

# AN EMPIRICAL STUDY OF FACTORS INFLUENCING JOB SATISFACTION

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## ABSTRACT

*The optimistic attitude of an employee's experience based on their desired result is acknowledged as job satisfaction. This shows how the expectations of the employees for job are fulfilled in comparison to the veracity of their job. There are six important facets of job satisfaction and these are- Salaries, Promotion opportunities, Supervision, Nature of work and Colleagues. The objective of this study is to identify the factors that affect the job satisfaction of employees and to analyze the impact of compensation, organizational policy, working condition, job stress and promotion opportunities on job satisfaction of employees. The findings of the study suggest that the taken factors have explained the job satisfaction and the policy framers and managers have to think about inclusion of the factors that affect satisfaction to enhance their business. The study suggests that working condition, organizational policy and strategies, promotion, job stress and compensation package are key factors of job satisfaction.*

**Keywords:** *Organizational Policy, Employees Motivation, Job Satisfaction, Compensation Management, Promotion Opportunities.*

## Introduction:

The optimistic attitude of an employee's experience based on their desired result is acknowledged as job satisfaction (Spector, 1985). This shows how the expectations of the employees for job are fulfilled in comparison to the veracity of their job (Mohan & Suppareakchaisakul, 2014). There are five important facets of job satisfaction and these are- Salaries, Promotion opportunities, Supervision, Nature of work and Colleagues (Mehran Aslaniyan & Mahdiah Shahriari Moghaddam 2013).

Armstrong stressed that job satisfaction is the attitude and feeling of employee about their job. This can be categorized into two groups and these are positive and negative attitude. Amusing approach and positive attitude shows that employees are well satisfied and obnoxious approach shows the dissatisfaction of employees (Armstrong, 2006). So, it can be said that job satisfaction is the feelings of the employees about their job and to which extent the value of the job is consistent to the employees' requirements.

The experience of the employees in meeting the work associated expectations in a work environment is

related to job satisfaction and to which extent it is fulfilled. The level of satisfaction is directly related to the personality and the character of the employee working in an organization. From the perception of the employee, job satisfaction increases when his/her work is more interesting or different (Dinler, 2008; Wright & Davis, 2003).

This is also considered as the discrepancy among the employee's expectations and the requirements related to the work and what really offered to them are (Heslop et al., 2002). This is much important not only for the employees but also for the increased productivity and success of the organization because a satisfied employee will attach to the organization and will not think o change the organization as this will cause costs to the organization which any organization do not want to bear (Reed et al., 1994). Employee satisfaction is also known as job satisfaction. This is the approach and thoughts of the employees regarding their organization, job, environment and co-workers (Beer, 1964).

Locke (1976) suggested that the motto of the job satisfaction is not only to fulfill the individual desires

but also related to employees' needs and doctrine. Handsome salary package and good work environment may positively influence the employee's loyalty and ultimately increased job satisfaction. Satisfied employees are more likely to be friendly and attentive which attracts customers and the not satisfied employees' can lead to customer melancholy (Hanif and Kamal, 2009). Dissatisfied workers are more likely to provide substandard services and the physical and mental status and the social functioning of these workers can be affected significantly by the level of their job satisfaction (Grace Reuben Etuk & Eko Thomas Alobo, 2014).

Werner has identified five facets of the job satisfaction, which can be put together to make an employee more satisfied and productive. These are as follows:

- Work- responsibility, interest and growth
- Supervision- technical help and social support
- Relationship with colleagues
- Promotion opportunities
- Compensation management

The human resource is very much important for the success of the business organization and thus it should be considered as the asset and must be excellent one because for the accomplishment of the objectives and plans of the organization employees are responsible. So, they must be satisfied with their job. Luthen (1998) has stressed about the following parameters of the job satisfaction:

- It is only a silent response from an employee to a specific job that can't be tangible but intangible only.
- It is only a comparison between generated output of a job and your perceptions.
- It portray behavioral component of a person which are most affectively impacting employee responses towards job characteristics.

