



A STUDY ON JOB SATISFACTION IN RELATION WITH JOB FACTORS REFERENCE TO PUBLIC AND PRIVATE PHARMA SECTOR EMPLOYEES

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Abstract

Job Factors plays a significant role in increasing the level of satisfaction of the employees at work place. Job satisfaction has received attention worldwide with the increasing competition and ever-changing demands of the customers. Job satisfaction is a relative concept which is difficult to be measured. Job factors play a significant role in affecting the level of satisfaction among employees. Job satisfaction differs according to age, experience, nature of job, etc. Job factors include physical factors, psychological factors as mentioned in Maslow's Need Hierarchy. Job satisfaction and job factors are closely related to each other. Hence it becomes indispensable for the manager to create healthy and congenial environment at workplace to contribute towards employee satisfaction. Job factors also referred as Environment at work place plays a vital role in building amicable employee-employer relations. This study is focused on securing job satisfaction through effective job factors. The study is based on the primary data sourced from 220 employees working in HR departments in public and private sector organizations located in twin cities of Hyderabad and Secunderabad.

Key words: Job Satisfaction, Job Factors, Industrial Relations, Public sector, Private sector., Organizational Behaviour

Introduction

Job factors includes factors such as organizational culture ,organizational climate, superior-subordinate relationship, communication policy, employee participation so on and so forth. Job satisfaction and Job factors are interdependent. They both have a major role in building the image of an organization thereby maintaining the employee commitment. Job satisfaction includes level of pay and benefits, the opportunities for promotion, clarity in job roles, the job itself, leadership and social relationships.

Meaning and Definition of Job factors

Job factors in the literal sense refers to the working conditions such as team work, social relations, superior-subordinate relations, timings , rest hours, canteen, recreation facilities etc.

Working environment is the replica of the efficiency and effectiveness of management to retain the best and talented manpower.

Meaning and Definition of Job Satisfaction

Job satisfaction refers to the degree of contentment/satisfaction an employee feels about his/her job. Job satisfaction depends on various factors such as organizational culture, organizational climate, job clarity, job description and the working environment as a whole.

Characteristics of Job Factors

1. Open channels of communication:

For a positive work environment, it is important to establish an open and transparent form of communication between employer and employee. Employers should discuss important matters related to productivity, quality, discipline, problem-solving by involving the employees in proper manner.

2. Work life balance:

There has to be a balance between one's personal life and professional life. Work life balance helps an individual employee to improve his/her level of job satisfaction and thereby contribute to the overall growth and prosperity of an organization.

3. Focus on training and development:

In the time of global competition it is necessary for the organizations to provide employees with the training facilities. This helps the workforce to update themselves with the latest technological innovations and adapting to change is never more crucial in this era because **those who don't, get replaced.**

4. Recognition for hard work:

Rewards play an important role in encouraging employees to give out their best. This is popularly known as Positive Reinforcement Theory in the field of psychology. Reward here means not only monetary benefits, it also refers to non-monetary rewards such as praises, recognition, certificates etc., which go a long way to improve industrial relations.

5. Teamwork:

Man is a social animal. He loves to be in a group. In the workplace it is the teams which play an important role to build positive industrial relations. Teams help in problem solving, decision making and instill a spirit of oneness and unity among the employees and employers.

Factors Influencing Job Satisfaction

Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, compensation leadership, attitude, conflict, moral etc. C.R.Reilly(1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job.

Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what's the job supply to an employee (Hussami, 2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge and Mullier, 1998; Willem et al., 2007).

Compensation is very valuable tool for retention and turnover. It is also a motivator for an employee in commitment with the organization which in result enhances attraction and retention (Zobal, 1998; Moncarz et al., 2009; Chiu et al., 2002). Mentoring is used for development-orientation (Scandura and Williams, 2004). The immediate supervisor support is very important in organizational change. Although the support of supervisor is not very crucial in satisfaction but it has positive impact on satisfaction (Griffin, Patterson and West, 2001).

According to the study conducted by Friedlander and Margulies (1969), it was discovered that management & friendly staff relationships contribute to the level of job satisfaction.

