

## Factors Influencing Job Satisfaction Of Employees In Manufacturing Sector

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### Abstract

Human resources are considered as a key source innovation and updating any system. Therefore, managing human resource is of utmost importance. In an organisation, job satisfaction brings motivation, efficiency and productivity in employees. Every organisation, in all the period, faces to challenge of increase the level of job satisfaction in its employees. For the purpose around eighty research papers and articles related to factors influencing job satisfaction were taken in to consideration. A list of factors influencing job satisfaction were prepared by reading all the above papers. The factors highlighted in the process of analysing the papers were: work-life balance/ job stress, health and safety, company values, recognition, relationship with managers, communication, Salary working condition, and work styles etc. The more frequent factors out of the list were seen as Job stress, Salary and communication. In this research paper these factors were discussed in detailed category wise from thirty of the available research papers in the form of literature review. After analysing the literatures, a proposition is drawn in each category.

**Key words:** Human resources, Job Satisfaction, Employees, Salary, Communication, Job Stress.

### INTRODUCTION

The business environment is very dynamic and it is changing day to day at a pace. Changes in the word in environment can be seen everywhere which have an impact on the business environment. Generally, changes in either internal or the external environment is seen as a positive sign in business word. Human resources are considered as a key source innovation and updating any system. Therefore, managing human resource is of utmost importance. In an organisation, job satisfaction brings motivation, efficiency and productivity in employees. Every organisation, in all the period, faces to challenge of increase the level of job satisfaction in its employees. As suggestion, practically, HR managers advised to take care level of job satisfaction of employees of their organizations. In this study, attempt has been made to highlight the major factors influencing job satisfaction of employees through the review of literatures.

### EMPLOYEES JOB SATISFACTION

Employee engagement refers to a person's favourable attitude about their job and measures how closely they are connected to the company. This study emphasised the value of workplace challenges in motivating people to become more committed to their organisations. The study also reveals that there is a positive association between the level of employees' engagement and job satisfaction also. Multiple regression analysis was employed by the researcher to determine the association between the variables. In private organisations, the majority of employees' job satisfaction depend more heavily on and are more enthused by workplace challenges, and the means of communication (Anwar & Qadir, 2017).

Given that one of the key competitive advantages is human resources, the job market is becoming more competitive, and businesses are beginning to worry about losing skilled employees and having trouble keeping them. Some businesses experience excessive personnel turnover on a consistent basis, which is accompanied by subpar work and low production. The most evident signs of job dissatisfaction are high turnover and low productivity. Therefore, it is essential for all firms to have a better grasp of the variables that affect job satisfaction. Perceived stress, lack of communication and pay are the major variables affecting the job satisfaction of an employee. Understanding the reasons can enable firms to anticipate the symptoms and take proactive steps to support and raise employee work satisfaction

levels. Job satisfaction may be considered as a long-term key to talent retention in order for a company to maintain and expand its operations (Hamli et al., 2018).

Employee job satisfaction is a key factor in productivity, engagement, performance, efficiency, quality, loyalty, and client satisfaction. The study found and concluded that employees of conventional banks are happier than those of Islamic banks, and female employees are happier than male employees. Employees under 30 with MBAs and other degrees are more satisfied with their jobs. According to this survey, married employees are happier than single ones. In the Bangladeshi PCBs under study, employees with lower incomes, shorter employment histories, and fewer bonuses report higher levels of job satisfaction. The recommendation in the research is to improve employee job satisfaction, PCB officials should relax strict leave regulations and eliminate excessive work hours (Faroque et al., 2020).

The Work Characteristics Model, developed by Hackman and Oldham, is a popular framework for examining the effects of specific job qualities on employment outcomes, including job satisfaction. According to the model, the fundamental job characteristics are skill diversity, task uniqueness, job significance, independence, and reaction that have an impact on three psychologically significant states such as duration of experience, responsibility for consequences, and acquaintance of the real results), which sequentially affect work outcomes (work satisfaction, malingering, work inspiration, etc.). All the essential occupational qualities can be taken together to create an encouraging possible score for a career, which serves as a gauge of how probable it is for a job to have an impact on an employee's behaviours and attitudes (Kumari et al., 2014).

The discoveries showed that there is a negative connection between the elements of vocation improvement, management of occupation fulfilment and worker turnover expectation. While another two factors which are nature of work and compensation showed no critical relationship. The last strategy is relapse investigation which used to figure out which element of occupation fulfilment contribute most to representative turnover aim. The outcomes showed that component of profession advancement of occupation fulfilment contribute most to representative turnover aim (Chin L. C., 2018).