### Review of Literature:

Locke (1976) has identified the essential factors of the job satisfaction, which are- job, compensation, promotion opportunities, working environment, co-workers, personal values and employees' relationship. He has concluded that when the factors are positively met then it creates satisfaction of employees towards their job. Sirin (2009), Ciner & Karcioğlu (2012) and Zaim et.al (2012) in their studies have stressed that the job satisfaction is the combination of various factors. These factors are- sense of success, relation with supervisors and management and co-workers, job security, responsibility, salary, promotion opportunities, role clarity, involvement in decision making, congenial working environment etc. they have also concluded that job satisfaction has many aspects and influenced by numerous factors. Spector (1997) has divided the factors of job satisfaction in two broad groups- personal factors and environmental

factors. Personal factors comprise demographic variables, seniority while Environmental factors comprise working condition, personal development opportunities, reward, peers and communication. Ahmed et al. (2010) and Butt et al. (2007) have conducted studies to find out the affecting factors of job satisfaction. It has been concluded that there is significant difference between demographic factors and job satisfaction. Employees are more satisfied with salary, promotion rather than other factors. Abdulla et al. (2011) have tried to find out the association among job satisfaction and environmental factors and demographic factors. He has concluded that salary, promotion and supervision are the important factors rather than demographic factors.

Green (2000) has identified the working condition as the factor of job satisfaction. Working conditions can be divided into two parts- physical condition and social condition at the work. They have insisted that employees are more comfortable in working in a relaxed, safe, clean and well equipped environment. Temperature, lighting and noise also make the working environment good. Basar et. al. (2011) has identified the reward as the motivating factor. He has stressed that rewards can be categorized as two: Extrinsic reward and intrinsic reward. Extrinsic rewards include pay, promotion and benefits. Intrinsic rewards comprises of a sense of achievement, being the part of team success, supervisors appreciation and recognition. Yang et. al. (2011) have found in their study that a good relationship with co-workers is also a factor of job satisfaction; as the most time is spent with co-workers, this will be positively affect the employees job satisfaction level. Yuan Ting (1996), it was found that three sets of factors, namely, job characteristics (such as promotional opportunity, task clarity and significance, skills utilization and pay satisfaction), organizational characteristics (such as organizational commitment and relationship with supervisors and co-workers) and individual characteristics among which job and organizational characteristics have significantly effected on the job satisfaction of federal government employees [cited in Naresh Kumar & Singh Vandana, 2011 & Bidyut Bijoya Neog & Dr. Mukulesh Barua 2014].

Dr. Saroja Dhanapal et. al. (2013) in their research work have considered ten variables of job satisfaction and tries to find out the difference in the level of job-satisfaction between genders among academicians in private institutions of higher learning and difference in the level of job-satisfaction between generations among academicians in private institutions of higher learning. The variables are as: General working conditions, Benefit, Pay and promotion potential, Work relationships, Facilities, Training and personal development, Recognition, Opportunity to use inherent ability, Work related activities, Family and work life balance. They have used one way ANOVA

to test the hypothesis. The result shows that there is no significant difference in job satisfaction between genders. This is consistent with the findings in regards to the differences between generations. The only significant difference in job satisfaction between generation is seen in the extrinsic factor, work relationship ( $p = .012$ ). Various factors is also been identified as determinant of job satisfaction as work load, salary, Age, gender, education, working environment, job security, superiors and management (Miller (1980) and Weiss (2002)).

### Research Methodology:

#### Research Objectives:

The main objective of this study is to identify the factors that affect the job satisfaction of employees. To achieve the main objective following sub-objectives have been framed:

- To identify the factors affecting the job satisfaction of employees.
- To analyze the impact of compensation, organizational policy & strategy, working condition, job stress and promotion opportunities on job satisfaction of employees.
- To find out difference of perception regarding job satisfaction factors between male and female employees.

