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Website: www.aarf.asia Email : editor@aarf.asia , editoraarf@gmail.com

IDENTIFYING THE FACTORS AFFECTING EMPLOYEE JOB SATISFACTION IN SUGAR INDUSTRY OF TAPI DISTRICT OF GUJARAT STATE

Sarojrana

Assistant Professor
H.L. College of Commerce
Ahmedabad

Dr. Hemal Pandya

Professor
S. D. School of Commerce
Gujarat University
Ahmedabad

ABSTRACT

One of the leading challenges in management has been implementing effective human development strategies to enhance organizational performance and accountability. As a result of the emphasis on performance, researchers in human resource management have stressed effective human resources strategies such as job satisfaction, team empowerment, participative management, and strategic planning. The fact that employees of organizations are becoming key to strategic decision making seems reasonably indisputable even in sugar industry. A major problem faced by sugar industry today in increasing job dissatisfaction among its employee therefore a research on “Job Satisfaction in the Sugar Industry” was required, to identify the factors that affect the job satisfaction of an employee in the sugar industry. The major focus of this study was to understand the factors that affect the job satisfaction of employees in the Sugar Industry, in order of their importance.

KEYWORDS: Employee Satisfaction, Sugar Industry, Factor Analysis.

INTRODUCTION

The relationship between man and work has always attracted the attention of philosophers, scientists and novelists. A major part of man’s life is spent in work. Work is a social reality and social expectation to which men seem to conform. It not only provides status to the individual but also binds him to the society. The nature and significance of work would be important as an area for study, if only on the basis that it occupies so much of a man’s life

span. On the surface, it may seem that with the growing complexities of the industrial society, work is simply a means of earning a living. This appears to be an over- simplification. Work serves many other functions for an individual. An individual's sense of well- being, of doing something worthwhile, of having some considerations, may be so compulsive that men may continue to work even if they are not pressed by economic needs. If men worked for money alone, there would be no way of explaining the fact that some men who have plenty of money still continue to work. As a matter of fact, by working on a job most men gratify many of their needs. Work in this regard, is a potent source of need- gratification if all types such as physical, security, social and ego needs. Schaffer, (1953) for example, opined that job satisfaction is primarily based upon the satisfaction of needs. The stronger the need, the more closely will job satisfaction depend on its gratification.

LITERATURE REVIEW

Angelia Herrin (2004) states that the management literature is full of advice for executives who want to deliver effective performance reviews of employees, however, employees are not using review sessions to talk about what they want and need. In this article, the author discusses the need for employee satisfaction in their workplace. To carry out the employees' concerns with regards to their job, they must have the skills to voice it out during performance reviews. They must understand that workplace satisfaction is a two-way street in this article, the author also stresses out the role of managers in making the employees understand that declaration of dissatisfaction will not get much reaction rather proposals to help solve a problem will get an immediate response. To do such, the author listed some of the best approaches in carrying out the employees' concerns during meetings.

Kurt Matzler & Birgit Renzl (2006) States that employee satisfaction is considered as one of the most important drivers of quality, customer satisfaction and productivity. In this study we investigate an important driver of employee satisfaction. We argue that interpersonal trust (trust in management and trust in peers) strongly influences employee satisfaction and, as a consequence, employee loyalty. To test the relationships between these constructs we measured trust in management and trust in peers, satisfaction and loyalty of employees of an Austrian company in the energy sector.

Paul E. Madlock (2008) examined the influence of supervisor communicator competence and leadership style on employee job and communication satisfaction. Participants were 220 individuals (116 men and 104women) working full-time for a variety of companies in the Midwest. The findings indicated a strong relationship between supervisors' communicator competence and their task and relational leadership styles, with supervisor communicator

competence being a stronger predictor of employee job and communication satisfaction. More specifically, the findings indicated that supervisor communicator competence accounted for 68% of the variance in subordinate communication satisfaction and nearly 18% of the variance in subordinate job satisfaction. More important, these findings provide an association between communication, leadership, and employee job and communication satisfaction.

Why Job Satisfaction?

Investigated by several disciplines such as psychology, sociology, economics and management sciences, job satisfaction is a frequently studied subject in work and organizational literature. This is mainly due to the fact that many experts believe that job satisfaction trends can affect labour market behaviour and influence work productivity, work effort, employee absenteeism and staff turnover. Moreover, job satisfaction is considered a strong predictor of overall individual well-being (Diaz-Serrano and Cabral Vieira, 2005), as well as a good predictor of intentions or decisions of employees to leave a job (Gazioglu and Tansel, 2002). Job satisfaction has always been important issues for organizations. Few practices (in fact, few organizations) have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied employees tend to be more productive, creative and committed to their employers. (J. Michael Syptak, MD, David W. Marsland, MD, and Deborah Ulmer.)

