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## STUDIES ON JOB SATISFACTION LEVEL AMONG EMPLOYEES OF DAIRY BASED INDUSTRY

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### ABSTRACT

*Job satisfaction among employees is necessary important parameter that affects the employee's involvement for achieving goal of the organization. This study was accomplished for finding their job satisfaction level and the factors affecting performance of the employees. In this research work, 45 respondents were randomly selected from a dairy based industry. On the basis of demographic questionnaire, the mean value of Job Descriptive Index (JDI) was found to be  $101.80 \pm 7.67$  and this value indicated that job satisfaction level among employees is moderate in nature. The job satisfaction level was found moderate within the study population. Job satisfaction level in married, diploma holder and the two age groups (i.e., 23-35 years and 49-60 years) are found to be more as compared to other components of demographic data. The job satisfaction level among employees of dairy based industry found "moderate" and to improve this as high, the organization require to apply suggested corrective measures. The need of employees like promotions, bonuses, pay, working environment and safety are the key factors for achieving the goal of the organization.*

**KEYWORDS:** Job Satisfaction, Job Descriptive Index (JDI), Correlation Matrix, Cronbach Alpha.

### 1. INTRODUCTION

The meaning of job satisfaction is different for different industries or organizations, and it is also different for employees, those works at different stages of the organization. Due to this Job satisfaction has been defined in different ways. The job satisfaction mainly depends on the perceived power of an employee about their job work and this can help in showing the significant result in their lifestyle.

The job contentment is finding to be as simple as some credence about his or her job is reliable and in other words, whether they like or disrelish the job but it is compulsory for better lifestyle. Others believe it is not as simplistic as this definition suggests and instead that multidimensional responses to one's job are Involved [1].

Working behavior of an employee reflected by job satisfaction. Highly satisfied with job reflects more responsibility and low level of satisfaction indicates reduction in responsibility, stability discipline and so on [2].

Previous research has shown that employee job satisfaction is a relevant factor in service quality improvement. Employees who feel satisfied with their jobs provide higher levels of customer satisfaction. This study investigates the impact of job satisfaction of employees on their productivity.

### 2. OBJECTIVES OF RESEARCH WORK:

The following objectives were decided to present research work:-

- To increase employees involvement in work culture for increase in productivity.
- To provide safe working condition.
- To facilitate mental satisfaction of employees.
- To addressing the employee needs.
- To assure job security.
- To identify the significant factor which is more affecting to job satisfaction of the employees.

- To increase their wages and incentives.
- To create wealthy environment in the organization.

### 3. LITERARY BACKGROUND

India is the highest producer of milk and the dairy industries contribute more than Rs1 lakh crores to the national economy. A large number of dairy based industries have established since 40 years. Indian dairy based industry provides gainful employment. It employs more than 8 million people yearly [3].

The employee's happiness and desire to work is defining the job satisfaction. Providing employee remuneration, compensation packages, organizational climate, recognition of work, industry benefits and welfare facilities are the factors responsible for their satisfactory level [4].

Supportive culture shows the relationship between satisfaction level of employee and commitments associated within the organization [5].

In recent studies, it seems that today organizations are facing more challenges like innovation, competition, productivity and diversity of work [6]. In this situation, the job satisfaction was seen to be relevant and to achieve this proper reward and bonuses are necessary [7].

Assessment of employee's performance is a major task for any organization. On the basis of quantitative and qualitative evaluation, their attachment towards work may be improved. A worker is said to be satisfied if their social and personal parameters are achieved. As a result of this employees work effectively in achieving the desired goals [8].

A large number of employees affect their productivity and diminishing work capability by mental health disorders [9]. According to World Health Organization report in 2012, it was estimated that more than 300 million people suffered from depression globally [10]. The skilled and trained employees are not only required for any organization rather it requires their good characters also [11].

The idea of sustainable supply chain management (SSCM) has been considered as a vital authoritative reasoning to accomplish benefits by diminishing natural hazard and effect while enhancing the monetary and social productivity factors. The target of this paper is to show a way to deal with distinguish the critical success factors (CSFs) of inspiration and support, for the effective execution of SSCM hones in Indian oil and gas enterprises [12].

To investigate the job stress factors and job satisfaction level, core self-evaluation, the locus of control, generalized self-efficiency are broadly used as key factors [13].

