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Determinants Associated With Job Satisfaction

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ABSTRACT

This paper presents an empirical research study to evaluate determinants associated with job satisfaction of managerial level personnel employed in industries. Job satisfaction, its quantification, and measurement in respect of managerial level functionaries in industrial setups has always been a matter of investigation for prolific researchers. However, due to complex nature of managerial job responsibilities and lack of appropriate simplified measurement tools, there is dearth of such studies in the available literature. Due to close association of job satisfaction with the managerial productivity, evaluating its determinants bears a lot of significance in industry settings. An attempt has been made through this study to weigh up factors contributing to job satisfaction/ productivity of managerial level personnel employed in manufacturing sector. Universe of the present study consisted of 130 white collar employees working in a large scale manufacturing industry. The population consisted of departmental heads, senior managers, managers, and officer belonging to various departments within the industry. A sample of size 32 equivalent to 25% of the total population was administered a standardized scale to collect the data. The 130 white collar employees consisted of departmental heads, senior managers, managers, and officers. The scale contained the various facets/determinants of white collar productivity. Collected data were statistically processed and weighted score were obtained to pinpoint the determinant with highest weight. In contrast to the expected results the determinants like competitive environment and recognition of achievements yielded highest weighted mean score of 1 while the important factor informal relationship and welfare knocked moderate weighted mean score of 4. Whereas, physical factor like capacity utilization and inventory yielded the lowest weight.

Keywords: - Competitive environment, determinants of productivity, informal relationship, Job satisfaction, weighted mean score

1. INTRODUCTION

This study is directed towards diagnosing various facets of productivity at Mahindra and Mahindra, MIDC, Nagpur, and the improvement that can be brought in it. Improvement in productivity will not only help greater human satisfaction but will aim at improving overall effectiveness. This study aims at integrating the HR and Operations Management facets of industrial productivity. The work plays a central role in the life of people doing that work. The nature of work one is involved with has therefore, profound impact on not only shaping his personality or determining his performance level but also on his commitment to his fellowman in the society. Therefore, it can be said that the scope of this study even involves the whole society.

One of the major problems facing the developing and developed world is the organizational climate or working environment in big industrial setups, which is conducive to the development of majority of employees engaged in productive pursuits. This issue is not just one of achieving greater human satisfaction but it also aims at improving productivity, adaptability and overall effectiveness of organizations. The productivity management of white collar personnel in a broader sense seeks to achieve integration among the technological, human, organizational and societal demands, which are often contradictory and conflicting.

1.1 Productivity: An Overview

Productivity is more concerned with the overall climate of the work and the impact that the work has on people as well as on organization effectiveness. Direct participation of employees in problem solving and decision making particularly in areas related to their work is considered to be necessary condition for providing greater

autonomy and opportunity for self direction and self control to workers with the ultimate objective of upgrading the quality of life at work and hence the enhancement in overall productivity of white collar employees. The recognized purpose is to change the climate at work so that the human-technological-organizational interface leads to a better work culture and eventually to an improved quality of life in community and society.

1.2 HRD Climate

The work place for most people in organized sector of human activities is confluence of the organization's objectives, values and practices, the individual's attitudes, potentials and aspirations; and the larger objectives of the society and the demands that the society and the demands that the society places on him. There are multiple inter linkages among the work system, the organization, the individual and the society at large.

In recent years a growing interest among concerned professionals in bringing about improvement in work environment in organized sectors is indicative of their efforts to exercise the choice in a deliberate and planned manner in designing new work systems which alone can meet the aspirations of the people in a given socio-cultural context. Work system changes have wider implication for society as a whole because improvement of productivity in any society pre-supposes enhancement of quality of working life and hence work culture. Work plays a central role in the life of most people engaged in productive activities. Good work culture has been broadened to include joint decision making, collaboration and mutual respect between management and employees, increased autonomy at work place and self-management relationship forms an integral whole and where the level of interaction among the three is very high resulting in a state of dynamic equilibrium. It is only in a state of dynamic equilibrium and an awareness of it that the status quo orientation of people in organizations can be replaced by adaptive action orientation. Work redesign can become a powerful instrument of culture and attitudinal change. Certain values, attitudes and cultural attributes acquired in the new work system can manifest themselves in the socio-cultural and political system as well. While it will be necessary to inculcate new values and attitudes in the work place, it will also be equally desirable to design such systems which will sustain and strengthen the predominant patterns of organization plays a very important role in ensuring the competency, motivation and development of its employees. The term 'climate' is used to designate the quality of the internal environment which conditions in turn the quality of co-operation, the development of the individual, the extent of member's dedication or commitment to organizational purpose, and the efficiency with which that purpose becomes translated into result. Climate is the atmosphere in which individuals help, judge, constrain and find out about each other. It influences morale and the attitudes of the individual toward his work and his environment.

