

JOB SATISFACTION AMONG EMPLOYEES: A STUDY OF NFL BATHINDA

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ABSTRACT

Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The objective of the study is to measure the level of satisfaction of employees with respect to the company on various parameters such as working condition, Salary, Relationship with employees of company, Policies of company, Welfare Facilities and other benefits and find out the factor which mostly affects their job satisfaction level. By adopting simple random sampling technique and convenience technique samples of 100 respondents have been taken from NFL (National Fertilizers Limited) Bathinda by using well-structured questionnaire and for data analysis various statistical techniques and tools such as mean, percentage, frequency and weighted average score has been used. Further it is concluded that majority of the employees are satisfied with their work assigned to them, salary, policies of the company, welfare facilities and relationship with the employees. As per the nature of the job concern they said that interesting type of job is given to them. According to them good working condition is the main factor that affects their job satisfaction level.

Key word:-Job Satisfaction, NFL, Rewards, Working Conditions.

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INTRODUCTION

Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements).

The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers. Some questionnaires ask yes or no questions while others ask to rate satisfaction on 1-5 scale (where 1 represents "not at all satisfied" and 5 represents "extremely satisfied")

REVIEW OF LITERATURE

Knowles (1978) examined that Job satisfaction questionnaires were frequently used to establish prevailing levels of job satisfaction with respect to selected job aspects, normally with the intention of increasing satisfaction by attending to the areas of dissatisfaction revealed through the administration of the questionnaire. In the study of job satisfaction among supervisors an analysis of the survey data showed that the job satisfaction scores on different job aspects were interrelated, so that some supervisors tended to have favourable attitudes towards most of the job aspects while others had generally negative attitudes towards the same job aspects. This consistency in attitude could not be explained by differences in the job aspects themselves, but

was related both to certain cross-sectional problems affecting the sections to which the supervisors belonged, as well as to the cost performance of these sections. These latter findings suggested that job satisfaction was a product of both job design and organizational factors, and both would need altering if satisfaction were to be effectively increased. **McNealy (1988)** analyzed that among 1,337 human service workers, older workers were significantly more job satisfied than younger workers. Although job dullness was most predictive of satisfaction for all workers, it became increasingly important in explaining job satisfaction with age. Compared to the young and middle-aged, the satisfaction of older workers was predicted by a somewhat different set of variables, none of which included demographic factors such as income, education or gender. **Wright and Davis (2003)** examined the influence of the work environment on public employee feelings of job satisfaction, linking characteristics of the work context perceived to be more prevalent in public organizations with specific job characteristics that serve as important antecedents of job satisfaction. In particular, this study analyzed the effects of three components of the work context—organizational goal conflict, organizational goal specificity, and procedural constraints—and four job characteristics—job specificity, routineness, feedback, and human resource development—faced by public employees. Building on previous research, a causal model of job satisfaction was tested in a covariance analysis (LISREL) using data from a survey of state government employees. The model explained two thirds of the variation in employee job satisfaction and suggests that the work context may not only be important in distinguishing between public and private sector employment but also may be at the root of any sector differences in job satisfaction. **Wright and Kim (2004)** revealed in their study that a structural equation model was proposed to analyze the impact of employee participation and job characteristics on job satisfaction. The study found that participative decision making had a significant positive effect on performance feedback, task significance, and career development support. Performance feedback was positively related to job specificity and career development support. Task significance and career development support were, in turn, positively related to job satisfaction. These findings suggest that participation had an important, albeit indirect, effect on employee job satisfaction through its influence on job characteristics. The implications of these findings for public management were discussed. **Scott and Judge (2006)** used experience-sampling methodology to investigate the dynamic relationships among insomnia, emotions, and