OBJECTIVES:

The major objectives of this study are:

- To identify the major factors affecting employee job satisfaction in selected sugar manufacturing companies.
- To measure the extent of the variability explained by these factors.
- To identify the core areas of improvement in job satisfaction of the employees.

METHODOLOGY

The research is descriptive and exploratory in nature. The study was conducted with major focus on Sugar Industry of Gujarat State. The study was based on the primary data collected through a structured questionnaire method for the entire population of 1331 respondents who are the current employees from the selected sugar manufacturing companies. A structured Likert scale Questionnaire including 32 statements, supported by personal interviews has been

used to collect primary data in this study. In order to find out if the respondents were satisfied with their job in Sugar Industry they were asked to rate their satisfaction level for each of the 32 statements on a five point scale (1 being Very Dissatisfied and 5 being Highly Satisfied); In order to serve the objectives of this study the responses obtained were analysed using Exploratory Factor Analysis with Principal Component Analysis method.

ANALYSIS AND DISCUSSIONS

Factor analysis was applied to identify the factors that affect Job satisfaction in the Sugar Industry. In order to test the data appropriateness for factor analysis “KMO and Bartlett’s Test” was carried out. A high value of KMO (between 0.5 and 1.0) suggests that the data is adequate for factor analysis. In this case the value was 0.916 which is closer to 1.0 and hence the data is fit for Factor analysis.

H0: There is no significant relationship between the variables in the population.

H1: There is a significant relationship between the variables in the population.

In order to test the null hypothesis Bartlett’s Test of Sphericity was applied which showed that the significant value was 0.000 which is less than the 0.05 and hence the null hypothesis (H0) was rejected, approx chi- square value is 37556.439 which is also very large and hence it can be concluded that there is a significant relationship between the variables in the population or in other words the variables are highly correlated with each other. KMO value is .916. This testified that the sample was appropriate for factor analysis.

Table-1 KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.916
Bartlett's Test of Sphericity Approx. Chi-Square	37556.439
Df	496
Sig.	.000

Principal component method was applied because the primary concern of this analysis was to determine the minimum number of factors that will account for maximum variance in the data.

Table-2 Communalities

Job security	1.000	.814	Career advancement opportunities	1.000	.734
Benefits	1.000	.847	Company commitment to professional development	1.000	.765
Opportunities to use skills and abilities	1.000	.798	Career development opportunities	1.000	.729
The work itself; company financial stability	1.000	.785	Company commitment to corporate social responsibility	1.000	.655
Compensation/pay	1.000	.818	Paid training and tuition reimbursement programs Networking	1.000	.690
Feeling safe in the work environment	1.000	.827	Company commitment to a 'green' workplace	1.000	.754
Relationship with immediate supervisor	1.000	.785	Problems Pursuance of higher education	1.000	.767
Management recognition of employee job performance	1.000	.751	Company timing, rules and regulations	1.000	.742
Communication between employees and senior management	1.000	.764	Availability of more research facilities	1.000	.791
Autonomy and independence	1.000	.844	Reputation of company	1.000	.817
Overall corporate culture	1.000	.846	Fairness in the company	1.000	.817
Meaningfulness of job	1.000	.788	Location of the company	1.000	.780
Relationships with co-workers	1.000	.777	Working environment	1.000	.813
Contribution of work to company business goals	1.000	.820	Behavior of boss	1.000	.813
Variety of work	1.000	.834	Conflict among employees	1.000	.725
Job-specific training	1.000	.775	Motivation and encouragement for good work	1.000	.603

Extraction Method: Principal Component Analysis.

