

The Panacea for Inner Bliss: “Job Satisfaction”

Dr. Ashish Joshi

Associate Professor, School of Liberal Studies, Pandit Deendayal Petroleum University, Gandhinagar

Dr. Ashvin Dave

Professor & Head Dept of Bus Admin & Commerce, School of Liberal Studies,
Pandit Deendayal Petroleum University, Gandhinagar

Dr. Tejas Dave

Associate Professor, School of Liberal Studies, Pandit Deendayal Petroleum University, Gandhinagar

Abstract

Purpose: Employee satisfaction has become one of the main corporate objectives in recent years. Organisations cannot reach competitive levels of quality, either at a product level or a customer service level, if their personnel do not feel satisfied or do not identify with the company. The main purpose of this research work is to determine empirically the factors that have an impact on the employees' job satisfaction of Selected MSMEs of Baroda District of Gujarat State.

Design/Methodology/Approach – This paper is based on questionnaire covering various parameters specific on Employee Job Satisfaction. The research questionnaire is based on likert's five point scale. This cross-sectional study is conducted in Baroda District. This paper offers an analysis of different parameters helps in identifying root analysis of Job Satisfaction for employees working in Selected MSMEs of Baroda District.

Findings – The main finding is that overall Job Satisfaction of Baroda District was truly at Good level in reliability test (Cronbach's Alpha). The Value of Cronbach's Alpha (**0.827**) for overall Employee Job Satisfaction prevailing in selected MSMEs Units is at Good level of internal consistency prevailing in selected MSMEs units of Baroda District, which indicates a good sign. The group average Mean of the items was found to be (**68.19**) with a standard deviation of (**4.572**).

Practical implications – Based on these findings, the research results squabble for the importance of combining Job Satisfaction.

Originality/value – This research paper gives a more complex understanding of Employee Job Satisfaction.

Keywords: Employee, Job Satisfaction, MSMEs, Baroda, Gujarat.

Paper type: Research paper.

Introduction

Employee satisfaction has become one of the main corporate objectives in recent years. Organisations cannot reach competitive levels of quality, either at a product level or a customer service level, if their personnel do not feel satisfied or do not identify with the company (Stewart, 1996). As a converse

example, motivated and committed staff can be a determining factor in the success of an organisation.

In the case of job satisfaction, although there is no universal definition of the concept of job satisfaction (Mumford, 1991), it can be conceived of as a multi-dimensional concept that includes a

set of favourable or unfavourable feelings by which employees perceive their job (Davis and Newstrom, 1999). Specifically, Churchill et al. (1974) define job satisfaction according to all the characteristics of the job itself and of the work environment in which employees may find rewards, fulfilment and satisfaction, or conversely, sentiments of frustration and/or dissatisfaction.

In contrast, Locke (1976) conceptualises job satisfaction as the emotional state resulting from the appraisal of one's job. Subsequently, Price and Muller (1986) identify job satisfaction by the degree to which individuals like their job. Expressed more simply, Spector (1997), Judge and Hulin (1993) and Judge and Watanabe (1993) present job satisfaction as the degree to which a person feels satisfied by their job, which has an impact on personal wellbeing and even on the life satisfaction of the employee. It is therefore necessary to determine the factors that define this satisfaction, thereby allowing suitable updates to be made in order to prevent the deterioration of job conditions in an organisation.

Literature Review

Mumford, E. (1976) it is suggested that any successful strategy for change requires an accurate diagnosis of human and efficiency needs. It requires the setting of careful objectives related to meeting these needs. It requires an assessment of alternative ways of solving the job satisfaction and efficiency problems which have been identified and a careful choice of solution that is related to the objectives that have been set. The listing of possible alternative solutions in turn requires a knowledge of work design and of the different approaches to reorganizing work which have been used successfully in office and shop floor situations. Lastly, the approach that is chosen, whether it be a form of job enrichment or a self managing group with responsibility for the five levels of work in our model, should be closely related to the needs of the work situation and of the people working there.

Beaumont, P.R. and Partridge, M. (1981) the issue of job satisfaction has been scarcely touched upon. To illustrate, in Jain and Sloane's recent book on race and sex discrimination in the U.S.A., Canada, and Britain, which was published in 1981, there is only a single, one page reference to job satisfaction in their index. The relative absence of such studies is particularly unfortunate given that job satisfaction is arguably the *ultimate* aim and hope that many people have with regard to employment. In making this statement we do, of course, acknowledge the potential importance of the distinction between satisfaction *in* a job and satisfaction *with* a job; the latter being essentially the perspective of instrumentally orientated workers who view a job as simply the means of obtaining satisfaction elsewhere in their life.

