

A Study of Employee Satisfaction with Special Reference to “Manufacturing Industries”

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Abstract— Employee satisfaction refers to a person’s feeling of satisfaction on the job, which acts as a motivation to work. It is not the self satisfaction, happiness or self contentment but the satisfaction on the job. The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling-state accompanying the attainment of any goal; the end-state is feeling accompanying the attainment by an impulse of its objectives. Job satisfaction does mean absence of motivation at work. Research workers differently described the factors contributing to employee satisfaction and employee dissatisfaction. Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. Basically Employee satisfaction is a measure of how happy workers are with their job and working environment.

Index Terms— Satisfaction, Employee satisfaction, Importance of Employee Satisfaction.

I. INTRODUCTION

Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place.” Susan M. Heath field (About.Com). Cranny, Smith & stone (1992) defined ES as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with he/she actually receives. According to Moyes, Shao & Newsome (2008) the employee satisfaction may be described as how pleased an employee is with his or her position of employment. As Spector (1997) defined job satisfaction as all the feelings that a given individual has about his/her job and its various aspects. Employee satisfaction is a comprehensive term that comprises job satisfaction of employees and their satisfaction overall with companies’ policies, company environment etc.

Employee Satisfaction Survey:

Employee satisfaction surveys help employers measure and understand their employees' attitude, opinions, motivation and satisfaction. It's a study to understand employee engagement, leadership abilities keeping in mind the work

culture, organizational structure and general work environment.

It helps in the interest of building a relationship of honesty, integrity, trust and team bonding in the organization, which results in effective communication and smooth work operations at all levels. It also results in bringing out the “Best Work Practices” which lead to setting up of better professional standards of work ethics and taking up new initiatives programs. The surveys are conducted with extreme confidential procedures, created and analyzed by business psychologists and HR strategists. These surveys evaluate the comfort areas, successful areas and help the organization to understand the scope of improvements in the work atmosphere.

The purpose of the survey is to:

- Measure employee perceptions of the work environment
- Identify job satisfaction levels
- Identify areas of strength and opportunities for improvement

The survey gathers information about employee satisfaction in the following main areas:



Fig.1: Diagram of Principle Employee Satisfaction

We offer the below mentioned programs:

Silver Program: Our silver program involves specialized employee engagement research of your organization.

- Custom designed questionnaire is prepared by our psychologists and HR strategists.

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- We work with you to make changes to the questionnaire, including the addition of attributes/benefits. We rework and reformat the questionnaire to accommodate these changes.
- You invite the participants to do the online survey we program.
- We receive the employees' responses.
- We issue you report highlighting the tables and graphs of your results

Gold Program: Our gold program includes everything from the silver program + Face2face interview with the employees / managers of employees highlighting the strengths and weaknesses, and recommendations for areas of focus to improve employee satisfaction.

Employee satisfaction in these terms:-

Work Environment

A positive working environment for employees is the common goal of all good owners and managers. Such an environment encompasses favorable working conditions, good air quality, timely management feedback and an understanding of job goals and priorities. Studies have shown that employees are also willing to make some wage concessions in order to work in better environments and in a job they enjoy.

Communication

Communication may be understood as the process of exchanging information and understanding among employees. It's a transmission and reception of messages.

Compensation & Welfare

Compensation is a primary motivator for employees. People look for jobs that not only suit their creativity and talents, but compensate them-both in terms of salary and other benefits-accordingly. Compensation is also one of the fastest changing fields in Human Resources, as companies continue to investigate various ways of rewarding employees for performance.

Training & Development

Training & development may be understood as any attempt to improve current or future performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing their skills and knowledge. The need of training & development is determined by the employee's performance deficiency.

Motivation

Motivation is nothing but an effort by the managers to help people focus their minds and capabilities on doing their work as effectively and efficiently as possible. Trust is another key to motivate people to perform at their best. Effective interpersonal communication also helps to develop an environment. A truly motivating environment is one where employees feel that their opinions are valued and where they can experience a sense of belongingness.

Career Development

Career development is not a mere management responsibility. It is a composite organizational process which involves people, addresses their ambitions, assigns them roles & responsibilities commensurate with their potential, evaluates their performance, and creates Job positions to accommodate growth ambitions of employees. In the career development cycle, a number of actions have to take place at different levels.

Work Safety

“Every 20 seconds of every working minute of every hour throughout the world, someone dies as a result of an industrial accident”. Work safety in simple terms, means freedom from the occurrence or risk of injury or loss. Industrial safety or employees work safety refers to the protection of workers from the danger of industrial accidents.

II. RESEARCH METHODOLOGY :

Research design

The survey was designed to deliver robust quantitative measures and also illustrative quality insight which was captured through employment of both qualitative and quantitative research methods. The study is ANALYTICAL in nature. This was done using a five point scale data values to compute the rating index on each of the indicator established to influence the overall satisfaction.