Table-3 Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
X ₁	13.344	41.699	41.699	13.344	41.699	41.699	3.773	11.792	11.792
X ₂	2.122	6.632	48.331	2.122	6.632	48.331	3.408	10.650	22.442
X ₃	2.023	6.322	54.653	2.023	6.322	54.653	3.123	9.759	32.201
X ₄	1.706	5.331	59.984	1.706	5.331	59.984	3.051	9.534	41.735
X ₅	1.601	5.002	64.986	1.601	5.002	64.986	3.041	9.502	51.237
x ₆	1.482	4.631	69.617	1.482	4.631	69.617	2.931	9.160	60.397
x ₇	1.460	4.561	74.178	1.460	4.561	74.178	2.851	8.909	69.307
x ₈	1.130	3.531	77.710	1.130	3.531	77.710	2.689	8.403	77.710
x ₉	.878	2.743	80.453						
x ₁₀	.846	2.642	83.095						
x ₁₁	.644	2.014	85.109						
x ₁₂	.529	1.652	86.762						
x ₁₃	.491	1.533	88.295						
x ₁₄	.379	1.184	89.479						
x ₁₅	.358	1.118	90.597						
x ₁₆	.316	.987	91.583						
x ₁₇	.276	.863	92.446						
x ₁₈	.260	.814	93.260						
x ₁₉	.218	.681	93.941						
x ₂₀	.196	.614	94.554						
x ₂₁	.193	.602	95.157						
x ₂₂	.190	.595	95.752						
x ₂₃	.171	.534	96.286						

x24	.160	.500	96.786					
x25	.154	.481	97.267					
x26	.150	.469	97.736					
x27	.141	.441	98.177					
x28	.133	.415	98.592					
x29	.128	.401	98.993					
x30	.117	.367	99.360					
x31	.111	.347	99.706					
x32	.094	.294	100.000					

Extraction Method: Principal Component Analysis.

Varimax rotation was applied because the purpose was also to determine those factors which are uncorrelated with each other.

Table-4 Rotated Component Matrix

	Component							
	1	2	3	4	5	6	7	8
x1	.176	.084	.138	.146	.077	.089	.831	.174
x2	.191	.104	.127	.162	.107	.099	.840	.175
x3	.080	.401	.117	.155	.204	.108	.728	.095
x4	.049	.636	.146	.121	.208	.127	.523	.099
x5	.050	.771	.098	.129	.195	.130	.368	.074
x6	.134	.826	.137	.145	.160	.119	.182	.120
x7	.339	.753	.163	.137	.071	.101	-.016	.206
x8	.508	.623	.145	.155	.032	.075	-.055	.223
x9	.729	.366	.161	.134	-.005	.108	.030	.203
x10	.841	.160	.165	.133	.057	.136	.134	.163
x11	.847	.104	.143	.121	.137	.138	.162	.139
x12	.715	.051	.157	.143	.395	.151	.220	.040
x13	.511	.080	.162	.168	.616	.159	.223	.022
x14	.279	.119	.166	.185	.786	.136	.158	.067
x15	.058	.176	.158	.167	.810	.125	.104	.253
x16	-.007	.187	.156	.164	.708	.149	.074	.399

x17	.052	.225	.203	.154	.433	.172	.080	.627
x18	.119	.180	.172	.176	.205	.153	.149	.755
x19	.249	.131	.159	.168	.095	.147	.207	.723
x20	.316	.106	.185	.268	.147	.171	.177	.596
x21	.128	.139	.253	.677	.181	.014	.167	.267
x22	.135	.157	.255	.738	.159	.042	.139	.236
x23	.146	.131	.061	.791	.161	.210	.136	.100
x24	.164	.155	.011	.648	.118	.486	.122	.072
x25	.161	.101	-.024	.370	.111	.765	.094	.106
x26	.137	.112	.109	.163	.128	.833	.105	.159
x27	.130	.126	.327	-.037	.153	.785	.088	.168
x28	.146	.123	.616	-.061	.157	.555	.072	.150
x29	.162	.156	.790	.018	.148	.292	.085	.150
x30	.147	.126	.815	.199	.134	.088	.148	.153
x31	.206	.164	.674	.358	.154	-.031	.150	.159
x32	.242	.129	.519	.394	.193	.026	.161	.197

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.^aRotation converged in 10 iterations.

The Factor analysis resulted in a total of eight (8) factors that affect the job satisfaction level of employees in the Sugar Industry. The Factors were named according to the variables that correlated with them. The following Table-5 shows the various factors that affect the job satisfaction level in Sugar Industry along with the variables that correlate high with them, their factor loading and the eigen values including the % of variance covered by each factor.