According to Frame (2004) work conditions are defined as an employee's work place, work instruments, the work itself, organization policy, and organizational rules. The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 2003). Arnold and Feldman (1996) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

Objectives of study : In the light of the above discussions, the present research article aims to make a profound study of the following factors:

- To study the importance of job factors in increasing job satisfaction.
- To study the measures to be taken to secure harmonious working environment through positive industrial relations.
- To assess the impact of job factors on job satisfaction.
- To identify the factors influencing the job satisfaction.

Research Population

The study was conducted in twin cities of Hyderabad and Secunderabad.. Therefore, the target population of the study involved employees of the two public sector and private sector companies whose total number of employees is 60. These companies deliver products and services in a very stiff competition at a national and global level.

Table 1 Population of the study

Variables (n=60)	Number of employees	%
Public sector	30	50
Private sector	30	50
Total	60	100

Tools used: The tools used for hypothesis testing Karl Pearson's Coefficient Correlation.

Hypotheses : Ho: Job factors are not positively related to Job satisfaction.

Ha: Job factors are positively related to Job satisfaction.

Research Methodology

Questionnaire included items related to workplace situations. Answers to the questions were measured using Likert 5-point rating scale in which 1-'Strongly Disagree [SDA]', 2-'Disagree [DA]', 3-'Neutral [N]', 4-'Agree [A]', 5-'Strongly Agree [SA]'. The questionnaire was found to be the suitable research instrument to collect the primary data from the employees. The rating scale used is 5 point Likert scale. The percentages analysis is used for the study. Simple percentage analysis refers to a special kind of ratio in making comparison between two or more data and to describe the relation between the data. Percentage can also be used to compare relative items, the distribution of two or more series of data.

Scope of the study

The present study was conducted in 16 companies from Public and Private sector organizations in and around Hyderabad and Secunderabad. The nature of industries included manufacturing, service and banks.

Population of the study

The population of the study includes 28,650 employees working in the organizations chosen for the research study.

Sample: The sample included 220 employees working in the department of Human Resources having more than 5 years of experience.

Sample size The sample size includes 60 employees working as Human Resource Managers in the organizations chosen as the sample for the study.

Data Collection Method

➤ Primary Data

The primary data were collected through Delphi method, questionnaires, semi-structured interviews and focus group discussions (FGD). An explanation of the research instruments is presented below.

- Delphi Technique

To gather opinion of experts in Human Resource Management Delphi Technique has been put to use.

- Questionnaire

Based on a review of relevant literature and personal interviews with HR managers in the field, the final form of questionnaire was prepared.

- Mode of Questionnaire Development

Multiple choice questions were employed with Likert scales so that respondents could indicate the 'intensity' of their attitude towards each aspect of their job. The Likert scale had a range of options from 'Strongly Agree' to 'Strongly Disagree' where 1 stands for -Strongly Disagree; 2-Disagree; 3-Neutral; 4-Agree; 5-Strongly Agree.

- Structure of the Questionnaire

Section (A) Demographic Information This part sought respondent's demographic details: age, gender, the state they work for, their experience and qualifications. Section (B) Working Environment.

➤ Secondary Data

Secondary data has been collected from journals, magazines, books, articles, websites etc.

Research design

In the present study, Job satisfaction has been treated as a dependent and Job Factors as an independent variable. Mathematically, relationship between Job Factors and Job Satisfaction is as below: $JS = f(JF)$ 'JF' stands for Job Factors and 'JS' stands for Job Satisfaction.