#### 4. METHODOLOGY ADOPTED

This study was conducted from January to June 2018. In this study, the sample size  $N=45$  was considered for analysis. Participants were randomly selected from the dairy firm Ujjain Sahakari Dugdha Sangh Mydt, Ujjain (M.P), India. Questionnaire based methodology was considered for collection of data from different respondents.

##### 4.1 Data collection

A questionnaire was prepared by considering various factors associated with the worker's job satisfaction and by using this self-made questionnaire the required data were collected. The questionnaire consisted of the following two parts: (1) a demographic questionnaire was used for collecting personal details including age, weight, height, gender, marital status, level of education, health factor. (2) Job satisfaction was examined by the Job Descriptive Index (JDI). The Job Descriptive Index (JDI) consists of 28 items in five subscales, i.e., work (11 items), pay (5 items), promotion (5 items), job security (3 items), and facilities (4 items). These parts measures their correspondence job satisfaction level in their field. A

response was collected for each item on a 5 point Liker scale (1=strongly disagree, 2=disagree, 3=somewhat agree, 4=agree, and 5=strongly agree). The Job Descriptive Index was calculated by adding the scores corresponding to each subscale and then added together for each respondent. The total score of Job Descriptive Index (JDI) was indicated as the overall job satisfaction of the employees [14]. The upper and the lower limit of job satisfaction was not defined, because there is no cut off point has been found in the scientific literature, therefore, to umpire the job satisfaction level we used the minimum and the maximum possible scores of Job Descriptive Index (JDI) (28-140) in the study population. Regarding this, if the mean score of JDI was near the lower limit score (28), near the midpoint (84), and near the upper limit score (140), job satisfaction was considered as low, moderate, and high, respectively. The minimum and maximum score of Job Descriptive Index was found for all considered factors. The mean score of JDI was found to be  $101.80 \pm 7.67$  and this value is near to midpoint of the predefined range of JDI score. It indicates that the job satisfaction level of employees is "moderate" in nature. The validity and reliability test of the questionnaires were assessed in a study by Nor bakhsh and Mirnaderi in which the Cronbach alpha coefficient was 0.88 [15].

##### 4.2 Data analysis

A field survey was conducted for data collection from respondents; these data were processed into the computer software for statistical analysis. The statistical analyses were performed using Statistical Package for the Social Sciences (SPSS) software. Pearson correlation analysis was applied to check the relationship between different considered quantitative variables. To assess the factors affecting performance, linear regression analysis was used. For all analysis, the significance level ( $p$ ) was set at 0.05 [14]. The demographic details of employees are shown in Table 1.

**Table 1. Demographic details of the employees (N=45)**

S. No.	Demographic factors		Data
1	Age	mean $\pm$ sd	33.87 $\pm$ 11.43
		Min-max	23-60
2	Height	mean $\pm$ sd	168.76 $\pm$ 8.02
		Min-max	152.4-198.12
3	Weight	mean $\pm$ sd	65.04 $\pm$ 9.78
		Min-max	45-90
4	Gender	Male	43(95.55%)
		Female	2(4.45%)
5	Marital status	Single	23(51.1%)
		Married	22(48.9%)
6	Education	under matriculation	0(0%)
		Matriculation	1(2.2%)
		Diploma	9(20%)
		Graduation	25(55.6%)
		post-graduation	10(22.2%)

The target participants were found following characteristics:-  
 Mean age = 33.87±11.43 years  
 Age in range = 23 years to 60 years  
 Mean height = 168.76±8.02 cm

University education = 77.8 %  
 Married = 48.9 %  
 Male workers = 95.55 %

The statistical analysis of job satisfaction level on the basis of various factors is shown in Table 2.

**Table 2. Statistical analysis of job satisfaction level (N=45)**

S. No.			N	%	Mean ±sd	Min–Max
1	Age group	23-35	33	73.33	101.36±7.80	85–118
		36-48	4	8.88	97.25±9.64	88–107
		49-60	8	17.77	105.88±4.55	101–112
2	Marital status	Single	23	51.1	101.83±8.68	85–118
		Married	22	48.9	102.27±7.09	88–112
3	Education	Under matriculation	0	0	0	0
		Matriculation	1	2.2	89	89
		Diploma	9	20	104.67±8.30	90–118
		Graduation	25	55.6	102.40±7.37	85–112
		Post-graduation	10	22.2	99±6.74	85–110
4	Gender	Male	43	95.55	102.35±7.39	85–118
		Female	2	4.45	90±2.82	88–92