HRD Climate of any organization plays a very important role in deciding work environment of that organization as it ensures the competency, motivation and development of its employees and thus the productivity of white collar employees as well. This study is directed to know about the employee's view about existing facets of the white collar productivity and their aspiration for creating better culture.

2. REVIEW OF LITERATURE

Organizations, whether private or public, are being severally pressured to ensure their survival. This pressure is due to the present cutthroat ear of competitions. To ensure survival, organizations are now compelled to continuously improve quality, minimize waste, and enhance efficiency. All this exercise is being done only to enhance productivity. 'Productivity' is a hallmark of excellence. And, if one appropriately analyzes this so called excellence work culture would emerge as the single guiding force to achieve excellence. However, individual excellence should not be mixed with organizational excellence. Organizational excellence/productivity is a product of work-culture and a myriad of factors, which are:-

A. Job-Satisfaction
B. Motivation
C. Goal Setting
D. Employees' Welfare
E. Co-ordination
F. Competitions
G. Autonomy etc.

For a long time, these factors have been the subject of a number of research studies, through-out the world. However, there is acute need of such studies, which involve a large central govt. organization for the purpose. The

present study is only an attempt to bridge this gap observed in the literature. A brief account of earlier pioneering studies in this regard is given below:-

Study presented by Hoppock in the year 1935, was one of the earliest community wide survey conducted in the town of new hope pennsylania. The survey was carried out on 309 people who were asked to fill out a questionnaire dealing with certain aspects of Job-satisfaction. He found that the degree of job satisfaction was related to the type of job and that job satisfaction varied considerably from person to person. In another study made by him on 80 persons, representing a wide range in age, intelligence, occupation and income, the conclusion he reached that besides financial return, job satisfaction is related to the relative status of an individual within the social and economic group with which he identifies himself, relations with his superiors and associates on the job, nature of work, earnings, hours of work, opportunity for service to others, environment, freedom to live in a place of one's choice, responsibilities, vacations, opportunity for self expression, competition, appreciation of criticism, opportunity of traveling, fatigue, security and ability to adjust oneself to unpleasant circumstances. After completion of his survey, Hoppack (1935) computed an index on job- satisfaction and he showed that the average index was lowest for the unskilled categories and highest for the professional categories.

The investigation conducted by Jurgenson in the year 1948, dealt with employees' expectations from his job. He asked 3345 male applicants for employment to rank 10 factors in order of importance. This order was found to be job security, opportunity for advancement, type of work, company, pay, co-workers, supervisors, working hours, working conditions and other benefits.

There are two good studies on this subject. One is productivity, Supervision and Morale in an office situation by Katz, Maccoby and Morse written in 1950 and the other is satisfaction in the white-collar job by Morse written in 1953. The former study was carried on in Prudential Insurance Company employing 10,000 people at the home office. From the population of 419 non-supervisory employees and 24 section heads of supervisors were selected in such a way that there were 12 high productivity and 12 low productivity groups with their section heads. The groups were matched to from 12 high-low productivity pairs, each pair did the same type of work (Parallel Operations), had the same aptitude scores n tests, the same distribution of wages, age, length of service, lived about the same distance away from work, and had the same satisfaction with their housing and community. This matching, enabled comparisons to be made between high and low productivity groups with all variables except productivity and satisfaction held constant. In both the studies, it was found that those groups, which were more satisfied with their jobs, the company and with their pay and job status were not necessarily those which were most productive.

