



ISSN 2278 – 0211 (Online)

A Study on Job Satisfaction of Employees of Manufacturing Industry in Puducherry, India

Dr. A. Ravichandran

Director, Christ College of Engineering & Technology, Puducherry, India

Dr. L. J. Soundara Rajan

Dean, School of Management Studies, Christ College of Engineering & Technology, Puducherry, India

G. Bala Sendhil Kumar

Associate Professor, School of Management Studies, Christ College of Engineering & Technology, Puducherry, India

Abstract:

A study on job satisfaction in manufacturing industry is used to study the job satisfaction level of the employees in the organization and various factors involved in it. Job satisfaction is the sense of fulfillment and pride felt by people who enjoy their work and perform it well. The satisfied workers produce more and wherefrom; the industrial climate is relatively smooth and conducive. The main objectives of this study are to analyze the factors that are utilized to improve employee's job satisfaction level. The factors that affect job satisfaction are working condition, promotion and work environment. Among these promotions affects the job satisfaction more. The study reveals that majority of the employees are satisfied with the job.

Keywords: Job satisfaction, manufacturing industry, factors

1. Introduction

Farlyet. al., (1998)¹ states that job satisfaction is the sense of fulfillment and pride felt by people who enjoy their work and perform it well. There are so many definitions regarding job satisfaction. It is also a fact that job satisfaction is nothing but the favourable attitude or high industrial morale. But "job satisfaction" is an elaborate composite concept including individual's mental disposition, interpersonal relations that exists in the industry". It may be defined as "The satisfaction where in one derives from doing his which is the composite product of favorable attitude, high level morale and the positive job related and even social factors".

Job satisfaction is defined as the, "pleasurable emotional state resulting from the appraisal of one's job as achieving of facilitating the achievement of one's job values. Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as amotivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job. Job satisfaction can be described as "any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job. Thus job satisfaction is the amount of overall positive affect (or feelings) that individuals have towards their job. Job satisfaction is an important factor in industrial environment. The satisfied workers produce more and wherefrom; the industrial climate is relatively smooth and conducive. The satisfied workers are creative and innovative. The factors that contribute to the positive morale and attitude would also lead to higher degree of job satisfaction.

2. Review of Literature

Line and Kinnell (1993) defines job satisfaction as a "pleasurable emotional state resulting from the appraisal of one's job". If a professional is not satisfied with his job, employer must take care of it to avoid weakness in output (Chaudhary, 2000). People will be more committed and more productive during their job if they are more satisfied (Al Hussami, 2008). The higher the job satisfaction, the more likely workers will hold a positive attitude toward their jobs (Wang &Feng 2003), and are more likely to be committed to the organization. Similarly, workers with higher level of job satisfaction would display a decreased propensity to search for a job and decreased propensity to leave the organization (Wright &Bonett, 2007). It has been widely argued in management, total quality

¹ Farley, T., Broady-Preston, J., & Hayward, T. (1998). 'Academic libraries, people and change': a case study of the 1990s. *OLCLC Systems & Services*, 14(4), 151-164.

management, operational sciences and service literatures that improving job satisfaction and loyalty leads to higher productivity and profits (Silvestro 2002).

Employees were satisfied with their jobs and dissatisfied with pay and promotions policies (Togia, Koustelios, Tsigilis, 2004). Prior studies identified that there are different instruments for managing job satisfaction like pay, recognition and working environment (Hart, 2010). Pay as payment, in /which include many components like basic salary, benefits, bonuses, pay for doing extra work and incentives (Heery and noon, 2001). It indicated that employee pay includes all compensation factors which are given to him against his work (Gary Dessler, 2008). Less pay as compared to work done is one of that extrinsic factors which is responsible for job dissatisfaction (Robbins, 2003).

