

A Study on Factors Affecting Job Satisfaction among Middle Level Executives in Sugarcane Industries at Surat Regions

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Abstract

Job Satisfaction is one of the major challenges that managers faced regarding managing employees within the organization. Satisfied people live for extended periods of time, have stronger immune systems and endure better satisfied jobs. The present study aim to this research is to review factors affecting the Job Satisfaction level of employees at work to measure the level of work free environment. Total of 101 executives & employees were investigated by structured questionnaires. The data was analyzed using SPSS software. A Likert type scale was used to evaluate answers varying from strongly agree to strongly disagree. Validity & reliability test were applied to ensure the suitability of data & authenticity of responses. Non-Parametric & Parametric test were used Reliability Statistic, Independent Sample t-Test & One-Way ANOVA Test. The study factor were such as Interpersonal Relationship, Work/Organization Committee & Wok environment. This article aims to provide an intermediary between employers & employees to find common ground for the level of satisfaction to ensure a harmonious work environment.

Key Words: Job Satisfaction, Interpersonal Relationship, Work/Organization Committee & Work Environment.

Introduction

Job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job design aims to enhance job satisfaction and performance. Methods include job rotation, job enlargement and job enrichment. Hawthorne studies (1924-33) sought to find the effects of various conditions on workers' productivity. Found novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). Finding provided strong evidence that people work for purposes other than pay. This paved the way for researchers to investigate other factors in job satisfaction. Personality type, coping skills, procedural justice, locus of control, and organizational involvement are all factors that affect job satisfaction. Factors such as age, education level, shift, and part or full-time status do not make a significant difference. A candid interaction of managers with employees helps develop good relationships. Continuous coaching and genuine appreciation by the managers also enhances job satisfaction. Motivated employees stay on for long to achieve their goals, according to Gallup World's Best Employers 2015.

Literature Review

(Nabid Aziz, Mohitul Ameen Ahmed Mustafi & Md Sajjad Hosain, 11 December 2020) This study aims to determine the factors affecting the overall perceived job satisfaction of employees working at different public

banks in Bangladesh. Fair competition, equal treatment, psychological support & promotional opportunity, benefit package and co working relationship were considered as independent variables. **(Subhadeep Mukherjee, Dr. Seema S. Singha, 1st February 2019)**.The level of job satisfaction has an impact on productivity, it affects the performance of business organizations. This article aims to provide an intermediary between employers and employees. The respondents were limited to 125 No's of employees working in an executive level of a selected Oil Company.**(Lai Chai Hong, Nik Intan Norhan Abd Hamid and Norliza Mohd Salleh, July 2013)**The purpose of this study was to identify the level of satisfaction of the non-administrative employees toward their job in Company X. Sampling 35 respondents at Company x in Seremban was chosen to carry out the research. Results indicated that work environment, pay and salary and promotion criteria have a significant impact towards employees' level of job satisfaction.**(Mohammed Issah, 2021)**This study used a correlation design with online survey data provided by 170 administrative staff. Overall, administrative staff members were satisfied with their job. Male staff perceived to fit better than the female staff with their jobs. The study is limited to one university; therefore, results are not generalizable.**(Shilpi Saha and Saraf Pavan Kumar, 2018)** The establishment of organisational culture as a moderator in Indian organisations is unique. Results show that the impact of affective commitment on employees' job satisfaction is moderated by supportive and innovative cultures. Responses collected from 712 employees working in nine different Indian central public sector enterprises /state-owned enterprises.

Research Objectives

The aim of the research is to study the following objectives:

- To find out the level of satisfaction among the employees.
- To study factors that lead towards satisfaction among middle level executives.

Research Methodology

This study is based on primary data as the secondary information is not suitable for quantitative scale measurement. A detailed structured survey questionnaire was used to collect data from the participants' convenience sampling method from major big companies. 200 questionnaires were distributed in the companies. At the end to collect data 101 respondents were received. Finally, the valid data (n) used for this study stood at 101.The survey was conducted during December 2021 to April 2022 by face-to-face interviews in the organization. Statistical methods used to analyze the data that we collected from the respondents is statistical software SPSS for the statistical analysis. During this study, the responses and information collected from the survey were tested using statistical techniques like Cronbach's alpha were used to test normality. The data collected from 101 respondents were analyzed using descriptive statistics. In addition, regression analysis was used to analyze the relationships between factors affecting happiness at work and employee's happiness at work level.