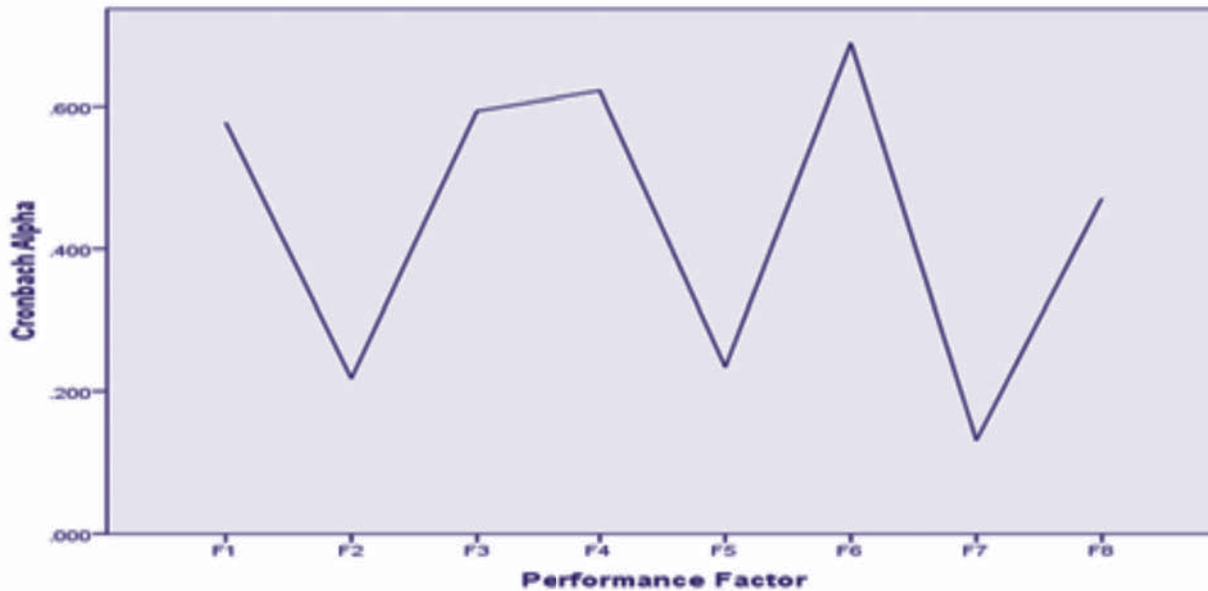
The mean job satisfaction score was found to be 101.80 ±7.67 indicating “moderate” level of job satisfaction. While executing One-way ANOVA test, a significant relationship is obtained between the mean score of job satisfaction and age (p = 0.466). And relationship was found to be U-shaped between them. A post hoc test indicated that there was a significant difference in mean score of job

satisfaction among the three age groups, such that the mean job satisfaction score in the 36-48 years age group was lower than those of the other two groups (i.e., 23-35 years and 49-60 years). Independent t-test also showed that the mean job satisfaction score was significantly higher in married individuals (p=0.366) than in single individuals (p=0.243).

The results of reliability analysis are shown in Table 3 and their comparison is shown in Figure 1.

**Table 3. Alpha values**

Performance Factors No.	Factors	Cronbach alpha value
F1	Working environment	0.578
F2	Personal factor	0.218
F3	Pay	0.594
F4	Promotion	0.622
F5	Job security	0.234
F6	Facilities	0.689
F7	Health factor	0.131
F8	Social environment	0.471



**Figure 1. Cronbach alpha vs. Performance factors**

The Cronbach alpha value indicates the internal consistency level of the factors. From this table, it is clear that factors like- personal factors, job security, health factors and social environment respectively are unacceptable (Cronbach alpha value < 0.5). And factors like- working environment, pay,

promotions and facilities respectively are acceptable (Cronbach alpha value > 0.5). These acceptable factors are more significant and required data for better performance in the organization.

Reliability analysis was carried out and sensitivity analysis of different factors is shown in Table 4.