#### Hypothesis:

**Ho1:** There is no significant relationship between organizational policy & strategy and job satisfaction.

**Ho2:** There is no significant relationship between working environment and job satisfaction.

**Ho3:** There is no significant relationship between promotional opportunities and job satisfaction.

**Ho4:** There is no significant relationship between job stress and job satisfaction.

**Ho5:** There is no significant relationship between compensation package and job satisfaction.

**Ho6:** There is no significant difference of perception regarding job satisfaction factors between male and female employees.

#### Research Design:

A descriptive research design with survey method is applied in the study. Primary data has been used for the study. A closed-ended Questionnaire was designed to collect primary data. After collecting all necessary data, data have been analyzed and tabulated descriptively. And, this tabulated information used to measure satisfaction level of the employees. To measure the satisfaction level a 5 point scale has been used which is denoted by 5=SA, 4=A, 3=N, 2=D, and 1=SD.

**Sample Size:** 500 Questionnaires were distributed among employees and 337 Questionnaires were collected. Out of collected questionnaires, 310

questionnaires were found fully filled and selected for the study.

**Period of the study:** The study has been conducted from September 2015 to April 2016. The locale of the study was Uttar Pradesh.

#### Data Analysis :

For data analysis SPSS software was used and Cronbach's alpha; correlation; descriptive statistics and linear regression analysis have been applied to draw meaningful interference.

#### Demographic Profile of Respondents:

Demographic and Personal data such as, educational level, gender, age and income level have been given below:

##### Age of the respondents:

Figure -2 shows that in the study the 37 respondents were of below 25 years and majority is of 25 to 35 years while in category of 35 - 45 years the number of respondents were 107; 27 were comes between the age group of 45 - 55 years and remaining falls in the last category of 55 years and above

##### Gender of the respondents:

For the study male and female employees were selected. From the figure -3 it is clear that nearly 58 percent respondent were male employees while 42 percent were female employees.

##### Income level of the respondents:

Figure-4 depicts that majority of the respondents falls under the income level of Rs. 15001 to Rs. 30000; followed by the income group of Rs. 30001 to Rs. 45000, in which 97 respondents fall. The third big group is below Rs. 15000 in which 78 respondents were there.

##### Educational level of the respondents:

While going through the figure-5, it is evident that the majority of the respondents had professional degree followed by the Master Degree where 124 respondents stood; while in the level of Graduation only 49 respondents were.

##### Experience of the respondents:

Figure -6 shows that 117 respondents have less than 5 years of experience while 43 have more than 15 years of the experience. Second largest category in the study is 83 whose experience lies between 11 years to 15 years of experience.

#### Reliability Analysis:

Cronbach's alpha is used to find out the Internal Consistency of the Variables (Factors of Job Satisfaction). Moss et al. (1998) has given that if the value of the Cronbach's alpha is 0.60; should be acceptable and recommended for the study. This test shows that in the study, used 38 item were reliable and valid to measure the opinions of employee regarding job satisfaction (table-1).

**Correlation Analysis and Descriptive Statistics:**

The table-2 of descriptive statistics consists of mean and standard deviation of the major variables. Showing that working environment is the important motivator followed by compensation package and organizational policy and strategy comes to third place. Job stress and Promotion opportunities have lesser role in Job Satisfaction of employees.

The correlation in table-3 shows that promotional opportunities (.497) and job stress (.447) is weakly correlated with job satisfaction whereas organizational policy and strategy, working environment recruitment and compensation package is strongly correlated with job satisfaction.

**Regression Analysis:**

To find out the impact of independent variables (Organizational Policy & Strategy; Working condition; Job Stress; Promotional opportunities and Compensation Package) on dependent variable (Job Satisfaction) Linear Regression is used. Table-4 shows the summarized result of each independent variable impact on dependent variable.

