

Assessing the Job Satisfaction Matrices of Employees: An Empirical Research in Rubber Industry

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Abstract

Promoting the employees' satisfaction on Job is one of the primary factors to attain organization development. Added to organization growth, the contribution on company production is also valuate the company's efficacy in competitive markets. Meanwhile, Employee performance demanded as an empowering factor to estimate the effectiveness on HR management policies. Several factors which can mold the satisfaction on the positioned job and their concurrent effects on working performance which have conditioned to some aspects that drives their satisfied attitude. Since, more number of research works have investigated the scrutiny of employees' job satisfaction. Nevertheless, wide-range perceptions on job satisfaction assessment were established on distinguished factor effects. Yet still, the research on depiction of Job Satisfaction analysis in accordant to Rubber Industry is limited. In order that, the present paper depicts the influencing variables on job Satisfaction among employees working on the small-scale Rubber Industry and further implications are presented in the real-time basis. Consecutively, the research employs empirical approach to investigate employees' requisites which improves the furtherance in employees' job satisfaction which is by, scrutinizing the effect of certain factors on surveying Likert-scale responses from employees at Hiranmayee Rubber Private Limited, the company is engaged in Plastics and rubber products manufacturing. In total, 150 employees were elected to examine the research perceptions. Herby, research uses quantitative analysis method through performing Chi-square test, Correlation test, One-way ANOVA test and Regression test in examining the determinants that enrich the Job Satisfaction concern in Rubber Industry.

Keywords: Employees, Job Satisfaction, Rubber Industry

1. Introduction

Management is considered as a predominant concern for any organization (AlHamad et al., 2022). Since, perception on acquiring effective management is a primarily handed-out aspect for the employers in the company (Kazanskaya & Shaykina, 2020). Scrutinizing on management policies determines various deliberated practices which influences employees' behavior toward company (Shaturaev, 2021). In recent decades, technological progress have placed a significant impact on industrial development associated with elevating employee intention that boosts their engagement on job position and organization adherence (Chatenet et al., 2022). Yet, some customary matters are still motionless in the dwelling of employees' satisfaction to the company (Ali & Anwar, 2021). Because, employee satisfaction is been depended on the

facilitation requisites from varied practices in the management policies (Alsafadi & Altahat, 2021). As a saying, “For Every Action, There is an Equal and Opposite Reaction”, the state have explicitly determine that responses can evolved from every action cases (HADIZA & RABIU, 2020). Taking into account, the present research involved to observe the required assumptions that improvise employees’ enthusiasm and dedication on the work as well as their allegiance attitude towards company.

Significantly, HRM systems are interconnected to the organizational efficiency and they are necessarily in the responsible to satisfy employees demands (Anwar & Abdullah, 2021) (Minghua, 2022). The researchers have insisted HRM practices are aligned on the line of fulfilling individuals’ priorities (Lee, 2020). To leverage this optimal satisfaction, the deliberation on managerial insights is a specified on effectively implementing the required resources (Beuren, dos Santos, & Theiss, 2022). Therefore, employing renovating procedures in HR practices and procedures are required to promote the effectiveness in management policies (Sainju, Hartwell, & Edwards, 2021). Meanwhile, the prevailed research works have already recognized that action implementation in management policies is the majors demands to enrich the Employee’s Job Satisfaction level (Karyatun et al., 2023). The predominant importance on maintaining the consistency in the satisfied workforce (Monroe et al., 2021) is predicted as major concern that retrospect the Job Satisfaction (Blanchard, Baker, Perreault, Mask, & Tremblay, 2020) (Kun & Gadanecz, 2022). There are numerous variety of intrinsic and extrinsic aspects that demands the employee’s reflection toward the satisfied job (Inayat & Jahanzeb Khan, 2021). As relatively, to increase the satisfaction and employees efficiency on work performance (Paais & Pattiruhu, 2020), these signified enhances from employees are depend on employee’s individualized attitude cases such as work involvement, recognition, decisions, autonomy, role devotion (Kurdi, Alshurideh, & Alnaser, 2020).