Job satisfaction may likewise be characterized as charm or revoltingness of workers while they are on work. Plus, job satisfaction may be, likewise, depicted as a good inclination about a task or professional training (Tutuncu and Kozak, 2007). Consequently, job satisfaction alludes to a representative's close to home state which covers the total scope of feelings from good to pessimistic (Zhang, Yao, and Cheong, 2011). Then again, (Fisher, 2000) guaranteed that work satisfaction is a sort of disposition furthermore, perspectives by and large contain two parts which are emotional part - sensitivity and profound sentiment, and mental part (correlation, decision and conviction). Job satisfaction may be seen as the impact of a confined reply including the motivation to fulfil a want. This confined reply joins a few essentials or motivations which will impact a person to perform (Marzuki, Permadi, and Sunaryo, 2012). Initial hypothesis of inspiration or motivation created by Abraham Maslow which is termed as the Maslow's need hierarchy theory had given base to additional examinations on the elements that inspires human. The theory propounded that different level of need motivates at different level from lowest to highest. Also, it emphasised that need ones satisfied at some level is no longer a motivator. The hierarchy needs start as physiological needs, safety and security need, social needs and go to self-esteem needs and self-actualization needs. One can't go to the next need before fulfilling the lower one.

One more hypothesis that added to the concern script may be considered as the Herzberg's inspiration doctrine. This hypothesis created by Herzberg is otherwise called two-factor hypothesis. Herzberg's inspiration hygiene hypothesis underlined that both the satisfaction and disappointment are unmistakable factors which were not piece of a lonely field. Something contrary to work satisfaction means job dissatisfaction. Herzberg recognized two gatherings of necessities and need; inspirations allude to human requirements to accomplish and encounter mental development which are connected with occupation such as acknowledgment for accomplishment, advancement, development and so on. Another gathering which is termed as the hygiene-factor is alluded to the fundamental human organic necessities like compensation, security, working circumstances and so forth (Marzuki, Permadi, and Sunaryo, 2012). The second factor i.e., hygiene-factors decide the degree to which a worker can stay away from work disappointment (Zhang, Yao, and Cheong, 2011). In the writing, the significance of occupation satisfaction is frequently connected to work execution and hierarchical efficiency or to other significant business-related mentalities and ways of behaving — like truancy, turnover, and decrease of case (Zhang, Yao, and Cheong, 2011). Gallup concentrates on detailed that associations with higher worker satisfaction accomplished 86% client evaluations, 76% more outcome in bringing down turnover, 44% higher benefit also, 78% security records. In this way representative joy at work ought to be focused by the bosses. Representative work disappointment can carry catastrophes to an association which severely influences the everyday activity, like disinterest for their obligations, lateness in appearing up for work, gentle to extreme withdrawal from their positions and decreasing position execution (Branham, 2005). Every one of these may wind up with representatives leaving the association which cause high worker turnover in the association (Gregory, 2011). Placed in one more way, workers who see their positions as good are bound to work and remain in the on-going position and in the on-going association later on. In any case, representatives are bound to leave and which thus will impact the execution of the association and its expenses (Tutuncu and Kozak, 2007). Managers are confronted with the errand to persuade workers and make high job satisfaction among their representatives. In this way, comprehension of the variables which impact job satisfaction is fundamental for businesses. Through the comprehension of the elements, associations will actually

want to roll out important improvements to forestall representative dissatisfaction and low worker job satisfaction (Dawal and Taha, 2006).

## GOOD COMMUNICATION

Correspondence can be deciphered as the trading of data between a source and a recipient. Correspondence is a key administration movement in each association since it is essential for representatives to get right data with respect to their positions. Correspondence in a proper way in employees has been broadly esteemed in association these days; it has been observed added multi-faceted than simple message trade or give data about individuals' work. Correspondence is something related to connections which it goes about as the social paste that ties representatives inside the association collectively (Steingrimsdóttir, 2011). Correspondence networks can be partitioned into two classifications which are formal correspondence and casual correspondence. Among all the communication, remarkable conventional correspondence ways are eye to eye correspondence and specialized correspondence. Casual correspondence is correspondence stemmed normally from individuals' associations. Individuals can discuss their sentiments, make connections and talk about any issue that make a difference to them each time. It is accepted that casual correspondence is the correspondence which laid out the genuine connections among individuals in an association. Be that as it may, casual correspondence will in general increment reports or on the other hand convey wrong data inside the association (Steingrimsdóttir, 2011). Accurate correspondence network is imperative for an association. By the way of picking networks can make a genuine distinction in how the message is gotten. Diverse correspondence channels are reasonable and fit for various types of data and accomplish various goals (Steingrimsdóttir, 2011). Deficiency in correspondence in association leaves workers feeling disengaged from the association. For the most part this is the consequence of the board staff who don't have the foggiest idea how to relate their representatives on an individual or expert level. Absence of correspondence or terrible correspondence hoses workers' work satisfaction since representatives will quite often perform at a lower level when they feel ignored (Gregory, 2011). Additionally, lack of communication can likewise prompt confusion among the employees and the management. The ordered resolve can be unfavourably impacted by gossips and bits of rumour because of poor communication. The crumbling working environment can cause work distress and a high degree of workers turnover (Ashe-Edmunds, 2014). In an association, supervisors ought to speak with lower-level representatives. Administrators go about as the association of the association which will provide workers with a feeling of effects and worth in the association. Managers ought to likewise turn into the good example to advance well-disposed associations with representatives to accomplish a better work space. The fact that managers and makes it fundamental managers regard every one of the representatives, their perspectives and their work. Comprehension of the association's bearing and objectives and explanation of assumptions related with various positions ought to be imparted and passed on to the representatives to help workers in understanding their immediate associations with the association and what their work means for other people's work (Gregory, 2011). Likewise, execution surveys can be used as an administrative specialized instrument since they provide managers with a thought of those workers that are adding to the association's prosperity and the individuals who need to work harder. By and large, workers might know nothing about their exhibition gauges and have not a single clue of how they can get to the next level. Without correspondence through execution surveys, it would be extreme for representatives to gain any headway in their effectiveness which likewise adversely influence their own or on the other hand proficient turn of events, and thus, bring about work disappointment (Gregory, 2011). In this manner, a proposition can be drawn that:

**Proposition-I:** Good communication will be directly proportional (negatively related) to job satisfaction and vice-versa.

## SALARY AND REMUNERATION

Remuneration is the aggregate sum of the financial and non-money related pay gave to a representative by a business as a trade-off for work proceeded as required. The money related pay incorporates fixed pay which the sum and instalment are ensured and adaptable compensation which contains variable pay, for example, objective base compensation, extra time and so on. Non-financial compensation incorporates a wide range of worker advantages, for example, family help, sporting open doors, corresponding annuity plans, health care coverage and so on (Igalens and Roussel, 1999). It was proposed in past writing by (Miller, 2014) that money related pay is the essential inspiration for representative execution and a determinant of occupation satisfaction. Representatives for the most part lean toward their work endeavours to be perceived and compensated subsequently acknowledgment of a representative's diligent effort is vital for their work satisfaction. Notwithstanding, again and again associations are more cantered around creation and incomes, as opposed to their own workers (Gregory, 2011). By fulfilling representatives fiscally or non-financially as motivator, workers would feel that their persistent effort furthermore, accomplishments have not slipped through the cracks. (Branham, 2005) says that representatives need to feel appreciated on the term of money and also expect treatment as a social being. (The Chicago School of Expert Brain science, 2012) reveals that by connecting the cash and execution will in

general rouse representatives to be further useful and consequently they would be enthusiastically ready to work harder towards achievement. Further, it is accepted that representative's work satisfaction and authoritative degree of consistency can be supported by a solid remuneration plan with space for rewards and salary increases. Through fulfilling, representatives are more hopeful about future work in the association as well (Gregory, 2011). Notwithstanding, associations ought to be exceptionally reasonable in arranging of pay structure and ought to set classification strategy for individual worker's compensation sum. Ordinarily associations decide to come up short on those representatives who will buckle down for negligible compensation while to pay more to the people who are not ready to work for insignificant compensation. The compensation uniqueness will ultimately prompt extraordinarily level of occupation disappointment when the diligent employees understood they are not being paid reasonably (Branham, 2005). Allude to the General public of Human Asset The board research description directed in May 2014; pay has been recognized as the most significant factor for work satisfaction by which 60% of workers evaluated pay as vital and 36 percent appraised it as significant. Remuneration was additionally guaranteed as the main element of occupation satisfaction across all aged of workers (Mill operator, 2014). The fact that makes it huge past investigations showed that the compensation sum or pay sum isn't the primary determinant for work satisfaction. The correlation of pay which workers set up as referential point is more critical in affecting work satisfaction. Given the comparable capabilities and details, assuming a worker accepts that the compensation presented in other association is higher, he or on the other hand she will be disappointed even their compensation is viewed as high as contrasted and the pay rates in the association the person works in (Al-Zoubi, 2012). As per Miller, 2014, the greater parts of workers consider themselves satisfied assuming they are paid satisfactory as compared to the neighbourhood market. Because of the observational examinations, it is accepted that pay can impact the work satisfaction level of representatives. Consequently, the accompanying assertion can be proposed:

**Proposition-II:** Salary and remuneration will be directly proportional (positively related) to job satisfaction

## **STRESS AT JOB**

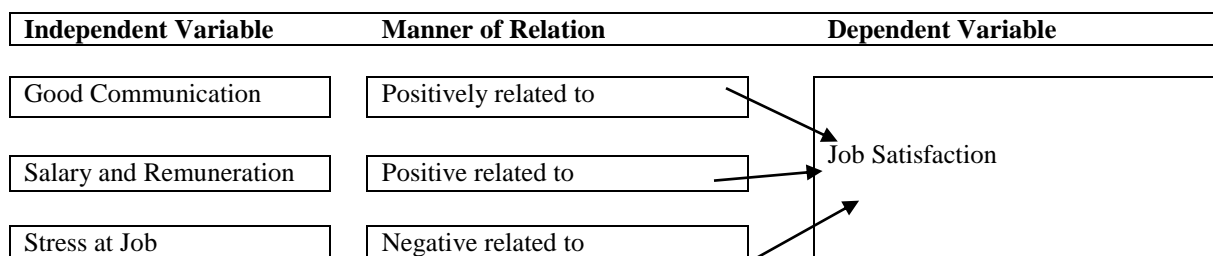
Work stress is for the most part characterized as "a representative's sensations of occupation related hardness, strain, tension, disappointment, profound weariness, and misery" (Mahfood, Pollock, and Longmire, 2013). Refer to exact surveys, job stress had been identified as one of the key considerations that adversely associated with job satisfaction (Lambert and Paoline, 2008). It was expressed by (Branham, 2005) that something like 25 to 50 percent of representatives can't work at their finest because of stress, and this irrefutably adversely impact their job satisfaction which accordingly prompts productivity short and worker turnover high. Job stress may be caused by variety of factors. For example, lacking hierarchical support in providing devices important to play out a task proficiently would create higher feeling of anxiety particularly when the workers are supposed to perform at an expected level. In addition, cost slicing rehearses through taking out positions and dispensing the responsibility to different workers likewise adds to expanded work anxiety. Representatives would need to take on tyrannical responsibility which disintegrates their own time and the nonsensical measure of work would expand representatives' tension level colossally. Simultaneously, conservation can set off frenzy and tension among the remaining representatives which increment their anxiety during work. Dishonest bosses can be one more wellspring of stress. Doubt can be raised from different various circumstances, for example, badgering. It becomes hard to reliably work in an awkward work space, stress and uneasiness expanded by attempting to stay away from irksome showdowns and circumstances (Gregory, 2011). Likewise, it had been talked about that advancement and professional success can be one of the main elements to work stress. The expanded stress might come from heavier jobs, extra obligation and diminished relaxation time (Mahfood, Pollock, and Longmire, 2013). Work stress has been for the most part characterized as an element which adversely affects job satisfaction in past writing. The complex the feeling of anxiety is, the more probable that a worker is unsettled and not happy with his work. Consequently, the accompanying suggestion is planned for this study which occupation stress has been seen as a forerunner of occupation satisfaction. This way an assertion can be proposed that:

**Proposition-III:** Stress at job will be inversely proportional (negatively related) to job satisfaction.

## **THEORETICAL FRAMEWORK**

This study is focused on better understanding of factors influencing the job satisfaction of an employee. For the purpose around eighty research papers and articles related to factors influencing job satisfaction were taken in to consideration. A list of factors influencing job satisfaction were prepared by reading all the above papers. The factors highlighted in the process of analysing the papers were: work-life balance/ job stress, health and safety, company values, recognition, relationship with managers, communication, Salary working condition, and work styles etc. The more frequent factors out of the list were seen as Job stress, Salary and communication. In this research paper these factors were discussed in

detailed category wise from thirty of the available research papers in the form of literature review. After analysing the literatures, a proposition is drawn in each category. By taking into consideration the selected factors of influencing the job satisfaction, a theoretical framework has been developed to indicate the manner of influence.



**Figure-1: Projected Hypothetical Framework**

## FINDINGS

Human is considered as the most efficient and effective resource among all available. An organization can achieve an edge on competitive advantages by managing human resource in well manner. An employee whose satisfaction level is high may be considered as an asset to an organization. Though, satisfaction of an employee depends on many factors such as salary, stress level, communication, working environment, welfare means, job itself, and other benefits, etc. But in the study only three factors have been discussed – Communication, salary/remuneration and the job stress. The study reveals that good communication and salary have a positive impact on the job satisfaction but the job stress level has a negative impact.

## LIMITATIONS OF THE STUDY

There are many factors influencing the level of job satisfaction of employees in an organization. Everyday a new factor influencing job satisfaction of employees gets place in the concern list. But this study is based on selected influencing factor from review of literatures. Also, the numbers of literatures taken in to consideration for the purpose is eighty only. This may be taken another limitation of the study.

## SCOPE FOR FURTHER STUDY

This study is based on review of literatures related to the factors influencing job satisfaction of employees in manufacturing sector. Three influencing factors has been focussed as the frequency of these three factors is relatively high. As a qualitative study, three propositions have been established in the study. These propositions may be checked further and the degree of the influence may be derived by using quantitative and practical approach.

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