Table-5: Factor Matrix

Factor number	Factor name	Eigen value		Items	Item Loading
		Total	% of Variance		
1	Work Culture	3.773	11.792	Communication between	.729

				employees and senior management	
				Autonomy and independence	.841
				Overall corporate culture	.847
				Meaningfulness of job	.715
2	Safety and security	3.408	10.650	The work itself; company financial stability	.636
				Compensation/pay	.771
				Feeling safe in the work environment	.826
				Relationship with immediate supervisor	.753
				Management recognition of employee job performance	.623
3	Work Co-ordination	3.123	9.759	Location of the company	.616
				Working environment	.790
				Behavior of boss	.815
				Conflict among employees	.674
				Motivation and	.519

				encouragement for good work	
4	Training and Education	3.051	9.534	Paid training and tuition reimbursement programs Networking	.677
				Company commitment to a 'green' workplace	.738
				Problems Pursuance of higher education	.738
				Company timing, rules and regulations	.648
5	Inter-Personal Relationship	3.041	9.502	Relationships with co-workers	.616
				Contribution of work to company business goals	.786
				Variety of work	.810
				Job-specific training	.708
6	Equitable Opportunities	2.931	9.160	Availability of more research facilities	.765
				Reputation of company	.833
				Fairness in the company	.785

7	Compensation and pay Structure	2.851	8.909	Job security	.831
				Benefits	.840
				Opportunities to use skills and abilities	.728
8	Career Development and Future Prospectus	2.689	8.403	Career advancement opportunities	.627
				Company commitment to professional development	.755
				Career development opportunities	.723
				Company commitment to corporate social responsibility	.596
	Total	24.867	77.710		

From the above analysis, eight major factors affecting the job satisfaction of the employees in Sugar Industry are identified as under:

Work culture

This factor emerged out to be the most important factor for job satisfaction in Sugar Industry. There are four variables which correlate very high with this factor. It accounts for a total variance of 11.792. This factor highlights the fact that for job satisfaction a Sugar Industry must have a very good work culture. Work culture comprises of the following attributes in

order of their importance: Communication between employees and senior management, Autonomy and independence, overall corporate culture and Meaningfulness of job.

Safety and security

This was the second most important factor which results in job satisfaction. This factor accounted for a total variance of 10.650. There are five variables that correlate high with this factor and they are given below in order of the importance given to them i.e. the work itself; company financial stability, Compensation/pay, Feeling safe in the work environment, Relationship with immediate supervisor and Management recognition of employee job performance. Company financial stability and pay as a buffer for employees who feel that they are being valued by the company and are getting something in return for the business that they generate. But on the darker side a major dissatisfaction was in terms of salary when compared to the competence and ability of employees. Employees felt that their salary is not in compliance to their abilities and competencies. They felt that work load was often very much and their pay was not according to the work load that they had to handle. So it was concluded that though organizations provide fringe benefits which are being appreciated by the employees yet there is dissatisfaction in terms of salary structure and since the structure is competitive so the entire Sugar Industry is facing problems associated with low salary package.

Work Co-ordination

This was the third most important factor which results in job satisfaction. This factor accounted for a total variance of 9.759. There are five variables that correlate high with this factor and they are given below in order of the importance given to them i.e. Location of the company, Working environment, Behavior of boss, Conflict among employees and Motivation and encouragement for good work.

Training and Education

Training and Education also plays an important role in defining job satisfaction level. It accounted for 9.534% variance and ranked at fourth number in the analysis. The fore variables that make up this factor in order of their role in determining job satisfaction are as follows: Paid training and tuition reimbursement programs Networking, Company

commitment to a 'green' workplace, Problems Pursuance of higher education, and Company timing, rules and regulations.

Inter- Personal Relationship

Fifth factor that determines job satisfaction is presence of Inter- Personal Relationship. This factor accounts for 9.502% variance and it has fore variables under it which as following: Relationships with co-workers, Contribution of work to company business goals, Variety of work and Job-specific training. It was found that employees in Sugar Industry had relatively high Inter- Personal Relationship among themselves and they also had good working relations between their co-workers.

Equitable Opportunities

This was the sixth most important factor which results in job satisfaction. This factor accounted for a total variance of 9.160. There are three variables that correlate with this factor and they are given below in order of the importance given to them i.e. Availability of more research facilities, Reputation of company and Fairness in the company.

Compensation and pay Structure Compensation and pay Structure is a factor that is the second last factor which has its say on job satisfaction in Sugar Industry. This factor accounted for 8.909% variance and it has three variables that highly correlate with it. The variables in order of their loading are: Job security, Benefits and Opportunities to use skills and abilities. Salary and job security is most important part of over employee in Sugar Industry.