Definition of Population

It is an aggregate of all the elements define prior to selection of the sample. It is necessary to define the population in terms of the element, sampling, unit, extant and time. We have conducted a survey of employees and to know the satisfaction level of employees in Manufacturing Industry

Questionnaire

The survey tool was in form of a questionnaire developed by the consultant based on the issues investigated in the baseline survey. The investigator defined precisely the information desired and wrote a few questions as possible to obtain it. The aim was to obtain feedback from a small but representative sample of potential respondents. This activity involved more informal, open ended interviews with several potential respondents as per the sample.

The language of questionnaire is “Hindi” because the employees & workers of manufacturing industry are not much educated and not comfortable in English language that's why the questionnaire prepared in Hindi language.

Sample method, size, selection decision

It indicates how the sample unit is selected. We have selected Random Sampling. In this case population and sample both well defined for Manufacturing Industry as per the convenience also this can be arranged in order as per our wish which would be easily assessable. So far as our research is concerned we have taken 40 % employees of 525 population of Manufacturing Industry.

Statistical tools

All data were entered into the excel sheet (Ms excel).The data presented in the form of tables and charts, we find the weighted average to know the results for each item are based upon the number of cases which had valid data for that item. Descriptive statistics was aimed at identifying the pattern of the data and consistency of the responses in each of the identified factors influencing the employee satisfaction of the manufacturing industry. Results were then presented in tables, pie-charts. In this research report we are using “Chi-Test” to find out the significance difference between all the factors of employee satisfaction.

Measurement of variables

The data generated was to test the employee satisfaction level and the employee perception on 6 factors. Each question was to be answered on a 5 point likert scale .All of the statements’ used a scale that ranged across “Strongly Disagree”, “Disagree”, ”neutral”, “Agree”, and “Strongly Agree”.

Hypothesis

(H₀):-There is no significance difference between the factors affecting employee satisfaction in manufacturing industry.

Objectives

The objective of this study is to gain a deeper understanding about the employee’s satisfaction level. The main objectives of research are:-

To know that which type of facilities/benefits provided by the manufacturing industry to their employees.

Satisfaction level of employees in the manufacturing industry.

To study the attitude of the employees towards their:-

- Working conditions
- Compensation & Welfare
- Motivation
- Career Development
- Work Safety
- Training & Development

Limitations:-

Some respondents hesitated to give the actual situation; they feared that management would take any action against them.

The findings and conclusions are based on knowledge and experience of the respondents may be biased.

TABLE 1. OF WORK ENVIRONMENT FOR EMPLOYEE SATISFACTION

WORK ENVIRONMENT							
S.NO	FACTORS	STRONGLY DISAGREE	DISAGREE	AVERAGE	AGREE	STRONGLY AGREE	WEIGHTED TOTAL
1	CLEANNESS	21	12	79	38	60	734
2	PROPER VENTILATION	23	15	76	42	54	719
3	FREE FROM VOICE POLLUTION	42	21	74	39	34	632
4	TEMPERATURE	18	19	77	49	47	718
5	GOODS AVAILABILITY	32	19	88	35	36	654
6	PUBLIC FACILITY AVAILABLE	48	18	82	34	28	606
7	WORK & LIABILITY KNOWLEDGE	11	11	75	45	68	778
8	KNOWLEDGE ABOUT WORK PLANNING	16	15	78	46	55	739
9	MISSION & VISION	31	26	70	37	46	671
10	REGULAR PRESENCE	21	12	79	38	60	734
	PERCENTAGE	12.52%	8.00%	37.05%	19.19%	23.24%	Avg.-698.5

Interpretation:-

The data of work environment shows that the employees of manufacturing industry having a flexible workplace. The 23.24% and 19.19 % of respondents are

“strongly satisfied” and “satisfied” with work environment. The weighted average satisfaction of work environment is 698.5

TABLE 2. OF COMPENSATION & WELFARE FOR EMPLOYEE SATISFACTION

COMPENSATION & WELFARE							
S.N	FACTORS	STRONGLY DISAGREE	DISAGREE	AVERAGE	AGREE	STRONGLY AGREE	WEIGHTED TOTAL
1	ANALYSIS & JUSTIFY OF WORK	41	41	81	20	27	581
2	EXTRA BENEFITS	73	36	44	44	13	518
3	PROMOTION	75	38	49	36	12	502
4	EMPLOYEE VALUE IN ORG.	46	36	61	43	24	593
5	AWARD & REWARD	45	28	68	35	34	615
6	WORK EVALUATION	27	27	75	47	34	664
7	PENSION & INSURANCE POLICY	73	36	46	36	19	522
8	MEDICAL FACILITY	53	30	57	41	29	593
9	SAFETY POLICY	41	41	81	20	27	581
	PERCENTAGE	25.08%	16.56%	29.74%	17.04%	11.59%	Avg-574.33