Oshagbemi, T. (1997) the results indicate that rank has a direct, positive and significant effect on the job satisfaction of university teachers, but not age or gender. Lecturers are least satisfied with their jobs followed by senior lecturers, readers and professors in that order.

In addition, the interaction effect between rank and gender on job satisfaction is statistically significant. This means that although gender by itself is not significantly related to job satisfaction, it is significant when compared together with the rank of university teachers. Female academics at higher ranks, namely, senior lecturers, readers and professors, are more satisfied with their jobs than male academics of comparable ranks. Further analyses show that rank by itself and the interaction effect between rank and gender are significantly related to satisfaction with pay, promotions and the physical conditions/working facilities which pertain to UK universities.

Renaud, S. (2002) this paper examines differences in the level of job satisfaction reported by union workers and non union employees. There is a strong belief in the literature that union status reduces job satisfaction. Based on different national probability samples, previous studies have generally failed to adequately control for

differences in working conditions between the two sectors while studying the impacts of unions on job satisfaction. Union workers generally have a poorer working environment. The negative relationship reported between union status and job satisfaction might only reflect this differential if differences in working conditions are not taken into account. Using a large representative sample of 3,352 workers from the Canadian *General Social Survey* of 1989, this study replicates previous econometric specifications. The results of ordered probit regression show a negative relationship between union status and job satisfaction, but as expected, this relationship disappears when an adequate control for differences in working conditions is applied. It is concluded that union status is not negatively associated with job satisfaction in Canada.

Jalal Sarker, S., Crossman, A. and Chinmettepituck, P. (2003) the results indicate that employee age is not significantly associated with overall job satisfaction level, but that tenure is. There is also significant relationship between tenure and facets of satisfaction (job, pay and fringe benefits), but the effect of tenure on satisfaction is significantly modified by age.

Research Gap

There was few research studies carried out on employee Job Satisfaction with special reference to selected MSMEs of Baroda District. In 21st century its truly high level of competition, if companies wants to survive, it's needed to identify the various factors, one of them is employee Job Satisfaction. It was found that in MSME sector (specific to MSMEs units), no proper research studies conducted in to Baroda District.

Objectives of the Study

The main objective of the study is to investigate the impact of Employees' Job Satisfaction on performance.

Research Methodology

Research Design used for the purpose of research study is Single Cross Sectional Descriptive Research Design. Data collection tool used for this research work is Structured Questionnaire. The Population of the Study includes Executive and Non Executive employees working in selected MSMEs of Baroda District. Sampling Design used for the study is Non Proportional - Quota Sampling.

Limitations of the Study

Primary data relevant for the study may be much depended upon the co-operation of the respondents. Respondents' opinion can be biased, which cannot be ruled out. The geographical limitation for the primary data collection is limited to Baroda District Only.

Data Analysis and Interpretation

Table No.: 1 Gender of Respondents.

Gender	Respondents	Percentage
Male	196	86 %
Female	33	14 %
Total	229	100 %

Table No. 1 shows total number of respondents and their Gender. Out of Total 229 Respondents 196 (86%) were Male and 33 (14%) were Female. Researcher observed with this information that, in general, employees working in selected MSMEs of

Baroda District, most of them are Males even as observed in this research too. Very limited numbers of Females are working in this segment for the specific region.

Table No.: 2 Cadre of Employees.

Employee Cadre	Respondents	Percentage
Executives	52	23 %
Non Executives	177	77 %
Total	229	100 %

Table No. 2 shows information regarding cadre of employees working in selected MSMEs units of Baroda District. Out of Total Respondents 177 (77%) were Non Executives and 52 (23%) were Executives. Its show that in Baroda District

executives and Non Executives both categories of respondents provided their honest responses in regards to their Job Satisfaction while they are on their work.

Table No.: 3 Education of Employees.

Education	Respondents	Percentage
Below Graduate	141	62 %
Graduate	54	24 %
Post Graduate	34	14 %
Total	229	100 %

Table No. 3 shows information regarding the education qualification of the employees working in selected MSMEs units of Baroda. Out of Total Respondents 141 (62%) were Below Graduate but still most of them are practically active regarding

their work, followed by 54 (24%) Graduate and 34 (14%) were Post Graduate. Some of them just graduate still working as Executive cadre in their respective organization.