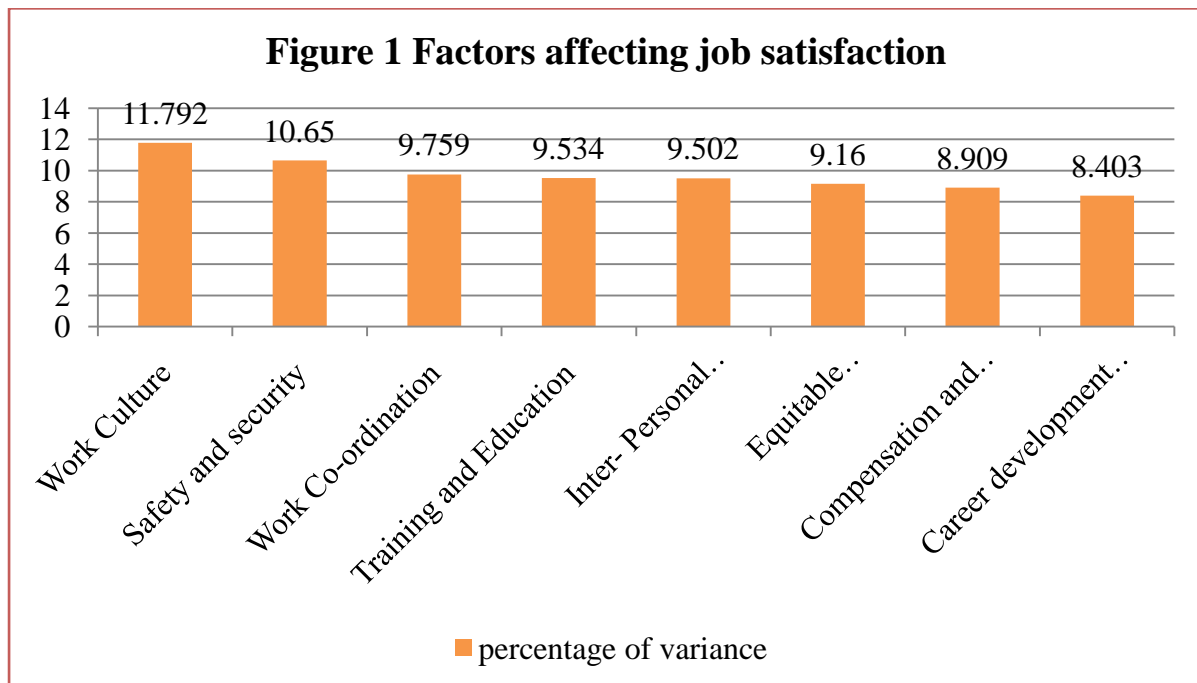
Career Development and Future Prospectus

The last but important factor that affects job satisfaction level in Sugar Industry is Career Development and Future Prospectus of management. This factor accounts for total of 8.403% variance and its fore variables in order of their importance are as following: Career advancement opportunities, Company commitment to professional development, Career development opportunities and Company commitment to corporate social responsibility.

Factors affecting job satisfaction

Figure 1 shows the major factors that affect the job satisfaction in Sugar Industry along with the percentage of variance covered by each factor which shows their relative importance in

terms of job satisfaction in Sugar Industry. As seen from the figure it is quite conclusive that employees attach maximum importance to the Work Culture second importance Safety and Security and third importance to the Work Co-ordination, Training and Education and Inter-Personal Relationship with almost equal emphasis to the organization. Forth importance to the Equitable Opportunities and last important to the Compensation and pay Structure and Career Development and Future Prospectus.



CONCLUSION

This study helped to shortlist those lacunae in the Sugar Industry that aggravated employee's satisfaction for their jobs along with highlighting the positives of the Industry. Measurement of Job satisfaction can be a very helpful tool to the management to understand the psychology of its works and how employees feel about their jobs; it can also be an important predictor of work behaviours such as organizational citizenship, high attrition rate, their non-performance, their absenteeism, their motivation level, their stress levels and turnover. Employees like to work for organizations which can provide them an excellent work culture. Employees also look for Safety and security because today employees are very much aware about their surroundings and they want to continuously grow and improve on their skills in order to stay competitive in the market. They prefer Work Co-ordination which provides them with authority to their job roles and they like to be included in Training and Education, Inter-Personal Relationship and Equitable Opportunities. They understand the importance of Compensation and pay Structure. Last but not the least they want a Career Development and

Future Prospectus treat them as human being and not as machines. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviours. Thus increasing job satisfaction is important for its humanitarian values and its financial benefits (due to its effect on employee's behaviour) and organizations should look into this major aspect for the betterment of their financial as well as social well-being.

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