'Business Today'conducted a study on 1000 companies in India in year 2000 to find out the best 10 employers in India. The findings of the study were published in the issue dated January 21, 2001. The traits common to the best employers are as follows:-

- Egalitarian Work Practices
- Stock Options
- Information Sharing
- Open Door Policy
- Ongoing Up-gradation of skills
- Learning Organizations
- Knowledge Management
- Transparency
- Empowerment
- Great Work Content
- Performance-Driven-Culture
  No layoff policy

Porter and Lawler studied about motivation in year 1987, and offered following guidelines to motivate the employee:

- Place the right person on the right Job.
- Carefully explain the employees about their roles.
- Prescribe Performance levels expected from them.
- Make sure that the rewards dispersed are valued by the employees.

These Guidelines should contribute to better understanding of work motivation and the relationship between performance and satisfaction.

A couple of studies which needs citation as they are close to the theme of this work are given below: -

Sinha D. conducted a study in the year 1958 on a sample of 100 office and 100 manual workers using the questionnaire technique [1]. He found the following factors behind job-satisfaction -- interesting work, social status, good supervision, age, number of family dependents, duration of service, etc. Results of this study do not co-inside with Hoppocks findings that the index of job satisfaction is highest in managerial and professional groups, a little less in skilled manual and white collared group and lowest in unskilled category.

A study on motivation techniques by Robert Miles [2] in year 1990 reveals that Goal setting acts as a motivating factor to an employee. Why goals motivate employees?

- They lead employees to compare their present performance with the goal.
- If shortfall is there, they feel dissatisfied and work harder to attain it.
- When goal is achieved, they feel competent and successful. Such feelings are desirable and can serve as a strong incentive to extra effort.
- The existence of a goal clarifies what level of performance is required.
- Goal setting calls attention to the important role of self-efficacy -
- Individual's beliefs about their ability to perform at given levels.

Goal setting will have a desired result only when they are accepted by the self and others.

In a study by T.V. Rao [3] in year 1995 regarding employee welfare, following facilities have been found at ITI, Bangalore. These facilities can be said to be the basic facilities for an healthy atmosphere in an organization.

- Medical facilities for employees covered under ESI Scheme
- Medical re-imbursement at out station/reference to outside hospital
- Township administration
- Welfare funds
- Educational schemes
- Staff Canteen
- Transport
- Creches
- Uniforms
- Safety
- Employees' Provident Fund
- Gratuity Scheme
- Group Insurance Scheme

However, with the onset of 21st century, focus of some researchers was laid upon investigating the white collar productivity. A few of such most relevant studies are cited below.

The study conducted by Singh and Tiwari [4] showed a positive correlation between motivation and job satisfaction i.e., motivation increases with increase in job satisfaction and vice-versa. The results of the study also indicate that, motivation remains unaffected of both age as well as the length of the service of the employees. It may be because of the fact that the factors responsible for motivation and satisfaction seem to be present in the working environment of the organization. The paper also finds the relative importance of different factors that contribute to the satisfaction of employees; Compensation Package emerged as the most important factor, whereas the Self Actualization appears to be the least important factor.

Toby Marshall Egan, Baiyin Yang, Kenneth R. Bartlett [5] conducted the study to find the effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. This study explored the relationship of organizational learning culture, job satisfaction, and organizational outcome variables with a sample of information technology (IT) employees in the United States. It was observed that learning organizational culture is associated with IT employee job satisfaction and motivation to transfer learning. Turnover intention was found to be negatively influenced by organizational learning culture and job satisfaction.

According to research done by T. A. Judge and R. Ilies [6] on Job Satisfaction, people who tend to be positive and cheerful most of the time do indeed tend to express higher job satisfaction than ones who tend to be

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down and gloomy. They also added that Job Satisfaction depends primarily on the match between the outcomes individual value in their jobs and their perceptions about the availability of such outcomes-especially for those facets of the job that are highly valued.

W.R. Boswell, J.W. Boudreau and J. Tichy [7] have given the concept of Honeymoon Effect and Hangover Effect in relation to Job Satisfaction. According to them, Honeymoon effect is the tendency to enjoy high level of satisfaction on new jobs that they have taken in response to dissatisfaction with their old jobs, while hangover effect is the tendency for people's level of satisfaction to drop over time from when a position is brand new to when one gains more experience with it.

