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JOB SATISFACTION OF EMPLOYEES IN MANUFACTURING SECTOR- A CASE STUDY

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Abstract:

Job satisfaction is one of the major interests of the Field of organizational behavior and the practice of HRM. It reflects employees' attitudes toward their job and commitment to an organization. Job satisfaction refers to one feeling or state of mind regarding the nature of their work. It describes how content an individual is with his or her job. Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not self-satisfaction, happiness, or self-contentment but satisfaction on the job. There are various factors that effects on the job satisfaction. The organization is expected to take care all these factors so that the employees can work with satisfaction and this in turn help to increase the productivity and also to retain the employee. The main objective of this paper is to study the job satisfaction of employees in the manufacturing sector along with the factors affecting on the Job satisfaction. The primary data is collected through questionnaires and used the simple random sampling method for collecting data. Findings of the study are most of the employees of the company are satisfied with their job in architecture design studio. And very less employees are dissatisfied. The company's physical working condition is good. In conclusion the researcher suggests the company that there must be a fair performance appraisal system. Employees should get motivated through incentives Rewards and recognition.

Keywords: Employee, Job, Satisfaction, Working.

Introduction:

In Human resource management and organizational behaviour, job satisfaction is a major interest. Job satisfaction is very important for employees as well as for Company. If job satisfaction is there then the company's attrition rate will be also low and employees' performance will also be

good. If employees are happy or satisfied with their job they will gain a sense of belongingness towards the company which will eventually help the company. It is difficult for managers to keep employees on the job it is a bit difficult to keep employees happy at the job. The level of job satisfaction affects the company's business & its performance. A company's biggest asset is Human resources, an organization's failure or succession depends on the quality of work of employees who work within the organization. If they are working for an organization company will have to treat them well. An organization will not survive without creative and positive people working for them. Right-caliber employees will stay in the organization because they will be satisfied and happy working with the organization. Job satisfaction shows the commitment and attitude of employees towards an organization. Job satisfaction and motivation are not the same, job satisfaction is more like productivity, mental peace, and general satisfaction. When everyone say job satisfaction generally what employees need is a balance between their personal life and work life, recognition for their work, respect from colleagues, a satisfactory salary, and some benefits. Job satisfaction is an emotional response it can't be seen but only can imply.

The main objective of this paper is to study the job satisfaction of employees in the manufacturing sector along with the factors affecting on the Job satisfaction. The researcher conducted this study with reference to the Architecture Design Studio, Kalyan as a case study. The Study is based on primary data, which is collected through questionnaires like forming a set of questions regarding study and circulating them among the respondents. Used the simple random sampling method for collecting data.

Review of Literature:

Baloch (2015) investigated the relationship between Job satisfaction & Job designation Workplace, Leadership, Communication style, Job techniques & Physical Environment, and Rewards & recognition. In this study, the researcher has also examined if job satisfaction and turnover intentions impact productivity. Hong (2016) examined the satisfaction level of non-administrative employees towards their job with four factors which are Wages, Age, Level of education, and Gender, and identified the factors which wanted to influence the level of job satisfaction, To this study researcher took 35 respondents from 'X' company there were 2 variables dependent variable (DV) and independent variable (IV) and in result, the researcher found that pay, salary, promotion criteria, work environment do impact another n level of job satisfaction and fairness do not impact as much. Saleem (2016) identified the factors which affect the job satisfaction of employees in the banking sector. He analyzed the impact of recruitment and selection procedures, nature of work, job stress, organizational policy, strategy, and communication strongly affect job satisfaction for collection of data, and the researcher used a data collection technique which is a questionnaire where

79% respondents responded. Correlation & linear regression methods were used in this study to analyze the data.

To study employee satisfaction in automotive industries in India Sureshkrishna (2017) created a research model with the help of management practices like employee empowerment, management leadership, teamwork, and employee compensation. In this research respondents are 234 employees that the satisfaction level is medium and top management should be more careful about job satisfaction it also shows that there is a significant relationship between all the management practices. Renyut (2017) examines some of the relationships between variables, such as the first causal relationship between organizational commitment and competence and work satisfaction, and the second and third causal relationships between organizational commitment and competence and employee performance". Analysis of the impact of organizational commitment, job satisfaction, and competence on employee performance is also done. The study was carried out at the Maluku Governor's Office with a population of 632 personnel and 244 respondents. According to the Warp PLS findings, organizational commitment directly affects employee performance and has a positive and large impact on work satisfaction. On the other hand, organizational commitment has a good effect but a small impact on employee performance.