Interpretation:-

Majority of the employees felt that their pay package was competitive compared to other similar organizations, however only a few (28.63%) agreed that they understood how their salaries are determined by the organization. Some average is 574.33

employees thought that the organization has a fair promotion policy while 25.08% and 16.56% were non-committal and disagreed respectively. Most employees disagreed that they were satisfied salary package. Majority of the employees (28.63%) agreed that that they were satisfied with the benefits the organization extended to them. The value of weighted

TABLE 3. OF TRAINING & DEVELOPMENT FOR EMPLOYEE SATISFACTION

TRAINING & DEVELOPMENT							
S. NO	FACTORS	STRONGLY DISAGREE	DISAGREE	AVERAGE	AGREE	STRONGLY AGREE	WEIGHTED TOTAL
1	TRAINING PROVIDED	50	20	77	30	33	606
2	INCREASE PRODUCTIVITY	18	17	82	40	53	723
3	PLANNING FOR EMPLOYEE DEVELOPMENT	35	30	64	41	40	651
4	INCREASE CAPACITY & KNOWLEDGE	24	14	78	41	53	715
5	CO-ORDINATION RELATED TO WORK	17	19	80	51	43	714
6	RELATION WITH CO-WORKERS	45	21	67	39	38	634
7	INCREASE LIFE STYLE OF EMPLOYEE	50	20	77	30	33	606
	PERCENTAGE	16.26%	9.59%	35.71%	18.50%	19.93%	Avg-664.14

Interpretation:-

Respondents expressed satisfaction on the way the organization supports their work related development and training. When asked if the industry is fair to provide training and development opportunities 19.93% respondent are “strongly satisfied” with the opportunities for training.

Training & Development increase the productivity, career development, enhance knowledge and lifestyle of employees.

TABLE 4. OF MOTIVATION FOR EMPLOYEE SATISFACTION

MOTIVATION							
S. NO	FACTORS	STRONGLY DISAGREE	DISAGREE	AVERAGE	AGREE	STRONGLY AGREE	WEIGHTED TOTAL
1	ENHANCE MOTIVATION	58	23	79	20	30	571
2	FULL DISCLOSURE OF ABILITY	12	19	61	52	66	771
3	GOOD BEHAVIOUR OF SUPERVISOR	19	22	64	60	45	720
4	ENHANCE WORK CAPACITY	10	18	81	49	52	745
5	SOCIAL ESTEEM	18	17	66	60	49	735
6	INTEREST IN WORK	14	12	66	60	58	766
7	INCREASE PRODUCTIVITY BY CHANGING IN WORKING STYLE	13	17	62	66	52	757
8	OVER TIME WORK	58	23	79	20	30	571
	PERCENTAGE	12.02	8.99	33.21	23.04	22.74	Avg-704.5

Interpretation:-

This table proves that the employees are satisfied with motivation factor. The supervisors & employers successfully motivate the employees and enhance their work

capacity and interest, social esteem, productivity. 22.74% of respondents are “totally satisfied” and 23.04% of respondents are “satisfied”. Only 12.02% of respondents are “strongly disagree” with this factor.

TABLE 5. OF CAREER DEVELOPMENT FOR EMPLOYEE SATISFACTION

CAREER DEVELOPMENT							
S. NO.	FACTORS	STRONGLY DISAGREE	DISAGREE	AVERAGE	AGREE	STRONGLY AGREE	WEIGHTED TOTAL
1	JOB SECURITY	59	25	71	39	16	558
2	IMPORTANCE IN ORG.	19	25	84	43	39	688
3	PERFECT ORGANISATION FOR WORK	23	22	69	49	47	705
4	CHANCES OF DEVELOPMENT	46	22	76	35	31	613
5	OTHER WORK INFORMATION	68	25	57	46	14	543
6	EMPLOYEE DEVELOPMENT	74	28	51	38	19	530
7	PROMOTION IN COMPANY AFTER 5 YRS.	72	30	51	40	17	530
8	PROMOTION REGARDING EXTRA WORK & KNOWLEDGE	59	25	71	39	16	558
	PERCENTAGE	25.00	12.02	31.55	19.58	11.85	Avg-590.62

Interpretation:-

The employees don't not feel security and chances of development towards job in this industry. The level of

“strongly dissatisfaction” is 25%, and 12.02% respondents are “disagree”. 31.55% respondents are “average” or “neutral” to give the proper response. The value of weighted average of career development is 590.6