Employees were satisfied with their jobs and dissatisfied with pay and promotions policies (Togia, Koustelios, Tsigilis, 2004). Heery and noon (2001) Promotion “getting high status in workplace by doing effective work, generally increase the status, position and remuneration of employee in the organization”. Recognition and promotional opportunities are considered to be the important factor for intrinsic job satisfaction (Robbins, 2001). St Lifer (1994) the study concluded that compensation and benefits, promotion opportunities and technological challenges were the prime factors of job satisfaction. Pay and promotion are considered most important elements for the employee satisfaction (Parvin and Kabir, 2001). Promotion is “going towards upward position in the organization” (Hart, 2010).

Hart (2010), clearly identified the challenges faced by library leadership and librarians in the long run such as personal development and growth, shortage of staff, promotion and recognition from management.

Murray, R. A (1999) Study found that university Liberians in Ankara were not satisfied with physical working condition, job recognition, job security, promotion, benefits, social status and supervisory autonomy. These studies identified that there are different instruments for managing job satisfaction like pay, recognition and working environment (Hart, 2010).

Further research has suggested that while intrinsic rewards will probably be more salient for involvement (Danish. Q. D et. al., 2001), satisfaction with extrinsic rewards will lead to continuance commitment with organization resulting in increased customer satisfaction and loyalty (O’Reilly, et al. 1991). Satisfy employees, organization provides different facilities to employees like to provide good working condition, fairness in job, give promotion and rewards to employees because these are the elements which contribute to employees satisfaction (Parvin and kabir, 2011). The organization should take into account financial rewards like salary because it has strong influence on employee motivation and retention(Barton, 2002).

Recognition is defined as “in organization employees are rewarded by different status, this process is called as recognition” (Danish et al.2010). Barton (2002) described that recognition is considered the most important factor among non-financial rewards in order to increase job satisfaction level of employees. Romano (2003) pointed out that recognition is the component that is used to strengthen the relationship between organization and people. Through the recognition employs feel rewarded and motivated. Lawler (2003) suggested that the well-being of any organization depend upon how its human resources are treated. Organization achieves its well-being through giving rewards and recognition to its employees. Robbins (2003) described that recognition and promotional opportunities are considered to be the important factor for intrinsic job satisfaction. The study concluded that compensation and benefits, promotion opportunities and technological challenges were the prime factor of job satisfaction (St Lifer, 1994).

Job satisfaction is the satisfaction of with pay, promotion opportunities, coworkers, and supervisions and work itself. This study found that university Liberians in Ankara were not satisfied with physical working condition, job recognition, job security, promotion, benefits, social status and supervisory autonomy (Danish. Q. D et. al., 2001).

3. Objectives of the Study

The following are the main objectives of this study.

1. To study the job satisfaction of employees working in manufacturing industries in Puducherry.
2. To find various factor that led to job satisfaction of employees
3. To know the employee perception on various welfare measure provided by the organization.

4. Research Methodology

The study is based on descriptive research. Simple random sampling without replacement is used for data collection. For analysis and data interpretation, tools like factor analysis and cluster analysis are used. Data was collected through well-structured questionnaire. A population can be defined as including all people or items with the characteristics one wish to understand. Here the employees working in manufacturing industries in Puducherry forms the population of the study. The data has been collected from the sample of 160 employees through simple random sampling, among that 150 sample are reliable and useful for analysis.Hence the sample size is 150.

5. Data Analysis and Interpretation

5.1. Factorization of Items in Job Satisfaction

The Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett’s test for sphericity is used to test the sample adequacy for applying factor analysis. Kaiser recommends values greater than 0.5 as acceptable. Since the value is 0.743, it is a good value and hence we are confident that factor analysis could be appropriate for these data. The Bartlett’s test for sphericity is significant hence R-

matrix is not an identity matrix. It reveals that there are some relationships between variables and therefore factor analysis is appropriate for these data.

Kaiser-Meyer-Olkin Measures of sampling Adequacy		0.743
Bartlett's Test of Sphericity	Chi-square	685
	Df	153
	Sig.	.000

Table 1: KMO and Bartlett's Test

The table shows that the KMO value is 0.743 which is greater than 0.5 which is the acceptable score. The Bartlett's Test of Sphericity is 1.000 which is significant at .000 thereby confirming that the data is satisfactory enough to perform factor analysis.

