RESEARCH ARTICLE

A STUDY ON JOB SATISFACTION AMONG THE EMPLOYEES IN KLF NIRMAL OIL INDUSTRIES PVT LTD

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ABSTRACT

Job satisfaction is different from motivation and morale. Motivation refers to the willingness to work. Satisfaction on the other hand, implies a positive emotional state. Morale implies a general attitude towards work and working environment. It is a group phenomenon whereas job satisfaction is an individual feeling. The survey was made regarding the job satisfaction among lower level employees in KLF will facilitate and enable the management to know the perception and inner feelings regarding the job they are performing on day to day basis. The term "job satisfaction" reveals and focuses on the likes and dislikes of employees of KLF. This study tries to identify the causes for satisfaction among the employees in KLF.

INTRODUCTION

Human are the most significant resource of any organization and they are the most important factor of production. It is the sum total of inherent abilities, acquired knowledge and skills represented by the talents and aptitude of the employed person who comprise executives, supervisors and rank and file the employees. Thus human resource represents the qualitative and quantitative measurement of the work force required in an organization. Human resource management is concern with all aspects of managing the human resource of an organization and recruiting and selecting the best available employees, developing, counseling and rewarding employees. Human resource management is for creating good relationship in the organization and development of people for contributing to the organizational objective. However, the improvement in employee performance is mainly influenced by motivation and job satisfaction. Job satisfaction is the end feeling of a person after performing a task. The feeling would be positive or negative depending up on whether need is satisfied or not. The term "job satisfaction" was brought to lime light by (R.Hoppock, 1935)[1] According to him job satisfaction is the combination of psychological, physiological & environmental circumstances that cause a person to truthfully say "I am satisfied with my job".

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This definition points to the factors affecting job satisfaction and not indicating the nature of job satisfaction. Job satisfaction is different from motivation and morale. Motivation refers to the willingness to work. Satisfaction on the other hand, implies a positive emotional state. Morale implies a general attitude towards work and working environment. It is a group phenomenon whereas job satisfaction is an individual feeling. The survey was made regarding the job satisfaction among lower level employees in KLF will facilitate and enable the management to know the perception and inner feelings regarding the job they are performing on day to day basis. The term "job satisfaction" reveals and focuses on the likes and dislikes of employees of KLF. This study tries to identify the causes for satisfaction among the employees in KLF.

Review of Literature

In this section, related literatures in job satisfaction of employees in various industries are reviewed. The review revealed that studies conducted in various aspects related to job satisfaction of employees in KLF Nirmal Industries Pvt. Ltd were scanty. Hence the present study is the first attempt in job satisfaction of employees in KLF Nirmal Industries Pvt. Ltd and is highly significant. Davis and Nestrom, (1985) Satisfaction represents a combination of positive or negative feelings that workers have towards their work. Means while when a worker employed in a business organization brings with it the needs, desires and experiences. Which determinates

expectations that he has dismissed. Job satisfaction represents the extent to which expectations match with the real situations. Job satisfaction is closely linked with that individual's behavior in the work place. Armstrong (2006) Job satisfaction refers to the attitude and feelings people have about their work positive & favorable attitudes towards the job indicates job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction. George and Jones, (2008). Job satisfaction is a collection of feeling & beliefs that people have about their current job .peoples levels of degree of job satisfaction can range from extreme satisfaction to extreme dissatisfaction .In addition to having attitudes about their jobs as a whole people also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors & their pay.

Statement of Problem

Human resource department play an important role in the efficient management of human resources and to ensure that employees are sufficiently satisfied with their job or not. The coordination and cooperation of workers will always act as the pillars of growth in the organization. According to Maslow, human beings wants are unlimited. As soon as one want is satisfied another want comes in its place. Human behaviour influenced by the needs which are not yet satisfied. Thus the factors influences the job satisfaction is changing frequently. This survey was conducted on KLF Nirmal Industries Pvt. Ltd to identify the level of satisfaction and analyze the factors that influence the satisfaction among employees.

Scope of Study

The attempt is to analyze the job of employees of KLF, Irinjalakuda. Job satisfactions of employees have been analyzed on the basis of the following job related factors.