In remarking these employees specification, the highly eminence on organization’s policy and administration implementation plays a chief role to produce a contented and satisfied work environment (Del-Castillo-Feito, Blanco-Gonzalez, & Diez-Martin, 2021). This can be possible, only if, the lead of positive and effective atmosphere is existed in the workplace (Inayat & Jahanzeb Khan, 2021). Conceiving this status, HR commitment in improving the entire functionality of management assistances proceeds to the organization’s success that promotes Job Satisfaction among employees mutually (Mogea, 2023). In this present research, it is explicated that some of ideal factors proposes the effect on Job Satisfaction attitude in regard to industry variations.

1.1 Problem Identification

While contemplating of recent advances on organizational growth, the prominence of Employees Satisfaction level was embraced as a huge impactful factor which also revolves in business growth. Even though, numerous researches have concentrated on anticipating the overall effects and affects that oscillates employee’s satisfied attitude on Job, the assumed conclusion have demonstrated the generalized results. Besides, general assumptions such as work environment, career development opportunities and benefits, the specified analysis in accord to industrial variations are still confining in the fields. So. As known, Job Satisfaction have been revolving through many business’s concern such as productivity, profitability, turnover rates, and organization’s efficacy and competent in the competitive markets.

1.2 Rationale of the research

To progress with a major concerned issue which is arisen in recent times, the present research holds to contribute broaden insights in gauging the Job Satisfaction concern with a specified focus on the small-scale Rubber company. To establish these broaden assessment, the research utilizes the empirical approach to analyse on the collected quantitative data responses from employees working in the company,

Hiranmayee Rubber Private Limited. Conceivably, the research proposed with necessitated suggestions that have to incorporate for promoting the Job Satisfaction growth in Rubber Industry.

1.3 Objectives of the research

Primary objective:

To investigate the employees' job satisfaction strand in Hiranmayee Rubber Private Limited, Madurai.

Secondary Objective:

- To comprehend the prominent factors in job satisfaction among employees
- To scrutiny the work facets at the private company
- To gauge the relationship between supervisor and colleagues in company
- To detect the extents on employees' satisfaction from welfare-based HR practices.
- To detect the extents on employees' satisfaction by figuring communication point.
- To recommend the utility factors of Employees' Job Satisfaction on private companies.

1.4 Paper Organization

The present paper is ordered on the base of current drift in the depiction of Employees' Job Satisfaction. Whereas, scrutiny on contemporary researches that have remarked the similar research work through varied use of analytical methods are characterized in Section 2. Added to which, Section 3 illustrated the methodology ensued in the present research. Further, the results executed in the current research is indicated in Section 4. Consecutively, Section 5 represented the conceptual discussion on the percept of current research. Section 6 indicates the limitation endured in the paper. Orderly, Concluded reflection from the present paper is demonstrated in Section 7. Lastly, Section 8 discussed the suggestions proposed from the inspection of undertaken research.

2. Literature Review

A review with several conditions, and conception that is been emerge in the prevailed researches are represented in present section. In which, analysis on the illustration of Job Satisfaction are also discussed mutually.

Numerous researches have considerate the term Job Satisfaction in diverse percepts. Since, depending on the concern of industries form or kind, satisfying characteristics from the organization's workers also differs apart while accordant to their work nature. As, existing research (Heimerl, Haid, Benedikt, & Scholl-Grissemann, 2020) has attempted to assess sustainable development chances while handling out respective workers in industry. Research conclusions denoted that several signified feature practices in company disciplines such as good and healthy bondage with supervisor, adherence to task schedules and accessibility for personal growth are reflected as a useful key for improving sustainable promotion of employees' Job Satisfaction and research has conceived that work infrastructure have not impacted their satisfaction on work. Since, research focused on contemplating hospitality industry while analyzing their satisfied attitude in their job. Alike, another research (Bhardwaj, Mishra, & Jain, 2021) estimated Job Satisfaction from inspecting through banking industry. The executed outcomes from prior research conveyed that impacting factors like benefits, salary, job security y and higher roles availability are relatively affecting Job satisfaction of bank professionals.