5.2. Rotated Component Matrix

The rotated component matrix displays the statement with its factor loadings. When the rotated matrix is compared with unrotated matrix, we infer that there are three factors and variables load highly onto one factor.

Statements	Components		
	1	2	3
Motivation level in the organization is higher.	0.788		
I am satisfied with the pay given for my work.	0.736		
I satisfied with the type of leadership you have been getting from my supervisor.	0.727		
I am satisfied with my present salary.	0.686		
I have a comfortable personal workspace.	0.645		
I receive a feeling of accomplishment from the work I do.	0.645		
I have satisfied with my working condition.	0.564		
I gain more information from my job.	0.543		
I feel comfortable that excessive working hours are recognized and compensated.		0.743	
Salary increment is given based on the performance.		0.735	
I am satisfied with the benefits offered to me.		0.671	
I satisfied my chance of being promoted to a better promotion.		0.496	
I am happy with the relationship between management and employee.		0.460	
I am happy with the promotion policy.		0.454	
I am satisfied with my surrounding environment.			0.769
I am happy with the relationship between management and union.			0.664
I enjoy the 'social' aspect of my work.			0.631
I enjoy interacting with my colleagues.			0.585

Table 2

This rotated component has the value limit from 0.788 to 0.543. The statement in the first component namely working condition has the highest value of 0.788, the statement aspects is motivation level in the organization and the least value 0.543 more information regarding their job. The statement in the second component namely promotion has the highest value of 0.743, the statement is with regard to the reorganization and compensation and the least value is of 0.454, the statement's aspect is promotion policy.

The final rotated component has the value limit from 0.769 to 0.585. The statements in this component namely work environment has the highest value of 0.769; the statement aspect is surrounding environment and the least value 0.585 is the statement of interaction of colleagues. The table shows the factor loadings extracted under each factors. First factor is named as 'working condition'. Second factor is named as 'Promotion' and the third factor is named as 'Environment'.

Factors	Descriptions of the factor statement	Factor loadings
Working condition	I have a comfortable personal workspace.	0.788
	I have satisfied with my working condition.	0.736
	I am satisfied with the type of leadership you have been getting from my supervisor.	0.727
	I am satisfied with my present salary.	0.686
	I am satisfied with the pay given for my work.	0.645
	Motivation level in the organization is higher.	0.645
	I receive a feeling of accomplishment from the work I do.	0.564
Promotion	I gain more information from my job.	0.543
	I am happy with the relationship between management and employee.	0.743
	I am happy with the promotion policy.	0.735
	I am satisfied with my chance of being promoted to a better promotion.	0.671
	Salary increment is given based on the performance.	0.496
	I feel comfortable that excessive working hours are recognized and compensated.	0.460
Work Environment	I am satisfied with the benefits offered to me.	0.454
	I enjoy the 'social' aspect of my work.	0.769
	I am satisfied with my surrounding environment.	0.664
	I enjoy interacting with my colleagues.	0.631
	I am happy with the relationship between management and union	0.585

Table 3: Description of the Factor

All these statements are grouped in to three factors, the factors are working condition, promotion, and work environment.

The working condition is the first factor it has the questions related to the working condition taking place in the organization. There exists statements related to working condition they are, comfortable workspace and it has the higher value when compared to other statements the value being 0.708.

The second factor promotion has statements created to the promotion's strategies. The first statement which has 0.743 has the larger value is with regard to the relationship between management and employee.

The last factor is working environment and it has 4 statements related to the work environment. The statement has the value of 0.767 and it is with regard to the regard to the social aspect of the work.

5.3. Ranking for Factor Involved Job Satisfaction

Respondents were asked to give rating between 1 (Strongly Disagree) and 5(Strongly Agree) to perceived quality of work life related variable identified for studying employees adoption behavior.