- Salary
- Nature of job
- Freedom
- Job security
- Working environment
- Employee participation in decision making

Significance of the Study

Job satisfaction is an important indicator of how employees feel about their job and a predictor of work behavior such as organizational citizenship, absenteeism, turnover, etc. Job satisfaction can partially mediate the relationship of personality variables and deviants. Work behavior common research finding is correlated with life style. This correlation is reciprocal meaning the people who are satisfied with the life tends to be satisfied with their jobs and the people who are satisfied with their job tends to satisfied with their life. This is vital piece of information that is job satisfaction and job performance is related to one another. Thus it can be said that, "a happy worker is a productive worker". It gives clear evidence that dissatisfied employees skip work more often and more like to resign and satisfied worker likely to work longer with the organization.

Objectives of the Study

The main objective of the study is to analyze the satisfaction level of employees in KLF Nirmal Industries Pvt. Ltd.

The specific objectives of the study are:

- To identify the factors which influence the job satisfaction.
- To analyze the job satisfaction level of the employees.

Hypothesis

There is significant difference in the job satisfaction level of male and female employee of KLF Nirmal Pvt, Ltd.

RESEARCH METHODOLOGY

Research Design

The study is both descriptive and analytical in nature. It includes survey and fact finding enquiries of different kind. The major purpose of this research is on the job satisfaction of employees in KLF Nirmal Industries Pvt.Ltd.

Sample Design

Population: The population for the present study consist employees of KLF Pvt, Ltd Irinjalakuda. It consists of 106 male employees and 225 female employees. Among these there are 80 employees under lower category.

Sampling frame: To study the whole population in order to arrive at conclusion would be impractical. Since, it was not feasible to include all the employees of KLF Pvt, Ltd in the study for data collection. It was considered inevitably to draw a representative sample. Krejcie and Morgan (1970), came up with a table using sample size formula for finite population. As per the table minimum required numbers of employees are 66 to avoid type I error.

Sample size

Thus the 66 lower level employees were selected from KLF Nirmal Ltd by using simple random sampling technique. Thus the 21 male employees and 45 female employees constitute the sample size. Hence the study includes 20% of both male and female workers.

Data Collection

Sources of Data

Data were collected from both primary and secondary sources. The primary data were collected through structured questionnaire based on the objectives. The secondary data were collected from books, websites, journals, articles etc.

Tools for Analysis

The collected data has been analyzed with the help of both relevant descriptive and inferential statistical tools such as Percentage analysis; Hoppocks satisfaction index; factor analysis and chi-square test are used to represent the data.

Part II

Data analysis and interpretation

This section deals with data analysis and interpretation. Human resource management is a specialized functional area of

business that attempts to develop programs, policies, and activities to promote the job satisfaction of both individual and organizational needs, goods and objectives. People join organizations with certain motives like security of income and job, better prospects in future, and satisfaction of social and psychological needs.

Table 1. KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.560
Bartlett's Test of Sphericity	Approx. Chi-Square	848.723
	Df	276
	Sig.	.000

(Source: spss output)

Every person has different sets of needs at different times. It is the responsibility of management to recognize this basic fact and provide appropriate opportunities and environments to people at work to satisfy their needs.

factors leading to job satisfaction. For the purpose of extracting the important factors assuming the concept of Eigen value = 1 The following 24 variables are taken for analysis working environment, team spirit, job location, working hour, salary package, bonus and incentives, co-workers relationship, guidance, direction and support by superiors, superior-subordinate relationship, right to put forward my opinion, job security, given rights, leaders as positive role models, performance appraisal, non-monetary benefits, appreciation, recognition and rewards, carrying out my responsibilities, safety measures, balance between work and family life, training programs, physical working conditions, long term benefit, the grievance handling system, communication system, feedback system. Only 7 factors are extracted together account for 69.386% of total variance. Bartlett's test of Sphericity and Kaiser-Meyer-Olkin (KMO) measures are adopted to determine the appropriateness of data set for factor analysis. High value (between 0.5 to 1). Of KMO indicates that factor analysis is appropriate. In this study, the result of Bartlett's test of Sphericity (0.000) sig and KMO (0.560)