Another aspects, wherein work culture also determined as a massive influencing factor in generating employees satisfied behaviour in a particular company. The prevailing research (Rahman, 2020) have evaluated the Job Satisfaction in assessing to the ethical concerns, competitive nature, rewards and working culture also upsurges as a influencing factor in dealing with employees satisfaction on work.

Research's notion delivered that supportive aid to comprehend work culture were involved as dominating role in regulating the work performance of the employees in organization. The prior study (Bahmani-OSKooee & Feinberg, 2022) have estimated employee's job satisfaction level from assessing the work discipline effect. The study analyzed through the sampling method, wherein 31 were selected to perceive this assumption. The research have resulted that work discipline produces an influencing effect on Job satisfaction. In addition, the research also evinced that incentives have impacted in job satisfaction. The research concentrated in conceiving Job satisfaction on medical Industry. Alike, another research (Martin & Uribe, 2021) investigated the Job satisfaction in regard to event system perspective. The research have discovered that fitted monitoring assistance and long-last Work From Home policies determine in extending the employee Job Satisfaction in the event system perception. For analyzing, the prevailing research undertook the qualitative analysis procedure and collected individual opinions from 256 workers Alike, the existing research (Inegbedion, Inegbedion, Peter, & Harry, 2020) have scrutinized Job Satisfaction while accounting with workloads in job roles. To analyze that the 764 participants were elected for interviewing their intention towards the Workload factor. The research conclusions revealed that work load also affects Job Satisfaction in employees. Simultaneously, the research also attempted to prove that organization staff's capacity will influence the mediating case that affects Job satisfaction in order to overcome the impacting effects from the workload interventions. Other prevailing research (Dziuba, Ingaldi, & Zhuravskaya, 2020) also assessed the Job satisfaction and work performance, where here, the research carried out Safety assurance as a mediating variable in allowing the higher extents on Job satisfaction. To scrutiny the present aim, the research has surveyed the responses from employee's perception on Job Satisfaction. Nearly, 47 employees were elected to assume the condition. The analysis results depicted that Work safety is being a critical factor in the metallurgical industries in accessing the Job Satisfaction of workers.

Alike, prior research (Thant & Chang, 2021) have perceived Job Satisfaction for the country focus of Myanmar. The research has conducted a comparative analysis of satisfaction and dissatisfaction aspects in non-private employees. The research has analyzed that interpersonal relationships between colleagues have greatly impacted the working nature process and Job Satisfaction level of employees. And, research also indicated that dissatisfaction is also caused when poor interpersonal relationships with higher authorities and recognition conflicts also departs from Job Satisfaction. In total, research has concluded these conclusions from gauging through open-ended responses collected from the 226 Government employees. Subsequently, another prevailing research (Kumari, Barkat Ali, Un Nisa Khan, & Abbas, 2021) have examined Satisfaction attitude in Job from assuming the encouragement and rewards as an effective role in promoting the Satisfaction level of employees. The research has utilized empirical research procedures to conceive their effects in the context of Job Satisfaction. Totally 422 staff participants' responses were examined in evaluating the motivational exposure and reward-based procedures in company regulation that possessed the positive impact on Job Satisfaction.

2.1 Research gaps

- The prevailing research (Bahmani-OSKooee & Feinberg, 2022) have focused on a single mediating effect that promotes Job Satisfaction among employees. It led to limits in proceeding the wide-based conclusions on projection on appropriated outcome.
- Another prior research (Thant & Chang, 2021) have depicted interpersonal relationships effect in promoting the employees Job Satisfaction. Yet still, the concluded results have biased to one particular

condition. Since, other remarking factors were not discussed in empowering Job Satisfaction in Government workplaces.

