

## A research work on Employee Satisfaction measurement with special reference to KRIBHCO, Surat

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**Abstract:** This research work has been done to measure the satisfaction level of employees with special reference to KRIBHCO, Surat. Today to sustain in such a competitive market its very important to retain good employees, that contribute towards the attainment of Organizational goal and customer satisfaction as well. Many researchers have worked in this area with different organizations but this kind of research work has not been done before in KRIBHCO, Surat. We went ahead in this research with sample size of 150 employees based on systematic sampling. Data was collected based on structured questionnaire method on Likert five point scale for 23 major variables which were reduced to five factors namely Empowerment & Work Environment, Working Relation, Salary & Future prospects, Training & work Involvement and Job Rotation. We found the employees to be satisfied on the basis of above said five factors. For the purpose of data analysis we used IBM SPSS 20. We performed factor analysis to reduce the data and non parametric tests as Kruskal-Wallis and Mann Whitney Rank test. Chi-Square tests were performed to view the satisfaction level of the employees against each major variables found after dimension reduction. We also found that a few important factors that normally contribute to the employee satisfaction, didn't have much influence on employee satisfaction in KRIBHCO, Surat, such as : welfare measures, role clarity, freedom of decision making and recognition at work. The innovativeness and creativeness of employees also took a back seat as far as satisfaction level was concerned.

**Keywords:** Job Satisfaction, role clarity, empowerment and job rotation.

### I. Introduction of the Research Topic and Literature Review

Staff well-being and their level of satisfaction and engagement has been found to directly impact on organizational performance and ultimately organizational success. It is an obvious statement but high employee satisfaction levels can reduce employee turnover. Dissatisfied employees tend to perform below their capabilities, result in high turnover of staff and leave their jobs relatively quickly, and are not very likely to recommend your company as an employer. Satisfied employees tend to contribute more in terms of Organizational productivity and maintaining a commitment to customer satisfaction. Staff satisfaction surveys give employees 'a voice' and also allows the pinpointing of problematic areas, leading to the raising of staff satisfaction levels, developing and reviewing of staff management, and optimizing corporate communications. This is a Research work done in the similar field with special reference to KRIBHCO, Surat. Many researchers have done such surveys with different organizations before also.

Dr. R. Anitha (sep. 2011) studied the Job Satisfaction of Paper Mill Employees with Special Reference to Udumalpet and Palani Taluk. Satisfaction level of the employees was measured on the basis of employees working conditions, rewards, welfare measures & job security. The 100 employees were selected after considering time and cost. The method of simple random sampling was undertaken for the research purpose. The Convenience method of sampling is used to collect the data from the respondents. The collected data had been analyzed by using Percentage analysis & Chi square test.

Halil Zaim, Selim Zaim, measured Employee Satisfaction in Small and Medium Sized Enterprises, by using factors such as pay and benefits, peers, management, working environment and superiors. The survey instrument was composed of questions relating to employee satisfaction and loyalty. A multi-item scale was developed to operationalise the employee satisfaction construct in a manufacturing context. In the second part of the survey instrument, a single question regarding employee's overall evaluation of organization loyalty was asked. Each item related to employee satisfaction context and employee loyalty was rated on a five-point scale, ranging from "very low" to "very high". The sample of the study was selected randomly from the database of Turkish Small Business Administration (KOSGEB). The study focused on the textile industry including textile mill products and apparel. The findings showed that there is a positive linear relationship between all these five factors of employee satisfaction and employee loyalty. However, among these factors, pay and benefits was found to be the most important criterion followed by management and working environment.

Brikend Aziri, (2011) studied Job Satisfaction and found that Job satisfaction is under the influence of a series of factors such as: The nature of work, Salary, Advancement opportunities, Management, Work groups and Work conditions. It is one of the major challenges for today's organization. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, 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 are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place (Davis et al., 1985).

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction

is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

A study was made on Employee Satisfaction in Banking Sector by M. L. Meena and G. S. Dangayach, (2012). The objective of this study was to analyze employee satisfaction of Private Sector Banks and Public Sector Banks, and the Banks in Rajasthan were chosen as the population for the study. Five banks were considered in this study, in which, three were public sector banks (State Bank of India, Bank of Baroda, and Punjab National Bank) and remaining two were private sector banks (ICICI Bank and HDFC Bank). Total three hundred fifteen (63 from each bank) employees were considered as the samples in this study. It was found that satisfied employees made positive contributions to the organizational effectiveness and performance.