Table No.: 4 Age of Employee.

Employees Age	Respondents	Percentage
21-30	100	44 %
31-40	33	14 %
41-50	60	26 %
51-60	36	16 %
Total	229	100 %

Table No. 4 gives information about the age of respondents. Out of Total Respondents Majority of the employees 100 (44%) were belongs to the age group 21 – 30 years followed by 33 (14%) were in age group 31 – 40 years, 60 (26%) were in age

group 41 – 50 and 36 (16%) were in age group 51 – 60 years. Thus, majority of the respondents (50%), belong to a comparatively younger age. This age group is generally looked upon as energetic and efficient age group.

Table No.: 5 Reliability Test.

Cronbach's alpha	Internal consistency	Cronbach's alpha	Internal consistency
$0.9 \leq \alpha$	Excellent	$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable	$0.6 \leq \alpha < 0.7$	Questionable

$0.5 \leq \alpha < 0.6$	Poor	$\alpha < 0.5$	Unacceptable
Reliability Statistics			
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	
.827	.817	15	
Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
68.19	20.899	4.572	15

The Value of Cronbach's Alpha (.827) for Employee' Job Satisfaction in Selected MSMEs units of Baroda District shows that there is an *Good level* of internal consistency prevailing in selected MSMEs units located in Baroda District, which

shows that Employees *Job Satisfaction are at Good level* for continuous growth and development. The Mean score of employees working in selected MSMEs units of Baroda District put together (68.19) and Standard Deviation (SD) (4.572)

Table No: 6
Organization's commitment to a diverse and inclusive workforce

Age Group (In Years)	N	Mean	Std. Deviation
21 to 30	100	4.61	.490
31 to 40	33	4.30	.467
41 to 50	60	4.55	.502
51 to 60	36	4.64	.487
Total	229	4.55	.498

Table No. 6 shows results related to the question "*Organization's commitment to a diverse and inclusive workforce*". Out of Total 229 Respondents, Employees belong to the age group 31-40 years divulge that they are less Satisfied even though Organization is committed to a diverse and inclusive workforce in comparing to rest of the age group of employees working in selected MSMEs units in Baroda District of Gujarat State.

Table No: 7
Organization's commitment to a "green" workplace

Age Group (In Years)	N	Mean	Std. Deviation
21 to 30	100	4.25	.857
31 to 40	33	3.97	.637
41 to 50	60	4.18	.596
51 to 60	36	4.44	.809
Total	229	4.22	.766

Table No. 7 shows results related to the question "*Organization's commitment to a "green" workplace*". Out of Total 229 Respondents, Employees belong to the age group 31-40 years divulge that they are less satisfied regarding organization's commitment to a green workplace in comparing to rest of the age group of employees working in selected MSMEs units in Baroda District of Gujarat State.

Table No: 8
Organization's commitment to respectful treatment of all employees at all Levels

Age Group (In Years)	N	Mean	Std. Deviation
21 to 30	100	4.46	.717
31 to 40	33	4.09	.723
41 to 50	60	4.47	.676
51 to 60	36	4.22	.989
Total	229	4.37	.765

Table No. 8 shows results related to the question “*Organization's commitment to respectful treatment of all employees at all Levels*”. Out of Total 229 Respondents, Employees belong to the age group 31-40 years divulge that they are less satisfied as they feel less respectful treatment by their boss in comparing to rest of the age group of employees working in selected MSMEs units in Baroda District of Gujarat State.

Table No: 9
Organization's commitment to management's recognition of employee job performance

Age Group (In Years)	N	Mean	Std. Deviation
21 to 30	100	4.44	.656
31 to 40	33	4.18	.392
41 to 50	60	4.47	.676
51 to 60	36	4.58	.554
Total	229	4.43	.622

Table No. 9 shows results related to the question “*Organization's commitment to management's recognition of employee job performance*”. Out of Total 229 Respondents, Employees belong to the age group 31-40 years divulge that they are less satisfied as they believed that management is not recognizing their job performance comparing to rest of the age group of employees working in selected MSMEs units in Baroda District of Gujarat State.

Table No: 10
The organization's overall commitment to professional development

Age Group (In Years)	N	Mean	Std. Deviation
21 to 30	100	4.56	.641
31 to 40	33	4.18	.392
41 to 50	60	4.57	.500
51 to 60	36	4.64	.487
Total	229	4.52	.566

Table No. 10 shows results related to the question “*The organization's overall commitment to professional development*”. Out of Total 229 Respondents, Employees belong to the age group 31-40 years divulge that they are less satisfied as they are not able to professional development at work in comparing to rest of the age group of employees working in selected MSMEs units in Baroda District of Gujarat State.