**Findings:****Organizational Policy & Strategy and Employee job satisfaction:**

**Ho:** There is no significant relationship between organizational policy & strategy and job satisfaction.

**H1:** There is a significant relationship between organizational policy & strategy and job satisfaction.

From the above table it is evident that the value of R is .479 and the P- value of 0.000 which is less than 0.05, therefore the Null hypothesis is rejected and alternate hypothesis is accepted that says that there is a significant relationship between organizational policy & strategy and job satisfaction. The value of R shows that 47.9% variance in employee job satisfaction is due to Organizational Policy & Strategy. F value is 45.275 at  $p=0.000$  showing that model is good fit. The regression result of this study shows the significant positive relationship between organizational policy & strategy and employee job satisfaction with  $\beta=0.237$  i.e. organizational policy & strategy contributes more than 23% to employee job satisfaction.

**Working Environment and Employee job satisfaction:**

**Ho:** There is no significant relationship between working environment and job satisfaction.

**H1:** There is no significant relationship between working environment and job satisfaction.

On the basis of above table it can be said that the value of R is .487 and the P- value of 0.011 which is less than 0.05, therefore the null hypothesis is rejected and alternate hypothesis is accepted that says that there is a significant relationship between working environment and job satisfaction. The value of R

shows that 48.7% variance in employee job satisfaction is due to working environment. F value is 82.522 at  $p=0.011$  showing that model is good fit. According to the result of study, the variable of working environment has a significant positive relationship with job satisfaction as the value of  $\beta=0.131$ . That means workplace environment contribute more than 13% to employee job satisfaction.

**Job stress and Employee job Satisfaction:**

**Ho:** There is no significant relationship between job stress and job satisfaction.

**H1:** There is a significant relationship between job stress and job satisfaction.

On the basis of above table it can be said that the value of R is .312 and the P- value of 0.001 which is less than 0.05, therefore the null hypothesis is rejected and alternate hypothesis is accepted that says that there is a significant relationship between job stress and job satisfaction.

The value of R shows that 31.2% variance in employee job satisfaction is due to job stress. F value is 87.788 at  $p=0.001$  showing that model is good fit. The  $\beta$  value of the regression analysis shows the significant positive relationship between job stress and employee job satisfaction as the value is  $\beta=0.239$  i.e. job stress contribute more than 23% to employee job satisfaction.

**Promotional opportunities and employee job satisfaction:**

**Ho:** There is no significant relationship between promotional opportunities and job satisfaction.

**H1:** There is a significant relationship between promotional opportunities and job satisfaction.

The summary table shows the value of R which is .397 and P- value is 0.000 which is less than prescribed value of P, so null hypothesis is rejected and alternate hypothesis is accepted. The value of R shows that 39.7% variance in employee job satisfaction is due to promotional opportunities. F value is 45.381 at  $p=0.000$  showing that model is good fit. The regression result of this study shows the significant positive relationship between promotional opportunities and employee job satisfaction with  $\beta=0.375$  i.e. promotional opportunities contribute more than 37% to job employee job satisfaction.

**Compensation package and employee job satisfaction:**

**Ho:** There is no significant relationship between compensation package and job satisfaction.

**H1:** There is a significant relationship between compensation package and job satisfaction.

The table-5 shows that the calculated value of R is .654 and the value of P is 0.000 which is less than 0.05, therefore null hypothesis is rejected and alternate hypothesis is accepted. It says that there is a

significant relationship between compensation package and job satisfaction. The value of R shows that 65.4% variance in employee job satisfaction is due to compensation package. F value is 97.468 at  $p=0.000$  showing that model is good fit. The variable Compensation package has a significant positive relationship with job satisfaction as the value of  $\beta$  is 0.631 i.e. Compensation package contribute more than 63% to employee job satisfaction.

#### Gender wise Perception differences of employees regarding job satisfaction:

To check the relationship between socio-demographic characteristics; independent Sample T test, which is used to compare the means of two groups, has been performed in order to find out any difference in perception of male and female employees on the taken job satisfaction dimensions.

**Ho:** There is no significant difference of perception regarding job satisfaction factors between male and female employees.

**H1:** There is significant difference of perception regarding job satisfaction factors between male and female employees.