Results and Discussions

Table 2:- JOB FACTORS Constructs: Mean and Standard Deviation of Employees satisfied and not satisfied

S.N	JOB FACTORS Constructs	Mean	SD
1	Are you satisfied with a raise in salary you get after training is completed?	3.5	1.2
2	Are you satisfied with full reimbursement you receive for training expenses?	3.6	1.2
3	Are you satisfied with cordial dress code?	3	1.7
4	Are you satisfied with the opportunities for advancement you have in current job?	4.1	0.7

Table 3:- Job Factors Constructs: Frequency and Percentages of Employees Satisfied and Not satisfied

S.N	Job Factors Constructs	NS	NE	SS	SA	VS
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1	Are you satisfied with a raise in salary you get after training is completed?	0 [0%]	10 [16.6%]	30 [50%]	0 [0%]	20 [33.3%]
2	Are you satisfied with full reimbursement you receive for training expenses?	0 [0%]	20 [33.3%]	10 [16.6%]	10 [16.6%]	20 [33.3%]
3	Are you satisfied with cordial dress code?	10 [16.6%]	0 [0%]	0 [0%]	0 [0%]	50 [83.4%]
4	Are you satisfied with the opportunities for advancement you have in current job?	0 [0%]	0 [0%]	10 [16.6%]	30 [50%]	20 [33.3%]

Table 4: Job satisfaction Constructs: Mean and Standard Deviation of Employees Agreeing and Disagreeing

S.N	Job satisfaction Constructs	Mean	SD
1	Do you agree your job requires great deal of concentration?	3.4	0.8
2	Do you agree your job requires you to remember many different things?	3	0.7
3	Do you agree you can take easy and still get your work done?	3.5	0.5
4	All in all, how satisfied would you say you are with your job?	3.1	1.1

Table 5: Job satisfaction Constructs: Frequency and Percentages of Employees Agreeing and Disagreeing

S.N	Job satisfaction Constructs	SDA	DA	NE	AG	SA
1	Do you agree your job requires great deal of concentration?	0 [0%]	10 [16.6%]	10 [16.6%]	40 [66.66%]	0 [0%]
2	Do you agree your job requires you to remember many different things?	0 [0%]	10 [16.6%]	30 [50%]	20 [33.3%]	0 [0%]
3	Do you agree you can take easy and still get your work done?	0 [0%]	0 [0%]	30 [50%]	30 [50%]	0 [0%]
4	All in all, how satisfied would you say you are with your job?	10 [16.6%]	0 [0%]	20 [33.3%]	30 [50%]	0 [0%]

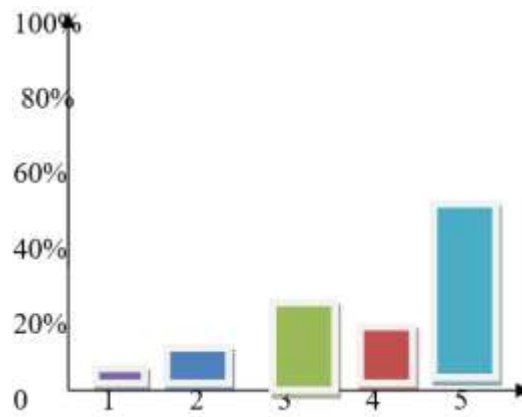
Findings and Discussions

This presents the research findings and discussion of the results with reference to the specific research objectives.

Impact of Job Factors on Job Satisfaction.

The study sought to find out the impact of Job Factors on Job Satisfaction.

s.n	factor	frequency	%
1	Not satisfied	10	4.1
2	Neutral	12.5	12.5
3	Somewhat satisfied	20.8	20.8
4	Satisfied	16.6	16.6
5	Very much satisfied	45.8	45.8
total		240	100