Table No: 11
Communication between employees and senior management

Age Group (In Years)	N	Mean	Std. Deviation
21 to 30	100	4.68	.530
31 to 40	33	4.18	.392
41 to 50	60	4.45	.534
51 to 60	36	4.58	.554
Total	229	4.53	.542

Table No. 11 shows results related to the question “*Communication between employees and senior management*”. Out of Total 229 Respondents, Employees belong to the age group 31-40 years divulge that they are less satisfied as they believed that there is lack of proper communication between management and employees in comparing to rest of the age group of employees working in selected MSMEs units in Baroda District of Gujarat State.

Table No: 12
Management's communication of organization's goals and strategies

Age Group (In Years)	N	Mean	Std. Deviation
21 to 30	100	4.66	.536
31 to 40	33	4.30	.467
41 to 50	60	4.60	.494
51 to 60	36	4.75	.500
Total	229	4.61	.524

Table No. 12 shows results related to the question "*Management's communication of organization's goals and strategies*". Out of Total 229 Respondents, Employees belong to the age group 31-40 years divulge that they are less satisfied as they are feeling less positive at work regarding organization's goals and strategies in comparing to rest of the age group of employees working in selected MSMEs units in Baroda District of Gujarat State.

Table No: 13
Communication between departments/business units

Age Group (In Years)	N	Mean	Std. Deviation
21 to 30	100	4.63	.485
31 to 40	33	4.73	.517
41 to 50	60	4.37	.520
51 to 60	36	4.56	.558
Total	229	4.56	.523

Table No. 13 shows results related to the question "*I like work that engages my attention*". Out of Total 229 Respondents, Employees belong to the age group 41-50 years divulge that they are less satisfied as they found ineffective communication between departments in comparing to rest of the age group of employees working in selected MSMEs units in Baroda District of Gujarat State.

Table No: 14
Trust between employees and senior management

Age Group (In Years)	N	Mean	Std. Deviation
21 to 30	100	4.57	.498
31 to 40	33	4.73	.517
41 to 50	60	4.70	.530
51 to 60	36	4.53	.560
Total	229	4.62	.521

Table No. 14 shows results related to the question "*I feel a sense of fulfilment when I have a good relationship with colleagues and supervisors at work*". Out of Total 229 Respondents, Employees belong to the age group 51-60 years divulge that they are less satisfied due to lack of trust between employees and management in comparing to rest of the age group of employees working in selected MSMEs units in Baroda District of Gujarat State.

Table No: 15
Immediate supervisor's respect for employee's ideas

Age Group (In Years)	N	Mean	Std. Deviation
21 to 30	100	4.75	.435
31 to 40	33	4.73	.517
41 to 50	60	4.57	.500
51 to 60	36	4.42	.500
Total	229	4.65	.488

Table No. 15 shows results related to the question "*Immediate supervisor's respect for employee's ideas*". Out of Total 229 Respondents, Employees belong to the age group 51-60 years divulge that they are not getting respect about their ideas in comparing to rest of the age group of employees working in selected MSMEs units in Baroda District of Gujarat State.

Table No: 16 Job-specific training			
Age Group (In Years)	N	Mean	Std. Deviation
21 to 30	100	4.56	.499
31 to 40	33	4.79	.415
41 to 50	60	4.47	.503
51 to 60	36	4.42	.500
Total	229	4.55	.499

Table No. 16 shows results related to the question “*Job-specific training*”. Out of Total 229 Respondents, Employees belong to the age group 51-60 years divulge that they are less satisfied as they are not getting Job Specific training in comparing to rest of the age group of employees working in selected chemical units in Bhavnagar District of Gujarat State.

Table No: 17 Company-paid general training			
Age Group (In Years)	N	Mean	Std. Deviation
21 to 30	100	4.50	.611
31 to 40	33	4.58	.561
41 to 50	60	4.58	.497
51 to 60	36	4.61	.494
Total	229	4.55	.557

Table No. 17 shows results related to the question “*Company-paid general training*”. Out of Total 229 Respondents, Employees belong to the age group 21-30 years divulge that they are less satisfied as they are not getting company paid general training comparing to rest of the age group of employees working in selected chemical units in Bhavnagar District of Gujarat State.