Donald P. Moynihan and Sanjay K. Pandey [8] worked over the topic "Finding Workable Levers over Work Motivation": Comparing Job Satisfaction, Job Involvement, and Organizational Commitmen

3. RESEARCH METHODOLOGY

Research Methodology and Design is the life line of any research activity. It is research methodology on the basis of which the useful conclusions can be drawn. It gives the blue print of what is being diagnosed and how it has been diagnosed. If the research methodology employed is weak, the complete study will result into doldrums.

3.1 Sample and Sampling Design

A sample is a part of a group or aggregate, selected with a view to obtain information about the whole group also known as 'universe' or 'population'. The universe is composed of a number of units. The total number of units in the universe and are known as the universe size and the sample size respectively. The technique of sampling has been successfully used in traditional problems as well as management problems. As compared to census or complete enumeration, sampling is less expensive, less time consuming and more accurate.

A probabilistic sampling attaches some probability to each unit of the population to be included in the sample and in this sense it is a representative sample of the population. A simple random sample attach equal probability to each unit of the population to be selected in the sample. Operationally, the selection of a random sample is based on a sampling frame containing a list of all the units of population and a table of random sampling numbers.

When the universe is heterogeneous, we divide the units into several groups each known as a stratum. The strata are so selected that each stratum is as homogeneous as possible while the compositions of two different strata are as heterogeneous as possible. The sampling units are selected from each stratum using simple random sampling. This procedure is called as Stratified Random Sampling Method.

A sampling design is a suitable scheme for obtaining a sample from a given population. It also indicates the size of the sample to be used keeping the cost and precision in view.

When Managers use research, they apply the method of science to the art of management. All business undertakings operate in the word of uncertainty. There is no unique method which can entirely eliminate uncertainty. But research methodology more than any other procedure can minimize the uncertainty.

3.2 Universe

One hundred and thirty white collar employees (130) working in Mahindra and Mahindra, MIDC, Nagpur, constitutes the universe of the present study. From this universe the individual units will selected by dividing the universe into equal weighted strata so that the final sample is representative. If the sample is representative then the outcome of the study is said to be much reliable.

3.3 Sample

A sample is a portion of the universe which is examined with a view to estimating the characteristics of the population. Process of inferring something about a large group of elements by studying only a part of it is called as 'Sampling'. 25% of the universe is taken as sampling size, i.e. 32 employees. The standardized scale was administered to 32 subjects (Ss) but as two responses were not in order, they were rejected, and final sample size remained 30 Ss.

3.4 Sampling

Simple random sampling technique without replacement has been used in the present study. For randomization, table of 3 digit random numbers was used. Considering the dropouts, the randomized frequency was finally set to the give a sample size of 30 Ss. The complete list of staff was written cadre-wise and assigned a serial number. Thereafter selected serial numbers were given the questionnaire.

3.5 Statistical tools employed

Any research study conducted in the closed settings of an industrial establishment cannot yield appropriate results unless a good number of statistical tools are employed to process the data. However, looking into the requirements of the present study the basic statistical tools **MEAN** and **WEIGHTED MEAN** have been used. Weighted mean has been used to obtain ranking of various determinants/facets of white collar productivity. The chronological descending order of weighted mean will give the preferential ranking of the various determinants of the white collar productivity.

3.6 Data collection

For the purpose of measurement, as indicated above, the scales was constructed and standardized. Evaluation of weights was carried out on the basis of responses collected. The split half reliability of the scale was found to be 0.88.

This scale was constructed and standardized to assign weights to various factors of white collar productivity. Without such a scale the productivity of white collar personnel cannot be quantified. The important facets (factors) of white collar productivity which have been included in the present study are: -

A) Freedom to work/suggest/express independently
B) Competitive Environment
C) Recognition of Achievements/Potential
D) Supportive/Co-operative (Work Culture)
E) Informal Relationship and Welfare
F) Capacity Utilization and Inventory Management
G) Production Management (Scheduling, Lay-outing, Maintenance etc.)
H) Process Change, Technology, Waste Minimization, Recycling)

Out of the above 8 (eight) factors, first 5 (five) factors are related with psychological factors of white collar HR while the last 3 (three) are related with physical factors, and are often included in operations management control strategies of white collar HR. This scale was in fact a ranking scale in which the significant factors of white collar productivity were included. The Ss were required to assign ranks to these factors from 1 to 8, as per their own experience. The scale was administered upon 32 white collar personnel working in various departments of Mahindra and Mahindra, Nagpur. The responses were collected by E herself. Evaluation of weights was carried out on the basis of responses collected. The split half reliability of the scale was found to be 0.88. Annexure-I shows the above scale.