Factors	Mean	S.D	Rank
Working condition	3.2250	0.839	3
Promotion	3.5244	0.651	1
Work Environment	3.368	0.599	2

Table 4

Source: Primary data

The highest mean score of the variable is 3.52 and the lowest mean score is 3.33 for the variable. Standard deviation of the variable is 0.839. As the factor promotion takes the first place, it is interpreted that promotion plays the major role in the job satisfaction of the employees. The next factor is work environment which is in the second place and working condition holds the last place, it is found out that working condition and work environment gives lesser job satisfaction when compared to the factor promotion.

5.4. Frequency Analysis of Different Factors

Based on the convenience, the five point scale of different factors can be classified into three groups for easy interpretation of data. Number of employees fall under each category is shown.

Statement	1-2.5		2.5-3.5		3.5-5	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Working condition	31	21	54	36	65	43
Promotion	13	9	62	41	75	50
Work Environment	16	11	88	58	46	31

Table 5

5.4.1. Working Condition

It is interpreted that around 43 percent of employees have less satisfaction in working condition whereas 36 percent of employees are moderately satisfied in working condition and 21 percent of the employees are highly satisfied in working condition.

5.4.2. Promotion

It is interpreted that around 50 percent of employees are less satisfaction involved in promotion whereas 41 percent of employees are moderately satisfied in promotion and 9 percent of the employees are highly satisfied in promotion.

5.4.3. Work Environment

It is interpreted that around 58 percent of employees are highly satisfied in work environment whereas 31 of employees are moderately satisfied in work environment and 11 percent of the employees are less satisfied in work environment.

5.5. Segmentation of Job Satisfaction

Based on the three factors the employee job satisfaction, the respondents can be segmented. K-means cluster is used to categorize job satisfaction of employee in three clusters, as shown below.

Factors	Cluster		
	1	2	3
Working condition	2.08(III)	3.16(II)	3.84(I)
Promotion	3.50(II)	2.77(III)	3.95(I)
Work Environment	3.06(II)	3.01(III)	3.72(I)
Mean	2.88	2.98	3.84
No. of cases in each cluster	37	40	73
Total Percentage	25	27	48

Table 6: Final Cluster Centers

Source: Primary data

Table contains the mean value score of three factors related to job satisfaction and the ranks are specified in the bracket. Table shows that around 37 employees belong to cluster 1 category, 40 employees are in cluster 2 category and 73 respondents belong to cluster 3 categories. This reveals that majority of employees are satisfied in cluster 3 category. The mean values of these three clusters are 3.84 the first ranking to cluster 3 and 2.98 second ranking to cluster 2 and 2.88 the third ranking to cluster 1. The respondents are divided into three categories namely highly satisfied (I), moderately satisfied (II) and less satisfied (III).

5.5.1. Working Condition

The cluster 3 of the respondents are highly satisfied with their working condition (3.84), cluster 2 of the respondents are moderately satisfied (3.16) and cluster 1 of the respondents are less satisfied with their working condition (2.08).

5.5.2. Promotion

The cluster 3 of the respondents are highly satisfied with their promotion (3.95), cluster 1 of the respondents are moderately satisfied (3.50) and cluster 2 of the respondents are less satisfied with their promotions (2.77).

5.5.3. Work Environment

The cluster 3 of the respondents are highly satisfied with their work environment (3.72), cluster 1 of the respondents are moderately satisfied (3.06) and cluster 2 of the respondents are less satisfied with their work environment (3.01).

Statement	Cluster		Error		F	Sig.
	Mean square	Degree of freedom	Mean square	Degree of freedom		
Working condition	37.999	2	0.197	147	192.602	.000
Promotion	18.095	2	0.184	147	98.320	.000
Work Environment	8.775	2	0.244	147	35.917	.000

Table 7: Relationship between Employees Job Satisfaction and the Cluster Variables

The ANOVA table indicates that there exists significant difference among all the three clusters. The significant value for all the three factors is 0.000. This means that all the three factors have significant contribution on dividing employees into three segments based on the job satisfaction. It is found that all the three factors of various clusters of working condition, promotion and environment which all have significant relationship on job satisfaction of employee.