Table No: 18 Career development opportunities			
Age Group (In Years)	N	Mean	Std. Deviation
21 to 30	100	4.62	.528
31 to 40	33	4.70	.529
41 to 50	60	4.62	.490
51 to 60	36	4.69	.525
Total	229	4.64	.516

Table No. 18 shows results related to the question “*Career development opportunities*”. Out of Total 229 Respondents, Employees belong to the age group 21-30 and 41 to 50 years divulge that they are less satisfied at work as they are getting less career development opportunities comparing to rest of the age group of employees working in selected chemical units in Bhavnagar District of Gujarat State.

Table No: 19 Career advancement opportunities			
Age Group (In Years)	N	Mean	Std. Deviation
21 to 30	100	4.66	.497
31 to 40	33	4.61	.496
41 to 50	60	4.67	.542
51 to 60	36	4.67	.535
Total	229	4.66	.512

Table No. 19 shows results related to the question “*Career advancement opportunities*”. Out of Total 229 Respondents, Employees belong to the age group 31-40 years divulge that they are less satisfied due to lacking of career advancement opportunities in comparing to rest of the age group of employees working in selected chemical units in Bhavnagar District of Gujarat State.

Table No: 20 Meaningfulness of job			
Age Group (In Years)	N	Mean	Std. Deviation
21 to 30	100	4.68	.469
31 to 40	33	4.64	.489
41 to 50	60	4.68	.469
51 to 60	36	5.00	.000
Total	229	4.72	.448

Table No. 20 shows results related to the question “*Meaningfulness of job*”. Out of Total 229 Respondents, Employees belong to the age group 31-40 years divulge that they are less satisfied as they feel that their job is less meaningful in comparing to rest of the age group of employees working in selected chemical units in Bhavnagar District of Gujarat State.

Table No.: 21 Item Statistics.			
Particulars	Mean	Std. Deviation	N
1. Organization’s commitment to a diverse and inclusive workforce	4.55	.498	229
2. Organization’s commitment to a “green” workplace	4.22	.766	229
3. Organization’s commitment to respectful treatment of all employees at all Levels	4.37	.765	229
4. Organization’s commitment to management’s recognition of employee job performance	4.43	.622	229
5. The organization’s overall commitment to professional development	4.52	.566	229
6. Communication between employees and senior management	4.53	.542	229
7. Management’s communication of organization’s goals and strategies	4.61	.524	229
8. Communication between departments/business units	4.56	.523	229
9. Trust between employees and senior management	4.62	.521	229
10. Immediate supervisor’s respect for employee’s ideas	4.65	.488	229
11. Job-specific training	4.55	.499	229
12. Company-paid general training	4.55	.557	229
13. Career development opportunities	4.64	.516	229
14. Career advancement opportunities	4.66	.512	229
15. Meaningfulness of job	4.72	.448	229

Findings

The analysis of responses of Executive and Non Executive employees working in selected MSMEs Units of Baroda District carried on using various statistical techniques such as Mean, Standard Deviation, etc. In this research, Total 229 Respondents participated. Out of which 196 (86%) were Male and 33 (14%) were Female. Out of Total Respondents 100 (44%) were belongs to the age group 21 – 30 years followed by 33 (14%) were in age group 31 – 40 years, 60 (26%) were in age group 41 – 50 and 36 (16%) were in age group 51 – 60 years. Thus, majority of the respondents belong to a comparatively younger age. This age group is generally looked upon as energetic and efficient age group. The Value of Cronbach's Alpha (.827) for Job Satisfaction of employees working in selected MSMEs units of Baroda District shows that there is an Good level of internal consistency prevailing, which shows that there is a Quality Work Job Satisfaction and Satisfaction for continuous growth and development. The Mean score for Job Satisfaction put together (68.19) and Standard Deviation (SD) (4.572). They are overall Satisfied with their work except few parameters.

Limitations of the study

Primary data relevant for the study may be much depended upon the co-operation of the respondents. Respondents' opinion can be biased, which cannot be ruled out. The geographical limitation for the primary data collection is limited to Baroda District Only.

Conclusion

It was observed that employees don't get job satisfaction regarding their ideas, job specific and general training and trust by management including communication between management and employees also little lacking. Overall Employees' Job Satisfaction level of working in selected MSMEs units of Baroda District is at Good level of consistence and reliability. The research leads to

the conclusion that Good Level of Job Satisfaction is prevailing in selected MSMEs Units of Baroda District.

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