**Table 4: Reliability statistics**

S. No.		Alpha	Change in alpha after item deleted	% Change in alpha	Item deleted
1.	N=43	0.568	-	-	-
2.	N=42	0.631	0.063	11.09	Pay1
3.	N=41	0.663	0.032	5.07	Js3
4.	N=40	0.676	0.013	1.96	Js1
5.	N=39	0.697	0.021	3.10	We11
6.	N=38	0.709	0.012	1.72	Pf1
7.	N=37	0.721	0.012	1.69	P5
8.	N=36	0.731	0.010	1.36	Se3
9.	N=35	0.744	0.013	1.77	We9
10.	N=34	0.753	0.009	1.20	We8
11.	N=33	0.762	0.009	1.19	We2

The effect of different factors on Cronbach alpha values were calculated and analyzed on the basis of deleting individual item independently. The maximum change in alpha value occurred 0.063 and their percentage change was 11.09%. This maximum value obtained by deleting the item pay1 from the questionnaire. Pay1 signifies that the organization is

unable to provide sufficient amount of bonus for their employees for encouraging towards their best performance.

The person correlations coefficient (r) and their corresponding significance value (p) of different factors are shown in Table 5.

Table 5: Pearson Correlations of different factors (N=45)

Factors		Age	Wea	Pfa	Paya	Pa	Jsa	Faca	Hfa	Sea
Age	r	1	.359*	-.021	-.324*	.263	-.046	.164	.326*	.305*
	p	-	.015	.891	.030	.081	.763	.281	.029	.042
Wea	r	.359*	1	-.439**	-.501**	-.083	.311*	.120	.163	.804**
	p	.015	-	.003	.000	.588	.037	.432	.285	.000
Pfa	r	-.021	-.439**	1	.475**	.275	-.382**	-.156	.139	-.470**
	p	.891	.003	-	.001	.067	.010	.305	.362	.001
Paya	r	-.324*	-.501**	.475**	1	.343*	-.553**	-.044	.000	-.476**
	p	.030	.000	.001	-	.021	.000	.777	1.000	.001
Pa	r	.263	-.083	.275	.343*	1	-.244	.265	.398**	.023
	p	.081	.588	.067	.021	-	.107	.078	.007	.881
Jsa	r	-.046	.311*	-.382**	-.553**	-.244	1	-.259	-.239	.312*
	p	.763	.037	.010	.000	.107	-	.086	.113	.037
Faca	r	.164	.120	-.156	-.044	.265	-.259	1	.640**	.310*
	p	.281	.432	.305	.777	.078	.086	-	.000	.038
Hfa	r	.326*	.163	.139	.000	.398**	-.239	.640**	1	.263
	p	.029	.285	.362	1.000	.007	.113	.000	-	.080
Sea	r	.305*	.804**	-.470**	-.476**	.023	.312*	.310*	.263	1
	p	.042	.000	.001	.001	.881	.037	.038	.080	-

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient (r) value lies between -1 to 1. The negative and positive value indicates the direction of the relationship between two variables and the absolute value indicates their strength of the linear relationship. The strength of the relationship is mainly classified into three different ranges [16]

Small Range, r = 0.1-0.29

Medium Range, r = 0.3-0.49

Strong Range, r = 0.5-1.0

The correlation coefficient is statistically significant if  $p \leq 0.05$  and the two variables are linearly related to each other. If  $p > 0.05$ , then the correlation coefficient is not statistically significant and the two variables are not linearly related to each other. From the above table it was found that the strength of correlation coefficient is medium ( $r=0.3-0.49$ ) and different pairs of relationships are found to be statistically significant at the 0.05 level (2-tailed), which are - age-working environment average, age-pay average, age-health factor average, age-social

environment average, working environment average-job security average, job security average-social environment average, facility average-social environment average.

The correlation coefficient is statistically significant if  $p \leq 0.01$  and the two variables are linearly related to each other. If  $p > 0.01$ , then the correlation coefficient is not statistically significant and the two variables are not linearly related to each other. Some correlation coefficient is found to be statistically significant at the 0.01 level (2-tailed), the strong strength ( $r=0.5-1.0$ ) was shown in pairs like working environment average-pay average, working environment average-social environment average, pay average-job security average, facility average-health factor average. And some have medium strength ( $r=0.3-0.49$ ) was shown in pairs like working environment average-personal factor average, personal factor average-pay average, personal factor average-job security, personal factor average-social environment average, pay average-social environment average, promotion average-health factor average.

The One-way ANOVA test is performed with various factors and shown in Table 6.