Table 2. Total Variance Explained

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.419	18.411	18.411	4.419	18.411	18.411	3.678	15.325	15.325
2	3.705	15.437	33.849	3.705	15.437	33.849	3.245	13.521	28.846
3	2.665	11.106	44.954	2.665	11.106	44.954	3.171	13.214	42.060
4	1.976	8.234	53.188	1.976	8.234	53.188	2.011	8.381	50.441
5	1.538	6.409	59.597	1.538	6.409	59.597	1.564	6.518	56.958
6	1.249	5.206	64.802	1.249	5.206	64.802	1.507	6.278	63.236
7	1.100	4.583	69.386	1.100	4.583	69.386	1.476	6.150	69.386
8	.989	4.119	73.504						
9	.926	3.858	77.363						
10	.835	3.481	80.843						
11	.794	3.310	84.153						
12	.677	2.821	86.974						
13	.575	2.396	89.370						
14	.514	2.141	91.510						
15	.420	1.750	93.260						
16	.414	1.726	94.987						
17	.276	1.151	96.138						
18	.256	1.069	97.207						
19	.182	.760	97.967						
20	.158	.660	98.627						
21	.113	.470	99.097						
22	.093	.389	99.487						
23	.084	.350	99.837						
24	.039	.163	100.000						

(source: spss output)

Here an attempt is made to analyse the job satisfaction of lower level employees in KLF. For this, 21 males and 45 females from KLF in were selected as samples. Thus 66 workers constitute the sample size for the present study. Number of factors influences the job satisfaction. The main objective of the study is to analyse the most important factor which influences job satisfaction. Here an attempt is made to organize and summarize data in order to increase usefulness to such a manner. The data collected with the help of questionnaire is analyzed, sorted and tabulated. The tabulated data is then represented with the help of tables and charts. Hence an analysis on these factors makes the study more meaningful. Factor analysis was adopted to capture the factors on job satisfaction among lower level employees in KLF Nirmal PVT. Ltd, The principle component analysis through extraction method used for identifying the most important

indicates that the data are appropriate for factor analysis. In this study, factor analysis was carried out in two stages. In stage one; known as the factor extraction process, objective was to identify the number of factors to be extracted from the data. Using principle component analysis, 24 variables were extracted by 7 factors. Only the factors having latent roots or Eigen values greater than 1 were considered significant and all factors having Eigen value less than 1 were considered insignificant and were discarded. All the seven factors together accounted 69.386% of total variance. In the second stage, all the factors were interpreted and labeled factors having high loading ie, more than 0.5 were included in the interpretation.

In the table rotated component matrix; down the column for factors 1 and find that variables 23 and 15, having high loading of .932 and .847 respectively. This indicates that factor 1 is a

combination of 2 factors ie, communication system and non-monetary benefits. In the table rotated component matrix; down the column for factors 2 and find that variables 2 and 4, having high loading of 0.870 and0.815 respectively. This indicates that factor 2 is a combination of 2 factors ie, team spirit in my work environment and present working hour. In the table rotated component matrix; down the column for factors 3 and find that variables 2 and 4, having high loading of 0.848 and0.698 respectively. This indicates that factor 3 is a combination of 2 factors ie, training programs and other educational programs and relationship with the co-workers at work. In the table rotated component matrix; down the column for factors 4 and find that variables14, having high loading of .631 respectively. This indicates that factor 4 is a combination of 1factor ie, performance appraisal policy.

Table 3. High loading greater than 0.5

Factor label	Rotated factor loading
Factor 1	.932-communication system
	.847-non-monetary benefits
Factor 2	.870- team spirit in my work environment
	.815- present working hour
Factor 3	.848- training programs and other educational programs
	.698- relationship with the co-workers at work
Factor 4	.631- performance appraisal policy
Factor 5	.446- comfortable in carrying out my responsibilities
Factor 6	.654- long term benefit and insurance policies
Factor 7	.548- superior-subordinate relationship

(Source: spss output)

Table 4. Rensis Likert scale

Responses	Scale points
Very much satisfied	7
Much satisfied	6
Somewhat satisfied	5
Neutral	4
Somewhat dissatisfied	3
Much dissatisfied	2
Very much dissatisfied	1

Table 5. Index of 24 main variables

Range	Male	Female	Total	Percentage
144-168	0	22	22	33
120144	21	23	44	67
96-120	0	0	0	0
72-96	0	0	0	0
48-72	0	0	0	0
24-48	0	0	0	0
0-24	0	0	0	0
Total	21	45	66	100

Score range between 168-144: 33% of the female employees and none of the male employees come under this range. The employees seem to make the best of their capabilities and get a sense of achievement.