A study was conducted on Employee satisfaction in cement industry of Chhattisgarh by Daljeet Singh Wadhwa, Manoj Verghese & Dalvinder Singh Wadhwa (September 2011). This study focused on three factors namely Behavioral, organizational and environmental factors. The report focused on all of these factors and attempted to find the relation between these factors and employee job satisfaction and it was found that all the three factors have a positive impact on job satisfaction. The study concluded that organizational factors are the most important aspect for job satisfaction of the employees in a company i.e. if the employees are treated equally and fairly and they are properly supervised, their level of satisfaction can be increased towards their job. The research design used in the research was descriptive. This research was used because it is a good structured instrument for collection of data. The research method used was survey method. The research technique used was Questionnaire. The data was collected using primary data with a sample size of 150.

In all the above research, Researchers have found that for the growth of any organization employee satisfaction is very important. A few factors that were prominent to the employee satisfaction in the researches before were income, promotion, feeling of fulfillment, work environment, relations with superior ect. We have also included these variables in our study but two factors that were not included by the above researchers in their study but had been included by us were Job Rotation and Employee Empowerment. Our research is comprehensive with 23 variables to measure the satisfaction level of employees.

## II. Research Methodology

### **Objective:**

H<sub>01</sub>: Employees are not satisfied under the identified factors within the organization

H<sub>02</sub>: Employee satisfaction does not differ regarding salary with respect to Experience

H<sub>03</sub>: Employee satisfaction does not differ regarding training opportunities with respect to different age Groups

H<sub>04</sub>: there is no difference of satisfaction between the gender groups regarding job rotation

### **Research Design:**

Descriptive research has been applied, which is also known as statistical research, describes data and characteristics about the population or phenomenon being studied.

### **Sources of Data:**

To cater the need of the research we have used primary (self constructed structured Questionnaire) as well as secondary sources of data (web sites, journals etc.)

### **Data Collection Tool:**

Structured questionnaire was prepared to interview the employees of the organization on distinct 23 parameters like: salary, job rotation, work environment welfare measures at the organization etc. measured on Likert five point scale, which was later reduced to 5 factors with help of factor analysis.

### **Sampling Method:**

Under the probabilistic sampling techniques, systematic sampling was done.

### **Sample Size:**

Sample sizes of 150 employees from various departments were taken for the research purpose.

### **Statistical Tools:**

We have used IBM SPSS 20 (Statistical Package for the Social Sciences), for data analysis.

## III. Data Analysis & Interpretation

### **Factor Analysis**

To find out major factors that contribute towards the employee satisfaction, data reduction technique was used.

**KMO and Bartlett's Test**

Table 1

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.904
Bartlett's Test of Sphericity	Approx. Chi-Square	1632.894
	Df	253
	Sig.	0

From table 1, we found that the value for Kaiser-Meyer-Olkin Measure of Sampling Adequacy was more than 0.6, and it is 0.904 also Bartlett's Test of Sphericity has sig value less than 0.05 at 5 % level of significance. So factor analysis could be conducted successfully for data reduction.

**Rotated Component Matrix**

Table 2

	1	2	3	4	5
authority for duties	0.755				
respect from superiors	0.657				
working hours of the job	0.649				
treated fairly	0.524				
supportive manager	0.513				
freedom for decision making					
recognition at work					
teamwork atmosphere		0.732			
mistakes treated in a positive manner		0.677			
listens to your suggestions		0.634			
comfortably discuss personal issues		0.633			
receive guidance from manager		0.626			
very well informed about role					
satisfactory salary			0.845		
good career prospects			0.645		
opportunities for further study			0.548		
Appreciation of creativity & innovative Ideas					
satisfactory welfare facilities					
involvement in management decisions				0.698	
training opportunities				0.534	
Potential Utilized				0.512	
correct work division					
job rotation					0.823

On the basis of Table 2 we found five components, for our 23 variables. Based on the item loadings, these factors were respectively labeled as

1. The factor "Empowerment & work Environment" explains the 1<sup>st</sup> component.
2. The factor "working relationship" explains the 2<sup>nd</sup> component.
3. The factor "Salary & Future Prospects" explains the 3<sup>rd</sup> component
4. The factor "Training & work Involvement" explains the 4<sup>th</sup> component
5. The factor "Job Rotation explains" the 5<sup>th</sup> component.