According to Susanty (2018) a pleasant or positive emotional state that results from the evaluation of one's work is called job satisfaction. The level of job satisfaction increases with an individual's level of happiness. Presumably, a positive outlook on work and stronger organizational dedication raise job satisfaction, which in turn improves an individual's performance. This study aims to explain and empirically assess the impact of work attitude, job satisfaction, and organizational commitment on the employee's job performance at PT.X based on this phenomenon. Structural Equation Modelling (SEM) was used in the research.

Saeed (2019) intended to provide a more accurate picture of the degree of employee satisfaction in various telecom companies. The primary issues are the relative significance and necessity of various job satisfaction factors and how they affect employees' overall satisfaction. According to the results, efficiency, compensation, fringe supervision, and employee interactions are the main elements impacting job happiness. Data collection visits were made to Ufone, Zong, Telenor, Warid Telecom, Pakistan Telecommunication, and Mobilink. With a sample size of 200 telecom sector employees, quantifiable data was gathered using closed- ended questionnaires. Wilson (2019) in his article, focus on the process by which employees' job happiness affects their sentiments and attitudes in the family role. This process is known as the spill over of a work role attitude, or job contentment, from work to family. They concentrated on the spill over of job satisfaction as opposed to authors who study mood spill over, as it is "from the perspective of research and practice the most

focal employee attitude" and as it has been hypothesized to directly influence employees' off-work lives.

Bhardwaj (2020) conducted study to observe the satisfaction of employees in all the commercial banks including private and public banks concerning their position. The researcher has also studied which factors affect the job satisfaction factors like supervisor, recognition, remuneration, re-organization, promotion, Relations between Colleagues, and work safety. The study shows that job satisfaction and all the factors have a positive correlation and most of the employees in the banking sector are satisfied. Petty (2021) interviewed 332 workers at a youth development organization to see if overall job satisfaction and a few demographic factors were related. Demographic data were gathered using a questionnaire created by the researchers, and the Job Satisfaction Index (JSI) was used to quantify the degree of job satisfaction. Descriptive statistics, Spearman's rho, Pearson r, t-tests, and analysis of variance were all used in the data analysis process (ANOVA). Results showed no differences or associations between work satisfaction and demographic factors ($p > 0.05$). Future studies on job satisfaction and employee retention in youth development organizations may be affected by these findings.

Data Analysis and Interpretation:

Table No. 1: Classification as per gender

Options	Responses	%
Female	25	40.98%
Male	36	59.02%

As per the analysis, it shows that 40.98% of females are working in the organization and 59.02% of males are employed. Here researcher found that men are more in the company than the women.

Table No. 2: Working environment of the company

Sr. No.	Factors	Options	Responses	Percentage
1	Working environment of the company	Good	45	73.8%
		Not good	7	11.5%
		Bad	1	1.6%
		Strongly good	8	13.1%
2	Satisfaction of the employees.	Very satisfied	32	53.2%
		Much more satisfied	17	27.4%

		Dissatisfied	3	4.8%
		Somewhat less satisfied	9	14.5%
3	Work according to qualification and skills	Yes	43	71%
		No	5	8.1%
		Can't say	10	16.1%
		Very Satisfied	3	4.8%
4	Necessary authorities to perform their duties.	Yes	50	82%
		No	7	11.5%
		Can't Say	4	6.6%
5	Opinion about getting the proper and time to time counselling	Extremely Agree	21	34.4%
		Agree	30	49.2%
		Disagree	5	8.2%
		Extremely Disagree	5	8.2%
6	Career Opportunities in Future.	Strongly Yes	37	60.7%
		No	3	4.9%
		Can't Say	8	13.1%
		May be	13	21.3%
7	Employees in decision making.	Always	29	47.5%
		Sometime	16	26.2%
		Rarely	10	16.4%
		Never	6	9.8%
8	Opinion of respondents towards the working conditions	Good	36	59%
		Average	23	37.7%
		Poor	2	3.3%
9	Welfare Facilities provided by the company	Yes	44	72.1%
		No	8	13.1%
		Can't Say	9	14.8%
10	Factors Affecting	Increment	18	26.3%