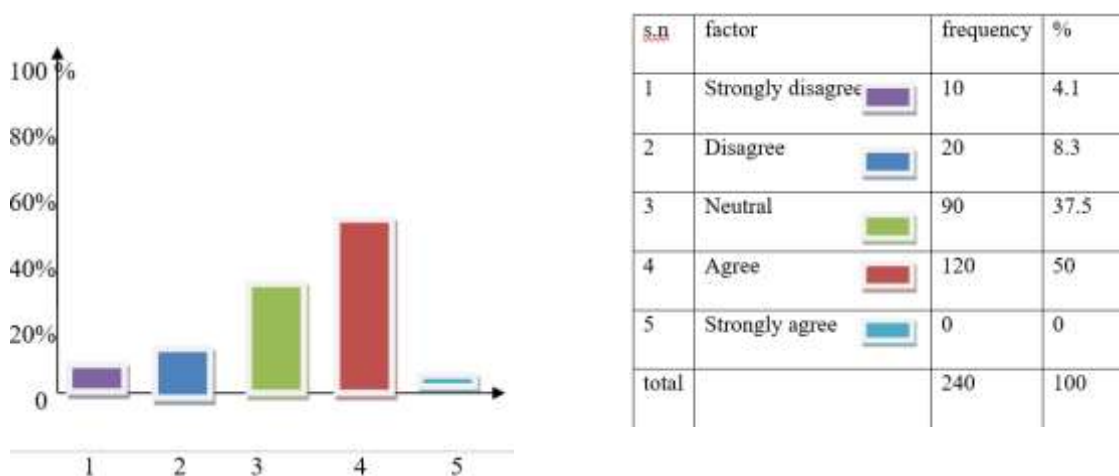


As shown in the above figure, 10% of respondents not satisfied and 12.5% neutral their job factors is not efficient. 20.8% are somewhat satisfied and 16.6% satisfied. A majority of 45.8% are very much satisfied that their job factors are efficient in increasing job satisfaction.

Data Analysis of Job Satisfaction

The study sought to find out the impact of job satisfaction on employee productivity. The results obtained were as shown in figure below.

Frequency of Job Satisfaction
[fig.2]



As shown in the above figure, 4.1% of respondents strongly disagree and 8.3% disagree Job satisfaction depends on effective working environment. 37.5% are neutral.

A majority of 50% agree that employee satisfaction can be influenced by positive working environment.

Table 6: Pearson Correlation Between Job Factors and Job Satisfaction.

S.N	X [Job Factors]	Y [Job Satisfaction]	X ²	Y ²	XY
1	4	3.5	16	12.2	14
2	4	3.1	16	9.6	12.4
3	4.6	3.5	21.1	12.2	16.1
4	4.5	3.1	20.2	9.6	13.9
Total	$\sum X = 17.1$	$\sum Y = 13.2$	$\sum x^2 = 73.3$	$\sum y^2 = 43.6$	$\sum xy = 56.4$

$$r_{xy} = \frac{n \sum XY - \sum X \sum Y}{\sqrt{[n \sum X^2 - (\sum X)^2] * [n \sum Y^2 - (\sum Y)^2]}} \quad r=1$$

r=1

{1} coefficient of determination = $1 \times 1 = 1$ [r²] {2} coefficient of non-determination = $1 - 1 = 0$ [1-r²]
 {3} determination of alienation = $0 = 0[\sqrt{1-r^2}]$ {4} significance of correlation = P.E. = $0.6745 \times 1 - r^2 / \sqrt{N} = 0.6745 \times 0/2 = 0$

$1 > 0$; $r > 6P.E$; Coefficient of correlation is certain ; r is significant. The value 1** shows the correlation is significant at 0.05 level. There is a significant association between Job Factors and Job Satisfaction.

Hence, H₀ is rejected. H_a is accepted.

Recommendations

The present study helps to frame an outlook to build good environment at workplace. Employees need to be treated with dignity and respect. Money is not the only factor boosting employee satisfaction at job. Apart from financial benefits, employees need positive and healthy working environment which can be achieved through proper communication and coordination between management and workers.

Based on this study, and analysis of factors affecting companies' employee's job satisfaction, this paper makes the following recommendations to the policy makers and managers of the companies in public and private sector:

- 1) Create favorable work conditions for the company. Guide the employee to communicate effectively, build a good interpersonal environment within the company, in order to create good work conditions.
- 2) To improve the compensation packages of employees. By balancing pay with other programs, such as career development opportunities, flexible work schedules and attractive surroundings, companies can improve job satisfaction for employees in a cost effective manner.

Conclusion

Providing congenial working environment benefits both the employee and employer. It helps in motivating employees to achieve higher standards in work and thereby increasing overall efficiency. It is important to understand that organizational culture can motivate a work force. The support and consideration of supervisors is a strong determinant of job satisfaction as revealed in the findings. On a practical level, it is important to identify factors that will facilitate effective implementation of teams in the workplace. Hence, it is an integral part of what is needed to accomplish the long-term goals of the agency.

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