Table 6. Index of 9 variables

Range	Male	Female	Total	Percentage
54-63	1	7	8	12
45-54	18	38	56	85
36-45	2	0	2	3
27-36	0	0	0	0
18-27	0	0	0	0
9-18	0	0	0	0
0-9	0	0	0	0
Total	21	45	66	100

In the table rotated component matrix; down the column for factors 5and find that variables17, having high loading of.446 respectively. This indicates that factor 5 is a combination of 1

factor ie, comfortable in carrying out my responsibilities. In the table rotated component matrix; down the column for factors 6and find that variables21, having high loading of.654 respectively. This indicates that factor 6 is a combination of 1 factor ie, long term benefit and insurance policies. In the table rotated component matrix; down the column for factors 7and find that variables9, having high loading of.548 respectively. This indicates that factor 6 is a combination of 1 factor ie, superior-subordinate relationship. Hoppock satisfaction index (Gupta, 2002) Measurement of job satisfaction is difficult. Most of the studies have measured job satisfaction through a questionnaire, one of the earliest scales of measuring job satisfaction was developed by Hoppock he developed 4 terms, each one with seven alternatives responses that can be used for identifying the job satisfaction level of lower level employees in KLF Nirmal PVT, Ltd Irinjalakuda. 7 point Rensis Likert scale used to collect the data to attain the objective of analyzing the job satisfaction level.

Score ranging between 144-120: 67% of the employees comes in this range the entire male employees and the rest of the female employees. Their work provides them with fair amount of space to show their caliber without much job stress.

Score ranging between 54-45: 85% of the employees comes under this range. Their work provides them with fair amount of space to show their calibre without much job stress.

Part III

Part 3 Findings, Suggestions and Conclusion

FINDINGS

- Hoppok's satisfaction index used for analyzing the satisfaction level among employees as per the index category Scorerange between 168-144-33% of the female employees and none of the male employees come under this range and Score ranging between 144-120 – 67% of the employees comes in this range the entire male employees and the rest of the female employees

- Hoppok's satisfaction index used for analyzing the satisfaction level among employees as per the index category Score range between 63-54 Only 12% of the employees comes in this range they are the very lucky few who seem to enjoy their work. And having a sense of achievement and Score ranging between 54-45 is 85% of the employees come under this range.

- Factor analysis is used to identify the most important factor influencing the job satisfaction among lower level employees in KLF Nirmal PVT Ltd. Factor analysis reveal that seven factors are most important among the twenty four variables affecting are communication system, non-monetary benefits, present working hour, team spirit in my work environment, training programs and other educational programs, relationship with the co-workers at work, performance appraisal policy, comfortable in carrying out my responsibilities, long term benefit and insurance policies and superior-subordinate relationship.

Suggestions

- It is better to improve the recognition and reward system prevailing in the company.

- Some of the employees are dissatisfied with the grievance redressal system. So it is better to provide them an improved grievance redressal system.
- The organization should provide an opportunity for all employees in decision making process.
- Provide periodical feedback system. It is necessary to improve the performance of the company.
- Appropriate steps should be taken to increase the pay scale and incentives in order to improve their satisfaction.
- Informal groups should be encouraged to share their feelings and emotions.
- Incentives must be provided as reward for excellent performance. That will act as a monetary motivation to work more effectively.

Conclusion

Job satisfaction refers to the favorableness with which employees view their work. Without job satisfaction employees cannot contribute their maximum towards the achievement of the organizational goals. This is also observed that the satisfaction level varies from employees to employees. The study is conducted among the lower level employees of KLF Nirmal Pvt Ltd, Irinjalakuda. To identify the factors which lead to the satisfaction of employees. The study also helps to measure the job satisfaction level of employees. Most of the employees are satisfied with the work environment, job location, superior subordinate relationship, job security, leaders, performance appraisal, non-monetary benefits, safety measures, training programs, physical working conditions, grievance handling system, feedback system, etc. they are dissatisfied with the trade union activities, transportation facilities, salary package, incentives, leave facilities, etc. it implies that even if employees are satisfied with job there are some other reasons in the work which make them dissatisfied. There are numerous factors that must be taken in to consideration when determine how satisfied an employee with his job and it is not easy to determine which factor is most important to each employees and human resource manager has to pay constant and continuous attention to factors like communication system, non-monetary benefits, present working hour, team spirit in my work environment, training programs and other educational programs, relationship with the co-workers at work, performance appraisal policy, comfortable in carrying out my responsibilities, long term benefit and insurance policies, superior-subordinate relationship to access and improve employees job satisfaction.

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