- Although, the conventional research (Kumari et al., 2021) have analyzed the positive effects factor in improvising the Job Satisfaction of employees. However, the research is not encompassed with implications that promote the management policies.

3. Research Methodology

This section illustrates the method which is used to scrutiny on the research motive. The depiction on research design that has been generated in the present paper is also discussed here.

3.1 Research Hypothesis

Research Hypothesis is framed to be an essential concern to prove the objectives of research, which can be demonstrated through using diverse analysis methods. Certainly, the present research conceives a set of research hypotheses wherein, employee's Job Satisfaction strand will be studied from the attempted analyzing methods.

The paper follows to set out with the below denoted hypothesis, hereby the research hypothesis are;

H₀1: Factors of Job Satisfaction are not significant in the Rubber Industry.

H₁1: Factors of Job Satisfaction are significant in the Rubber Industry.

H₀2: Work Facets do not impact the Job Satisfaction of employees in small-scale industry.

H₁2: Work Facets impact the Job Satisfaction of employees in small-scale industry.

H₀3: There is no significant influence of supervisor and colleagues association in the Job Satisfaction.

H₁3: There is a significant influence of supervisor and colleagues association in the Job Satisfaction.

H₀4: Welfare facilities do not impact Job Satisfaction among employees.

H₁4: Welfare facilities impact Job Satisfaction among employees.

H₀5: Communication does not impact the employees Job Satisfaction in small-scale industry.

H₁5: Communication impacts the employees' Job Satisfaction in small-scale industry.

3.2 Research Instruments

In this paper, Research Instrument is determined as a systemic tool which is employed in comprehending several concerns that ensure employees Job Satisfaction aspect in small-scale rubber industries. Since, the present research evaluates primary objective by analyzing through the responses collected from Hiranmayee Rubber Private Limited employees. The research approached Demographic analysis and Quantitative analysis to propose the conclusions. Because, these tools were effective in formulating individual's preferences, intentions and opinions towards the Job Satisfaction evaluation, especially in small-scale rubber industries. Whereas, a structured questionnaire is framed that settles with a set of questions involving Job Satisfaction relevance.

3.3 Data Collection

Present research carried out analysis using data collected from 150 respondents, wherein the sample population is 575 since, the total counts of Hiranmayee Rubber Private Limited employees are 575. The research used a convenience sampling method as per employees availability. Further, the current paper was exposed as a pilot research in which mutual reflection on the case of the company was also analyzed. For that purpose, the research focused on Hiranmayee Rubber Private Limited and status of employees working in the company was also evaluated from the quantified results. The illustrated Figure.1 represented the Research Process applied to comprehend the research aims.



Figure.1 Inclusive Flow of Research analysis

Figure.1 illustrates the pictorial representation of ordered research's design that handles the evaluation of cases which are to be assessed and, meanwhile, determines the perception of Employees Job Satisfaction in a small-scale rubber industry. Chiefly, the indicated six actions are practiced in research analysis. In which, theoretical analysis denotes the descriptive and conceptual contemplation on Job Satisfaction secondly, the existing and prevailing researches are analyzed. After then, the idealized research method is carried out to analyze with better investigation, the utilized techniques are pointed out in further actions. Wherein, the framed questionnaires are provided to the selected 150 employees and the collected responses are conducted with two analyzing procedures, which are demographic and quantitative tests. Orderly, the concluded projections are explained in conclusions and followed to that, the implicated suggestions are presented further.