4. TABULATION AND STATISTICAL TREATMENT OF DATA

The researcher during the course of this study, as a partial fulfillment of her doctoral research work for obtaining a Ph. D. degree, devoted most of her time at Mahindra and Mahindra, MIDC, Nagpur, where she developed the insights of conducting this ambitious study. Hence, presentation, collection and statistical treatment of data on **'determinants of white collar productivity',** has become a worthwhile experience for her and this study may also prove to be pioneering effort on this most vital issue which is still considered as a subjective issue beyond the scope of quantification. The present hard effort may also remove some of the stigma and put forth the realities of white collar productivity.

A meticulous analysis has been presented here in this section which deals with tabulation, presentation, processing and statistical treatment of collected raw data on standardized scale for deciding the weights of various factors associated with white collar productivity through a pilot survey. The scale was administered upon a sample size of 32 (thirty two) which is equal to 25% of the total population. However, the final sample size remained to 30 (thirty) as two responses were discarded due to in-ordered responses on them.

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Table-4.1 presents the collection of data on this scale and shows the actual responses collected from the Ss on this scale.

Table -4.1 Tabulation of collected data for assigning weights to different determinants/facets of white collar productivity

RESPONDENT NO.	DETERMINANTS/FACETS OF WHITE COLLAR PRODUCTIVITY							
	A	B	C	D	E	F	G	H
1	3	4	2	1	5	8	7	6
2	5	6	1	7	8	4	2	3
3	5	1	2	3	8	6	4	7
4	1	4	2	3	5	7	6	8
5	1	2	5	3	4	8	6	7
6	2	3	5	6	7	8	4	1
7	4	5	7	1	3	8	6	2
8	8	4	6	7	5	2	1	3
9	4	7	6	5	8	2	3	1
0	3	4	6	8	5	1	7	2
11	6	4	7	5	8	2	3	1
12	7	8	6	5	2	1	3	4
13	1	2	4	5	8	6	3	7
14	1	4	5	2	3	6	8	7
15	1	6	7	8	4	5	2	3
16	2	1	5	7	8	6	4	3
17	8	5	7	4	6	2	3	1
18	1	7	4	2	6	8	3	5
19	3	2	1	4	5	6	8	7
20	6	4	5	3	2	1	7	8
21	1	4	3	2	5	7	8	6
22	1	6	2	7	8	5	4	3
23	1	5	2	3	4	8	6	7
24	6	1	4	5	8	2	3	7
25	2	3	1	4	5	8	6	7
26	3	6	7	1	8	4	5	2
27	3	2	4	1	5	8	7	6
28	1	4	6	5	2	7	8	3
29	2	1	4	3	5	8	7	6
30	4	7	2	1	6	5	8	3
Total Score	**96**	**122**	**128**	**121**	**166**	**159**	**152**	**136**

Table -4.2 Evaluation of weights to be assigned to each determinants/facets of white collar productivity