Here we found that a few important factors that normally contribute to the employee satisfaction, does not have much influence in employee satisfaction in KRIBHCO, Surat, such as: welfare measures, role clarity, freedom of decision making and recognition at work. The innovativeness and creativeness also takes a back seat.

All the above factors together were capable of explaining 61.099% of variance according to Table 3.

**Total Variance Explained**

Table 3

Component	Rotation Sums of Squared Loadings	% of Variance	Cumulative %
	Total		
1	3.654	15.889	15.889
2	3.524	15.323	31.212
3	2.794	12.148	43.359
4	2.497	10.856	54.215
5	1.583	6.884	61.099

Tests of Normality

H<sub>0</sub>: distribution of sample data is normal

H<sub>1</sub>: distribution of sample data is normal

Table 4

Variables	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
supportive manager	0.323	150	0	0.742	150	0
authority for duties	0.301	150	0	0.844	150	0
training opportunities	0.275	150	0	0.87	150	0
treated fairly	0.324	150	0	0.818	150	0
respect from superiors	0.295	150	0	0.749	150	0
Potential Utilized	0.316	150	0	0.816	150	0
Appreciation of creativity	0.271	150	0	0.869	150	0
job rotation	0.274	150	0	0.845	150	0
recognition at work	0.332	150	0	0.794	150	0
satisfactory salary	0.258	150	0	0.782	150	0
freedom for decision making	0.249	150	0	0.879	150	0
good career prospects	0.288	150	0	0.85	150	0
comfortably discuss personal issues	0.318	150	0	0.822	150	0
mistakes treated in a positive manner	0.324	150	0	0.807	150	0
satisfactory welfare facilities	0.289	150	0	0.802	150	0
correct work division	0.244	150	0	0.888	150	0
listens to your suggestions	0.353	150	0	0.757	150	0
receive guidance from manager	0.336	150	0	0.775	150	0
involvement in management decisions	0.215	150	0	0.899	150	0
opportunities for futher study	0.248	150	0	0.877	150	0
teamwork atmosphere	0.307	150	0	0.822	150	0
working hours of the job	0.304	150	0	0.805	150	0
very well informed about role	0.353	150	0	0.737	150	0

From table 4 we found that Kolmogorov-Smirnov test of normality had the sig. value for all the variables under consideration less than 0.05 at 5% level of significance. Thus we failed to accept the null hypothesis. So we went ahead for non parametric tests.

**Measurement of Satisfaction level of Employees based on Chi-Square Test Statistics against Major Variables found after Factor Analysis**

H<sub>0</sub>: Employees are not satisfied under the identified factors within the organization

H<sub>1</sub>: Employees are satisfied under the identified factors within the organization

The 1st factor EMPOWERMENT & WORK ENVIRONMENT includes authority for duties, respect from superiors, working hours of the job, treated fairly & supportive managers.

**Chi-Square test statistics for Factor 1**

Table 5

	supportive manager	authority for duties	treated fairly	respect from superiors	working hours of the job
Chi-Square	147.133a	115.133a	138.067a	179.133a	122.667a
Df	4	4	4	4	4
Asymp. Sig.	0	0	0	0	0

From Table 5 we found that for all the variables under factor 1 had a significance value less than 0.05 at 5% level of significance, thus we fail to accept the null hypothesis. Thus we could say that employees are satisfied within the organization as far as factor 1 is concerned.

**Chi-Square test statistics for Factor 2**

Table 6

	comfortably discuss personal issues	mistakes treated in a positive manner	listens to your suggestions	receive guidance from manager	teamwork atmosphere
Chi-Square	122.800a	148.867a	190.067a	163.200a	135.267a
Df	4	4	4	4	4
Asymp. Sig.	0	0	0	0	0

From Table 6 we found that for all the variables under factor 2 had a significance value less than 0.05 at 5% level of significance, thus we fail to accept the null hypothesis. Thus we could say that employees are satisfied within the organization as far as factor 2 is concerned.

**Chi-Square test statistics for Factor 3**

Table 7

	satisfactory salary	good career prospects	opportunities for further study
Chi-Square	119.467a	113.133a	62.333a
Df	4	4	4
Asymp. Sig.	0	0	0

From Table 7 we found that for all the variables under factor 3 had a significance value less than 0.05 at 5% level of significance, thus we fail to accept the null hypothesis. Thus we could say that employees are satisfied within the organization as far as factor 3 is concerned.