3.4 Data Analysis

For comprehensive analysis, the in-depth insights about Job Satisfaction at small-scale Rubber industry are considered, research utilizes the demographic data for testing demographic analysis. Consecutively, quantitative analysis is conducted with a use of SPSS application while, SPSS examines the correlation, impact factor and influential effects. The results are executed through appropriate conductance of tests such as Regression test, ANOVA test, Correlation test and more. Conceivably, the research performed analysis through tests such as Correlation Analysis, Chi-Square Test, Regression Test, and One-Way ANOVA Test. Besides, the data collection stored in EXCEL sheet will be fetched to the SPSS tool in accordance with its convenience form.

4. Results and discussion

This Section represents the statistical results executed from the analysis method which is employed in research. The depiction of outcomes are illustrated in the form of tables and graphs in respect to that, the demonstrated conclusions acquired from testing data also denoted here.

4.1 Demographic Analysis

Demographic Analysis is performed through the calculation of percentage analysis on undertaken criteria, in which individual perceptions towards the company are comprehended. In this aspect, entirely 28 cases of details are considered from the undertaken sample size for conducting demographic analysis. In the Table illustration, the indicated denotation is determined as follows;

F- Frequency

%- Percentage

SA- Strongly Agree

A- Agree

Neither A not D- Neither Agree nor Disagree

D- Disagree

SD- Strongly Disagree

V-Valid

M-Missing

T-Total

N- Number of Respondents

df- Degrees of Freedom

t- Ratio of difference

Age

Table.1

Age	F	%
Below 30	39	26
31 - 40 years	37	24.7
41 - 50 years	65	43.3
Above 50 years	9	6

Gender

Table.2

Gender	F	%
Male	105	70
Female	45	30

Education

Table. 3

Education	F	%
SSLC	38	25.3
HSC	15	10
UG	43	28.7
PG	32	21.3
Diploma & others	22	14.7

Marital Status

Table. 4

Marital Status	F	%
Married	94	62.7
Unmarried	56	37.3

Experience

Table. 5

Experience	F	%
Below 5 years	38	25.3
6 years - 10 years	55	36.7
11 years - 15 years	35	23.3
Above 16 years	22	14.7

Income

Table. 6

Income	F	%
Below Rs.10,000	30	20
Rs.10,001 - Rs.20,000	57	38
Rs.20,001 - Rs.30,000	45	30
Above Rs.30,000	18	12