RESP NO.	FACETS / FACTORS OF WHITE COLLAR PRODUCTIVITY																							
	A			B			C			D			E			F			G			H		
1	3	6	18	4	5	20	2	7	14	1	8	8	5	4	20	8	1	8	7	2	14	6	3	18
2	5	4	20	6	3	18	1	8	8	7	2	14	8	1	8	4	5	20	2	7	14	3	6	18
3	5	4	20	1	8	8	2	7	14	3	6	18	8	1	8	6	3	18	4	5	20	7	2	14
4	1	8	8	4	5	20	2	7	14	3	6	18	5	4	20	7	2	14	6	3	18	8	1	8
5	1	8	8	2	7	14	5	4	20	3	6	18	4	5	20	8	1	8	6	3	18	7	2	14
6	2	7	14	3	6	18	5	4	20	6	3	18	7	2	14	8	1	8	4	5	20	1	8	8
7	4	5	20	5	4	20	7	2	14	1	8	8	3	6	18	8	1	8	6	3	18	2	7	14
8	8	1	8	4	5	20	6	3	18	7	2	14	5	4	20	2	7	14	1	8	8	3	6	18
9	4	5	20	7	2	14	6	3	18	5	4	20	8	1	8	2	7	14	3	6	18	1	8	8
10	3	6	18	4	5	20	6	3	18	8	1	8	5	4	20	1	8	8	7	2	14	2	7	14
11	6	3	18	4	5	20	7	2	14	5	4	20	8	1	8	2	7	14	3	6	18	1	8	8
12	7	2	14	8	1	8	6	3	18	5	4	20	2	7	14	1	8	8	3	6	18	4	5	20
13	1	8	8	2	7	14	4	5	20	5	4	20	8	1	8	6	3	18	3	6	18	7	2	14
14	1	8	8	4	5	20	5	4	20	2	7	14	3	6	18	6	3	18	8	1	8	7	2	14
15	1	8	8	6	3	18	7	2	14	8	1	8	4	5	20	5	4	20	2	7	14	3	6	18
16	2	7	14	1	8	8	5	4	20	7	2	14	8	1	8	6	3	18	4	5	20	3	6	18
17	8	1	8	5	4	20	7	2	14	4	5	20	6	3	18	2	7	14	3	6	18	1	8	8
18	1	8	8	7	2	14	4	5	20	2	7	14	6	3	18	8	1	8	3	6	18	5	4	20
19	3	6	18	2	7	14	1	8	8	4	5	20	5	4	20	6	3	18	8	1	8	7	2	14
20	6	3	18	4	5	20	5	4	20	3	6	18	2	7	14	1	8	8	7	2	14	8	1	8
21	1	8	8	4	5	20	3	6	18	2	7	14	5	4	20	7	2	14	8	1	8	6	3	18
22	1	8	8	6	3	18	2	7	14	7	2	14	8	1	8	5	4	20	4	5	20	3	6	18
23	1	8	8	5	4	20	2	7	14	3	6	18	4	5	20	8	1	8	6	3	18	7	2	14
24	6	3	18	1	8	8	4	5	20	5	4	20	8	1	8	2	7	14	3	6	18	7	2	14
25	2	7	14	3	6	18	1	8	8	4	5	20	5	4	20	8	1	8	6	3	18	7	2	14
26	3	6	18	6	3	18	7	2	14	1	8	8	8	1	8	4	5	20	5	4	20	2	7	14
27	3	6	18	2	7	14	4	5	20	1	8	8	5	4	20	8	1	8	7	2	14	6	3	18
28	1	8	8	4	5	20	6	3	18	5	4	20	2	7	14	7	2	14	8	1	8	3	6	18
29	2	7	14	1	8	8	4	5	20	3	6	18	5	4	20	8	1	8	7	2	14	6	3	18
30	4	5	20	7	2	14	2	7	14	1	8	8	6	3	18	5	4	20	8	1	8	3	6	18
Rank X Weight	**410**			**486**			**486**			**460**			**458**			**398**			**462**			**440**		
Weighted Factor	**0.1139**			**0.1350**			**0.1350**			**0.1278**			**0.1272**			**0.1106**			**0.1283**			**0.1222**		
Rank	**6**			**1**			**1**			**3**			**4**			**7**			**2**			**5**		

5. CONCLUSIONS

The respondents' choice of determinants weighing the highest on their job satisfaction and the productivity was evaluated on the basis of their responses on the standardized scale. Highest ranking of the determinant/facet of productivity was found shared equally by two factors: - 1 Competitive environment and 2 Recognition of achievements, as both of these factors yielded 1st ranking. It was evidential that psychological factors were more prominent and weight bearing compared to physical or operational factors prevailing in a large scale manufacturing industry. Factor of freedom to work/suggest/express independently yielded the last but one rank which is in sharp contrast to the expectations as it yielded the 6th rank. Surprisingly, the important factor informal relationship and welfare knocked moderate weighted mean score of 4. Whereas, physical factor like capacity utilization and inventory yielded the lowest weight. It shows that the higher responsibility level in industries is ready to face the competitiveness provided their efforts are appropriately recognized.

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