To test the hypothesis, T test has been applied. The test in table-6 shows that the calculated t value is -.090 for Organizational policy and strategy and P value is .928; calculated t value is -1.262 for Working environment and P value is .208; calculated t value is -.864 for Job Stress and P value is .388 and calculated t value is .388 for Compensation Package and P value is .699 for the promotional opportunities calculated t test value is .679 and the P value is .179 which is more than suggested P value. On the basis of p value, which is more than 0.05 in all cases, the null hypothesis is accepted that there is no significant difference between means of the gender of respondents and various job satisfaction factors. In other words, it can be said that as the factors of satisfaction is affecting the perception of male employees, in the same way those affect the perception of female employees.

#### Conclusion:

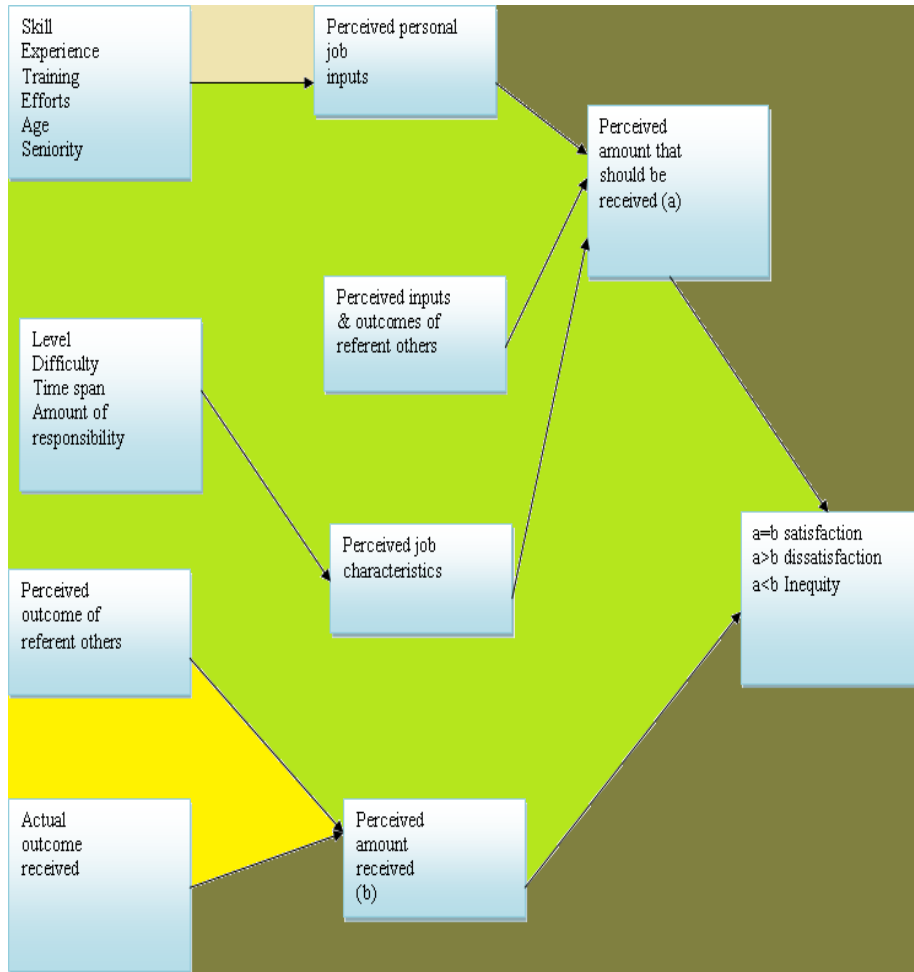
Productivity and creativity of an employee can be increased if he/she is satisfied. In this regard, top and middle level management have to tune to their attention to provide different types of facilities i.e. monetary and non-monetary incentives to their employees to make them satisfied. The findings of the study suggest that the taken factors have explained the job satisfaction and the policy framers and managers have to think about inclusion of the factors that affect satisfaction to enhance their business. The study suggests that working condition, organizational policy and strategies, promotion, job stress and compensation package are key factors of job satisfaction.