Convenient Working Hours

Table. 7

Particulars	F	%
SA	22	14.7
A	44	29.3
Neither A nor D	45	30
D	20	13.3
SD	19	12.7

Satisfied Workplace

Table. 8

Particulars	F	%
SA	59	39.3
A	26	17.3
Neither A nor D	27	18
D	26	17.3

SD	12	8
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Administration

Table. 9

Particulars	F	%
SA	19	12.7
A	70	46.7
Neither A nor D	23	15.3
D	15	10
SD	23	15.3

Work Overload

Table. 10

Particulars	F	%
SA	46	30.7
A	51	34
Neither A nor D	33	22
D	12	8
SD	8	5.3

Safety assurance

Table. 11

Particulars	F	%
SA	100	66.7
A	20	13.3
Neither A nor D	15	10
D	7	4.7
SD	8	5.3

Supervisor Bondage

Table. 12

Particulars	F	%
SA	24	16
A	71	47.3
Neither A nor D	21	14
D	11	7.3
SD	23	15.3

Favoritism

Table. 13

Particulars	F	%
SA	22	14.7

A	41	27.3
Neither A nor D	49	32.7
D	20	13.3
SD	18	12

Accessibility

Table. 14

Particulars	F	%
SA	19	12.7
A	67	44.7
Neither A nor D	27	18
D	5	3.3
SD	32	21.3

Support aid from colleagues

Table. 15

Particulars	F	%
SA	90	60
A	30	20
Neither A nor D	15	10
D	7	4.7
SD	8	5.3

Selfless

Table. 16

Particulars	F	%
SA	52	34.7
A	39	26
Neither A nor D	25	16.7
D	28	18.7
SD	6	4

Food Facilities

Table. 17

Particulars	F	%
SA	40	26.7
A	45	30
Neither A nor D	33	22
D	15	10
SD	17	11.3

Workplace Facilities

Table. 18

Particulars	F	%
SA	41	27.3
A	58	38.7
Neither A nor D	14	9.3
D	17	11.3
SD	20	13.3

Parking Facilities

Table. 19

Particulars	F	%
SA	35	23.3
A	53	35.3
Neither A nor D	38	25.3
D	17	11.3
SD	7	4.7

Hospitality Facilities

Table. 20

Particulars	F	%
SA	38	25.3
A	55	36.7
Neither A nor D	24	16
D	11	7.3
SD	22	14.7

Fund Facilities

Table. 21

Particulars	F	%
SA	53	35.3
A	39	26
Neither A nor D	13	8.7
D	15	10
SD	30	20

Fair Salary

Table. 22

Particulars	F	%
SA	35	23.3
A	49	32.7
Neither A nor D	38	25.3

D	18	12
SD	10	6.7

Promotion

Table. 23

Particulars	F	%
SA	45	30
A	35	23.3
Neither A nor D	30	20
D	15	10
SD	25	16.7

Equipped Salary

Table. 24

Particulars	F	%
SA	51	34
A	47	31.3
Neither A nor D	19	12.7
D	12	8
SD	21	14

Allowance

Table. 25

Particulars	F	%
SA	55	36.7
A	42	28
Neither A nor D	20	13.3
D	18	12
SD	15	10

Employers Support

Table. 26

Particulars	F	%
SA	18	12
A	29	19.3
Neither A nor D	73	48.7
D	19	12.7
SD	11	7.3

Supervisor Assistance

Table. 27

Particulars	F	%
SA	49	32.7
A	38	25.3
Neither A nor D	16	10.7
D	19	12.7
SD	28	18.7

Communication

Table. 28

Particulars	F	%
SA	42	28
A	46	30.7
Neither A nor D	27	18
D	21	14
SD	14	9.3

Reachable

Table. 29

Particulars	F	%
SA	49	32.7
A	47	31.3
Neither A nor D	20	13.3
D	13	8.7
SD	21	14

Interpretation

The above illustrated Tables suited with representing their respective depiction of data criteria. In which, the employed data can be categorized into two cases, such as demographic responses and Likert-scale responses. In Likert-scale based data samples, research used 5 classified response scales, which are Strongly Agree, Agree, Neither Agree nor Agree, Disagree and Strongly Disagree.

In demographic responses, respondent’s age, gender, education, marital status, income, experience are chosen to align with current research work. In Table.1, age criteria are mentioned with frequencies and executed percentage results. The outcome shown, age groups of 41-50 years have participated in the survey and their appeared value is 43.3 % where it steps-out with more counts rather than other ages. Table.2 explained the higher number of respondents are male participants, estimated up-to 70%. Respondent’s educational status is denoted in the Table.3, the table exposed that 48 respondents are UG graduates and pointed at 28.7 % from entire 150 respondents whereas, other groups such as SSLC, HSC, PG, Diploma & others assessed values are 25.3%, 10%, 21.3% and 14.7% respectively. Table.4 revealed

that more married persons have attempted in survey with counts 94. Table.5 conveyed experience status, where individuals of 6-10 years experienced professionals attended in large portions with a range of 36.7%. Table.6 is income assessment from respondents data, hereby, the persons whose salary range of Rs.10, 001-Rs.20,000 have attempted largely.