**Chi-Square test statistics for Factor 4**

Table 8

	training opportunities	Potential Utilized	involvement in management decisions
Chi-Square	63.000a	114.667a	50.467a
Df	4	4	4
Asymp. Sig.	0	0	0

From Table 8 we found that for all the variables under factor 4 had a significance value less than 0.05 at 5% level of significance, thus we fail to accept the null hypothesis. Thus we could say that employees are satisfied within the organization as far as factor 4 is concerned.

**Chi-Square test statistics for Factor 5**

Table 9

	job rotation
Chi-Square	95.667a
Df	4
Asymp. Sig.	0

From Table 9 we found that for all the variables under factor 5 had a significance value less than 0.05 at 5% level of significance, thus we fail to accept the null hypothesis. Thus we could say that employees are satisfied within the organization as far as factor 5 is concerned.

**Furthermore we were interested to know employee satisfaction level on the basis of following test objectives:-**

- Employee Experience and employee satisfaction regarding salary.
- Employee Age and employee satisfaction regarding training opportunities
- Employee Gender and employee satisfaction regarding job rotation

**Kruskal-Wallis Test - 1**

H<sub>0</sub>: Employee satisfaction does not differ regarding salary with respect to experience.

H<sub>1</sub>: Employee satisfaction does differ regarding salary with respect to experience.

**Test Statistics**

Table 10

Test Statistics <sup>a,b</sup>	
	satisfactory salary
Chi-Square	17.65
Df	3
Asymp. Sig.	0.001
a. Kruskal Wallis Test	
b. Grouping Variable: experience	

Here we found table 10 show that the asymptotic sig value is 0.001 which is  $< 0.05$ , at 5% level of significance. Hence we fail to accept the null hypothesis. This shows that the satisfaction level of employees regarding their salary differ with respect to their experience. So we needed to know that how much employee differ on their satisfaction level regarding their salary on the basis of their experience. For this we preferred rank table and from table 11 we concluded that employees having experience between 21 to 35 had the highest mean rank of 84.53, hence we could say that they were the ones who strongly agreed to the salary they received. And employees having experience less than 5 years were not satisfied with the salary they withdrew, because their mean rank was lowest at 49.37.

**Rank**

Table 11

	experience	N	Mean Rank
satisfactory salary	Less than 5 years	31	49.37
	5 to 20 years	28	78.29
	21 to 35 years	85	84.53
	More than 35 years	6	69.58
	Total	150	

**Kruskal-Wallis Test – 2**

H<sub>0</sub>: Employee satisfaction does not differ regarding training opportunities with respect to different age Groups.

H<sub>1</sub>: Employee satisfaction does differ regarding training opportunities with respect to different age Groups.

**Test Statistics<sup>a, b</sup>**

Table 12

	training opportunities
Chi-Square	8.177
Df	4
Asymp. Sig.	0.085
a. Kruskal Wallis Test	
b. Grouping Variable: age	

On the basis of table 7 we found that the asymptotic sig value was 0.085 which was greater than 0.05 at 5% level of significance. So we failed to reject the null hypothesis. Hence we concluded that irrespective of their age groups, employees were satisfied with the training opportunities they got in the organization.

**Mann-Whitney Test**

H<sub>0</sub>: There is no difference of satisfaction between the gender groups regarding job rotation.

H<sub>1</sub>: There is difference of satisfaction between the gender groups regarding job rotation.

**Test Statistics<sup>a</sup>**

Table 13

	job rotation
Mann-Whitney U	338.5
Wilcoxon on W	366.5
Z	-1.545
Asymp. Sig. (2-tailed)	0.122
a. Grouping Variable: gender	

On the basis of table 13 we found that no matter to whichever gender group employees belonged, they were satisfied regarding the job rotation policy of the organization, which according to them enhances their skills and competencies.

#### IV. Conclusion

- We found that the overall employees with special reference to KRIBHCO, Surat were satisfied with their organization.
- We also found that with respect to experience the satisfaction level of the employees differ significantly regarding salary.
- It could also be concluded that there was no difference of satisfaction level regarding training opportunities between different age groups.
- Conclusion could also be made that between gender groups there exists no significant difference in satisfaction level of employees regarding job rotation policy of the company.

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