, may influence job satisfaction, hence considered as future scope of research. It is clear that organisation is providing equal justice and counselling programmes for all. Organisation motivates employees through salary, promotion, and recognition.

Conclusion

It is concluded that organisational job satisfaction value is not influenced by gender, age, education, and experience. There may be some other factors which influence job satisfaction in the collected sample data. It was found that organisation implement better policies like equal treatment to all employees etc. Salary structure of the organisation is well enough but the facilities provided to the employees need to be improved. Hence it was concluded that Balaji Agencies and Industries at Nellore is providing better opportunities and policies for the employees.

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