**Table 6: One-way ANOVA test**

S. No.	Factors	F	P
1.	Age	0.741	0.753
2.	Wea	5.491	0.000
3.	Pfa	2.042	0.049
4.	Paya	2.880	0.008
5.	Pa	10.263	0.000
6.	Jsa	0.948	0.546
7.	Faca	4.571	0.000
8.	Hfa	1.784	0.089
9.	Sea	4.605	0.000

One-way ANOVA test was performed and shown in Table 6 in which the various factors are considered for evaluating their significant level. Factors like age, job security and health factor respectively are not statistically significant ( $p > 0.05$ ). And remaining all other factors like working environment, personal factors, pay, promotions, facilities and social environment respectively are statistically significant ( $p < 0.05$ ). These significant factors need to improve job satisfaction of employees in dairy firm.

## 5. RESULT AND DISCUSSION

The job satisfaction level among different age group was found different. In this study, the three different age groups were considered. The relationship between mean job satisfaction score and age were found to be in U-shape. That is, the mean job satisfaction score in the 36-48 years age group was considerably lower than that of other two age groups (i.e., 23-35 years and 49-60 years). The possible reasons for this type of deviation shown in the mean job satisfaction score is for the young generation is highly innovative and motivated during the first years of employment which can lead to a high job satisfaction. In middle years the level of job satisfaction was found to be decline due to monotonous and excess restrictions in work. Subsequently, the job satisfaction was found to be increased with age continuously. On the basis of this study, the middle age group (i.e., 36-48 years) was found to be comparatively less satisfied than other two age groups (i.e., 23-35 years and 49-60 years). The job satisfaction level among diploma holders are more than that of graduate and post-graduate employees. The male ( $102.35 \pm 7.39$ ) employee has more job satisfaction level than that of the female employee ( $90 \pm 2.82$ ).

It was also found that job satisfaction of married employees were higher than unmarried employees, which was similar to the results of some other literatures [17, 18]. In the word of Bowen, there was found to be difficulty for young unmarried employees in making decision on their jobs and they also not decided that whether they are doing this job for entire life or for a small period. Therefore, job satisfaction in older and married ones was higher than the young unmarried ones [18]. These findings are different from the results of other studies [19-21].

## 6. CONCLUSION

The findings of the present study show that level of job satisfaction in dairy industry on the basis of the JDI Score. JDI Score was calculated as  $101.80 \pm 7.67$  which shows that 'moderate' job satisfaction level. The average score of pay factor was found to be 2.77 out of 5 which is very low. For increasing satisfaction level, the organization should improve payment and provide proper bonuses to the employees for encouraging them to do more work effectively. Promotion factor (mean score = 3.31) and job security factor (mean score = 3.48) are also need to be improve. And the working environment of organization were found to be neat and clean and enough equipped with proper safety. Facilities and working environments found to be good and sufficient for achieving employee's satisfaction. Some factors also need to be improved like – health factor, personal factor and social environment for improving job satisfaction level among employees. Through demographic details clear that the job satisfaction is found to be more in married (JDI Score =  $102.27 \pm 7.09$ ), diploma holders (JDI Score =  $104.67 \pm 8.30$ ) and the two age groups (i.e., 23-35 years and 49-60 years). This study also found that following supportive measures are recommended for improving the overall performance -

- The organization should have proper rules with justification for taking any action against employees.
- Proper monitoring of health of the employees should be considered for better performance in different shifts.
- The company should assure the value and contribution of the employee in decision making.

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#### ABBREVIATION USED

JDI:	Job Descriptive Index
p:	Significance of correlation Coefficient
sd:	Standard deviation
N:	Number of participants
Pay 1:	Incentive and bonuses
Js 3:	Organization rules
Js 1:	Assure employee contribution towards the company
We 11:	Working hours and shift
Pf 1:	Equal expectancy level to each gender
P 5:	Straight forwardness and punctuality
Se 3:	Family members and friends are supportive
We 9:	Communication within the company
We 8:	Relationship with their coworkers
We 2:	Neat and clean equipped environment
Wea:	Working environment average
Pfa:	Personal factor average
Paya:	Pay average
Pa:	Promotion average
Jsa:	Job security average
Faca:	Facility average
Hfa:	Health factor average
Sea:	Social environment average
r:	Correlation coefficient
F:	F-distribution.

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