6. Findings

From the analysis, job satisfaction is divided into three factors they are working condition, promotion and work environment which are named on the basis of the statements and their type. Analysis reveals that the factor promotion gives maximum job satisfaction to the employees. Frequency Analysis infers that the working environment has the highest percentage. By segmenting it is found that majority of the employees are satisfied with the job.

7. Suggestions & Recommendations

The industries may concentrate on working environment, so that employees will feel safe and secure at the work place. This leads to much improvement in the production.

8. Conclusion

The main aim of any organization is to earn profit. But to attain the maximum profit, the organization should concentrate on its employees and take care of them. Employees play a vital role in production. Hence job satisfaction of employee is extremely important. This research study reveals that the employees are satisfied with their job.

9. References

1. Al-Hussami, M. (2002). "A study of nurses' job satisfaction: the relationship to organizational commitment, perceived organizational support, transactional leadership, transformational leadership and level of education", *European Journal of Scientific Research*, Vol.22, No2: 286-285.
2. Barton, G. M. (2002). "Recognition at work. Scottsdale: World at Work".
3. Chaudhary, M. Y. (2000). "Continuing professional education of librarians working in the university libraries of Pakistan and Azad Jammu and Kashmir". *INSPEL* 35(1), pp. 67-73.
4. Danish, Q. D., & Usman, A. (2001). "Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan". *International Journal of Business & Management*, 5(2), 159-167.
5. Gray Dessler (2008), "Human Resource Management", Prentice Hall, America.
6. Hart, G. (2010). "Job satisfaction in a south African Academic Library in Transition". *The Journal of Academic Librarianship*, 36(1), 53-62.
7. Herry, E., & Noon, M. (2001). "A dictionary of human resource management". New York: Oxford University Press.
8. Lawler, E.E. (2003). "Treat people right. San Francisco: Jossey-Bass Inc. McGraw-Hill Irwin".
9. Line, M.B., & Kinnell, M. (1993). "Human resource management in library and information service". *Annual Review of Information Science and Technology*, 28, 317-359.
10. Murray, R. A. (1999). "Job satisfaction of professional and paraprofessional library staff at the University of North Carolina at Chapel Hill". University of North Carolina at Chapel Hill.
11. O'Reilly, C., Chatman, J., & Caldwell, D. (1991). "People and organizational culture: A profile comparison approach to assessing person-organization fit". *Academy of Management Journal*, 34(1), 487-516.
12. Parvin, M. M. & Kabir, M. M. (2011). "Factors Affecting Employee Job Satisfaction of Pharmaceutical Sector". *Australian Journal of Business and Management Research*, Vol.1 No.9 (113-123).
13. Robbins, S. P. 2003. "Organizational Behavior: Concepts, Controversies and Applications". 10thed. New Jersey: Prentice Hall.
14. Romano, L. (2003). "Beyond reward: why cash is no longer enough". *Rewards*, 3(1), 12-13.
15. Silvestroo, R. (2002). "Dispelling the modern Myth: Employee satisfaction and loyalty drive service profitability". *International Journal of Operations and Production Management*, 22(1), 30-49.
16. St Lifer, E. (1994). "Career Survey, Pt. 2: Job satisfaction: Are you Happy in Your Job? LJ's Exclusive Report". *Library Journal*, 119(18), 44-49.
17. Togia, A., Koustelios, A., & Tsigilis, N. (2004). "Job satisfaction among Greek academic librarians". *Library & Information Science Research*, 26(3), 373-383.
18. Wang, H. M. and Feng, W.W. (2002), "Review on employee job satisfaction", *Commercial Research, China*, Vol.9, pp. 43-50.
19. Wright, T. A. and Bonett, D.G. (2007), "Job satisfaction and psychological well-being as non-additive predictors of workplace turnover", *Journal of Management*, Vol.33, pp.141-160.