TABLE 6. OF WORK SAFETY FOR EMPLOYEE SATISFACTION

WORK SAFETY							
S. NO	FACTORS	STRONGLY DISAGREE	DISAGREE	AVERAGE	AGREE	STRONGLY AGREE	WEIGHTED TOTAL
1	SAFETY TO AVOID ACCIDENTS	45	22	84	33	26	603
2	MAINTENANCE OF MACHINES	25	17	85	41	42	688
3	PROVIDE GOOD FACILITY	42	29	73	36	30	613
4	EXPECTATIONS FROM EMPLOYEES	20	20	86	37	47	701
5	WORKING CONDITIONS ARE STRESSFULL	36	23	81	44	26	631
6	RELATION BETWEEN SUPERVISOR AND EMPLOYEES	50	16	81	39	24	601
7	REALISATION BETWEEN UNION AND MANAGEMENT	49	20	82	40	19	590
8	NEED OF UNION	52	16	79	42	21	594
9	MANAGEMENT HELPS TO INCREASE PROFIT	45	22	84	33	26	603
	PERCENTAGE	19.26	9.79	38.89	18.25	13.81	Avg-624.88

Interpretation:-

The safety management was measured with nine statement in which the respondents were to rank them on the level at which they agree with the statements. The employees are not satisfied with the work safety factor. Mostly responses

of the respondent are “neutral”. Only 13.81% respondents are “strongly satisfied” with their work safety. 19.26% and 9.79% of respondents not feel secure in the manufacturing industry.

This section focuses upon findings from all respondents who were presented with the survey form. The survey questionnaire entailed a range of questions focusing on various attributes of employee satisfaction. They are work environment, compensation & welfare, training & development, motivation, work safety, career development. The employees are strongly satisfied with the work environment factor. Employees are not satisfied with the compensation & welfare policy of manufacturing industry.

Overall satisfaction level of employees

PARAMETERS	SD	D	N	A	SA	Q.T
WORK ENVIRONMENT	260	168	700	444	501	2073
COMPENSATION & WELFARE	469	304	511	356	224	1864
TRAINING & DEVELOPMENT	239	135	481	289	295	1439
MOTIVATION	190	150	522	428	372	1662
CAREER DEVELOPMENT	428	212	466	320	219	1645
WORK SAFETY	351	174	670	352	277	1824
TOTAL	1937	1143	3350	2189	1888	10507
PERCENTAGE	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Q.T
	18.4	10.9	31.9	20.8	18.0	

III. HYPOTHESIS TESTING

(Ho):- There is not a significance difference between the factors affecting employee satisfaction in manufacturing industry.

S. No	Factors	Observed (Weighted total)	Expected	$(O_j - E_j)^2/E_j$
1	Work environment	6985	5464.667	422.9743
2	Compensation & Welfare	5169	5464.667	15.99709
3	Training & development	4649	5464.667	121.748
4	Motivation	5636	5464.667	5.371802
5	Career Development	4725	5464.667	100.1171
6	Work Safety	5624	5464.667	4.645683
			Chi Square Value	670.854

IV. CONCLUSION

The value of "CHI SQUARE TEST" is 670.85 and the "CHI SQUARE VALUE" is 11 at the 5% significance level it shows that there is a very high significance difference between the of employee satisfaction in manufacturing industry. So, in this research we are rejecting our hypothesis.

A recent study on employee satisfaction, where universe is 530 and sample size is 210, analysis upon the employee satisfaction using questionnaire. According to this analysis Most employees state that they are neutral with the responses every factor of employee satisfaction. The highest satisfaction level of employee could be observed in work environment is 79.48%. The lowest satisfaction is reported by employees in compensation & welfare policy & work safety.

The findings show that there is a very high difference between all these six factors of employee satisfaction in manufacturing industry.

To prove the hypothesis we apply "CHI SQUARE TEST". The test shows that there is very high significance difference between all the factors of employee satisfaction in manufacturing industry.

The result of this employee satisfaction survey provides feedback on employees' opinion about manufacturing industry. In the whole the employees shows the levels of satisfaction.

The feedback from these surveys will help the industry to continue to improve on the way it manages employees and related issues.

Six factors have been chosen to analyze the satisfaction level of employees are:-work environment, compensation & welfare, career development, training development, motivation, work safety.

V. SUGGESTIONS

➤ The manufacturing industry should develop clear compensation and promotion policies for it employees. The employees should be, if it's not against the industry way of operations, enlighten the employees on how their salaries are determined. The benefits given to employees should commensurate their dedication to their respective work. And give appraisal on their performance by giving award & reward.

➤ The industry should develop clear guidelines on determining/ selecting prospective employees for various training and development opportunities and it may increase their productivity. Enhance employee morale & motivate them.

➤ The manufacturing industry should provide good facility, safety to avoid accidents, develop good relationship/co-ordination between supervisor & employees.

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