job satisfaction. Over a period of 3 weeks, 45 employees completed surveys each workday, producing a total of 550 observations. Results revealed that, within individuals, insomnia was associated with increased feelings of hostility and fatigue and decreased feelings of joviality and attentiveness. Insomnia was also negatively related to job satisfaction, and this relationship was mediated by the emotions. Finally, gender moderated the within-individual relationships between insomnia and three of the four emotions such that women were more affected by a poor night of sleep than were men. **Reisel et al. (2007)** examines the effects of job insecurity on job satisfaction and organizational performance. Performance was measured with perceptual data. A total of 320 employees from various organizations participated in the research. The hypothesized model was tested by means of structural equation modeling. The findings showed that job insecurity had a significant negative impact on employee satisfaction and an indirect effect on perceived organizational performance. **Aletraris (2010)** revealed that the temporary agency industry had experienced substantial growth in the past two decades. Although there was research on the quality of Australian agency work, most studies have emphasized economic disparities in outcomes for workers. Representative quantitative research using large-scale Australian data on non-economic outcomes, such as job satisfaction, has been scant. Using a nationally representative sample of Australian workers, this study examined the extent to which temporary agency workers were satisfied with their jobs and the differences in the satisfaction of agency and permanent workers. This study found that agency workers report lower levels of job satisfaction and that job security, control over the duration of work and autonomy were important mediating mechanisms. They were also less satisfied with the work itself, hours worked and their job security. Study also found that women were more satisfied with temporary work than men. **Aziri B. (2011)** examined that Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their Employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations. **Swarnalatha C. and Sureshkrishna G.(2012)** examines the management practices by introducing employee empowerment, teamwork, employee compensation, management

leadership into a research model for studying employee job satisfaction among the employees of automotive industries in India. The research is conducted among 234 employees of automotive industries in India and the result of this study shows that the job satisfaction level of employees is medium and the top management leadership need to take attention of enhancing the employee job satisfaction level. The result also shows that there is a significant relationship was approved between 1) employee empowerment, 2) teamwork, 3) employee compensation and 4) management leadership. **Sinha Ekta (2013)** indicated that in a competitive market its very important to retain good employees, that contribute towards the attainment of Organizational goal and customer satisfaction as well. The research is done in KRIBHCO, Surat and with sample size of 150 employees based on systematic sampling. Data was collected based on structured questionnaire method on Likert five point scale for 23 major variables which were reduced to five factors namely Empowerment & Work Environment, Working Relation, Salary & Future prospects, Training & work Involvement and Job Rotation. It was found that the employees to be satisfied on the basis of above said five factors. It is also found that a few important factors that normally contribute to the employee satisfaction, didn't have much influence on employee satisfaction in KRIBHCO, Surat, such as : welfare measures, role clarity, freedom of decision making and recognition at work. The innovativeness and creativeness of employees also took a back seat as far as satisfaction level was concerned. **Rani Swaroopa B. and Neeraja P.(2014)** examined the levels of job-satisfaction of primary school teachers. The study was conducted in Tirupati town, multi stage random sampling technique was used to select the sample. The sample comprises of 64 (32 male teachers and 32 female teachers) from private and government schools of Tirupati town. The teachers were selected according to their work experience that is below 5 years and above 5 years. The results revealed that there was significant positive relationship between teacher's job satisfaction and their age, length of service. Teachers differed significantly in their job-satisfaction with reference to gender and income. The level of education is significantly affected the primary school teacher's job satisfaction.

RESEARCH METHODOLOGY

The objective of the study is to measure the job satisfaction of employees with respect to the company on various parameters such as working condition, Salary, Relationship with employees

of company, Policies of company, Welfare Facilities and other benefits and find out the factor which mostly affects their job satisfaction level. By adopting simple random sampling technique and convenience technique samples of 100 respondents have been taken from NFL, (National Fertilizers Limited) Bathinda by using well-structured questionnaire. The data was analyzed by using various statistical techniques and tools such as mean, percentage, frequency and weighted average score method.

DATA ANALYSIS

Table 1 indicates that majority of employees (38%) are belongs to human resource department, 30% of employees are belongs to finance and 32% belongs to other department while no respondent is from electrical, mechanical and production department.

Table 1: Department to which Employees Belong

Departments	No. of Respondents	Percentage of Respondents
Mechanical	00	00
Electrical	00	00
Finance	30	30
Human Resource	38	38
Production	00	00
Others	32	32
Total	100	100

Source: Primary Data

Table 2 Shows that majority of employees (36 %) have working experience above 21 years, 23% of respondents have working experience 16-20 years and 21 % of employees have working experience 6-10 years, and 12% of employees have working experience 11-15 years and 8% employees have below 5 years working experience.

Table 2: Working Experience of the employees

Years of Experience	No. of Respondents	Percentage of Respondents
Below 5 Years	08	08
6-10 Years	21	21

11-15 Years	12	12
16-20 Years	23	23
Above 21 Years	36	36
Total	100	100

Source: Primary Data

Table 3 depicts that majority of the employees (55%) are highly satisfied from the work assigned to them, 35% of the employees are satisfied and 10% of the employees were neutral while none of the employee is dissatisfied or highly dissatisfied from their work assigned.