	satisfaction of employees	Promotion	21	35%
		Leaves	1	1.7%
		Motivational Talk	9	15%
		Recognition	12	20%
11	Satisfaction by working hours	Very dissatisfaction	5	8.3%
		Somewhat less satisfied	15	25%
		Somewhat more satisfied	15	25%
		Very satisfied	26	41.7%
12	Employee working period in company	3 Months	3	5%
		6 Months	5	8.33%
		1 year	15	25%
		More than 1 Year	38	61.66%

As per the data analysis, out of 61 response, it's 73.8% of people that the working condition of the company is good which the highest. Only 1.6% of people think the working environment is bad and 11.5% of people think it is not good. Some employees think that working environment is average which means it is workable.

53.2% of employees are satisfied with their job in the company which is 33 employees out of 60 employees. 4.8% and 14.5% people are dissatisfied or somewhat less satisfied. And 17 out of 60 employees are very much satisfied. So company has to do something regarding that so employees who think they are dissatisfied then they can be satisfied.

In case of Work according to qualification and skills, it shows that 71% of employees think their work is according to their qualifications and skills. And 81% people think it is not. And 16.1% of employees are still confused highest percentage of employees think positively about the company. Which is good thing it will help company in retaining employees.

50 out of 61 employees have the authority to perform their duties effectively which is 82%. And 11.5% of employees feel the opposite of that. 6.6% of employees don't have their opinion. When employees have the authority to handle responsibilities then employees work effectively.

As per the table no.2, 49.2% agree that they get the counselling that they need for their job. And 10 employees disagree with that. And 34.4% of employees extremely agree that they get counselling a total of 51 employees think that they get proper counselling. So when they get the

proper counselling their productivity will increase. While 60.7% of employees say that they have good career prospects in their organization 37 employees from 60. And 21 employees are not sure about it. 4.9% of employees say they don't have good career prospects in the organization. Most of the employees think they have good career prospects which will help them in building future even if they want to switch they will have good skills.

As per the analysis, it shows that the majority of people say that the company involves employees in their management decisions which is 47.5%, 29 employees from 60 employees. 9.8 % of people think that the company doesn't involve them, 26.2% of employees are saying sometimes the company considers them and 16.4% of employees say rarely. Employer or supervisors involves their employees in decision making 47.5 % people agree on this in architecture design studio.

As per the response related to analysis working condition of the company, 59% employees says that the working condition of the company is good. And only 3.3% of employees say that it is poor. 23 employees say it is workable. So company should focus on the working conditions of company.

But at the same time 72.1 % of employees from the company are satisfied with the welfare facilities given by the company with 44 employees. And only 8 employees are saying they are not satisfied. 14.8% of employees are not sure about it. Here most of the employees are satisfied with the welfare facilities which are given to the employees.

With the reference to the above table, 21 employees say promotion motivates them to work which is 35%. And 26.3% of employees think that increment motivates them and 20% of employees are saying that recognition motivates them. The highest people think promotion that they are motivated by promotion. So researcher found that most of the employees work for the promotion. 25% and 41.7% of employees are satisfied and 20 employees are not that satisfied. Here we can see that most of the employees are happy with the organization. 61.66% of employees are working in the company for more than 1 year. In this we interpretate that employees are working with the company for long time. Employees are working with company for more than one year and for one year which is good, that employees are retaining in company.

Conclusion:

The conclusion is that most of the employees of the company are satisfied with their job in architecture design studio. And very less employees are dissatisfied. The company's physical working condition is good. Employees think that they have good career prospects after working in the company and also employees are satisfied with the working hours of the company. So overall company is good, they are taking some initiatives to keep their employees satisfied. After conducting study the researcher wish to suggest the company that there must be a fair performance appraisal

system. Employees should get motivated through incentives Rewards and recognition. Company should provide fringe benefits to the employees which will help to retain the employees.

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