To obtain wider consideration of employee’s intention toward Job Satisfaction, the research involved main features that depend on Job Satisfaction. For that purpose, particulars on work facets, collegial relationships, welfare facilities, Communication were proposed for assessing Job Satisfaction aspect at small-scale rubber industry. In order that, through Likert-scale use, the reliable statements are enclosed consecutively in reflecting those four main particulars. Hence, the research implicated the factors like convenient working hours, satisfied workplace, administration, work overload, safety assurance for assuming work facets condition. While, the effect is supervisor bondage, favoritism, accessibility, support aid from colleagues, Selfless are listed in projecting collegial relationships. To estimate welfare facilities, primary services such as food, work environment, parking, hospitality, funds, Fair salary (internal), promotion, equipped Salary (external), and allowances were elected for hypothesis testing. To apprehend communication matters, the contemplation of features such as employers support, supervisor assistance, communication and reachable are conceived. From all subsequent responses, the collected data are undergone to suitable analysis tests in remarking the research hypothesis.

4.2 Quantitative Analysis

Chi-Square test

Chi-square test assists the statistical extent that is established between the expected values and observed values. Chi-Squared analysis elucidates if the selected variables correlate mutually and whether they associate with each other. To elucidate the work facets on Job Satisfaction, the research actuated with scrutinizing supervisor bondage to gender rates.

Table.30

	Cases					
	V		M		T	
	N	%	N	%	N	%
Gender*Supervisor Bondage	150	100	0	0	150	100

Table.31

Gender	Supervisor Bondage					T
	SA	A	Neither A nor D	D	SD	
Male	24	41	20	3	17	105
Female	0	30	1	8	6	45
T	24	71	21	11	23	150

Table.32

	V	df	Sig. (2-sided)
Pearson Chi-Square	31.462 ^a	4	.000

Likelihood Ratio	39.210	4	.000
Linear-by-Linear Association	1.432	1	.232
Number of Valid Cases	150		

The demonstrated Table.30, Table.31 and Table.32 shows that resulting table configuration from chi-square test conductance that determines that there is no significance association has attained between gender and supervisor bondage. Yet, the acquired gauge on significance in supervisor bondage highly marked in supervisor bondage, Further, it is observed that collegial relationships are highly compromised and positively effects at work. Also, while gauging at the supervisor’s and colleagues association status, it is determined that there is a significant influence of supervisors and colleagues’ association status in the Job Satisfaction hypothesis. Therefore, H₁₃ is accepted from analysis.

Correlation test

Table.33

		Income	Employers Support
Income	Pearson Correlation	1	-.145
	Sig. (2-tailed)		.077
	N	150	150
Employers Support	Pearson Correlation	-.145	1
	Sig. (2-tailed)	.077	
	N	150	150

Table.33 shows the correlation analysis results which depicts the test on income and employers supporting behavior. Like the prior test, the Correlation test also analyzes the correlation among distinct characteristics. For perceiving the communication aspect purposely, the research has undertaken the analysis test on incomes with employers (Higher authorities) communication effect. The test results have been estimated with -.145, wherein the positive correlation between income and employer support is discovered. Hence, it is evident that communication influences employees’ satisfaction factor hence, the conclusions led to the H₁₅ hypothesis testing is positively proven.

One-Way ANOVA test

Table.34
WORK FACETS

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.967	3	.989	2.204	.090

Within Groups	65.503	146	.449		
T	68.470	149			

Table.34 illustrates the representation of One-Way ANOVA test analysis to conduct the impacting factor analysis. The research employed age factor with work exposure factors, the test results have executed with more than significance value of 0.05, so the results have been exposed with negative relation with both variables. Hence, H₁₂ is rejected and the test results have shown that work facets does not impact the Job Satisfaction factor in small-scale industry.

Regression test

Table.35

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.143 ^a	.020	.014	.59123

a. Predictors: (Constant), Experience

Table.36

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.077	1	1.077	3.082	0.081 ^a
Residual	51.734	148	.350		
T	52.811	149			

a. Predictors; (Constant), Experience

b. Dependent Variable: Welfare Facilities

Table.37

Coefficients

Model	Unstandardized coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.278	.120		12.989	.000
Experience	.085	.048	.143	1.755	.081