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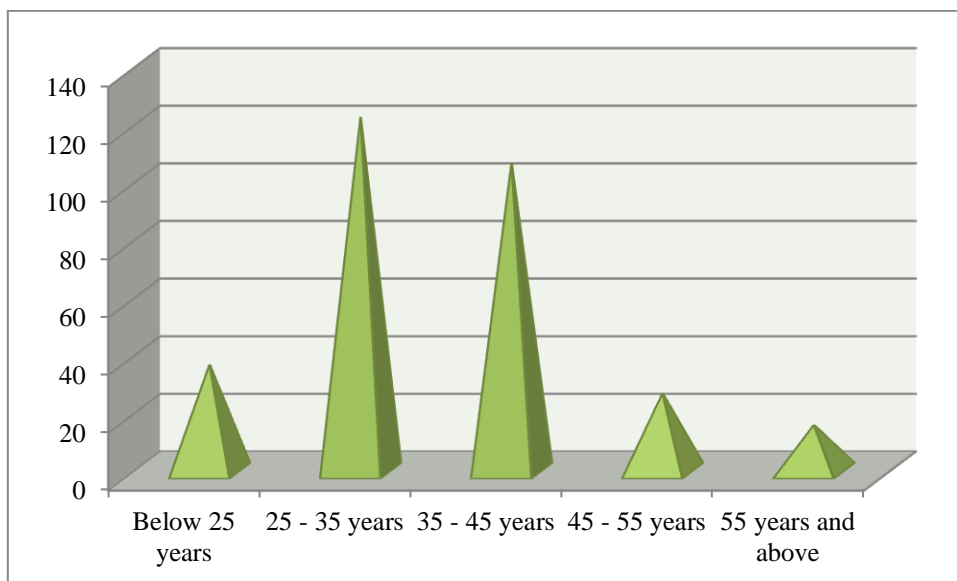
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Figure 1: Diagram of job satisfaction



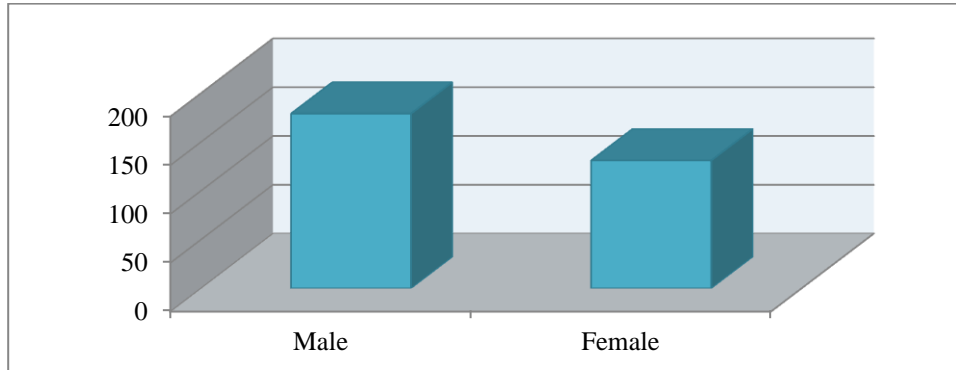
Source: Zafar-Uz-Zaman Anjum et. al.; “Job characteristics Model and job Satisfaction” International Journal of Education and Research, Vol. 2 No. 11 November 2014