Table 3: Satisfaction Level of Employees towards Work Assigned

Satisfaction Level	No. of Respondents	Percentage of Respondents
Highly Satisfied	55	55
Satisfied	35	35
Neutral	10	10
Dissatisfied	00	00
Highly Dissatisfied	00	00
Total	100	100

Source: Primary Data

Table 4 indicates that majority of the respondents (75%) are satisfied with their salary while 25% of respondents are not satisfied with their salary.

Table 4: Employee's Satisfaction level with Salary

Satisfy with salary	No. of Respondents	Percentage of Respondents
Yes	75	75
No	25	25
Total	100	100

Source: Primary Data

Table 5 depicts that majority of the employees (68%) have excellent opinion about company's policies and practices, 16 % of the employees have good opinion about company's policies and practices, 12% of the employees have fair opinion, 4% of employees thinks poor about company's policies and practices.

Table 5: Opinion about Company's Policies and Practices

Company's policies and practices	No. of Respondents	Percentage of Respondents
Excellent	68	68
Good	16	16
Fair	12	12
Poor	04	04
Very Poor	00	00
Total	100	100

Source: Primary Data

Table 6 In this table weighted average score method is used where 1 rank was the most preferred rank and 5 was the least preferred rank. As in the table various factors influencing job satisfaction were being ranked.

The table depicted that majority of the respondents feels that the good working condition is the most preferred factor while deciding about job satisfaction and it is given rank 1. Then salary is given Rank 2. Then career development programmes , non-monetary benefits and company's promotional policies is considered as Rank 3, Rank 4 and Rank 5 respectively.

Table 6: Employees Preference of the Factors Affecting Job Satisfaction on the scale of 1 to 5 (1 being most preferred, 5 being least preferred).

Factors	Rate 1	Rate 2	Rate 3	Rate 4	Rate 5	Total	Rate
Good Working Condition	38	18	24	14	6	232	1
Salary	26	22	20	12	20	278	2
Non-Monetary Benefits	18	16	20	16	30	324	4
Career Development Programmes	6	30	16	38	10	316	3
Company's Promotional Policies	12	14	20	20	34	350	5

Source: Primary Data

Table 7 shows that majority of the employees (50%) thinks that interesting type of jobs are given to them, 25% of the employees thinks that challenging type of jobs are given to them, 10% of the

employees think that quite boring type of jobs are given to them while only 15% of the employees think that jobs are given to them according to their skills.

Table 7: Nature of Job Given to the Employees

Nature of job	No. of Respondents	Percentage of Respondents
Interesting	50	50
Quite Boring	10	10
Challenging	25	25
According to Skills	15	15
Total	100	100

Source: Primary Data

Table 8 shows that majority of the employees (50%) are satisfied with the welfare facilities provided to them by the management, 30% of the employees are highly satisfied, 15% of the employees are neutral, 6% of the employees are dissatisfied and no employee is highly dissatisfied with the welfare facilities provided to them by the management.

Table 8: Satisfaction Level of Employees with the Welfare Facilities Provided

Satisfaction Level	No. of Respondents	Percentage of Respondents
Highly Satisfied	30	30
Satisfied	50	50
Neutral	15	15
Dissatisfied	05	05
Highly Dissatisfied	00	00
Total	100	100

Source: Primary Data

Table 9 indicates that the number of respondents has increased from 100 to 200, as respondents can tick more than one option. The table shows that majority of the respondents (45%) said that training is given to them to develop their skills and talents, 23% said that recognition and

rewards are given to them, 20% said that promotion are given to them and only 12% said that fringe benefits are given to them.

Table 9: Opportunities provided by the Organization in Developing Skills and Talents
(respondent can tick more than one option).

Opportunities provided in developing skills and talents	No. of Respondents	Percentage of Respondents
Training	90	45
Promotion	40	20
Fringe Benefits	24	12
Recognition/Rewards	46	23
Total	200	100

Source: Primary Data

Table 10 shows that majority of the employees (50%) are co-operative among themselves, 36% of the employees are highly co-operative and 14% of the employees are less co-operatives

Table 10: Co-operation Level of Employees among Themselves

Co-operation Level	No. of Respondents	Percentage of Respondents
Highly co-operative	36	36
Co-operative	50	50
Less co-operative	14	14
Not Co-operative	0	0
Total	100	100

Source: Primary Data

CONCLUSION

It is concluded that majority of the employees are satisfied with their work assigned to them, salary, policies of the company, welfare facilities and relationship with the employees. As per the nature of the job concern they said that interesting type of job is given to them. According to them good working condition is the main factor that affects their job satisfaction level.

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