Table.35, Table.36 and Table.37 demonstrate the depiction of analyzed conclusions from the operating Regression test. Here, the criteria from welfare facilities are engaged with contributing the relation between the Employee Job Satisfaction. To prospect Job Satisfaction, experience data are inquired subsequently, deliberation on welfare facilities are imported in test analysis. The R² value from the

Regression test explicates the impact of welfare facilities is crucial in job Satisfaction. Therefore, it is confirmed the significant impact of Welfare facilities in Job Satisfaction. Simultaneously, H_{14} is accepted. Moderately, the results have projected the specified distinct features, in which Job Satisfaction among employees from small-scale rubber-based companies are altered by overlooking these effect causes. Hence, the concluded outcome ensures that factors of Job Satisfaction are significant in the Rubber Industry. So, the null hypothesis H_{01} is rejected while it is conceived that factors of Job Satisfaction are significant in the Rubber Industry.

5. Discussion

The prevailing researches (Dziuba et al., 2020) , (Bahmani-OSKooee & Feinberg, 2022) have attempted to comprehend the contemporary condition, and analyzed whether their impacts were intervening in Job Satisfaction. In order to do that, the research (Dziuba et al., 2020) modeled work safety as a mediating tool in improving employee Job Satisfaction. Meanwhile, the research (Bahmani-OSKooee & Feinberg, 2022) analyzed the conclusions on specifying metallurgical industry. As well, the other research gauged the work discipline influences on the Job Satisfaction of employees from Enterprises Company. Conventional researches have depicted individual focuses on company-specific assessment. So, it paved deep and optimist insights on the Job Satisfaction assessment rather than generalized consideration. Yet, they are still confined to consideration of varied exploring factors, so it may provide wide conceptions. And so, the present research utilizes diverse percepts that account to Job Satisfaction concern in the intuition of Rubber-based Company. Hence, the research has attempted to provide a distinct estimation for promoting the effective management policies in small-scale Industries.

The recent research (Martin & Uribe, 2021) have depicted whether work from home policy implementations were promoting Job Satisfaction. Although, it has been purposeful to demonstrate the modern culture values, yet still the research has concluded the results from qualitative responses. The results may be embraced with biased data. However, the prevailing researches (Dziuba et al., 2020), (Heimerl et al., 2020) have assessed several mediating effects on Job Satisfaction through quantitative technique, and the research has employed the analysis with limited sample size.

6. Limitation of the research

Significantly, it was recognized that limitation can be enforced to offer a deflected perception in the research. As, the present paper also notifies with some confinement in research work. The Current research moderately focused on employees Job Satisfaction description from the company, Hiranmayee Rubber Private Limited. Even so, the paper offered the better conceptual evaluation of Employee Job Satisfaction perception in small-scale Rubber industry. Yet, the research still limits how to configure the Job Satisfaction aspect in Large-Scale Industries.

7. Conclusion

The present paper delivered a conceptual analysis on Job Satisfaction aspect at small-scale rubber industry through empirical approach. By utilizing demographic analysis and quantitative analysis, the obtained responses are actuated in conceiving the secondary objectives. The research outcomes have comprehended the impactful factors which specifically contemplates the Small-Scale Rubber industry. It is well-known that Job Satisfaction can oscillate from varied influences. Meanwhile, employee Job Satisfaction led to anticipation of exploration in organization Development and Productivity. In concern to that, present

papers have contended to offer the appropriate conclusion on assessing Job Satisfaction aspect at small-scale industries.

8. Policy recommendations

- Reasonable workloads to be assigned and allocated in respect to the Job role, since excessive workload dissatisfies intention on work.
- Safety measures are assured and maintain a consistent safety ensuring work environment.
- Preserve the healthy relationship with employees, which acquires employees' loyal behavior.
- Motivate to implicate their individual enforcing needs regarding existing welfare facilities.
- Outlying benefits regardless of the reliable nature of work.
- Maintain a non-partial work environment despite their job roles.
- Initialize rewards and developmental programs to prospect distinct conditions in the Rubber industry.

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