Figure 2: Age of Respondent



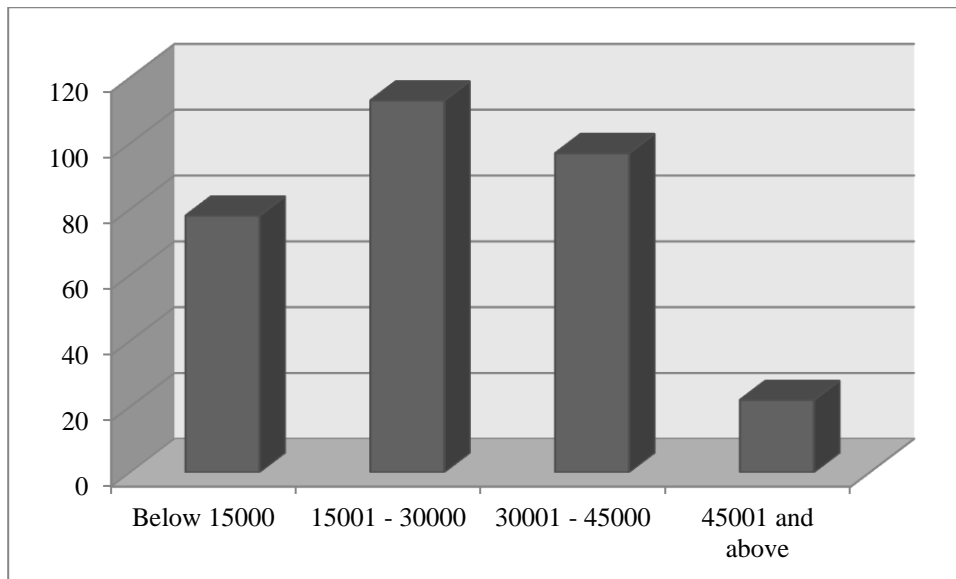
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Figure 3: Gender of Respondent



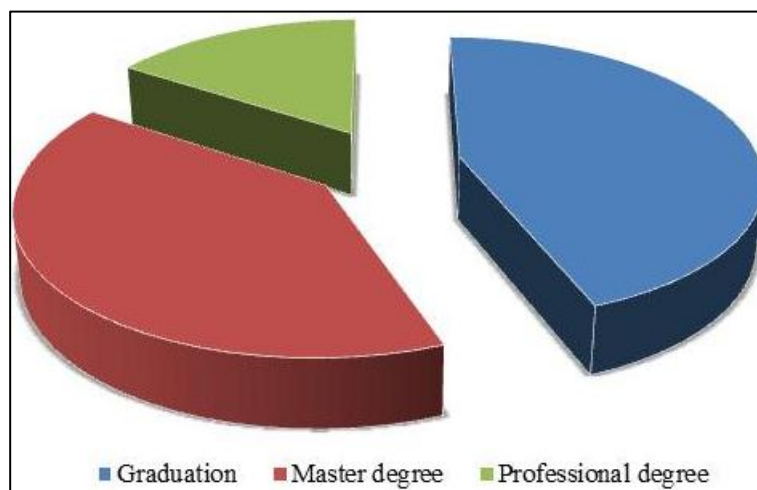
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Figure 4: Income Level of Respondent



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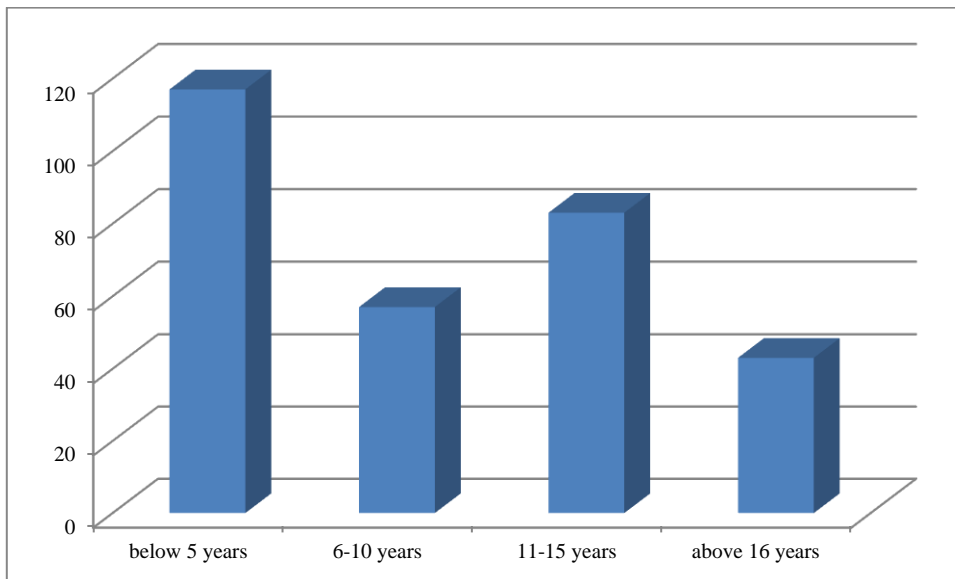
Figure 5: Education Level of respondent