Hypothesis Development

Based on factors affecting Job Satisfaction among Middle Level Executives, the following hypothesis is developed:

Ho1: There is no significant difference in the opinion of both genders regarding payment made in the organization.

Ho2: There is no significant difference in the opinion of employees belonging to different age groups regarding inter-personal relationship in the organization.

Ho3: There is no significant relationship between Work/Organization Commitment and Qualification.

Ho4: There is no significant difference in work experience made to both work environment in the organization..

FINDINGS OF THE STUDY

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on SD	Number of Items
.825	.830	5

Source: Field Survey

Reliability Test: The alpha coefficient for the five (5) items is .825, therefore, it suggest that the measurement scale items are having relatively high internal consistency, so it is considered to be scale for measuring workplace spirituality is reliable & the questionnaire is accepted for the study.

(Note: According to Cronbach's Alpha reliability coefficient thumbs rule of 0.9 or higher is considered as "Excellent" in research)

Demographic Profile

Frequency

Variable	Frequency	Percent(%)
Gender (n=101)		
Male	101	100.0
Female	-	-
Age (n=101)		
23-30	8	7.9
31-40	26	25.7

41-50	30	29.7
Above 50	37	36.6
Qualification (n=101)		
SSC	27	26.7
NON-SSC	8	7.9
HSC	26	25.7
Graduate	24	23.8
Post Graduate	14	30.9
Above P.G	2	2.0
Marital Status (n=101)		
Unmarried	8	7.9
Married	29	91.1
Salary (n=101)		
Below 15,000	24	23.8
15,000-20,000	50	49.5
20,000-25,000	21	20.8
25,000-30,000	5	5.0
Above 30,000	1	1.0
Work Experience (n=101)		
1-3 months	5	5.0
3-5 months	6	5.9
5-7 months	7	6.9
Above 7 months	83	82.2

From the above table, we can say that 101% of respondents are male and 0% of respondents are female at the company. So, it can be interpreted that the majority of the employees are male. we can say that 8% of respondents are from the age group of 23-30, 26% of respondents are from the age group of 31-40, and 30% of respondents are from the age group of 41-50 and 37% are from the age group of above 50 respectively. So, it can be interpreted that the majority of the employees belong to young age group. we can say that 27% of respondents did SSC, 8% of respondents did NON-SSC, 26% of respondents did HSC, 24% of respondents graduate, 14% of respondents did post graduate and 2% of respondents did above post graduate. So, it can be interpreted that the majority of the employees are post-graduate and literate. we can say that 8% of respondents are unmarried and 92% of respondents are married. So, it can be interpreted that the majority of the employees are married in the company. we can say that 24% of respondent are having salary below 15000, 50% of respondents are having salary between 15,000-20,000, 21% of respondents are having salary between 20,000-25,000, 5% of respondents are having salary between 25,000-30,000, and 1% of respondents are having salary between 30,000 & above. So, it can be interpreted that majority of the employees are having salary between 15,000 to 25,000. we can say that 5% of respondents are having less than 1-3 months of work experience, 6% of respondents are having 3-5

months of work experience, 7% of respondents are having 5-7 months of work experience, 82% of respondents are having more than 7 months of work experience. So, it can be interpreted that the majority of the employees are having 1 to 3 years of work experience.

Independent Sample t-Test

	Sig	Evidence level
Evidence level of followed question		
Are you Satisfied with your job?	.014	There is no evidence of change.

Independent Sample t-Test: The Independent Sample t-Test compare the means of two independent groups in order to determine whether there is statistical evidence that associated population means are significantly different. Independent Sample t-Test was carried by using SPSS software where it showed value .014, which is greater than 0.05. This implies that null hypothesis is true and there is no significant difference in the satisfaction level of executives and employees.