Source: Excel Output



Figure 6: Experience of Respondent



Source: Excel Output

Table 1: Reliability of Measure Instrument Scale

Independent Variables	No. of Items	Cronbach Alpha
Compensation package	12	.786
Promotion	8	.812
Working environment	6	.689
Job stress	7	.791
organizational policy and strategy	5	.687

Source: SPSS Output

Table 2: Descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Organizational policy and strategy	2.1893	.40518	310
Working environment	2.4399	.45703	310
Job Stress	1.8794	.43160	310
Compensation Package	2.2231	.36549	310
Promotion opportunities	1.8769	.47519	310
Job Satisfaction	2.1254	.36413	310

Source: SPSS Output

Table 3: Correlation Matrix

Variable	1	2	3	4	5	6
Organizational policy and strategy	1					
Working environment	.652**	1				
Job Stress	.643**	.447**	1			
Compensation Package	.683**	.589**	.798**	1		
Promotion opportunities	.487**	.671**	.589**	.497**	1	
Job satisfaction	.513**	.639**	.471**	.718*	.569**	1

\*\*Correlation is significant at 0.01 level (2-tailed)

\*Correlation is significant at the 0.05 level (2-tailed)

Source: SPSS Output

**Table 4: Summarized results of Linear Regression**

Variables	R	Beta	F-value	P-value
Organizational Policy & Strategy	.479	.237	45.275	0.000
Working environment	.487	.131	82.522	0.011
Job Stress	.312	.239	87.788	0.001
Promotional opportunities	.397	.375	45.381	0.000
Compensation Package	.654	.631	97.468	0.000

Source: SPSS Output

**Table 5: Descriptive Analysis**

	Gender of Respondent	N	Mean	Std. Deviation	Std. Error Mean
Organizational policy and strategy	Male	179	1.6896	.47909	.03730
	Female	131	1.6947	.49276	.04241
Working environment	Male	179	1.6508	.42266	.03290
	Female	131	1.7102	.38441	.03308
Job Stress	Male	179	1.5791	.35276	.02746
	Female	131	1.6204	.47375	.04077
Compensation Package	Male	179	1.5697	.40587	.03160
	Female	131	1.5514	.40596	.03494
Promotion opportunities	Male	179	1.5703	.41437	.03217
	Female	131	1.5498	.48719	.03732

Source: SPSS Output

**Table 6: Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Organizational policy and strategy	Equal variances assumed	.616	.433	-.090	308	.928	-.00509	.05632	-.11592	.10574
	Equal variances not assumed			-.090	293.077	.928	-.00509	.05648	-.11626	.10608
Working environment	Equal variances assumed	2.556	.111	-1.262	308	.208	-.05943	.04711	-.15213	.03328
	Equal variances not assumed			-1.274	304.645	.204	-.05943	.04666	-.15126	.03240
Job Stress	Equal variances assumed	4.747	.030	-.864	308	.388	-.04126	.04777	-.13526	.05274
	Equal variances not assumed			-.839	252.391	.402	-.04126	.04916	-.13809	.05558
Compensation Package	Equal variances assumed	.163	.687	.388	308	.699	.01826	.04711	-.07445	.11096
	Equal variances not assumed			.388	296.326	.699	.01826	.04711	-.07447	.11098
Promotion opportunities	Equal variances assumed	.769	.217	.697	308	.179	.02713	.05171	-.01276	.17343
	Equal variances not assumed			.643	304.321	.207	.02713	.05171	-.01347	.17379

Source: SPSS Output

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