One-Way ANOVA Test

Descriptive Statistics

Interpersonal Relationship		N	Mean	SD	SE
My supervisor respect the subordinate.	Age				
	23-30	8	1.2500	.70711	.25000
	31-40	26	1.5385	.70602	.13846
	41-50	30	1.5333	.73030	.13333
	Above 50	37	1.4324	.68882	.11324
	Total	101	1.4752	.70134	.06979
My manager always help the employees.	Age				
	23-30	8	1.2500	.46291	.16366
	31-40	26	1.4231	.70274	.13782
	41-50	30	1.5667	.85836	.15671

	Above 50	37	1.5676	.72803	.11969
	Total	101	1.5050	.74329	.07396
I'm satisfied with interpersonal relationships in our organization.	Age				
	23-30	8	1.2500	.70711	.25000
	31-40	26	1.4231	.64331	.12616
	41-50	30	1.4667	.77608	.14169
	Above 50	37	1.5135	.69208	.11378
	Total	101	1.4554	.70035	.06969
The organization rules make it easy for me to do a good job.	Age				
	23-30	8	1.1250	.35355	.12500
	31-40	26	1.6154	.80384	.15765
	41-50	30	1.5000	.73108	.13348
	Above 50	37	1.4054	.55073	.09054
	Total	101	1.4653	.67178	.06684
I'm satisfied with my relationship with my organization.	Age				
	23-30	8	1.3750	.74402	.26305
	31-40	26	1.4615	.50839	.09970
	41-50	30	1.4333	.67891	.12395
	Above 50	37	1.4865	.60652	.09971
	Total	101	1.4554	.60868	.06057
Work/Organization Commitment		N	Mean	SD	SE
	Qualification				
	SSC	27	1.1852	.39585	.07618
	NON-SSC	8	1.0000	.00000	.00000

	HSC	26	1.1923	.40192	.07882
	Graduate	24	1.5833	.82970	.16936
	Post- Graduate	14	1.8571	.94926	.25370
	Above P.G	2	1.5000	.70711	.50000
	Total	101	1.3663	.65913	.06559
Are you satisfied with the working conditions the organization has set?	Qualification				
	SSC	27	1.3704	.49210	.06559
	NON-SSC	8	1.1250	.35355	.12500
	HSC	26	1.3077	.54913	.10769
	Graduate	24	1.7083	.75060	.15322
	Post- Graduate	14	1.7857	.97496	.26057
	Above P.G	2	2.0000	1.41421	1.00000
	Total	101	1.4851	.68722	.06838
Are you satisfied with the benefit package?	Qualification				
	SSC	27	1.4815	.50918	.09799
	NON-SSC	8	1.2500	.46291	.16366
	HSC	26	1.3077	.54913	.10769
	Graduate	24	1.6667	.70196	.14329
	Post- Graduate	14	2.0000	1.10940	.29650
	Above P.G	2	2.5000	.70711	.50000
	Total	101	1.5545	.71380	.07103
Are you happy at work?	Qualification				
	SSC	27	1.4444	.50637	.09745
	NON-SSC	8	1.2500	.46291	.16366
	HSC	26	1.4231	.50383	.09881
	Graduate	24	1.5833	.65386	.13347
	Post- Graduate	14	1.7857	.80178	.21429
	Above P.G	2	2.0000	.00000	.00000
	Total	101	1.5149	.59353	.05906

Appreciation of employees in our organization is good for us.	Qualification				
	SSC	27	1.4074	.50071	.09636
	NON-SSC	8	1.5000	.53452	.18898
	HSC	26	1.3846	.57110	.11200
	Graduate	24	1.6667	.76139	.15542
	Post- Graduate	14	1.8571	.94926	.25370
	Above P.G	2	2.0000	.00000	.00000
	Total	101	1.5446	.67119	.06679
Work Environment					
When I look employees' job security in this organization is good	Work Experience				
	1-3 Months	5	1.6000	.89443	.40000
	3-5 Months	6	1.3333	.51640	.21082
	5-7 Months	7	1.2857	.48795	.18443
	More than 7 months	23	1.4458	.73672	.08087
	Total	101	1.4356	.71296	.07094
I'm satisfied with the working environment of the organization.	Work Experience				
	1-3 Months	5	1.6000	.54772	.24495
	3-5 Months	6	1.3333	.51640	.21082
	5-7 Months	7	1.4286	.53452	.20203
	More than 7 months	23	1.5422	.66811	.07333
	Total	101	1.5248	.64178	.06386
I'm satisfied with the fair evaluation system.	Work Experience				
	1-3 Months	5	1.8000	.83666	.37417
	3-5 Months	6	1.5000	.83666	.34157
	5-7 Months	7	1.4286	.53452	.20203
	More than 7 months	23	1.6506	.81799	.08979

	Total	101	1.6337	.79653	.07926
Problem handling system is justifiable.	Work Experience				
	1-3 Months	5	1.4000	.54772	.24495
	3-5 Months	6	1.5000	.83666	.34157
	5-7 Months	7	1.1429	.37796	.14286
	More than 7 months	23	1.5904	.74957	.08228
	Total	101	1.5446	.72835	.07247
My job environment provides freedom to use my own judgments.	Work Experience				
	1-3 Months	5	1.8000	.83666	.37417
	3-5 Months	6	1.3333	.51640	.21082
	5-7 Months	7	1.2857	.48795	.18443
	More than 7 months	23	1.6098	.81280	.08976
	Total	101	1.5800	.78083	.07808

One-Way Analysis of Variance (ANOVA) tells you if there are any statistical differences between the means of three or more independent groups. ? It used to compare the means between two groups. It help you understand how your different groups respond. As shown in Table as per the different question Interpersonal Relationship My supervisor respects the subordinate (n=101) mean is 1.4752, SD is .70134 & SE is .06979. My manager always helps the employees (n=101) . The mean is 1.5050 , SD is.74329 & SE is .07396. I'm satisfied with interpersonal relationships in our organization. (n=101) mean is 1.4554 , SD is .70035& SE is .06969. Here, the value which is greater is the 0.06 employees which are Above 50 working in the company & they are satisfied with their job. Work/organization Commitment as per the different question Organization concern with their employees (n=101) mean is 1.3663, SD is .65913& SE.06559. Are you satisfied with the working conditions the organization has set? (n=101) mean is 1.5050 , SD is .68722& SE is.06838. I'm satisfied with interpersonal relationships in our organization. (n=101) mean is 1.4554 , SD is .70035& SE is .06969. Here, the value which is greater is the 0.06 employees which are Above 50 working in the company & they are satisfied with their job.As shown in Table as per the different question When I look employees' job security in this organisation is good (n=101) mean is 1.4357, SD is .73672 & SE is .08067. I'm satisfied with the working environment of the organisation. (n=101) mean is 1.5248 , SD is.64178 & SE is .06386. I'm satisfied with the fair evaluation system. (n=101) mean is 1.6337 , SD is .79653 & SE is .07926. Here, the value which is greater is the 0.06 employees which are Above 50 working in the company & they are satisfied with their job.

Limitations & Further Scope

The study was limited to, the several selected components of job satisfaction for only executive & employees . Therefore, the scope of this study was limited to only few job satisfaction factors in one particular environment and particular company. A environment study or comparative analysis taking more variables between two or more cultural bases and considering several company might have provided different and wider conclusions. Therefore, there is a gap that could be bridged and opportunity to conduct further analysis on this important area of management.

Conclusion

Based on the above analysis and results it can be considered that there is a high level of job satisfaction among the employees working at the executive level. In this study, it is very clear that if the working environment within the organization has positive condition then the satisfaction level is higher among employees within the workplace. The above results highlight that the fundamental changes that are taking shape within the workplace by creating positive work culture within the organization, it enables lots of opportunity for the employees and the management as well Job Satisfaction helps the organization to create a positive and holistic working environment, where it will help the employees to search the real meaning in their work with a clear vision. It helps them in enhancing their productivity within the organization and also gaining peace of mind as a result, it provides a sense of happiness among the employees which forms the workplace as a holistic environment. By this study, it is clear that high-level job satisfaction among the employees, this will help the management and the employees to deliver meaning to their work and the productivity level will also increase by this holistic momentum within the workplace.

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